

DIGITAL MARKETING IN TOURISM SPHERE

Case Company: HaparandaTornio Tourist Information Centre

Chulkova Vera

Bachelor's Thesis
School of Business and Culture
Degree Programme in Business Information Technology
Bachelor of Business Administration

2019

Degree Programme in Business
Information Technology
Bachelor of Business Administration

Author	Vera Chulkova	Year	2019
Supervisor	Anthony Okuogume		
Commissioned by	HaparandaTornio Tourist Information Centre		
Title of Thesis	Digital Marketing in Tourism Sphere Case: HaparandaTornio Tourist Information Centre		
Number of pages	74 + 5		

The online presence of the company is an inalienable part of modern marketing strategies. Today, businesses that provide services or products cannot survive without proper digital marketing campaigns. The main objective of this research project was to develop a digital marketing strategy that includes the proposal of the relevant social networks for the travel destination. Complementary objectives include ideas for publications in social media, tactics for raising the website in search engines, establishing a recognition among the competitors and enhancement of the event calendar which used both by locals and tourists.

Quantitative and qualitative techniques were utilized to investigate the digital marketing technologies and develop recommendations, tactics, and ideas that the case firm will be able to implement in a real workflow. Secondary and primary data were utilized in the data collection process. The secondary data was collected from articles, literature and research works. The primary data was collected by means of the survey technique.

After a deep analysis of the theoretical part and survey results, the digital marketing strategy was developed and proposed. Developed digital marketing strategy is unique and can be applied only for the case firm. A detailed description of each method and tactic that can improve the quality of the service was created.

Key words digital marketing strategy, digital marketing, social media, website marketing, content creation

CONTENTS

1	INTRODUCTION	7
1.1	Background and Motivation	7
1.2	Briefly About Case Company	8
1.3	Research Scope and Objectives	9
1.4	Structure of Thesis	9
2	RESEARCH QUESTIONS AND METHODOLOGY	11
2.1	Research Questions	11
2.2	Research Methodology.....	12
3	INTRODUCTION TO CASE COMPANY	14
3.1	HaparandaTornio Tourist Information Center.....	14
3.2	Case Company Situation Analysis	15
3.2.1	Current Digital Marketing Activities	15
3.2.2	Current Situation of the Travel Industry and Trends	18
3.2.3	Analysis of Competitors' Digital Marketing Methods	19
4	INTRODUCTION TO DIGITAL MARKETING.....	23
4.1	Digital Marketing.....	23
4.2	Digital Marketing Situation in Finland in 2019	24
4.3	Digital Customer Experience	25
4.4	Content Creation	26
4.5	Digital Marketing Plan.....	28
5	DIGITAL MARKETING METHODS	31
5.1	Search Engine Optimization	31
5.2	Website.....	32
5.3	Inbound Marketing.....	33
5.4	Email Marketing.....	34
5.5	Content Marketing	35
5.6	Video Marketing.....	37
5.7	Social Media Channels.....	38
5.8	Influencer Marketing	40
5.9	Personalized Marketing	42
6	DIGITAL MARKETING STRATEGY FOR THE CASE FIRM	45
6.1	Segmentation of Target Audience	45

6.2	Positioning	48
6.3	Content Strategy and Tactics	50
6.3.1	Website	51
6.3.2	Event Calendar.....	54
6.3.3	Social Media.....	55
6.3.3.1	Facebook	56
6.3.3.2	Instagram	60
6.3.3.3	YouTube.....	65
6.3.3.4	TripAdvisor.....	66
7	CONCLUSION.....	67
	BIBLIOGRAPHY	70
	APPENDICES.....	75

SYMBOLS AND ABBREVIATIONS

DM	Digital Marketing
DMS	Digital Marketing Strategy
HTTIC	HaparandaTornio Tourist Information Centre
SE	Search Engine
SEO	Search Engine Optimization
SM	Social Media
SMM	Social Media Marketing
SMN	Social Media Network
SMP	Social Media Platform
UVP	Unique Value Proposition
CX	Customer Experience

FIGURES, IMAGES AND TABLES

FIGURES

Figure 1. HTTIC's Target Groups Online.....	16
Figure 2. People Who Subscribed on HaparandaTornio SM Accounts.....	46
Figure 3. Preferred Type of Content.....	49
Figure 4. Preferred Social Media Channels for Touristic Destinations.....	50

IMAGES

Image 1. Main Page of the HTTIC's Website.....	17
Image 2. Front Page of "Visit Rovaniemi" Website.....	21
Image 3. Buyer Persona.....	47

TABLES

Table 1. Digital Marketing Plan for the Case Firm.....	30
--	----

1 INTRODUCTION

1.1 Background and Motivation

Traveling is a way to introspect oneself, increase knowledge by contacting with different cultures, places, and people. During a practical training in the HaparandaTornio Tourist Information Centre (henceforth HTTIC) the author saw people arriving from different countries to twin-city HaparandaTornio this raised interest in the tourists' travel motives. Therefore, it is also important to investigate how Digital Marketing (henceforth DM) affects people's travel plans.

Today, in era of global digitalization, everything in the world is connected through the Internet. Every day billions of people worldwide use laptops, smartphones, computers, and tablets to consume the content provided in the digital form. It was estimated that in April 2019 there was almost 4,4 billion people in the world using the Internet, that is 56 percent of the global population (Clement 2019a). As a result, the Internet became a powerful platform for increasing all types of businesses.

Enterprises invests in DMSs to attract more customers. The most important part of the customer communication process for all modern companies is present in Social Media (henceforth SM) and have their own websites. With the help of the Internet, travel destinations are able to attract new travelers, create a positive image of the destination for new travelers as well as engaging existing visitors to come again. Consequently, all traditional ways of promoting and selling are becoming more and more rare (Digital Strategy Consulting 2018). However, in DM, there are some challenges too. The role of users is more significant there. Companies cannot publish the content they like, they should also listen to stakeholders. The Internet is an area where people can express and disseminate their feedback freely regardless of whether it is positive or negative.

Admittedly, digital tools are the main force connecting customers and companies. Over the past few years, more companies made their websites, accounts in SM, profile in Google and other tools. Currently, 96% of businesses are using DM to market themselves and 92% of them are saying it was the best way to promote

the company (Stelzner 2015). All these actions are increasing the competitive capability among companies, in order to get more attention from the users. To be noticed and visible on the digital platforms, companies should pay attention to customer's feedback and create remarkable content for them. Otherwise, a chance to be noticed is really low.

As a result of the digitalization of all businesses, the process of planning a trip has been entirely changed. Today, consumers are trying not to use the services of travel agents since there are a great number of internet resources that people can use to make a booking, to find the way of traveling or to get more information about the destination. Between the spring of 2008 and the spring of 2016, the number of internet users who managed their travel reservations online on their own increased from around 40.6 million to 64 million (Lock 2018).

1.2 Briefly About Case Company

The case company of this thesis project is the HTTIC. Twin-city formed by two towns, Haparanda in Sweden and Tornio in Finland, since the office belongs to the company Team Botnia Oy in Finland and Haparanda Stad in Sweden. The HTTIC is a center for tourists that are coming to the twin-city HaparandaTornio. The office is located in Haparanda, Sweden, 100 meters away from the border with Finland. Moreover, it has an official website: www.visittorniohaparanda.com.

The center offers help for the travellers, provides recommendations and promote local businesses. Besides, there is a small shop where people can buy local goods and hand-crafted things from Lapland and Torne Valley. There are also several goods and souvenirs with the HaparandaTornio flag or logo. The mission of the office is to provide people with the full information about this unique place and one of the friendliest borders in the world.

HTTIO uses both DM and traditional marketing methods according to their marketing goals. For traditional marketing campaigns, company uses advertisements in newspapers and printed guides about the twin-city. Concerning DM, HTTIO uses SM (Facebook and Instagram) and website.

Inside the organization, the lack of a Digital Marketing Strategy (henceforth DMS) was identified. Marketing actions were frequently irregular in the company without any monitoring or analysing of customer's feedback because of no marketing strategy at all. The goal was to create a clear DMS that will increase the popularity of the destination.

1.3 Research Scope and Objectives

The main objective of this research work is to develop a DMS for the case company. In addition, to investigate what effects DM tools have on consumers' behavior while choosing a travel destination. The strategy will include suggestions on how to apply all DM tools to increase travelers' interest towards HaparandaTornio, enhance the brand of the twin-city globally and promote it. Therefore, the data and statistics of present DM tools of the company are collected and analyzed to adapt them according to the new DM scenario and formulate the recommendations.

The complementary objective is to provide the case company with a precise analysis of DM tools that are available these days and tell how to use them for marketing purposes. The analysis of DM channels will demonstrate the suitability of the tools in order to build brand awareness and reach potential customers abroad.

The topic of the research work was suggested by the case company and based on the problems identified inside the organization. Most of their competitors are utilizing DM strategy to reach more travelers and, in that case, the strategy can provide at least the same level of travelers' interest towards the destination. The objective given by the case firm is to provide them with concrete tools and advises to reach their DM goals.

1.4 Structure of Thesis

The research work contains seven chapters. The introduction chapter is detailed and includes a brief description of the case company, research scope and objectives and background with motivation regarding the project. Chapter two

starts with clearly stated research questions and continues with the methodology used for research making. Chapter three contains an analysis of the case company with a description of competitors and current trends in the tourism sphere. Chapter four represents the description of digital marketing and its' situation in Finland. Moreover, the proposed digital marketing plan for the next three years is presented there. Chapter five introduces the main digital marketing methods and their usage in the HTTIC. Chapter six consists of the analysis of empirical data collected from the survey and a marketing persona as a result of the survey. Additionally, the digital marketing strategy with identified tactics and created ideas is created in the same chapter. The results of the research work are summarized in chapter seven.

2 RESEARCH QUESTIONS AND METHODOLOGY

2.1 Research Questions

To achieve the objectives of the research work, four research questions are described below:

1. How can the HTTIC use DM to reach potential customers abroad?

DM is a sphere that is growing rapidly every day in practice, it includes managing different forms of company online presence such as company websites, mobile applications, and SM pages (Chaffey 2018). By analyzing all the DM tools strengths and weaknesses will be identified to keep them in mind when creating the final strategy.

2. What DM strategy is the most suitable for the case company in order to attract travelers from all around the world?

The development of DM strategy depends on the scopes and goals of the HTTIC. It implies a deep analysis of the tool usage rules including algorithms. Moreover, information about social media platforms (henceforth SMP) in the case of tourism destinations is necessary in order to create the most suitable recommendations and ideas for the case firm to implement them in a real workflow.

3. What are the most suitable DM tools for increasing the attraction of the twin-city HaparandaTornio?

Low-quality posts in SM, incomplete or incorrect information in the destinations' profile, untimely updating of information, lack of interaction with potential visitors who are interested in this destination or ignoring reviews and feedback can harm the unique destinations' status and the efficiency of service provided in the company. The research work will investigate what are the most suitable tools and services for the touristic destination. Hence, the most successful ways of

promoting the company in social networks will be examined, the pros and cons will be determined.

4. What content can attract travelers while planning their trip?

Discovering the answer to this research question will provide a deeper understanding of the needs of stakeholders. It is impossible to create a positive impression on the audience if SM accounts are organized randomly and publications are not regular. Moreover, collecting feedback from people who already visited the twin-city is a significant part of communication management. After analyzing feedback from tourists, the company can understand what needs to be changed, added, deleted or improved on the website and in SM channels.

2.2 Research Methodology

This research paper includes a theoretical and a practical part. First, exploratory research is used, it provides a better understanding of the existing problem. Moreover, it helps to draw links between the main concepts and establish an understanding of the key terms (Yin 2008, 48). The information collected both from primary and secondary research methods to strengthen the research work and includes scientific articles, surveys, videos, books in electronic format and from libraries (Bhat 2018).

For this research, both qualitative and quantitative methods of data collection are used. Research results were gained through an in-depth analysis of the company's current situation using a survey as a data collection method. The survey technique was used to collect opinions from users of current services and investigate what has to be improved there. In this study, the review of DM tools used in corresponding case companies from the other cities was made. The use of relevant and up to date literature is facilitating the definition of the most suitable DM technologies for the final strategy that will be implemented in the case firm. By gathering quantifiable data and performing statistical techniques, quantitative research has been done (Surendran 2019). The use of the survey research method the statistical results were gained and used to analyze users' opinions,

expectations, and preferences concerning online services of the twin-city. Careful analysis of the survey's results can predict the future of the touristic destination and offers the possibility to make changes accordingly (Bhat 2018).

The researcher is an active observer in the case study situation and can be a participant in the events being studied which is called participant observation (Yin 2008, 111). The researcher has worked in the case company for five months and has been a resident of HaparandaTornio twin-city since 2016. That qualifies the author as an active participant. The participant observation techniques provide the researcher with a unique opportunity to collect more data about the case study. Nonetheless, the researcher has to be restrained not to become too involved and lose objectivity (McLeod 2015).

3 INTRODUCTION TO CASE COMPANY

3.1 HaparandaTornio Tourist Information Center

HaparandaTornio Tourist Information Center is a customer service office that provides several services for tourists. The HTTIC is a part of a business development company owned by the city of Tornio – Team Botnia Oy. The company works in cooperation with the municipality of Haparanda, Sweden. In 2019 there are in total of six people working in Team Botnia Oy, five people in Bothnian Business House and two people in the HTTIC.

The purposes of Team Botnia Oy are to develop and diversify the business life of the region, to promote employment and to provide tourism services. The company has divided the services they provide into two categories: 1) business development and 2) tourism marketing. Business development includes the start-up incubator, the development of businesses in Sea-Lapland and the Tornio region, participation in business-oriented projects, the development of cooperation between the industries and helping with land use or offices in cooperation with the cities of Tornio and Haparanda.

The HTTIC provides information about unique local products, attractions, the history of the region, events, sightseeing routes, transport, shopping, and entertainment. The office sells tickets for local public transport, fishing licenses and distributes tourist materials such as maps and booklets for free. Moreover, tourists can buy souvenirs, local products and handicrafts of local artisans, craftsmen, and artists in the office. It is located inside the Travel Center in Haparanda, Sweden 200 meters from the border with Finland.

Today, the main marketing channels of the HTTIC include local workshops, conferences, trips, networking, publications in magazines and newspapers. Moreover, the case firm is making local brochures twice per year and distribute them to other cities and nearest countries. Local conferences and workshops are very important tools for a touristic destination as twin-city HaparandaTornio. That category of events is a brilliant opportunity to build profitable networking with

potential distributors from different countries, introduce the place personally and answer the questions from the audience.

3.2 Case Company Situation Analysis

3.2.1 Current Digital Marketing Activities

Current DM resources of the HTTIC are very basic. All marketing actions are spontaneously executed, unplanned and irregular because of the lack of marketing strategy and content planning in the company. Their marketing actions are not increasing customer awareness or creating a professional image of the destination. However, the case firm realizes that there are plenty of Internet offers for the business which can be utilized efficiently by the company. Thus, there is a certain need for creating a DM strategy for the HTTIC.

The head of the HTTIC has mentioned the main company's objectives of investing in DM. Firstly, the case firm would like to attract potential tourists from all over the world. Secondly, the company wants to be well known both in Finland and abroad. Therefore, to be a full-fledged competitor compared to other tourist destinations in the country and establish the brand globally the HTTIC have to go more into DM.

The main goals of the HTTIC are to provide tourists with actual information about the twin-city, suggest the best destinations and promote the unique untouched place worldwide. Many tourists come every year to see what "Borderless" city is. According to the official statistical data from the HTTIC, the main group of visitors come from Asian countries, around 173 visitors. However, many people from Russia (106) and Germany (253) come to the city annually. Moreover, there are even tourists from the other continents and distant countries such as New Zealand (9), United States of America (31) and Australia (7) come to HaparandaTornio (Årsstatistik 2018). However, according to the statistics of the official HaparandaTornio website, the biggest group of online service users are from Finland, Sweden, Norway, and Russia. The results prove that the DM

methods of the company are not working. The figure below illustrates the main HTTPIC's target groups online (Figure 1).

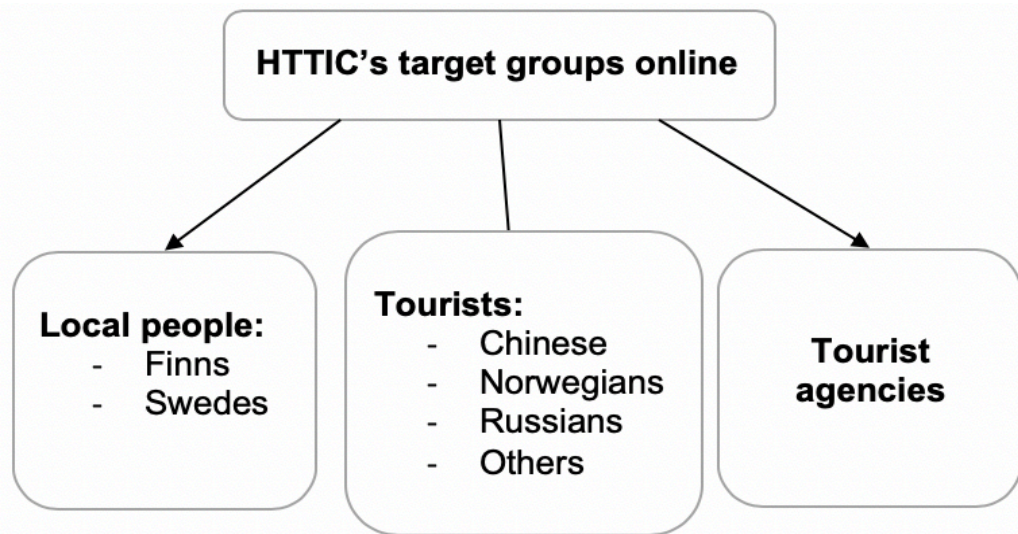


Figure 1. HTTPIC's Target Groups Online

Currently, the HTTPIC renewed the official website that includes all information about cities and local activities, contact details with links to SM accounts, but there are no other DM methods, such as inbound marketing. The website can promote the destination internationally if the company will try new promotion methods. Needs to be mentioned, the website has been developed in three languages: Finnish, Swedish and English. Image 1 represents the main page of the HTTPIC's website.

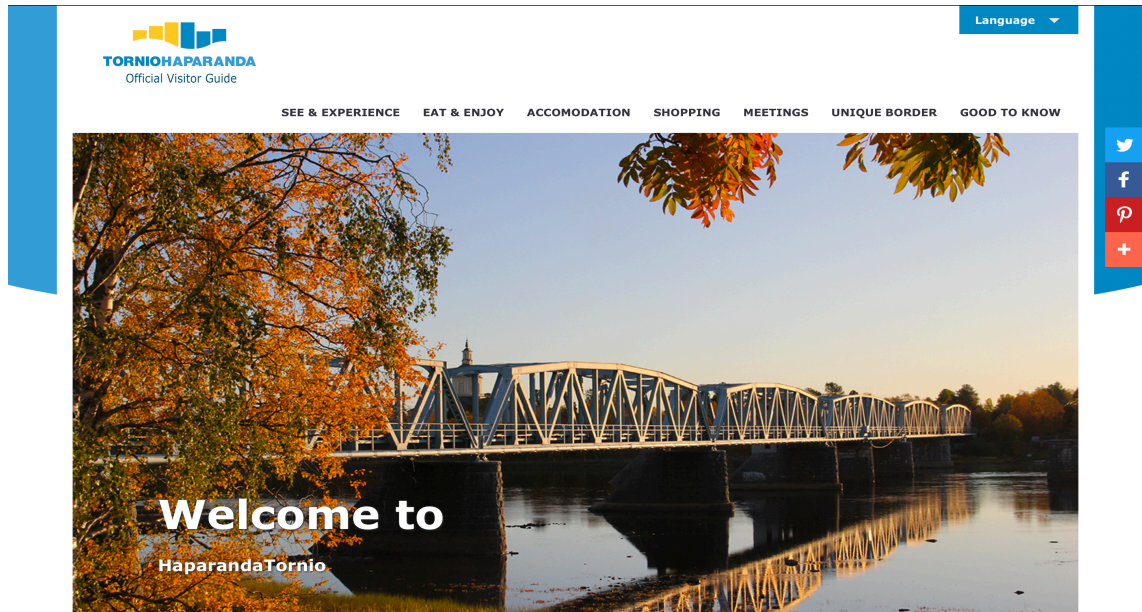


Image 1. Main Page of the HTTIC's Website

The website is large, it consists of detailed information about the most important places in the area, such as hotels, activities and shops. Furthermore, the HTTIC has an event calendar webpage where most of the events happening in the area of the twin-city are published. Users can read brief information about events and activities including a price.

To evaluate the visibility of the website among search results, the keywords and phrases were tested in Google – one of the most popular search engines (henceforth SE) in the world. Together with the head of the HTTIC main keywords and phrases were identified as the following: “HaparandaTornio”, “Visit TornioHaparanda”, “Finnish-Swedish border”, “Events in HaparandaTornio”, “Entertainments in HaparandaTornio”, “Feedback HaparandaTornio”. The test of using keywords and phrases showed that the chance of the website to be found on the top of SE's results is very weak. Only two phrases out of six put the website on the top of the search results, “HaparandaTornio” and “Visit TornioHaparanda”, but for the other keywords, there were no links to the official HaparandaTornio website at least on the first three pages. The result reveals that the company needs to pay more attention to the optimization of the website and adding keywords on the pages. Accurate keywords and phrases are one of the main aspects of any Search Engine Optimization (henceforth SEO). That feature makes it possible for users to find the website through SEs faster and allow SE's

algorithms to connect searchers with companies (SEO Keywords: How Better Keyword Research Gets You Better Results).

Along with the website, the company is rather active in terms of social media marketing (henceforth SMM), because it provides tourist destinations with a way to engage with existing customers, reach new people and promote both culture and place. SMM has purpose-built data analytics tools that allow marketers to track how successful their efforts are (Kenton 2018). The HTTIC uses Google Analytics where all statistical data about the official website is provided clearly that allows tracking the progress of DM methods.

The case company has Instagram and Facebook pages. The staff of the company makes publications on Facebook twice per week and uses three languages, Finnish, Swedish and English. Posts are mostly about events in cities, pictures, and videos. There are more than 5 000 subscribers and likes, subscribers are active with likes and comments. Contact information and description of the tourist center is provided in a user-friendly way. In addition to the Facebook page, there is an Instagram account that has fewer subscribers than Facebook, only 1200 users. The company uses Instagram account only for posting pictures without any interaction with subscribers. Thus, the followers are not active there. The case company had not identified customer groups to make engaging content and to improve the customer journey.

Additionally, the HTTIC has many professional recourses for maintaining this task, such as photos and videos that can help to make relevant high-quality content. However, the company understands the potential benefits of the SM channels and made it as one of the key strategic points of the HTTIC in 2019 and 2020 because SM presence could bring more people to HaparandaTornio and identify customer satisfaction.

3.2.2 Current Situation of the Travel Industry and Trends

In the year 2017, around 11.8 million tourists came to visit Finland (Luty 2018). Tourism in Finland continued to grow each year and the travel industry is growing

fast. “Visit Finland” is developing Finland’s travel destination brand making efforts on systematic marketing, internationalization, and global sales promotion because Finland has a sizable potential to be the most attractive travel destination among the Nordic countries. There are four major tourist regions in Finland: Lapland, the Helsinki region, the coast, archipelago and lake districts. Each of them is attracting a growing number of travelers.

The number of tourists in Finnish Lapland is growing every year, in 2018 there was +5.9% compared to the year before. It is the highest percentage among all other destinations (Tourism in Finland stays on record level 2019). Nevertheless, Tornio Valley is the most unpopular region of Lapland, only 14,000 of overnight stays was in 2017. The most popular was Rovaniemi with 415,000 overnights stays. For the Lapland region, winter is the most popular time to travel, more than 465,000 of overstay nights (Infographic: 10 facts about tourism in Lapland 2018). Whereas, the most intensive time for HaparandaTornio is summer. In the year 2018, during June, July, and August 1966 people from different countries came to visit HaparandaTornio twin-city (Årsstatistik 2018).

However, local travel businesses in the HaparandaTornio area started to grow. New hotels are going to be finished until the end of the year 2019, shops and swimming pool were renovated, several events are planned, and new activities are ready to meet all the needs of travelers. Rebranding of Tornio city is one more important matter of concernment in 2019.

3.2.3 Analysis of Competitors' Digital Marketing Methods

Competitor analysis is a way to reach a common customer by jumping over competitors. Such an analysis helps to understand the strengths and weaknesses of the company, what strategies are working and what failed. While constructing a SM campaign, the best step to begin is to check what competitors are doing and which channels they are using to engage customers (Lee White 2018). For the particular analysis, the author has chosen “Visit Rovaniemi” - the main competitor of the HaparandaTornio region among travel destinations in the Lapland region. “Visit Rovaniemi” is comparable with HaparandaTornio since

they provide the same services for travelers and operate in one area. The author compared the digital channels, such as website and SM, to highlight the most important case firm's differences from the competitor.

Rovaniemi is the capital of Finnish Lapland which is located on the Arctic Circle, a city with a sizable history that started from mentioning in official documents in 1453 (Rovaniemi). "Visit Rovaniemi" is the official brand of Rovaniemi city that represents its attractiveness, generate more income and increase investment in the region (Rovaniemi Christmas Brand 2010). The brand has a professionally-made website with a user-friendly interface. From first sight, the official logo and phrase: "The official hometown of Santa Claus" is catching users' attention. The phrase communicates with the purpose of the website and encourages people. The website is available in nine languages: Finnish, Japanese, Chinese, French, German, Italian, Spanish, Russian and Korean. That is making the audience much bigger. The information on the website is divided into groups. All sections provide not only brief information about the place or activity, but it also gives the location, contact information and professionally-made pictures of the objects. Designed and user-friendly interface, well-structured pages, given information and professionally-made pictures establish a professional image of the brand. Moreover, one more important page of the website, called "Tips" contained advice for people such as "Where to go? Top 10 places" or "10 things you don't want to miss out" and categorized according to the season. It might be useful for tourists who travels without guides or try to learn more about the city and area. Users of the website can see pictures, descriptions, news, online web camera, weather, and videos. There are also SM buttons on the top of the webpage that leads to the official "Visit Rovaniemi" accounts. Image 2 represents the front page of the website.

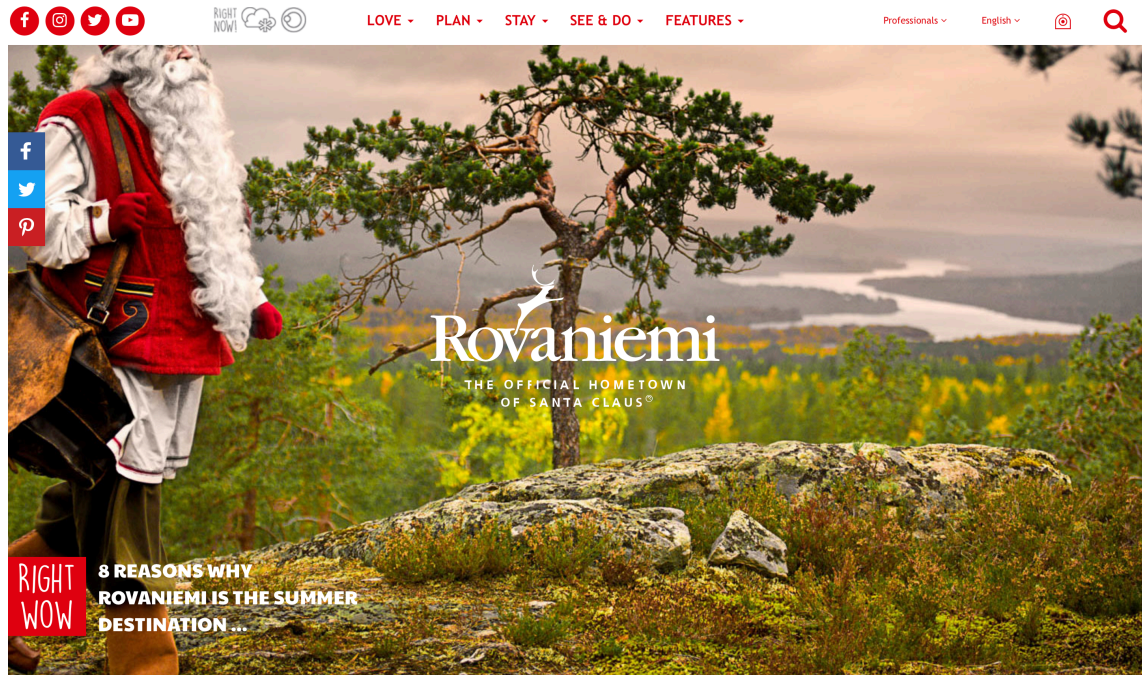


Image 2. Front Page of “Visit Rovaniemi” Website (Visit Rovaniemi 2019)

“Visit Rovaniemi” is well presented in SM channels, such as Facebook, Instagram, Twitter, and YouTube. Facebook page is very active and new publications comes regularly. Moreover, they are done in one style that catches users’ attention since there are more than 162 000 subscribers. The audience is active in commenting and putting likes, the regular post contains more than 150 likes. The Instagram account has 38 600 followers and Instagram stories are updated regularly as well as new posts are published daily. Texts under the pictures are written in English and hashtags are added according to the content of the picture. Nevertheless, compared to the company’s Instagram page, the Twitter account is not so active, there are the same pictures as on the Instagram account, no other news or reposts. A YouTube account consists of professionally-made videos about the city, activities, and area. These videos are published on the webpage to attract people by showing the activity in action. The overall result is that “Visit Rovaniemi” has established the brand’s stability on SM, and its audience is growing rapidly.

The competitor analysis of DM showed that the main competitor of HaparandaTornio has established a well-designed and professionally-made website that attracts different groups of customers. In addition to this, the

competitor is actively involved in the most popular SM channels in Finland (Jürgensen 2019). The in-depth analysis demonstrates that the city brands are more active in terms of SM and website content related to the area of the destination. The analysis showed that there are many beneficial features for the company that the HTTIC need to utilize on its' website and in social media, the most significant are: publish the latest news, prepare tips for newcomers, establish one style of pictures editing, publish only professionally-made pictures and videos in SM accounts, publish Instagram posts and stories daily and write descriptions in a self-established manner, for instance, in one common language with the use of original hashtags.

4 INTRODUCTION TO DIGITAL MARKETING

4.1 Digital Marketing

DM is one of the most effective ways to reach new customers and stimulate sales in the future using the Internet, SM, SEs, mobile devices, and other channels (Stokes 2013, 4 - 5). It helps to expand distribution channels and boost sales through running DM campaigns using different digital media channels such as online advertising, affiliate marketing and search marketing (Chaffey & Smith 2017, 13 - 14).

The notion of DM is wide it covers not only search engines or SM but also videos, applications, podcasts, radio channels or electronic billboards. Businesses are trying to create relevant content online using several SM channels because it is the best opportunity for companies to interact with customers. In SM, customers can give feedback and express their opinions towards the organization or service and participate in brand building of a company. Besides this, companies should frequently follow new trends of DM to keep a positive image of the company (Digital Marketing. What it is and why it matters 2019).

Traditional marketing is still important for businesses. Notwithstanding, to make the business more popular companies prefer to use DM methods because it has many advantages comparing to traditional methods. Any type of business can leverage DM to reach a target audience and turn them into customers using statistics and data provided online. Moreover, DM is usually more cost-effective for the companies, instead of spending money on one publication in the newspaper every week, a company can create a website that can increase a target audience for several years with no additional cost. Using DM campaigns, a company can have instant feedback and statistics that can be used to make appropriate changes, while traditional methods can be analyzed only after campaigns (Standberry 2018).

4.2 Digital Marketing Situation in Finland in 2019

5.55 million people are living in Finland in 2019 and 5.27 millions of them are active internet users that are 95% of the total population and 87% of them are using the Internet every day (Digital Finland 2019). In addition, the number of SM users is also growing. There are 3.30 million active SM users, that is 59% of the total population.

In Finland, the popularity of SM channels is almost the same as in the other countries of the European Union. The leader of all ratings is Facebook with 2.90 million active users monthly. Most of the Finnish audiences are using Facebook from mobile devices. The second place is taken by Instagram with 1.90 millions of active users. It is the result of an increase of mobile device users. The total number of mobile connections in 2019 is 10.51 million that is 189% of the total population (Digital Finland 2019).

The most important company that is responsible for tourism in Finland – “Visit Finland” aims to provide an ideal digital customer experience (henceforth CX). Its’ mission is to build a nation-wide digital ecosystem to support sustainable growth in travel. To make the country more digitalized, “Visit Finland” is concentrating on useful mobile applications such as “MyHelsinki App” that can be fully personalized, demonstrate the most interesting events and up-to-date information according to the user’s preferences. Furthermore, Visit Finland is creating a digital ecosystem for different audiences e.g. Russian or Chinese tourists. The company is already familiar with the biggest SM channel in China, WeChat and with the biggest SM channel in Russia, VKontakte. A deep analysis of customers' needs is the best opportunity to understand the audience and create a unique customer journey.

Eventually, “Visit Finland” realize that plenty of work should be done to make entire Finland from the South to the North totally digital. More tools need to be developed, more research needs to be done and more data needs to be collected. The capital region has useful tools that already became popular among many tourists and locals, but the second most popular region – Lapland is still

not as well developed as the Helsinki region. Travelers do not receive real-time information and offers. One of the company's missions is to make Lapland region digital and create the app that will connect hotels reservation with booking activities (How Visit Finland wants to create an ideal digital customer experience 2019).

4.3 Digital Customer Experience

Digital CX is a number of interactions between customers and companies made from electronic devices such as mobile phones, desktops and tablets. As it was assigned before, the number of people using digital devices is increasing rapidly due to that digital CX is becoming more important both for people and companies. Brands are changing their marketing plans towards digitalization that can establish relationships with customers and promote the company (Zappa 2018).

Researchers found out that 50% of consumers give up and leave the page if the loading time is more than 10 seconds. This confirms that online customers have higher expectations in terms of the speed of the platform and service itself. Otherwise, customers are searching for another website where the service will be provided faster. Noticing how customers are critical in the digital sphere, brands started to pay more attention to websites and invest more in digital experience (Borowski 2015).

To engage customers and keep them for a long time, businesses should focus on the most important things for customers. First is the visual content of a webpage and SM channels. According to the statistics, Facebook posts with images are 2.3 times more popular than without images (Pinantoan 2015). It is visible when owners are paying attention to the image of the company by making relevant, one-style visual content. Second is the desire of the company to collect, analyze and implement customers' feedback. Brands have to be able to know how customers feel about the service or product. There are various software solutions for conducting surveys that businesses can use to measure how well they meet customers' expectations and after that correct the mistakes or change the content immediately. The last one is choosing carefully all DM channels for

the company. After a deep analysis, a company should recognize the most important digital tools for their sphere of business, not to spend time and money on unnecessary channels that are not popular among your audience (Borowski 2015).

By optimizing the overall view and loading time of a webpage, CX can be improved, and the time of sessions and sales will increase. According to the CEB Marketing Leadership Councils' research, 57% of customers are making a decision to buy online even before contact with companies' representatives. Currently, it proves that digital channels are the main parts of a customer journey and are the most deserving of attention and investment.

4.4 Content Creation

Content creation is the most significant part of the DM ecosystem. Relevant content can engage people, keep them informed, answer their questions and help to make decisions. Making interesting and useful content, a company can attract potential customers to the website and retain existing customers.

Before planning the creation of the content, a company should analyze its target audience and investigate competitors' platforms. By analyzing customers' online activity, a company can identify preferred SM channels and recognize which content is the most relevant for specific groups and what questions are the most important for them. The next step is to identify the purpose of content according to a target audience preference. It can be entertaining, informative or educational content. After that, a company should make an analysis of global trends in SM and website marketing. Up-to-date content is the main key to success. Customers are typically interested in new technologies or stories that are affecting the industry.

A well-structured page with matching visual content encourages more users to read it. It is really important to publish the content according to the purpose of a tool. For instance, a website is more suitable for content about the company such as history, contact information, videos, pictures or news. Instagram is used for

visual content with a small description, interaction with users through Instagram Stories where users can post pictures and videos in a slideshow format or Instagram Direct that is a private messenger with multiple functions. Facebook can collect customer's feedback, provide information about a company and publish large posts. Segmenting the content keeps visitors' attention.

To maximize the impact, attract new visitors and keep an appropriate level of online presence, there are several types of content that are available even for companies without professional marketers. Describe approaches provide the information in various manners and suitable for different types of situations and can leverage the best qualities of each. The newest types of content for proper marketing strategy are discussed next.

Today, a blog is the most popular type of content marketing. It is suitable for companies with a limited budget. According to Forbes (2018) websites with blogs usually have 434% more indexed pages than those that don't. Hence, a more relevant content a brand provides, more subscribers and visitors page will have.

Video content is a way to engage customers quickly and catch their attention to the brand. Despite the fact that this approach is more costly and time consuming, 67% of online consumers believe, clear and detailed pictures or videos carry more weight than product information (Standberry 2019). Furthermore, video increases the time spent on the website, which gives more chances to a company to sell or promote something.

What is more, eBook is also an effective type of content marketing that provides useful information about the company shortly and build a relationship with the target audience and increases trust in a brand. Along with infographics which help customers to retrieve visual information and valuable fact about things they are going to buy. In addition, sharable content is also playing a very significant role in increasing traffic and bringing new subscribers.

A relatively new way of providing content is checklists that became popular because of it is good readability and information that is kept in a valuable format.

Checklist is suitable for presenting an information that needs to be structured and delivered clearly. Moreover, checklists are almost indispensable to make any actions of the customers that needs to be performed more comprehensive for the customers and ease the usage of the company's service.

Interviews provide information that is clearer and more understandable for customers. Frequently, it is very important for people to read feedback or recommendations from experts, locals or tourists. According to the statistical data provided by interaction platform - "Podium", 93% of consumers say online reviews impact their purchasing decisions.

SM presence is a way to reach the target audience and establish nurture relationships. SM is a way to influence the audience and provide more information about a brand (Standberry 2018). Performing relevant actions to establish solid SM presence can build a strong base of loyal clients and acquire a new one.

To determine the best content for the target audience, a brand should test it on different platforms. Nevertheless, without an organized content marketing plan even high-quality content would not be noticed. Attracting potential audience, the case company can maximize online visibility. As a result, potential tourists will get detailed information about the future destination in a form of user-friendly content with actual photos and videos.

4.5 Digital Marketing Plan

Today, if a company is established, it should be presented online. To have a successful result in being presented online, a company needs a marketing plan. An effective DM plan can help to structure a business's online objectives out of many digital options and build a DMS. Creating a qualitative DM plan allows to organize the work of the company and bring it to a successful result. To make the most suitable DM plan for a business that will be effective, a company need to analyze demographics, product, and customer. Moreover, a proper DM plan should be future-oriented. Unfortunately, the case company did not have any DM plans before the beginning of this work. During this project, the main tactics and

actions for the HTTIC were executed and organized in table 1 starting from the year 2019 up to the year 2022.

The main DM action of the year 2019 was to establish a DM plan itself. By analyzing the customers' satisfaction, the case company already decided to change the website to a brand new that includes more information for tourists as well as up to date pictures of the twin-city. While changing the website, the event calendar was also changed, that already increased the customer's satisfaction (Årsstatistik 2018). In addition to these changes, the company is trying to make the surveys for the tourists once per year that allows them to analyze customer awareness and make changes immediately. Moreover, the staff of the HTTIC maintains the statistics of tourists' attendance that reveals the most popular time of the year for visiting the twin-city and the biggest group of visitors among nationalities. It helps the company to make more personalized content and predict any misunderstanding by being culturally aware (Alexander 2019).

The year 2020 will be one of the most important for the case company because the HTTIC will acquire a DM specialist. A professional is able to analyze the situation in the company and change old working methods that are not successful. It can be extremely helpful for the company because now there is no such a person there who can create new modern ideas, that is why all the actions are uncertain. Another significant action for the case firm will be content marketing which can include blog posts, brochures, photos, videos, and more. The main goals of content marketing are to provide the target audience with valuable information and optimize the content for SEs that will increase the visibility of the company in search results. The other company goals for the year 2020 are email marketing for improving brand awareness, SEO that brings more traffic to the website and put it on the top of the search results, SMM that is increasing conversions and building stronger relationships with customers. The last – totally new action for the company is video marketing which is growing the revenue and expands operations (7 Digital Marketing Strategies for Your Campaign 2019).

In the year 2021, the most important strategic action of the HTTIC will be working on the concept of the future mobile application. Designer, DM expert and application developers of the company should work on this project to make a user-friendly, stylish and modern mobile application that will attract more customers and build brand awareness. In the year 2022, the application should be launched for all mobile platforms. In 2021 the company is going to work with influencers to launch some DM campaigns on Instagram that can bring more followers to the account and show it in the list of the top most popular accounts. In 2022 the company will try to utilize new technologies such as VR and AR that can be done in cooperation with new partners. These actions will allow the case company to stay stronger among competitors and get new visitors from all world. The overall goal for the years 2021 and 2022 is to follow the latest online market trends to be in time with new methods and technologies.

Table 1. Digital Marketing Plan for the Case Firm

Digital marketing plan			
2019	2020	2021	2022
Digital marketing plan	Digital marketing expert	Increase the traffic of the website	Personalized marketing
Finish the new website	Email marketing	Increase visibility of the website and social media accounts	Increase visibility of the website and social media accounts
Presence in social media	Search engine optimization	Boost brand awareness	Boost brand awareness
Optimize new event calendar	Content marketing	Concept of mobile application	Change web design
Analyzing the customer's satisfaction	Social media marketing	Influencer marketing	Inbound marketing
Content planning	Video marketing development	Email automatization	Follow the latest online trends
Digital marketing strategy	Analyzing the customer's satisfaction	Designer	Utilize new technologies
		Analyzing the customer's satisfaction	Analyzing the customer's satisfaction
			Built a mobile application

5 DIGITAL MARKETING METHODS

5.1 Search Engine Optimization

SEO is the most significant process of DM that improves the visibility of a website in SEs' results by optimizing content. Currently, people are using different SEs instead of libraries to find some specific information. It is saving people's time and giving more information from which users can choose the most appropriate for them. SEs are using algorithms that are analyzing many factors of the website including location, settings, the usability of pages, relevance, and words of a query (How Search algorithms work).

The last ten years, from local to large companies are changing their marketing plans towards SEO because it is bringing more people to the webpages and increasing sales. There are a great number of businesses that are presented only online by using SEO. Today, people are typically searching for some information about products or actions, new recipes before making food, checking reviews of a product that they are going to buy and even read books, newspapers or magazines online. To have more users a website should be shown on the first page of search results and the best variant is to be in the top five of the results. It has been found by the researchers that approximately 73% of the audience does not go to the second page of search result, therefore, the competition is very high (Dutta 2019).

SEO consists of two parts which are onsite and offsite. To be on top of search results, companies should follow both of them. First, onsite SEO aimed to improve organic visibility of a website by optimizing content, user experience and adding keywords. While analyzing the case firm's website, the author noticed that there is a lack of keywords on the pages. Keywords are helping customers to find the most interesting page for them. Relevant keywords should be in URL, in metatags and on pages. The structure of the website should be logical, that is how the algorithm will show the website in the top of the search page. The case company should make accurate keyword research and create an individual set of keywords and phrases, after that, use them correctly (Dutta 2019). Second,

offsite SEO works outside of the website to increase its' visibility. It includes content marketing that can attract people to open a link and digital PR that makes reasons for other websites to link to a website (Dutta 2019).

SEO plan should be future-oriented and up to date to stay in the top 5 of search results. New technologies develop, and SEs' algorithms are adapting according to them. It is important to follow them to provide the most relevant content and be visible online. One more way to stay on top is to analyze the tactics and actions of competitors (Galvez 2015).

5.2 Website

Today, the website is the main part of the DM plan for all modern businesses. It is a great marketing tool that can increase customer satisfaction, build brand awareness and bring more profit. A website can be made to sell some products or provide users with useful information. It will be frequently above any SM, email marketing or printed brochures. After checking SM channels of a company, people will commonly check a website because it usually gives more information to the customers. Moreover, it is the most possible way how people will find out about a company by searching for a product through SEs (Cope 2017). To make the most attractive website for customers, businesses should follow the main rules:

- **Simple navigation:** Users can easily leave a website if a navigation process is too long and difficult. A menu should be well-organized and be as simple as possible, thus visitors can find easily what they need.
- **High-quality content:** First of all, contact information, opening time and pricing should be commonly up to date to avoid any misunderstandings with customers. The content should be updated regularly, it should be visually attractive and text should be clear.
- **Responsive pages:** Visitors should easily use a website from different devices such as tablets, smartphones, and computers and they would not wait a long time to load it. It will look more user-friendly.

- **Multilanguage:** The analysis of visitors should be done. The website should be made according to the biggest language groups of users. The target audience will grow because it is easier for people to read on their mother tongue.
- **Communication:** It is important to communicate with visitors, as a result, will be an improvement of branding, more sales and customer satisfaction will grow. Communication with customers through a website can be done as a contact form, SM sharing or blog comments (Randhawa 2013).

The HTTIC launched a new website in November 2018. Large updates have been done. There is a completely new design that is responsive to all devices. All information updated, new visiting places added, and contact information moved to the side of the page that means it is more visible for users, it does not matter what page they will open. Moreover, navigation became easier and more structured because some of the pages were organized in one and extra information was cut out. Furthermore, HTTIC's employees were working on visual content creation, they made new high-quality attractive pictures and videos that are suitable for the overall style of the website. Nevertheless, it would be beneficial to make a user test that will demonstrate what is missing and what needs to be changed.

5.3 Inbound Marketing

The main purpose of inbound marketing is to convert visitors into customers and promote business via high-quality content creation. Inbound marketing is about providing relevant information to attract more customers and increase sales. Providing people with educational content instead of paying for advertisement is the main core of Inbound marketing methodology. With this type of marketing, users are getting more information about a company or product that helps them to make a decision wisely.

Inbound marketing methodology consists of four actions which are, attract, convert, close and delight. Following all these actions will increase engagement with customers (Bynder 2019). First, to attract a target persona by high-quality

content creation. It can be done through a website using blogs, SM accounts, SEO, and even outbound marketing that includes printed brochures, TV and radio advertisements. Second, to convert visitors into leads by gathering contact information such as SM accounts or emails. To encourage people, some free brochures, webinars or infographics can be sent on their emails. Third, to close which implies the process of getting customers by sending automated emails to them. Doing that, a company will be able to guide new people through the buying process with smart person-oriented content. Lastly, delight entails that the company cannot stop guiding the visitors it should continue to keep that relationship. This step is a great opportunity to build stronger relationships with customers by providing them with new content, online brochures or trial subscriptions. Moreover, it becomes more important to monitor customer's satisfaction on this stage by creating surveys or monitoring statistics (Bynder 2019).

The inbound marketing methodology is a relevant way to make a modern marketing impact on a business. It increases brand awareness and trust between a company and customers. After the customer will start to trust a company, he or she will promote it through SM channels or blogs. To succeed, a company needs to invest in inbound marketing to hire a professional and buy some useful software that can boost a process. Nonetheless, the price will be cheaper than for outbound marketing campaigns.

5.4 Email Marketing

Email marketing is one of the most powerful and cost-effective tools for building strong long-term relationships between company and target audience. It is an excellent opportunity to keep a company top-of-mind and encourage repeat purchases. For a successful email marketing campaign, the company should work on a developing of suitable content, especially for that purpose. As well as website or SM content, emails should consist of valuable information that would be sapid and enthralling for people, therefore they will continue to stay subscribed. Even when people do not need a product now, it will stay in mind and when the time will come, they will make a purchase or open to read about new

products or services. The prove of this is that email marketing is used by more than 80 percent of businesses according to Ascend2 (Edmondson 2019).

To start with, it should be a landing page on the website that will allow people to subscribe to the emails. It can consist of a simple box with fields for name, date of birth and email address. Under that box should be a simple button “Sign Up” or “Subscribe”. It should not be at the end of the page that will increase visitors’ attention because not everyone is scrolling until the end. After subscription, it will be better to provide some bonus to that person. In the case of the HTTIC, it can be a free online HaparandaTornio brochure or twin-city map.

It is important to note that it will be more effective to use special systems for automatic sending of emails. Otherwise, it will be very time-consuming to collect all the names and send emails by hand. The process will be automated 24/7. Moreover, it is better to make mobile-friendly emails because according to statistics, more than 56 percent of emails are opened on mobile devices (Edmondson 2019).

5.5 Content Marketing

Content marketing is one of the oldest and at the same time, effective DM tools. The main idea of content marketing is to reach new customers and connect with them via appropriate content. The more high-quality content ta company is making, the more valuable it will be for users. It can include texts, videos, pictures, blog posts, interviews, and more. Content marketing can be used for attracting customers through educational content or visually with professionally-made visual content, but it should be relevant and beneficial to the audience and a company. The most interesting content will make users want to share it on SM or with friends that will make the audience wider and increase traffic. Furthermore, from a SEO standpoint, content marketing helps to raise visibility in search results by optimizing content (7 Digital Marketing Strategies for Your Campaign 2019).

Content can be anything that is able to engage subscribers or users of a product. It can be consumed both onsite and offsite but to engage potential customers.

The contents should be relevant, shareable, educational or fun, interesting, different and modern. More specifically, a company should start to create content that is relevant according to the plans of a company to see how people will react. After that, a company should analyze and understand the interests of the audience to start making engaging content that will be relevant (Kingsnorth 2016, 234).

Shareable content can be evaluated as a great only when several people will consume it. To reach this, content should be shareable. The best and general practice in content creation is to be more empathic to auditory and imagine what kind of content will be interesting for the users. A prime way to make shareable content is to make guides, tips, advice and to-do lists or videos that will help and educate the target audience in several situations. Additionally, to make a process of sharing easier, a company can add quick links to the most usable platforms e.g. Facebook, Twitter, Instagram or LinkedIn (Kingsnorth 2016, 233).

Engaging and fun content can also be educational. If content will be too serious and monotonous it will not attract users because of its boringness. Adding some funny sentences or pictures in SM channels can connect a company with customers, build brand awareness and reach a younger audience (Kingsnorth 2016, 234). However, there is a gap between educational and interesting content. Not all educational posts can be interesting for users. However, a company is able to try different techniques to identify the most appealing for its' target audience that will reach customers' attention in the best way.

Differentiation is also a very important aspect. It is boring only to read text or only look at the pictures. There should be a combination of both methods with the possible integration of the form with videos or infographics. Further, content should distinguish from other companies. Making unique content will make customers stay a longer time with a company to follow all the changes that will happen.

Moreover, during a content making process, a company should investigate carefully modern trends in a particular industry, follow new trends or even create

them. All content needs to be up to date in order to embrace a wider audience. Content marketing is a form of marketing that needs a professional or a single person from a company that will be responsible for creating content and analyzing customers' behavior. It is a large sphere that needs attention and brainstorming sessions to achieve the best result. That person to some degree should be able to see the customer psyche, understand the market and brand, create ideas and produce high-quality content.

The case firm already started to work with content marketing. Now there is one more person in the company who is working on checking the content of the website, SM profiles and event calendar on all languages. Her work on content marketing made posts, events and webpages more user-friendly and understandable. After that, the amount of questions from users about any places or events decreases because all information is given on the official website and the Facebook group is readable and understandable for people of any age.

5.6 Video Marketing

Video marketing can be defined as a form of content marketing, but the author wants to highlight it as a separate species of DM methods because it increases the quality of a company's target audience and grows its revenue very actively. Using this type of marketing, a company focuses on video content creation and its significance for a company's target audience.

To build strong brand awareness, a company can work on video content creation and publish it on a website as a more informative and demonstrative way of getting information also, 90% of users are saying that a video introduction of a product is helpful in the decision-making process. Additionally, video can work as an announcement of some events, new posts in SM or updated brochures because according to official statistics, 10 times more likely to engage people with content than just text posts (MacMaster 2017). Such videos should be published in SM e.g. Instagram or Facebook and be accompanied by text, links or tags. Doing that, a company should pay attention to the quality of a video, modernity and its' concurrence with the overall view of a profile. Besides this, for

customers, it is typically interesting to see what happened behind the scenes. To demonstrate such content, a company can publish it in an Instagram profile as Instagram Stories. The application is making possible for profiles to edit video, add location, hashtag, mention or question sticker and put filters. After that, a company will be able to follow statistics of stories, check answers for the questions and read analytics to understand users' reactions. Behind the scenes can be used while preparing for events or during them, while working in an office, participating in several events or workshops and trips.

All these types of video marketing can improve conversion rates, increase brand awareness and sales. Moreover, it is an excellent addition to content or email marketing because for both it is beneficial to use videos. Videos can influence views of a SM profile, draw attention to the problem in society or educate people.

The case company already started to work on video content creation. There are two videos about winter and summer activities in the HaparandaTornio area. Both videos made by a professional with the usage of useful modern equipment. The quality of videos is very high and suits the style of the website perfectly. However, to promote these videos the company should also publish it in SM profiles to provide an opportunity for people to share videos with each other that will spread them globally.

5.7 Social Media Channels

SM channels are used to make a SMM campaign that will connect a target audience with a brand, increase sales, build brand awareness and drive website traffic. Using SM channels in marketing purposes involves making high-quality engaging content in conformity with a style of a profile and social channel policy, analyzing the feedback from followers and listen to them, making SM advertisements and follow accounts' statistics.

SM channels for business accounts should be chosen according to a sphere of business, content that a company is going to publish and the popularity of SM tools. The biggest and the most engaging platforms for any business currently

are Facebook, Instagram, YouTube, LinkedIn, and Twitter. These SM channels can be used in all business spheres, increase website traffic and promote a company, place or product. Besides basic SM channels, a company should investigate the best tools that were made for a particular sphere of business. In particular, the HTTIC belongs to the tourism industry this means that the company is able to use a special website for travelers – TripAdvisor. There, touristic destinations can be published and reviewed by millions of potential visitors by publishing up to date information. The website is free to users and supported by effective advertising business model.

Before publishing content in SM, a company should have a proper strategic plan that is defining goals, main platforms that a company will focus on and type of content that will be published. According to the HTTIC, the goals of their SM accounts are identified for the year 2019. Firstly, increasing brand awareness to boost website traffic and engage new tourists. Secondly, to get more subscribers in SM accounts to promote the touristic destination. Lastly, to produce high-quality and informative content both for new tourists and citizens of HaparandaTornio.

A list of SMPs that the case company is using is short, only Facebook and Instagram. Unfortunately, the HTTIC is not using other SM tools or social messaging platforms that are becoming popular these days and can be beneficial to the company. There is a possibility to make a YouTube channel to publish video content about the destination. Pinterest – social media network (henceforth SMN) that allows sharing images, discover new interests and upload images that others have posted could be also advantageous for the case firm (Moreau 2019a). There are a great number of beautiful high-quality and unique pictures in the HTTIC databases that can be published there and attract customers. Furthermore, social messaging platforms such as WhatsApp, Telegram, and WeChat are becoming a new trend in SMM. There, companies can make a private chat where educational or entertaining content can be published to see peoples' reactions and communicate with them.

The main type of content in the HTTIC is photo content. The company is working a lot to produce the content. Some photographers are taking photos during events, weather or seasons changing, on the opening of new shops or activities. The pictures' database is huge and includes even very old and rare images. However, images that are published on Instagram look not professional due to the lack of knowledge in photo editing programs and professionalism of a person who is taking care of the account. Moreover, the case firm already started to work on video content but not for the SM accounts. On a par with photo content, there are event notifications. The HTTIC is promoting all events in the region and is publishing them not only in the event calendar but also in SM accounts, mostly on Facebook. That type of content must be done carefully to contain the most accurate information and at the same time not to be too intrusive. The same event can be published in all SM accounts of the company but considering the style and purpose of the corresponding application.

SMPs have a basic analytical tool that gives information about how an account is performing. Ideally, it should be checked after each publication to analyze users' reactions and to solve misunderstandings until it will become a problem. Besides that, it allows to get full information about account including the number of active subscribers, their age, location, and top liked posts. After analyzing that, a company can make more audience-oriented content (Kingsnorth 2016, 149).

One more opportunity to grow that gives SM is advertising. SM advertising allows reaching a wider audience than those who are following already and transfer them on a company's website. Besides, when the number of subscribers, views, and shares of posts are increasing rapidly, the company will have an opportunity to make money on advertising by working with other companies or influencers.

5.8 Influencer Marketing

Influencer marketing is becoming an effective marketing method that is reaching potential target groups, engaging and educating. This type of DM is taking place mostly on Instagram, YouTube, and Snapchat platforms. Artists, singers, businessmen or bloggers with a large number of subscribers and useful statistical

data are influencers because their live audience is sizable. One of the core elements is to find the most suitable influencer for a company. Influencer should have a suitable active target audience, attractive professionally produced content and interest to cooperate with businesses.

Currently, many spheres of business starting with cafes and ending with banks are using influencer marketing. It helps to obtain better results compared to the other DM methods. The main step is to make a plan for this type of marketing and create content that will engage target groups and will make them stay with a company. There has to be a clear expectation of how influencers will work with a company and what goals a company will reach. Travelling is one of the most popular spheres for influencer marketing in Finland. According to official statistics, 49% of those who follow influencers in Finland, find it useful that influencer introduces products and share their experience (Annalect 2017). Today, "VisitFinland" is working actively with influencers from different countries that are developing a travel image of the country, making the target audience wider and multinational. Moreover, "VisitFinland" works in cooperation with airlines, companies that are providing activities and tour operators making joint promotions. Influencers take part in concerts, events, activities, openings of new places, showing the life of regions and follow trends in Finland. They inspire people to visit the place (Lahti 2019).

There are many variants for the tourism sphere to work with influencers. The most effective variants are described next. The influences can be worked with in content making using pictures, blog posts, videos, and SM channels. The influencer creates content and publishes it in a SM account and shares the opinions about it online. On the other hand, a brand ambassador can increase trusted sources that promote products, places or services. The brand ambassador take part in presenting all new products, events or services in SM channels, in press or TV (Sonntag 2019). Moreover, by providing content for a company with influencers' names or pictures that will be shown in a company's profile in SM or other resources can also be beneficial for the company. Influencers can be involved in some activity or product producing to demonstrate

how it works and how to buy it along with taking a part in some events showing a place, organizational moments and essence of the event.

As a result, in the case of HaparandaTornio, influencer marketing can be one of the most effective tools to boost the number of tourists. In comparison with "VisitRovaniemi" that is actively using this type of marketing, the twin-city has worse results. Influencer marketing should be included in the long-term strategy of the case firm to create the best impression of this destination and share it with thousands of people. There are many activities, events, natural resources and historical places that could be interesting for people and become a new experience. Some activities such as winter fishing with special tools at the Tornio river that are held only in this region are very unique and are a heritage of history. They must be represented to the people because of their uniqueness.

5.9 Personalized Marketing

Personalized marketing allows businesses to reach a target audience by delivering individualized content. It is engaging customers when a company is working with each person individually. Personalized marketing can be used in customized promotions, product making, emails, SM advertisement and website interactions. With the use of modern technologies that are collecting data, analyze and provides real-time personalization tactics a company can create the best experience for target groups. There are several benefits of personalized DM methods. The include satisfied customers, loyalty programs, and creating coherence between DM channels.

By making CX more personalized, the company shows that it analyzed all pain points to provide more customer-oriented products or services. Loyalty programs help to collect more data about customers and their purchases. Using this data, a company can provide customers with some membership benefits according to their lifestyle and increase purchases. Moreover, 44% of consumer repeat shopping experience after getting personalized offers (The Personalization Paradox: Transforming Consumer Perceptions with Declared Data 2019), which facilitates the decision making of the customers to make other purchases and

consequently spend more money. Creating coherence, it is important to take into account that all DM profiles suppose to work at the same problem that can be identified by customers' satisfaction investigation. Their offline experience should match online experience to have more confidence in a product.

While collecting statistical data, a company should think about customers' privacy and respect it. People should be aware of which data is going to be collected and sure that it is stored safely and correctly. Organization and segmentation of collected content should be done carefully. Firstly, content needs to be divided by interests and needs to make personalized offers. If a person is interested in sports activities, sending offers regarding historical events will be inopportune. Secondly, it should be divided into different time zones categories otherwise it will be sent untimely. A person should receive it when it is more likely that an offer will be checked.

Personalized marketing campaigns can consist of custom advertisements in SMN. SM accounts can help to continue a conversation with customers online, track customer's data and collect responses. By making customizable SM advertisements, a company will frequently stay in the minds of users and attract potential customers.

Next, are personalized emails that a company can create and send after getting and sorting useful information about customers. Certain email marketing platforms can make the process easier and operate all emails. Besides, email marketing platforms can send product or service recommendations. With individualized emails or SM advertisements, customers can receive recommendations about specific products or services. Usage of data collection tools can help to determine the most likely interested product or service according to customer's search results.

One more significant tool that can be implemented in a customer support management is a virtual chatbot. Customer support is a very significant part of every business. It helps to control relationships with customers, solve problems faster and keep track of customer satisfaction. A helpful chat can be customized

with a welcome message and a persons' name to be friendlier. In chat, customers can have a fast response and support.

Moreover, offers, discounts or free trial periods can engage customers. A free trial period of a program or application can be offered. It can provide a company with detailed information about a customer and follow its' interests regarding companies' products or services. Almost the same actions can be done to stir up a customer who stops buying a product or using a service. A company can send an offer regarding a new service or discount code for buying a novelty (Murray 2019).

The HTTIC is not using personalized marketing at all because of the lack of knowledge in this type of marketing. Hence, a company is losing several potential customers. Now people can just call or write an email, but it is taking a lot of time to check it out. Thus, this process needs to be easier both for tourists and the company. To build stronger relationships with potential tourists and keep track of regular visitors, the case company can make a SM campaign, simple chatbot for the website that is the main source of the company and create personalized emails.

6 DIGITAL MARKETING STRATEGY FOR THE CASE FIRM

6.1 Segmentation of Target Audience

The development of effective DMS implies discovering multiple aspects in order to perform relevant actions along with the DM campaign. The first part of the DMS is to organize all users and customers by their categories. To specify segmentation categories, identifying a marketing persona should be done. It provides a deep understanding what content needs to be delivered to the audience to be the most useful and relevant for them. To get the most accurate marketing persona, goals, values, challenges and pain points should be investigated. It is more difficult to create a DMS without knowing the marketing persona. Without it a company would not know what types of people they need to attract and work with that is a sizable risk for the company. By defining a marketing persona, the case company will produce only relevant content, concentrate on particular marketing goals, making better investments and marketing decisions. The strongest and accurate marketing persona is based on market research and the best way is the interview of the target audience. Interviewing existing customers gives an overview of a buyer persona, what challenges they faced while discovering a destination, what tools and SM channels they used and what are they interested in.

Therefore, as a part of the development of DMS, a survey aimed at the collection of statistical information about the HTTIC customers for creating a buyer persona was conducted. A total number of 165 people participated in the online survey during 4 days of an online presence. The survey was created in a way to get the most valuable information required for the effective development of the buyer persona. Five questions were aimed to get the basic information about the customers, to determine the age group, gender, current location, and the frequency of traveling and provide relevant information afterwards on the HTTIC website and other channels of an online presence. The other 3 questions were specifically aimed at investigating which channels bring the primary audience and how customers of HTTIC are using the official website. Regarding the statistics collected by the means of survey, 37,6 % of respondents have heard about

HaparandaTornio twin-city from their friends, 28% from SM channels, 25,5% from newspapers, 21% from the official website of the HTTIC, 12,1% from TV and based on other replies it is possible to conclude the rest number of respondents are currently living in Tornio and Haparanda or lived in those cities before.

The main purpose of the official website of the HTTIC is to provide relevant, up-to-date and useful information for the twin-city's visitors, guide them and attract new travelers. Therefore, discovering touchpoints of the users of the website and what information are clients looking for are indispensable for developing DMS. According to statistical information gained by the survey, 49,7 % of the survey respondents would use HTTIC website in order to find information about the local places to visit, such as sightseeing and other interesting historical places. Moreover, 43% of the survey respondents are interested in the event calendar with brief descriptions about events and visual content. Around 33% of survey participants would like to see information about local restaurants on the HTTIC website. The minor percentage of the respondents with 26,1% and 16,4% would like to see information about local shops and available accommodations correspondingly. The retention of the customers is also an important issue in the development of the DMS, figure 2 represents a pie chart with a present efficiency of the SM channels of HTTIC.

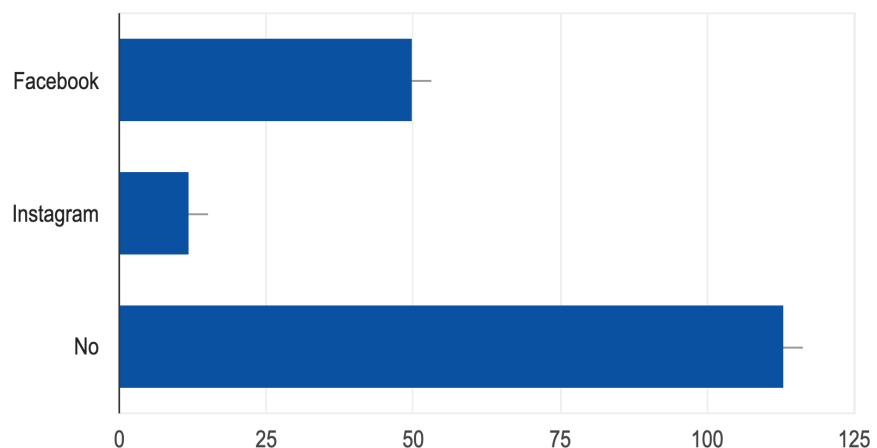
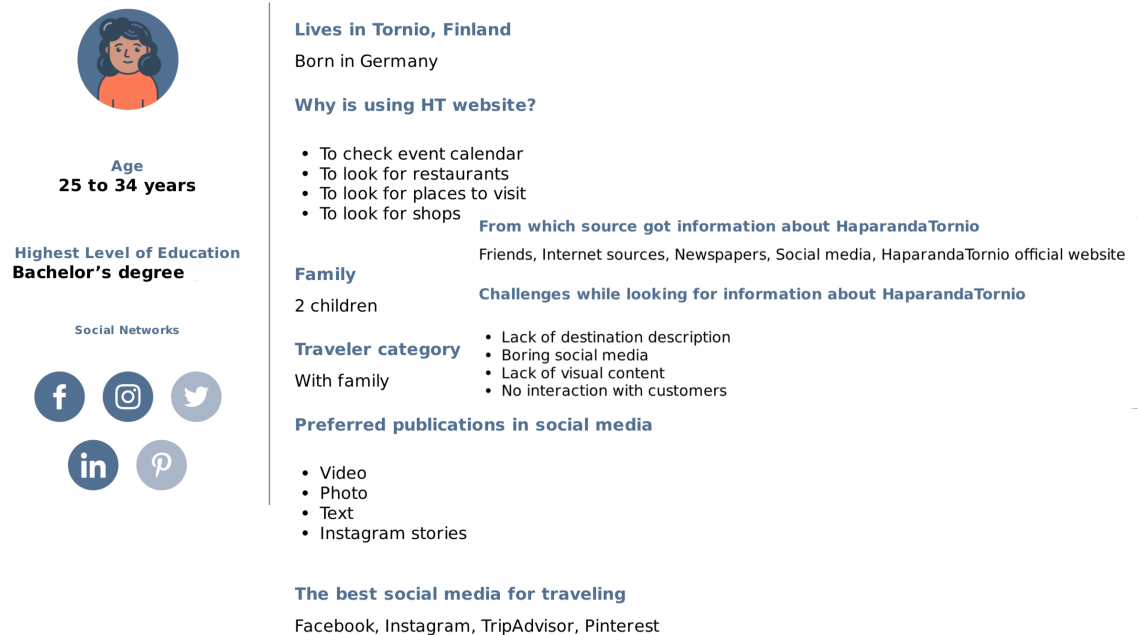


Figure 2. People Who Subscribed on HaparandaTornio SM Accounts

According to figure 2, the primary number of respondents are not subscribed to any of the exciting HTTIC's SM channels. Whereas, 33,3% of respondents subscribed to the Facebook page and only 7,3% of respondents subscribed to the HTTIC Instagram channel.

Maria Suomalainen



Age
25 to 34 years

Highest Level of Education
Bachelor's degree

Social Networks

- Facebook
- Instagram
- Twitter
- LinkedIn
- Pinterest

Lives in Tornio, Finland
Born in Germany

Why is using HT website?

- To check event calendar
- To look for restaurants
- To look for places to visit
- To look for shops

Family
2 children

Traveler category
With family

From which source got information about HaparandaTornio
Friends, Internet sources, Newspapers, Social media, HaparandaTornio official website

Challenges while looking for information about HaparandaTornio

- Lack of destination description
- Boring social media
- Lack of visual content
- No interaction with customers

Preferred publications in social media

- Video
- Photo
- Text
- Instagram stories

The best social media for traveling
Facebook, Instagram, TripAdvisor, Pinterest

Image 3. Buyer Persona

Basing on the data described above and shown as a buyer persona on image 3 it is possible to draw a conclusion that the retention of the customers represented by the number of subscribers is low. The DMS can be aimed at the attraction of the new customers and retention of them by providing interesting and useful content basing on customers' perceptions through SM channels and through the website of the company. Furthermore, one of the questions of the survey was aimed to reveal the challenges people have faced when they were looking for information about HaparandaTornio. According to statistics, most of the respondents (27.9%) were concerned about the lack of interactivity on the official website of the HTTIC. Other 21,8% stated that the website is lack of destination description. Around 21% voted that SM accounts are boring and 17% of respondents emphasize the lack of visual content such as photos and videos. The least percentage of respondents (13%) were not able to find the official

website at all. To sum up, by defining the most crucial challenges customers had and by identifying their preferences it is possible to develop an effective DMS and eliminate all the weak points in customers' journeys.

6.2 Positioning

To get a better outcome from DMS, it is important to specify the goals of the case company. The company should have a unique value proposition (henceforth UVP) and knowledge about how to communicate with customers. A UVP demonstrates what captures visitors' attention, how a service resolves a pain point of a potential customer and what differentiates a company from competitors online (Laja 2018). To make the analysis more precise, the survey has been conducted. Most of the answers came from people who already used HaparandaTornio online services. That survey provided a better understanding of what people are thinking about regarding the website and SM accounts of HaparandaTornio. Users are not satisfied with the website and SM content because most of the photos are not up-to-date. SM channels look boring, that is why the main goal is to update visual content both on the website and in SM. Moreover, there is a lack of communication with customers. To solve the problem, the company can add a virtual chatbot or a contact form on the website to keep in touch with customers.

In addition, SM accounts such as Instagram and Facebook are also good tools for building strong relationships with users. They are providing a great number of possibilities for business accounts to communicate with users, such as private chats, Instagram stories, Instagram direct or comment areas. Business accounts in SM are giving wider opportunities for companies to build a business online. With a business account, the company can follow statistics and sell products or promote any sphere of business. It is calculated that from 20% to 40% of people are buying more from companies that are presented in SM (Brandi 2019). These tools and services can help to avoid misunderstanding between the company and customers or quickly solve problems that already happened.

One more important question was about a type of content that customers want to see on the official webpage and SM. Figure 3 represents that the most important type for customers is visual content such as photos and videos. However, the useful textual content can attract customers to almost to the same extent. According to the survey, users want to see multilanguage and high-quality content on all platforms. At the same time, customer reviews are becoming more important for people, they want to see real feedback or suggestions from local people with a catchy title.

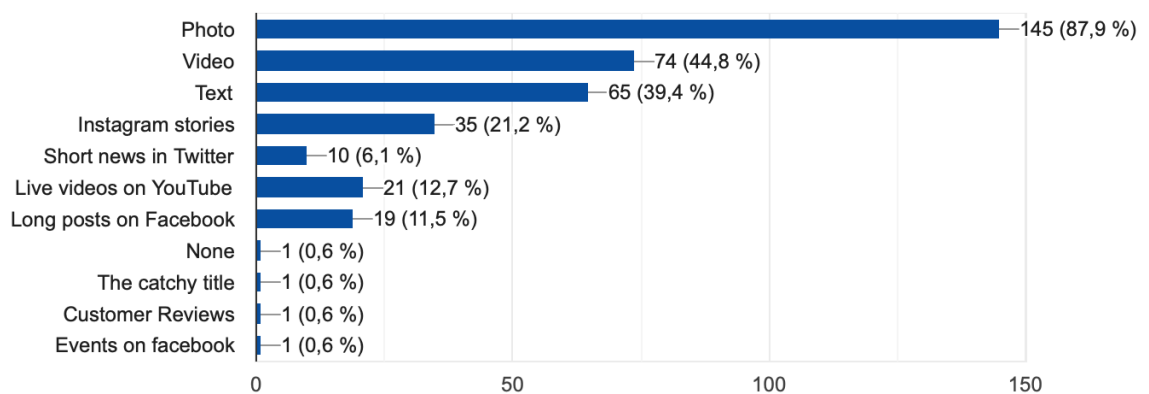


Figure 3. Preferred Type of Content

Thereafter, it was necessary to get answers about SM usage and build own rating of SM channels that people use. Unfortunately, now the HTTIC has only two accounts on Facebook and Instagram. According to survey results, those channels providing an insufficient amount of information for people who looks for touristic destinations. Figure 4 depicts that more than half of the respondents (52,1%) voted for using TripAdvisor to get a brief description of travel destination and top places to visit there. Today, it is significant for travel destinations to be presented in SM where people can get full information about the place, check feedback, ask questions, see pictures and videos or check upcoming events in order to visit the place.

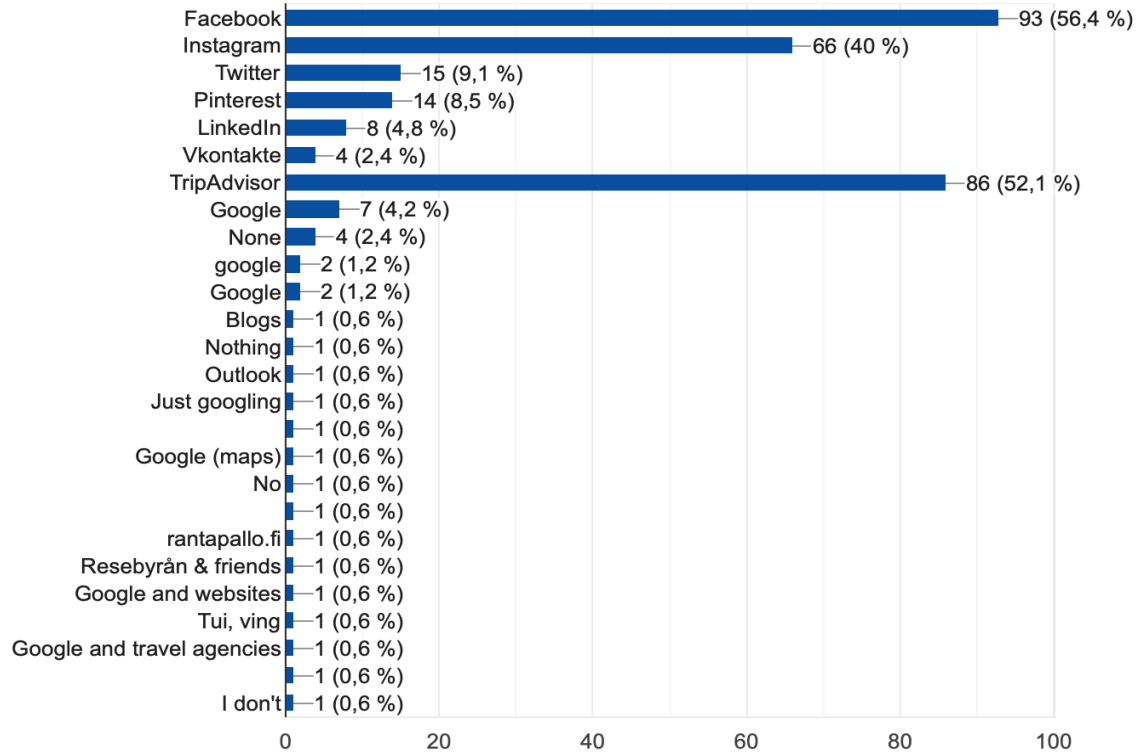


Figure 4. Preferred Social Media Channels for Touristic Destinations

6.3 Content Strategy and Tactics

The content strategy represents clear steps in how the case firm should work with content in order to produce it, distribute it and consequently attract and retain customers. Content strategy is an indispensable part of DMS which involves robust organization and analysis of the data of the company with the purpose of further usage. Delivering high-quality content is a crucial aspect of DM. Moreover, the focus of the content and the content itself may also vary depending on the platform of the distribution, auditory, time, location and many other factors. Therefore, the case company have to set the content calendar to structure all ideas for the content and data, by the means of the content calendar company will be able to optimize content production, structure the data and delegate data to different sources of distribution. As the main source of the data about customers, information on which basis most of the actions of DM built on, statistics play a main role in developing promotional tactics as well as in the creation of high-quality and personalized content.

6.3.1 Website

Informative and user-friendly website availability is an indefeasible part of every DM campaign. The HTTIC just made an upgrade to the website. The decision was to make a new website with a brand-new design and a more user-friendly interface. The case company was working a lot in a way of easier navigation for users. All pages were organized in a new order, that made a search for needed information faster and takes as fewer clicks as possible. Nevertheless, the work on the website is still not finished and more upgrades need to be done to meet the needs of a larger group of people.

Changes in the name of the link of the website can have a pleasant effect. Today, the HTTIC has the website that supports three languages, Finnish, Swedish and English. All three webpages have their personal links. The Finnish version is working under www.visittorniohaparanda.com, Swedish version is using www.visithaparandatornio.com and the English version is just www.haparandatornio.com. This is very uncomfortable for customers because they cannot remember which of the links, they need to use to open the website.

The official website of the HTTIC is working already for one year but one of the most important parts – adding keywords on the pages is still not done which is relates to search engine optimization. As a result, the website cannot reach the top place in search results. The company should make an analysis and create appropriate keywords and phrases that will help customers to reach the company twice faster than now.

The case firm owns a huge database with different kinds of pictures and videos that could be used for the benefit of the company. Therefore, updating visual content more frequently can bring new customers and help to retain existing ones. Notwithstanding, current visual content on the webpage is not attractive to customers. An explanation for this is that there is a lack of picture and video editing knowledge of workers in the company. The staff does not have any ideas or thoughts on how to make visual content more appealing. One of the

suggestions about how to solve this problem is to hire a special person or student who will create modern ideas and work with pictures and videos to make it catchy.

Moreover, currently, the case firm is not working with personalization at all, which is very crucial for them. The company has no idea who are their customers, what they are interested in, what they are searching for on the website and what are their needs. To solve this problem, a suggestion is to make a subscription box on the website. It can be a subscription to the upcoming events or online brochures that are coming two times in a year. Using that kind of tactics, the company can follow the needs of its customers and work with them more actively and friendly, e.g. by sending emails with events suggestions according to the category of the person, his or her interests and age group.

Keeping in touch with customers is also essential for modern businesses. The company needs to make a page with advice from local people and feedback. People are typically interested in other people's opinions while visiting any places. According to the survey, many people would like to have a page on the website where locals will tell stories about local places and offer suggestions on what would be interesting to visit there. To make it engaging, it should suit the style of the website and be accompanied by a photo or name of a person and visual content as photo and video of a place. To make the HTTIC website more popular, one more interesting page can be added. A page can consist of interesting news which were happened in HaparandaTornio. There can be published results of the events with pictures for people to see how it was to create an interest to visit it next time. Moreover, pictures and videos after "Field trips" and workshops can be also published to reveal other unique places in the region and share an experience.

Another problem that was found after the analysis of the survey, is that there is a lack of interaction with customers and customer support systems. Users of the website want to see that the company is interested in their needs and ready to help them with any problem concerning the HTTIC. Now, the website has only a page with email and telephone numbers for customers, but not all of them want to have personal contact. A solution would be to integrate a virtual chatbot or

make a contact form. At this period of time, a virtual chatbot is too expensive for the company and in this case, a better solution would be to make a contact form on the website. It is providing an opportunity for customers to ask a question 24/7 and get a personal answer from a real person. What is beneficial for the case firm, in this case, is that they will get contact information from people and use it to build stronger relationships.

According to the statistics collected from the survey, a large number of survey participants state that information about the places is not actual and sometimes is not even correct, e.g. working time, place or prices. Thus, there should be one person from the team who will be responsible for the control of that information and updates. As a result, customers will use the service in the future because they will trust the company. Working hours of the HTTIC should also be under control.

After completing all the suggestions and tactics mentioned before, the case company should work on the promotion of the website. Regarding the survey results, the company can promote the website in local newspapers, their own printed and online brochures and in the SM channels. These techniques can help the company to promote the official HaparandaTornio website both locally and worldwide. In addition, checking the website statistics is an essential part of DMS because it gives a large amount of valuable information about customers. These data can be utilized in personalized marketing campaigns and the improvement of the website. The case firm should check customers' satisfaction frequently to keep track of their feelings and suggestions. Moreover, these actions will demonstrate to customers that their opinion is important and matter.

Following all the suggestions the case company will be able to make a website more user-friendly than it is now, people will trust the information that is given there, the website will be in top of SEs results, customer satisfaction rate will grow, and the website will be popular not only among local people but also all over the world.

6.3.2 Event Calendar

The event calendar is a very useful tool that is helping people to know what is happening in the twin-city. The HTTIC upgraded the event calendar as well as the website. The design changed to a brand-new and several functions added. Unfortunately, according to the survey results people are still not satisfied with functions and overall view of events on the page. There are only two search functions, events or exhibitions, that are making the process of finding a specific event more complicated. Moreover, according to the customers' point of view, not all the events happening in HaparandaTornio published in the event calendar.

The author also recommends working on upgrading the event calendar to make it user-friendly, visually-attractive and more useful for customers. There are several changes that the company should complete to make it more usable. Currently, the event calendar of the HTTIC has no search at all that is making utilization more difficult for customers and they do not want to waste time while searching for a particular event. This problem can be solved by adding the search function that will consist of different filters as the name of the event, date, free/paid, topic, major district, target group or venue.

The analysis of the survey showed that people are missing many events because they do not know when the event was going to happen. To eliminate this problem, there is a possibility to add a special box on the webpage, that will be above other events. In that box will be the only events that are coming today. When opening the webpage, the first recommendations people will notice will be these upcoming events. As a result, people will miss events rarer. What is more, to make the event calendar popular is to add the function "Share the event". That function will provide a possibility to share an event with friends in SM, messengers, or in a person's account. People would not need to copy a link or make a print screen to add an event somewhere or send it to someone. This function is beneficial both for users and the company.

For people, it is hard to keep all the events that they want to visit in mind. Adding the "Add to calendar" function on the page of an event is a prime solution to this

problem. Users can choose a suitable calendar for them and set up a personal reminder when the calendar will send a notification to the user (Mistry 2019). That is making easier to avoid calendar conflicts and not miss any event.

Many tourists are coming to HaparandaTornio twin-city and looking for events in English, but there is no such information on the website. That is one of the reasons why people are missing events. There is a simple solution, just to mention the language of an event program on an event's webpage. That will help to avoid misunderstandings with users and increase customer satisfaction rates. Moreover, even a brief description of every event on the front page can also increase the satisfaction rates of the customers. By reading descriptive information, it will be easier for users to analyze whether they want to open and read more about it or not and save their time. It is an additional approach on how to build customer's trust because they will understand that the company is thinking about them and caring about their time

According to the survey, many customers are complaining that not all events happening in the area are mentioned on the event calendar webpage. The company should delegate the responsibility of searching for events to one person. A search of events should be done daily using all available platforms, SEs and SM channels. That is increasing the chance that people will use on the HTTIC's event calendar while searching for events.

These seven advised functions and tactics can increase the usability of the event calendar, users will be satisfied with the service and recommend it to their friends using the "Share the event" function. Furthermore, events' organizers will be more interested in publishing their events in the calendar because a chance that people will miss any events will decrease as much as possible and the statistics of the calendar usage will grow rapidly.

6.3.3 Social Media

Today, to make a popular SM account, the company should create its own hallmark that will catch people's attention and be the company's unique identifier.

Successful and popular SM business accounts should be simple, accessible and well-designed. It should educate and at the same time be with humor. Needs to be mentioned, all SM accounts in the company should work together and promote each other. The company needs to make a unique personal hashtag that they will use in each SM channel. Using that hashtag, users can find all the company's posts in any SM. Besides that, regular users will also use the company's hashtag that will increase the company's online views. Additionally, all SM accounts of the company should use one style of publications, font, and visual filters. That will catch customers' attention and make them stay with a company for a longer period of time (Zayats 2019).

There is common advice for all SM channels, all educational and other information should be checked before publishing not to mislead people, but rather increase confidence. Verification is important in all matters relating to public accounts. It is very easy to misinform a person, but it is very difficult to restore his confidence in the future. This also applies when companies use the services of influencers (Influencer marketing). It is very important to check all information concerning a brand or person that the company will work with, e.g. what audience is following an account, what it is publishing, statistics, comments of people and feedback from previous clients. Only after a qualitative checkup, the company can order a promotion service because the reputation of the company itself depends on it.

6.3.3.1 Facebook

Facebook is the biggest SMN in the world. There are 1.63 billion daily active users on Facebook (Clement 2019b). The HTTIC tries to use Facebook as much as possible because their subscribers are active there. They share posts, commenting and adding likes on the posts. The goals of the HTTIC on Facebook are to increase the audience, publish high-quality content and spread it all over the world. Today, there are 5 240 subscribers from all over the world, but most of them are Swedish and Finnish people. The HTTIC's staff are frequently looking for new ideas for adding posts on Facebook, they are experimenting with pictures

by publishing 360° formats or publishing videos from the events, celebrations or activities. Such posts are collecting many likes and comments (Årsstatistik 2018).

Unfortunately, it is not enough for making the group wider. The company needs to rethink their Facebook tactics in order to reach goals faster. There are suggestions that are made after a research and analysis of the customer satisfaction survey. The first suggestion is to change the profile picture. To make the company more popular it should have a unique logo that can work as an identifier of the company. The HTTIC already has its personal logo that is published on the official website of the twin-city. It would be much easier for the customers to recognize the official account if there was the original logo on the profile picture and it was not be confusing anymore. Moreover, the head of the page should be made in the same style as the logo to combine better and attract the users' attention.

The second suggestion is to fix the “Contact with us” button. Under the head of the profile, there is a button that is available only for business profiles. Originally, it is called “Contact with us” but it can be changed on any other name and destine users to the telephone number, email, official website or contact form according to the needs of the company. Today, the HTTIC uses that button to transfer a user to the official website, but the name of the button is not changed, and it confuses the customers. They push on the button to make a call to the office, but it transfers them to the website and there they need to find the number themselves. That increases the length of the customer’s route and reduces the chance of them making a call to ask for information.

The third suggestion is to perform some experiments with the visual content. The company will never understand which content the audience is interested in if, they do not try to publish it in different ways. By publishing different types of visual content, the company will be able to analyze the reaction of the audience and after that produce only the most popular types. That will demonstrate to the customers that the company can work with all types of content and listen to the audience.

The fourth suggestion is to organize contests, flash mobs, giveaways and surprises for subscribers. Well organized contests are beneficial for the page because they bring more followers and improves the ratings. Organizational rules are very important because people trust the company that is organizing the contest. The prize should be equivalent to the topic of the company and the contest (Zayats 2019). The HTTIC already made several flash mobs and contests with different prizes (e.g. mittens with HaparandaTornio flag and fishing licenses). Thus, the company will build trust with the customers because the rules and results are published clearly.

The fifth suggestion is to publish interesting news. According to the customer satisfaction survey, users would like to see publications about the most interesting news in the region. These publications will make users keep in touch with the events, incidents or happenings and discuss them. This is one more type of content that will help the company to analyze what type of users they have and what content needs to be produced.

The sixth suggestion is to publish the most popular photos with the company's official hashtag. Once per month the HTTIC can publish a photo concerning HaparandaTornio twin-city with the official hashtag and the biggest number of likes, in Facebook account. It will encourage customers to publish more high-quality content about the twin-city and spread the hashtag and brand online (Zayats 2019).

The seventh suggestion is to interact with people more actively. The case firm should manage and control what their subscribers are writing in comments or feedback and answer them. In this case, customers will know that they will get an answer to a question or help. It is an essential part of communication with customers that can make them more satisfied with a service and use it in the future.

In addition to the previous suggestions the author provided several ideas for posts and tactics that can potentially encourage users to use service more actively and engage users. Questionnaires can bring attention to a new post, give a chance

to tell a personal opinion or vote for something. The results can be published and analyzed in the next publication and they can lead to some conclusion for the company as well as present an interesting statistic to the clients.

Positive emotions from the service customers use is essential part of natural work of any service. Therefore, publications that provide answers to users with humor can bring a positive feedback from the customers and increase the usage of the service. People comes to social networks to get positive emotions, no one wants to see dull and monotonous publications. Positive posts bring positive emotions to people's minds and as a result they want to share with other people. Following recommendation can facilitate the process of creation relevant posts.

The first recommendation is to publish products with descriptions and prices. Publishing products that the company is selling offline is important in the product selling process. That can boost sales and bring new customers. By presenting products with clear positive descriptions and price increasing the chance of selling them.

The second recommendation is to offer links to several useful resources. While publishing content, links to authors or resources should be provided. That action will be visible also in the other profile and people from there can come to see the account and subscribe. Moreover, it can to reasonable to offer tips or guides for customers. Several tips for tourists and locals can be made. It will catch the users' attention and some people would like to follow them. Such publications can be beneficial for the company because it can be done in cooperation with other businesses and work as advertising of some activity, place or event.

The third recommendation is to publish local and state holidays. Publications about holidays can be created to inform tourists about why flags raised, shops and restaurants closed earlier and what is available during that day. For locals, it can work as a notification not to forget about it.

These tactics can bring more subscribers to the account, increase people's awareness and promote the destination. People would like to have a local service

that consists of several types of information starting with visual content and ending with the local news. When provided with all that information, people will leave many other services and will concentrate on only one reliable platform.

6.3.3.2 Instagram

Instagram is one of the most significant social networks for publishing pictures and videos with over one billion active users monthly. There are 25 million business accounts on Instagram and one of them is the official account of HaparandaTornio twin-city (Kellogg 2019). The HTTIC uses Instagram account only for publishing pictures but there are many more functions that can be used. Moreover, there are fewer subscribers than on Facebook, only 1 370 people. They are not active in commenting or adding likes on publications because the content itself is not attractive and pictures published randomly without any corrections or effects.

Special tactics and features of Instagram can be used to make a profile user-friendly and useful. There are recommendations on how to use the business account on Instagram, which publications can attract users and how to interact with them to make them subscribe to the account and follow in the future.

According to the survey results, the company should start with creating a unique style of the profile. Profiles with their own style attracting more people. It is increasing brand recognition and distinguishes from other profiles. The company should start with a future profile layout. There should be mentioned the profile photo because it is the main identifier of the company, colors as it is building the overview of the profile, filters for photo and video editing for combining them with colors of the profile and format and topics both for publications and Instagram Stories. Furthermore, special attention should be focused on the description of the company. The brief description should be clear, contain the address, unique hashtag and another SM and website should be mentioned (Zayats 2019).

The next step for the company is to organize the “Highlights” line. “Highlights” is almost the first part of the profile which people notice when opening it. It should consist of useful folders with all information about products and services of the company – welcoming folder, feedback, answers on questions, recommendations, subject collections, and some free offers. All folders should be named clearly and have a picture description of the section that is visible in the profile (Zayats 2019).

The “Highlights” line should include must-visit places of HaparandaTornio, for that publications, a geotagging feature should be used. Geotagging used to tag a geographical location to publications. It gives more information for followers where a picture or a video was taken (Nations 2019). For instance, people would like to visit the same place, they can just tap on it and open a map to see where it is situated. The other situation is when people are searching particularly for the place, they can write the name of the place and see your picture. Using geotags in official HaparandaTornio accounts can provide a better understanding of the location of monuments, sightseeing or travel destinations.

Meanwhile, the case company can pay more attention to mutual public relations (PR). The case company can work with the other local companies and make publications about them, at the same time that the company will publish something about HaparandaTornio. Geotagging and other features can help in that process. It will help to get more subscribers and have good relations with companies (Zayats 2019).

Later on, when people will be more active in the company’s profile, the HTTIC should start to react on profile reference. People are publishing pictures with geotagging, profile links, hashtags of the twin-city. The company can react to it by viewing the Instagram Stories, putting likes, writing comments or sharing publications in Stories.

Additionally, to make the way of profile searching easier for users of the social network, a profile cutaway can be created. It can be used to publish it in the other SM accounts, website, brochures or posters. By scanning it using only a

smartphone camera, the Instagram profile of the company can be opened automatically.

When users will find the company's profile, it can be interesting for them to know more about the business and saved live streams of the company can help them. Live streaming is a way of delivering information to people. Businesses use live streams to increase engagement, build better relationships and improve reputation (Live streaming 2019). Using the live streaming function on Instagram, the staff of the HTTIC can organize question and answer (Q&A) sessions where they will be able to provide answers to the questions from customers, make live discussions, tell about an event or demonstrate backstage processes. Through live streams people are feeling more connected to brands and a company is showing its transparency as a brand that is generating loyalty and trust.

Today, flash mobs and contests are becoming popular on Instagram. There are plenty of different flash mobs that people are taking part in. In the case of the HTTIC, it can be some flash mob concerning the twin-city where a winner can get some products with the logo of the company as a prize. There are rules about how to make it according to the policy of Instagram and be honest with the audience. All rules must be followed, otherwise, the profile can be blocked by Instagram algorithms and it will be hard and time-consuming to unblock it again. In that situation, the company can lose a lot of subscribers.

The first rule is to make clear and simple rules for users which will meet the policy of Instagram. The HTTIC should create an individual hashtag, present a task that is easy to make or repeat and provide a time frame. There are a great number of variants for how to organize Instagram contest e.g. repost of the announcement of the contest in Instagram Stories, to write a comment under the post with rules of the contest or to tag friends under the same post. It should be considered that a prize should be equivalent to rules. Otherwise, the number of participating people will be much lower. If it is a simple one-day contest, a technology called "Stop" can be used. The technology "Stop" is working when in a particular period of time, but unknown for participants, the word "Stop" will be written in comments. A winner is a person whose comment was the last before the word "Stop". One

more way of choosing a winner is to upload all comments into one Excel file and to assign them individual numbers. After that, a program that can generate a random number can be used to find a winner (Zayats 2019).

Furthermore, when all rules will be assigned, the company should choose a prize that people will get. It might be a product with the logo, discount for some product, service or entertainment, free certificates or fishing licenses and free service.

Lastly, the case company should publish all results in the account. The process of choosing a winner might be filmed or photographed as evidence that will be published. A winner should be published in HaparandaTornio official Instagram account.

To build a competitive profile, the company can use these ideas, tactics, and rules for creating publications. First, the business account should publish a minimum of one post per day and a maximum of two posts per day. That tactic will keep customers engaged and follow the account to see what will be published next.

Subscribers should know that the company is making success and participating in several projects, the HTTIC should talk about it more. The company is publishing not all the events that can be interesting to people. Users must see how the company is moving forward, growing, what projects and companies, is working with and what it is doing to stay interesting for customers.

At the same time as telling about the company's success, the mission of HTTIC should be also mentioned clearly. To create an overview of the company there can be created a series of posts starting with the history of the company and ending with the current situation and processes that goes on.

Moreover, people should have the possibility to know, what people are working in the HTTIC. To endear customers more to the HTTIC, staff need to be introduced to the audience. People will know who is taking care of things happening in the company and who is responsible for what. That will make people closer to the company.

To engage people to take part in any event, several publications from an event can be created. Creating posts during and after events will illustrate how processes organized, how much time it takes, what happens behind the scenes and how much effort it takes. It can cause interest and after that people might come to see how it looks in real life.

Besides publications, Instagram Stories is no less attractive type of content. The case firm can use popular ideas, tactics, and rules for Instagram Stories which can increase the number of subscribers. The first rule needs to be mentioned is do not publish large texts. Instagram Stories made more for everyday life and short stories. Writing large textual posts is not according to the concept. Instead of writing extra text, a video can be made. Although, information from video Stories should be duplicated briefly with words. All users of social networks are different some of them might have hearing problems. It is important to produce content that is oriented to different people.

The second is to publish from one to three stories during a regular day and up to ten during events. This is the optimal number of stories for business accounts not to bother people. Otherwise, there is a probability that they would not have a wish to check plenty of Stories and spend their time.

The third rule is to check a link and its visibility before publishing. All links, tags, and hashtags should work, otherwise, a Story will be useless. The basic idea for Instagram Stories is using GIF and emoji. GIF is animated images that are popular at present because they are useful for communicating jokes, ideas, and emotions (Heinzman 2019).

New Instagram regulations and algorithms make the order of the posts individual for each account, that is why a person can skip the post. The announcement of publications in Stories can be done to remind a person to check a new post. Moreover, introductions of new contests, products or services can be published in the same way to inform a bigger amount of people. When a new product or

service is coming it should be introduced in Instagram Stories to get a better outcome. It can be made as a video for clarity.

Acquaintance with the staff of HTTIC may continue in Stories. An interesting working day of the staff can be filmed. People will see how people in the company are working, what they are doing and how a day is organized. That will bring the company closer to the audience. Furthermore, the staff can share their memories of the company. It is very interesting to see how the company was founded, how it was looking before, who was working, and which work they were doing.

To fulfill the “Highlights” section, questions and answers (Q&A) Stories days can be created. There is a special function in Instagram stories that allows users to ask questions, after that the company can publish the answer. That tactic is essential in the communication process.

With the usage of the same function, the company can ask for the help of subscribers in creating post topics. Using the special function in Stories, it is possible to ask subscribers to vote for a future post topic or suggest their own. After that there will be a list of topics that subscribers are interested in and the company can choose the most popular ones to make a future publication. In this case, the company will be sure that the publication will be popular among the audience and will collect more comments and likes than a usual post. That post will have a probability to be published in the top posts of Instagram that can bring new followers (Zayats 2019).

Accurate and attentive to all the nuances work of the company on the profile building and posts organization as well as the use of tactics and following rules of the social network can attract the audience. The availability of a large target audience can help the HTTIC to develop the account and start cooperating with the other companies and influencers.

6.3.3.3 YouTube

YouTube is the most popular video sharing network and the largest SE after Google (Moreau 2018b). The HTTIC uses this platform to publish videos after events, happenings and about the region. There are no goals for the HTTIC concerning YouTube because this SMN is working for the company as an additional channel. The case company uses its videos from YouTube to publish it on the website or add a link on Facebook.

The author identified only a few common goals that are important for the YouTube channel. The first is, to redesign a profile and make it in the same style as the other social network profiles. After that, all accounts will work jointly to reach the general goal of reaching a large target audience. The second aim is, to produce high-quality content which will correspond to the status of the company. The last aim was to check the statistics and track customer satisfaction. These actions will help the profile of the HTTIC stay alive, create and publish videos according to the content calendar and check people's satisfaction by numbers of likes and dislikes under videos.

6.3.3.4 TripAdvisor

TripAdvisor is the world's biggest travel website. Hostels, hotels, restaurants, cafes, attractions, activities and destinations are published there. It is a place where people can share their experiences with others or just write feedback. About 456 million people per month are visiting TripAdvisor to plan a trip (Kinstler 2018). Swedish Haparanda and Finnish Tornio exist on TripAdvisor as separate cities. In order to create a joint profile the case company must send an official email to an office of TripAdvisor. After that the HTTIC will be allowed to start making a profile, adding visual content, writing briefly about the unique destination with an addition of some historical moments and collecting feedback. By collecting feedback, the destination will get a rating from TripAdvisor. For many people, a rating is the most indicator and after checking it they can even skip reviews because a decision will be already ready.

7 CONCLUSION

Today, DM is an essential part of every business development. The DMS is an individual plan that the company needs to follow to be successful among competitors. To succeed in the DM environment that includes several methods, algorithms and tools, the company needs to have a clear direction and stated goals. The DMS can help to organize the workflow of the company to make it more productive and boost the quality of the services. The HTTIC can take advantage of its unique location, natural and historical resources, and modern technology solutions to enhance the popularity of the destination, engage new tourists and support people that are already frequently visiting the twin-city or living there. However, some technologies that are not already in use have to be integrated, new personnel to facilitate the exciting team has to be found and the design needs to be upgraded for a successful implementation of the DMS. The current team of the HTTIC is very busy with other things happening in the company, thus there is no time left to generate new ideas, visual content materials or technological solutions for the company.

The main goal of the study was to investigate which digital solutions are the most suitable for the case company that will be able to enhance brand awareness and acquires new international clients. The research work examined, which DM technologies the HTTIC should utilize according to the sphere of business and customer satisfaction level, what staff have to be hired and what tactics for existing channels the company can use to improve the efficiency of DM. The final goal of the project was to develop a specific DMS in accordance with the needs and perspectives of the company. This strategy includes detailed practical guidelines for SMNs and website optimization as well as the selection of the most suitable SM channels for that sphere of business.

To present accurate answers to the research questions stated at the beginning of the research project, the author conducted the customer satisfaction survey to collect feedback from existing users of the service. Current DM actions in HTTIC and DM technologies were analyzed. The research project demonstrates that the creation of the DMS involves many processes, including establishing digital goals

of the company for the next three years, analysis of current situation concerning DM, identifying the main competitor and its benefits, creating a marketing persona that represents the target audience online, defining exact methods for promotion of official accounts, and investigating algorithms of SEs and social networks.

The study has shown that online visibility of the HTTIC is one of the main company goals that can bring great success to the twin-city. Recognizability of the company in the market depends on an online reputation. It can be done by the SM accounts where the company can interact with customers and the website where customers get services. Despite various innovations in DM, the website remains the main platform for the provision of services, the rest tools are auxiliary elements that help to build a professional image of the company. The company needs to finish the new website, add new pages and renew pages that already exist. To increase visibility for potential customers, relevant keywords for the website should be created which will consequently boost the website on the top of SEs.

The concept of the case firm's SM accounts has to be determined. For this purpose, the content calendar with particular publication days, ideas and strategies have to be established. After the rigorous analysis of the customer satisfaction survey, literature and online resources it was defined that the most suitable SMPs for the travel destination are Facebook, Instagram, TripAdvisor, and YouTube. Fortunately, HTTIC is already working with most of them, that makes the process easier.

Another major finding was the fact that the company is not familiar with personalized marketing. Utilizing this marketing method is a chance for the company to make a customer database and utilize it in favor of content creation and building brand awareness globally. HTTIC can use it in email and SM marketing that will build customer awareness and increase sales even offline.

The author created the individual DMS that is presented in chapter six and provides a set of tactics, methods and ideas for the official HaparandaTornio website and SMNs. Several online resources and literature, company situation

analysis, qualitative results of the customer satisfaction survey were used to build suggested initiatives. Moreover, the author based on her own experience of working in the case company and knowledge of SMNs for suggesting tactics for the company promotion. As a main outcome of the thesis work, the DMS has been developed and implies a detailed description of the practical solutions that can be performed by the case company to achieve success in business, diminish the potential expenditures, attract new customers and retain the exciting ones.

BIBLIOGRAPHY

- Aboulhosn, S. 2019. How to Craft an Effective Social Media Content Strategy. Accessed 25 May 2019
<https://sproutsocial.com/insights/social-media-content-strategy/>.
- Alexander, L. 2019. What is Digital Marketing. Accessed 15 September 2019
<https://blog.hubspot.com/marketing/what-is-digital-marketing>.
- Årsstatistik. 2018. Reports of the HaparandaTornio Tourist Information Center, Sweden 2019.
- Bhat, A. 2018. Exploratory Research: Definition, Methods, Types and Examples. Accessed 4 June 2019
<https://www.questionpro.com/blog/exploratory-research/>.
- Borowski, C. 2015. What a Great Digital Customer Experience Actually Looks Like. Accessed 25 August 2019
<https://hbr.org/2015/11/what-a-great-digital-customer-experience-actually-looks-like>.
- Brandi, A. 2019. Top 10 Social Media Sites for Business. Accessed 18 October 2019
<https://www.lyfemarketing.com/blog/social-media-sites-for-business/>.
- Bynder, R. 2019. What is the Inbound Methodology. Accessed 5 October 2019
<https://blog.fit4market.com/what-is-the-inbound-methodology>.
- Chaffey, D. & Smith, P.R. 2017. Digital marketing excellence. Planning, Optimizing and Integrating Online Marketing. Fifth edition. London and New York: Routledge, Taylor & Francis Group.
- Chaffey, D. 2018. What is Digital Marketing? A visual summary. Accessed 15 May 2019
<https://www.smartinsights.com/digital-marketing-strategy/what-is-digital-marketing/>.
- Clement, J. 2019a. Number of Monthly Active Facebook Users Worldwide as of 2nd quarter 2019. Accessed 25 October 2019
<https://www.statista.com/statistics/264810/number-of-monthly-active-facebook-users-worldwide/>.
- Clement, J. 2019b. Global Digital Population as of July 2019. Accessed 2 May 2019
<https://www.statista.com/statistics/617136/digital-population-worldwide/>.
- Cope, E. 2017. Why Your Website Is Your Most Important Marketing Tool. Accessed 18 September 2019
<https://www.cope-salesandmarketing.com/website-important-marketing-tool/>.

- Digital Finland 2019. Digital 2019 Finland (January 2019). Accessed 8 September 2019
<https://www.slideshare.net/DataReportal/digital-2019-finland-january-2019-v01>.
- Digital Marketing. What it is and Why it Matters 2019. SAS. Accessed 25 June 2019
https://www.sas.com/en_us/insights/marketing/digital-marketing.html.
- Digital Strategy Consulting 2018. Accessed 8 June 2019
http://www.digitalstrategyconsulting.com/intelligence/2018/01/61_of_companies_name_growing_seo_as_their_biggest_priority_in_2018.php.
- Dutta, A. 2019. What is SEO in Digital Marketing. Accessed 28 September 2019
<https://www.quora.com/What-is-SEO-in-digital-marketing>.
- Edmondson, B. 2019. Complete Guide to Email Marketing. Accessed 28 September 2019
<https://www.thebalancesmb.com/email-marketing-4161604>.
- Galvez, M. 2015. What is SEO and Why is it Important for Your Business. Accessed 28 September 2019
<https://www.inmotionhosting.com/blog/what-is-seo-and-why-is-it-important-for-your-business/>.
- Heinzman, A. 2019. What Is a GIF, and How Do You Use Them? Accessed 10 November 2019
<https://www.howtogeek.com/441185/what-is-a-gif-and-how-do-you-use-them/>.
- How Search Algorithms Work. Google. Accessed 28 September 2019
https://www.google.com/intl/en_uk/search/howsearchworks/algorithms/.
- How Visit Finland Wants to Create an Ideal Digital Customer Experience. 2019. Next Tourism Generation Alliance. Accessed 20 August 2019
<https://nexttourismgeneration.eu/how-visit-finland-wants-to-create-an-ideal-digital-customer-experience/>.
- Infographic: 10 Facts About Tourism in Lapland. 2018. Lapland Above Ordinary. Accessed 10 July 2019
<https://www.lapland.fi/business/facts-figures/infographic-10-facts-tourism-lapland-2017/>.
- Jürgensen, A.L. 2019. Social Media Usage in Finland - Statistics & Facts. Accessed 10 July 2019
<https://www.statista.com/topics/4173/social-media-usage-in-finland/>.
- Kellogg, K. 2019. 30 Instagram Facts You Need to Know. Accessed 10 November 2019
<https://www.searchenginejournal.com/instagram-facts/314439/#close>.
- Kenton, W. 2018. Social Media Marketing (SMM). Accessed 16 May 2019
<https://www.investopedia.com/terms/s/social-media-marketing-smm.asp>.

Kingsnorth, S. 2016. Digital Marketing Strategy. An Integrated Approach to Online Marketing.

Kinstler, L. 2018. How TripAdvisor Changed Travel. Accessed 10 November 2019

<https://www.theguardian.com/news/2018/aug/17/how-tripadvisor-changed-travel>.

Lahti, I.P. 2019. What is Influencer Marketing. Accessed 28 September 2019

<https://pinghelsinki.fi/en/influencer-marketing/>.

Laja, P. 2018. Unique Value Proposition (UVP). Accessed 10 November 2019

<https://unbounce.com/conversion-glossary/definition/unique-value-proposition/>.

Lee White, R. 2018. How to Do a Competitive Analysis for Digital Marketing.

Accessed 15 June 2019

<https://trackmaven.com/blog/how-to-do-a-competitive-analysis-digital-marketing/>.

Live Streaming. 2019. Sprout Social. Accessed 10 November 2019

<https://sproutsocial.com/glossary/live-streaming/>.

Lock, S. 2018. Online travel market - Statistics & Facts. Accessed 10 June 2019

<https://www.statista.com/topics/2704/online-travel-market/>.

Luty, J. 2018. Number of Arrivals in Tourist Accommodation in Finland 2006-2017. Accessed 15 June 2019

<https://www.statista.com/statistics/413259/number-of-arrivals-spent-in-short-stay-accommodation-in-finland/>.

MacMaster, K. 2017. Top 10 Reasons You Need Video in Your Content Marketing Plan. Accessed 28 October 2019

<https://www.vidyard.com/blog/importance-of-video-content-marketing/>.

McLeod, S. 2015. Observation Methods. Accessed 2 May 2019

<https://www.simplypsychology.org/observation.html#part>.

Mistry, J. 2019. How to Create an "Add to Calendar" Link for Your Emails.

Accessed 10 November 2019

<https://litmus.com/blog/how-to-create-an-add-to-calendar-link-for-your-emails>.

Moreau, E. 2019a. What Is Pinterest? An Intro to Using the Social Image Platform. Accessed 15 September 2019

<https://www.lifewire.com/how-to-use-pinterest-3486578>.

Moreau, E. 2019b. What Is YouTube? How Do I Use It? Accessed 10 November 2019

<https://www.lifewire.com/youtube-101-3481847>.

Murray, J. 2019. What Is Personalized Marketing. Accessed 15 September 2019

<https://www.emarsys.com/resources/blog/what-is-personalized-marketing/>.

Nations, D. 2019. What Is Geotagging. Accessed 10 November 2019
<https://www.lifewire.com/what-is-geotagging-3486187>.

Pinantoan, A. 2015. How to Massively Boost Your Blog Traffic with These 5 Awesome Image Stats. Accessed 15 September 2019
<https://buzzsumo.com/blog/how-to-massively-boost-your-blog-traffic-with-these-5-awesome-image-stats/#gs.fNkjo7A>.

Randhawa, G. 2013. How to Design Your Website as Effective Marketing Tool. Accessed 15 September 2019
<https://usabilla.com/blog/how-to-design-your-website-as-effective-marketing-tool/>.

Rovaniemi Christmas Brand. 2010. Brochures of Rovaniemi City. Accessed 17 June 2019
<https://www.visitrovaniemi.fi/wp-content/uploads/Rovaniemi-Christmas-Brand-2018.pdf>.

Rovaniemi. City of Rovaniemi Official Webpage. Accessed 11 July 2019
<https://international.rovaniemi.fi/en/Services/About-Us>.

SEO Keywords: How Better Keyword Research Gets You Better Results. Word Stream. Accessed 16 September 2019
<https://www.wordstream.com/seo-keyword>.

Sonntag, M. 2019. Brand Ambassador: Definition, Job Description, Salary, & More. Accessed 10 November 2019
<https://www.repsly.com/blog/field-team-management/brand-ambassador-job-definition-description-salary>.

Standberry, S. 2018. Digital Marketing vs Traditional Marketing: Which Produces Better ROI. Accessed 18 June 2019
<https://www.lyfemarketing.com/blog/digital-marketing-vs-traditional-marketing/>.

Standberry, S. 2019. The Ultimate Guide to Video Content Marketing for Increased Engagement. Accessed 20 June 2019
<https://www.lyfemarketing.com/blog/video-content-marketing/>.

Stelzner, M. 2015. Social Media Marketing Industry Report 2015. Accessed 20 September 2019
<https://www.socialmediaexaminer.com/social-media-marketing-industry-report-2015/>.

Stokes, R. 2013. eMarketing - The essential Guide to Marketing in a Digital World, 5th Edition.

Surendran, A. 2019. Quantitative Research: Definition, Methods, Types and Examples. Accessed 2 May 2019
<https://www.questionpro.com/blog/quantitative-research/>.

The Personalization Paradox: Transforming Consumer Perceptions with Declared Data. 2019. Accessed 17 October 2019

<https://greenbookblog.org/2019/10/21/the-personalization-paradox-transforming-consumer-perceptions-with-declared-data/>.

Tourism in Finland stays on record level. 2019. Business Finland. Accessed 19 July 2019

<https://www.businessfinland.fi/en/whats-new/news/2019/tourism-in-finland-stays-on-record-level/>.

Yin, R. 2008. Case Study Research: Design and Methods. Fourth Edition. USA: Sage Publications.

Zappa, L. 2018. Digital Customer Experience. Accessed 9 October 2019

<https://www.userreport.com/blog/digital-customer-experience/>.

Zayats, N. 2019. Instagram promotion strategy. Accessed 10 November 2019

<http://tilda.education/articles-instargam-promotion>.

7 Digital Marketing Strategies for Your Campaign. 2019. WebFX. Accessed 21 October 2019

<https://www.webfx.com/internet-marketing/actionable-digital-marketing-strategies.html>.

APPENDICES

Appendix 1. Customer Satisfaction Survey

CUSTOMER SATISFACTION SURVEY

We would be happy to get Your opinion about our destination and TornioHaparanda Tourist Information Center online service visittorniohaparanda.com.

1. What is Your gender?

- Male
- Female
- Other

2. What is Your age group?

- <18 years
- 18 - 25 years
- 26 - 40 years
- 41 - 65 years
- >65 years
- Other

3. Do You have children?

- 1 – 2
- 2 – 5
- >5
- No
- Other

4. Where are You located?

- Finland
- Sweden
- Norway

- Russia
- China
- Other

5. How do you usually travel?

- With family
- As a couple
- Solo traveler
- With friends
- Business traveler
- Own variant

6. Where have you heard about HaparandaTornio twin-city?

- Social media
- TV
- Newspaper
- From friends
- HaparandaTornio official website
- Own variant

7. Why would you use HaparandaTornio website? visittorniohaparanda.com

- To look for restaurants
- To look for accommodation
- To use event calendar
- To look for places to visit
- To look for shops
- Own variant

8. Are you subscribed on HaparandaTornio social media accounts?

- Facebook

3(4)

 Instagram No

9. What social media channels are you using to get information about travel destination?

 Facebook Instagram Twitter Pinterest LinkedIn Vkontakte TripAdvisor Own variant

10. Which publications are catching your attention in social media channels?

 Photo Video Text Instagram stories Short news in Twitter Live videos on YouTube Long posts on Facebook Own variant

11. Did you face any challenges while looking for information about HaparandaTornio?

 Lack of destination description Couldn't find official website Boring or not interesting social media accounts

4(4)

- Lack of visual content such as photos or videos
- No interaction with visitors of the website or social media subscribers
- Own variant

12. Do you have any recommendations? What do you want to see in social media accounts or on the website of HaparandaTornio?