



Digital Marketing Strategy for Junamajoitus Haukka

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ABSTRACT

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This thesis aims to create a digital marketing plan for Junamajoitus Haukka for its seasonal train accommodation business service named Tuuri Train Station. Junamajoitus Haukka has commissioned this thesis to identify digital marketing strategies that would increase the number of guests in the business' off-peak periods when occupancy rates are quite low. Research was conducted to identify possible digital marketing solutions to increase occupancy rates during these periods and improve the business' overall online presence. Based off the results of the primary and secondary data, it was determined that the best course of action was to create a digital marketing plan using the SOSTAC planning model developed by P.R. Smith in the 1990s.

The first chapter of the thesis is an introduction which includes background information about the business, the research question and research objectives, relevant digital marketing concepts and theories, and the research methods used to collect and analyse data that would inform the digital marketing plan. The second chapter discusses digital marketing concepts and those relevant to accommodation service businesses as well as the SOSTAC planning model used to develop the digital marketing plan. The third chapter explains the data collection methods used in this thesis and presents findings from the data analysis. The final chapter recommends a digital marketing plan for Junamajoitus Haukka based on the SOSTAC planning model.

The results of this thesis provide Junamajoitus Haukka with a realistic plan that the business is able to fulfil within their budget and within a relatively short timeframe. The plan recommends that Junamajoitus Haukka uses effective digital marketing that targets the types of guests that are most likely stay to stay at Tuuri Train Station in the off-peak periods, such as business travellers, sole travellers, groups, train enthusiasts and dog owners. At the same time, this digital marketing would continue to engage families and couples that are the business' main guests during the peak period. This thesis recommends a digital marketing plan that uses the tools of Search Engine Optimization, pay-per-click advertisements, and social media marketing to attract new target audiences or a great number of guests from these audiences. These three tools used together effectively should boost the business' visibility and brand awareness, and in turn, attract more guests to Tuuri Train Station in the off-peak periods.

Key words: digital marketing, digital marketing plan, search engine optimization, pay-per-click, social media marketing

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ABBREVIATIONS

OTA	Online Travel Agency
PESTLE	Political, Economic, Sociological, Technological, Legal and Environmental
PPC	Pay-Per-Click
SEM	Search Engine Marketing
SEO	Search Engine Optimization
SERP	Search Engine Results Page
SMM	Social Media Marketing
SOSTAC	Situation, Objectives, Strategy, Tactics, Action, and Control
SWOT	Strengths, Weaknesses, Opportunities and Threats

1 INTRODUCTION

Digital marketing is transforming the way that businesses promote their products and services to customers. Businesses can no longer rely on traditional forms of 'offline' marketing to reach customers. Tech-savvy customers around the world are increasingly relying on digital marketing tools such as social media marketing and online advertisements to quickly find and review products and services that meet their constantly changing needs. Latest figures from the Digital 2022: July Global Statshot Report confirms digital marketing is no longer an option for business but a necessity (Hootsuite, 2022). In just one year to July 2022, the number of internet users increased by 3.7% to 5.03 billion and the number of social media users increased by 227 million to 4.7 billion. The average internet user aged 16 to 64 spends 6.49 hours on the internet each day, which includes 2.29 hours on social media. Digital marketing enables businesses to reach a greater number of customers more quickly and flexibly and to have a higher level of interactivity with these customers (Veleva & Tsvetanova, 2020).

This shift to digital marketing has significant implications for businesses seeking to promote their accommodation service in a highly competitive and global environment. To stand out in a crowded market, businesses in the hospitality industry that offer accommodation like hotels, motels, service apartments, guests houses and hostels must develop and implement digital marketing strategies that use tools that effectively reach and influence their target audiences. Regardless of accommodation type, the end goal for their digital marketing efforts is the same; to establish a solid online presence and generate bookings (Wisse, 2022).

The purpose of this thesis is to develop a digital marketing plan for Junamajoitus Haukka. This small business offers a seasonal train accommodation service from mid-May to mid-September. During the school holiday period from mid-June to early August, occupancy rates are well over 90%. However, occupancy rates and income are significantly lower before and after this peak period. In order to develop an effective digital marketing plan, it was necessary to identify the best digital marketing tools that would increase occupancy rates in the off-peak periods. This also involved identifying new target audiences that Junamajoitus Haukka could attract to its accommodation service, Tuuri Train Station, using

these tools. This thesis used the SOSTAC model to develop the digital marketing plan and help the business to implement the plan's recommendations.

The rest of this chapter represents a thesis plan by firstly introducing the topic, research questions and research objectives. It then explains the data gathering methods (qualitative and quantitative) and key concepts and theories used. This chapter ends with a description of the thesis structure.

1.1. Thesis Topic

Junamajoitus Haukka is a small family-owned train accommodation business based in Tuuri, which is located in the Southern Ostrobothnia region of Finland. The business is promoted as Tuuri Train Station (Tuurin Asema in Finnish) and operates from mid-May until mid-September (Picture 1). It attracts mainly families and couples who typically visit the largest village shop in the world, Keskinen Kyläkauppa, as well as other local attractions during their stay. During the peak holiday period that coincides with the school holidays (mid-June to early August), the business has very high occupancy rates. However, the lower occupancy rates during the two off-peak periods of mid-May to mid-June and mid-August to mid-September are affecting the viability of the business. This thesis proposes a digital marketing plan to increase occupancy rates in these off-peak periods and improve the business' overall online presence.



PICTURE 1: Tuuri Train Station/Tuurin Asema (Junamajoitus Haukka, 2022)

1.2. Research Question

The research question for this thesis is as follows:

“How can Junamajoitus Haukka use digital marketing to attract more guests to their accommodation service in the off-peak periods?”

This research question aims to solve a major and ongoing challenge for Junamajoitus Haukka that is affecting the viability of this small business. By answering this research question, the business will be able to implement digital marketing strategies that will increase occupancy rates and generate more income in the off-peak periods.

1.3. Research Objectives

The following four research objectives aim to successfully answer the above research question:

1. Explain digital marketing as well as digital marketing strategies to identify strategies best suited to an accommodation service.
2. Conduct interviews with a representative at Junamajoitus Haukka to learn about their current digital marketing strategies, to what degree these strategies have been successful, and possible digital marketing strategies that could improve occupancy rates in the off-peak periods.
3. Collect and analyse data related to current digital marketing activities and performance from Junamajoitus Haukka and preferences of previous and potential guests.
4. Develop a digital marketing plan that Junamajoitus Haukka can implement in order to attract more guests in the off-peak periods and improve its overall online presence.

1.4. Research Methods

This thesis uses a combination of qualitative and quantitative research methods to achieve the research objectives and answer the research question.

The qualitative method involves an extensive interview with the development manager of Junamajoitus Haukka to gather information about digital marketing activities of the business (Appendix 1). The second interview involved presenting the proposed digital marketing plan to the development manager for feedback (Appendix 2).

This method of research is appropriate because the development manager is responsible for most of the marketing done at the business. This includes website development and maintenance, Google Business profile, and guest bookings. Interviewing the development manager was the most logical decision since she manages most of the business' current digital marketing activities and has knowledge on what has worked and what has not worked. By using qualitative data in the form of an interview, the responses from the development manager can be more in depth as she can explain the business' digital marketing experiences in detail (see Appendix 1). She also participated in a second interview where she provided feedback on the proposed digital marketing plan (see Appendix 2).

The business owner does add content to social media accounts mainly in the Finnish language. He did not participate in the interviews because he is responsible for different business activities such as customer service, financial management, and property restoration and maintenance.

The quantitative method involved the collection and analysis of Tuuri Train Station's digital analytics data.(Appendix 3). This data includes occupancy rates, guest profiles, guest reviews, booking.com insights, social media, Search Engine Optimization (SEO), and website traffic. The reason for this method of research was to identify a baseline of digital marketing statistics that show how the public 'digitally' engages with Tuuri Train Station. Another reason for this research method is to help identify digital marketing strategies that should increase the public's online engagement with the business, such as more followers, likes, reviews, and conversion of views and searches into bookings.

An additional quantitative method was an online poll used to gather feedback mainly from the business' social media friends and followers about their digital marketing preferences (Appendix 4). Fifty-eight (58) people completed the survey. Although not all these people have been guests of Tuuri Train Station, most have experienced digital marketing by businesses when they search for and book accommodation.

There are two main ethical considerations for these research methods. Firstly, as income data is commercially sensitive, it has not been included in this thesis. Secondly, even though the business has a comprehensive guest database, it would be a breach of confidentiality to access guest details for this thesis.

1.5. Key Concepts and Theories

The concepts most relevant to this thesis are the types of digital marketing that are suitable for Junamajoitus Haukka's accommodation service, Tuuri Train Station. These types are Search Engine Optimization (SEO), Pay-For-Click (PPC) and Social Media Marketing (SMM). The SOSTAC model is the key theory that informed the development of the business' digital marketing plan. Digital marketing plans are typically structured using the distinct parts of this planning model, which are Situation, Objectives, Strategy, Tactics, Action, and Control.

1.6. Structure of Thesis

This introduction chapter covers the general topic and purpose of the thesis. The chapter presents the research question and the objectives that need to be fulfilled to address this question and complete the thesis. The introduction also discusses the research methods used to collect the data and key concepts and theories used in this thesis. The second chapter describes the meaning and types of digital marketing, including those used by accommodation providers. It also explains digital marketing types most relevant to Junamajoitus Haukka as well as the SOSTAC planning model used to develop a digital marketing plan for the business. The third chapter on data collection and analysis explains how the data from the interviews, survey and business analytics was collected. The issues of data validity, reliability, limitations and ethical considerations are also discussed. Following this, the data was analysed to identify trends, behaviours and challenges related to Junamajoitus Haukka's digital marketing activities. Insights from the analysis of quantitative and qualitative data inform the digital marketing plan in Chapter 4. This plan was shared with the development manager for feedback, which has been incorporated into the plan. Lastly, the thesis closes with a conclusion that summarises the thesis and its recommendations presented in the digital marketing plan for Junamajoitus Haukka.

2 DIGITAL MARKETING

The purpose of this chapter is to firstly explain the meaning and different types of digital marketing as well as those types typically used by businesses offering accommodation services. Secondly, the key types of digital marketing relevant to Junamajoitus Haukka's accommodation service, Tuuri Train Station, are discussed. Finally, the chapter explains the SOSTAC planning model used to develop the digital marketing plan for Junamajoitus Haukka.

2.1. What is digital marketing?

Digital marketing initially was defined as conventional marketing with its respective set of tools and strategies but done on the internet (Piñeiro-Otero & Martínez-Rolán, 2016). The digital world has transformed conventional marketing to create a unique set of tools and strategies that are not viable in the offline world. Digital marketing has become a main staple in today's marketing world and is no longer seen as a sub-genre or niche field of marketing.

The digital world has grown rapidly. As of July 2022, there were just over five billion internet users in the world which is 63.1% of the earth's population (DataReportal, 2022). With this many users interacting in the digital world, digital marketing has developed into a field with constant innovations and a slew of new concepts. Advantages of digital marketing include greater customer reach, interactive communication, overcoming geographical barriers, more convenience for customers, lower costs than traditional marketing, and easier tracking of customers (Veleva & Tsvetanova, 2020). There are also disadvantages such as competitors copying a business' digital marketing campaign, negative feedback from customers that is published online, overloading customers with too many online advertisements, and reliance on technology that may not always work.

Artificial Intelligence (AI) is now driving the future of digital marketing. Businesses are increasingly integrating AI in their digital marketing practices to generate data showing what users are most interested in and how best to reach them. These insights enable businesses to develop products and services based on a clear understanding of customers' needs (Thilagavathy & Kumar, 2021).

Figure 1 shows the different types of digital marketing. These range from the well-known types of social media marketing and email marketing to the increasingly popular types of influencer marketing and pay-per-click (Thakkar, 2022).

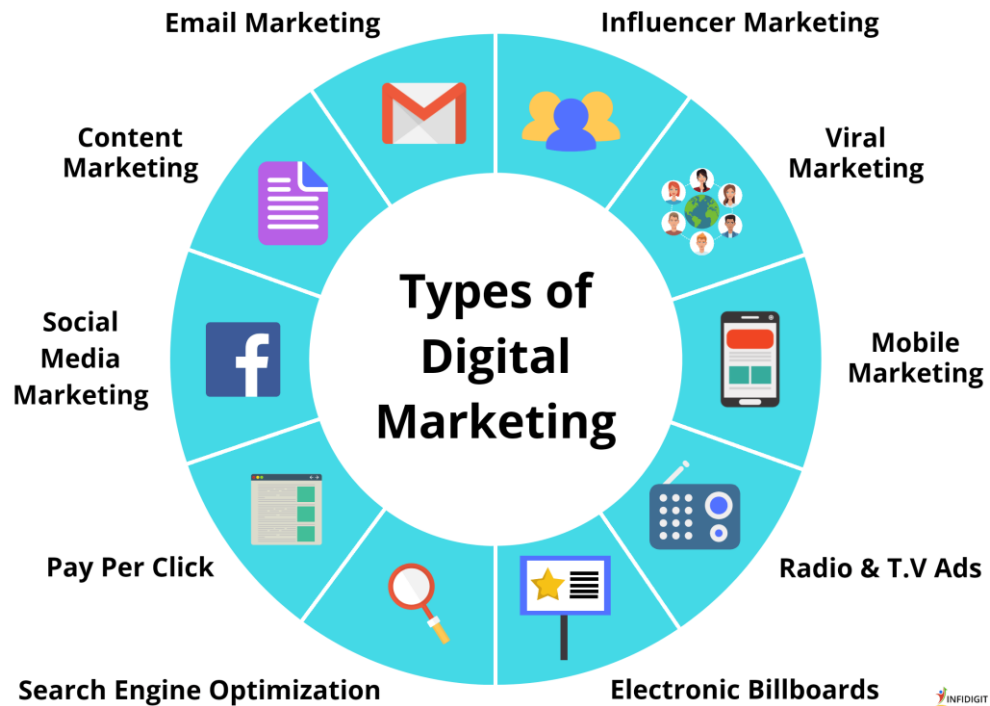


FIGURE 1: Types of Digital Marketing (Thakkar, 2022)

Hotels, motels, service apartments, guest houses, hostels, and specialist accommodation like Tuuri Train Station use digital marketing to attract people to their accommodation. Wisse (2022) defines digital marketing for hotels as follows:

Hotel digital marketing refers to all the activities you do in the digital space to get people interested in your hotel. The end goal of all your efforts is to establish a solid online presence and generate hotel bookings. Travellers should be able to discover your hotel before they even know that it exists out there.

According to Wisse (2022), popular digital marketing strategies for hotels include:

- SEO to help potential guests find the accommodation from a Google search
- optimising websites to enable streamlined bookings via mobile devices
- using email marketing communication for special promotions/offers, loyalty programs, etc.

- creating profiles on Online Travel Agencies (OTAs) like booking.com and expedia.com
- using influencers on social media platforms
- setting up a YouTube channel
- paying for Google Hotel Ads.

Given that many travellers rely on hotel reviews to select accommodation, businesses like Junamajoitus Haukka need to regularly ask guests to post positive reviews on Google, booking.com and social media platforms.

The development manager from Junamajoitus Haukka confirmed in an interview (see Appendix 1) that it does not have a formal digital marketing plan. It relies heavily on online bookings through its website at tuuristation.fi and booking.com account. The use of Google Business and social media to boost bookings is limited and ad hoc. This thesis recommends a plan using Search Engine Optimization (SEO), pay-per-click, and social media marketing to increase occupancy rates in the off-peak periods and improve the business' overall online presence. These digital marketing types are discussed below, along with a rationale as to why they are suitable for Junamajoitus Haukka's Tuuri Train Station accommodation service.

2.2. Search Engine Optimization (SEO)

When words are entered onto a search bar in a search engine such as Google or Bing, results related to the words searched will appear and the order of these search results are not random. The search engine will try to best match the user's search with sites that the search engine believes to be most relevant to the search. It does this by using artificial intelligence to scan through millions of websites, gathering data on them, and then putting them into an index. The index acts as a library for websites and helps users to find what they are looking for on the internet. Search engines then use algorithms to analyse each website and determine the order in which websites should appear in the search results based on hundreds of factors that influence a site's ranking (SearchEngineLand, 2010).

For businesses, Search Engine Optimization which is commonly shortened to (SEO), is the process of improving a website's visibility in the search results related to the products and/or services the website has to offer (SearchEngineLand, 2010). Unlike other methods related to search engine results, SEO cannot be bought like pay-per-click. This has created a market of SEO experts who offers their services to businesses where they can optimise their website using a variety of methods including improving keywords, content optimisation, speed of website, and more.

Search Engine Optimization was chosen as a concept for this thesis because it is a viable tool that Junamajoitus Haukka can use to increase the number of guests staying at Tuuri Train Station in the off-peak periods of mid-May to mid-June and mid-August to mid-September. The Junamajoitus marketing survey found that almost half of the people who responded to the survey found the accommodation they were looking for through Google search (see Appendix 4). Based on this, it is a sensible decision to focus on SEO because it is an effective way to increase Tuuri Train Station's visibility in relevant search enquiries made by potential guests looking for accommodation. If implemented correctly, SEO can improve the ranking in which Tuuri Train Station appears in the search engine results page (SERP). As a result, this accommodation will appear more relevant to potential guests which can lead to more clicks on its website that turn into bookings.

2.3. Pay-Per-Click (PPC)

Pay-per-click which is commonly shortened to PPC is a method of digital marketing where a business or person can advertise their website. Every time a user clicks on the advertisement, the business or person pays a fee to whomever owns the platform on which they are advertising. PPC can come in many different forms such as text, images, banners, video, or even a combination of different formats (WordStream, no date).

The most popular form of PPC is to do with search engine results pages (SERP for short). This form of PPC is where the advertisers bid on key words such as 'hotel'. For example, when an internet user searches the word 'hotel', the

advertisement will appear at the top of the SERP. When websites are listed towards the top of the SERP, it has impactful benefits such as greater credibility, appearing more relevant to the user, and higher visibility in a crowded environment.

PPC has many benefits when applied appropriately. PPC can increase traffic to a business' website, and in turn, generate more sales for a business. As mentioned in the name 'pay-per-click', the business only needs to pay for the advertisement when a user clicks on. This means PPC is also quite a cost-effective form of marketing.

When a website appears first in the search results, it is typically the first result seen by the user amongst the many sites found through Google. By being the first search result or higher up in the search results, users may regard the website as more credible and trustworthy. As a result, there is a higher probability that users will click on the most prominent websites.

Similar to Search Engine Optimization, pay-per-click has been chosen as a concept for this thesis because of how many people who completed the Junamajoitus marketing survey search for accommodation through Google search (see Appendix 4). By utilising pay-per-click (PPC), Junamajoitus Haukka can effectively advertise its tuuristation.fi website at the top or near the top of the search engine results page which has similar benefits as good Search Engine Optimization. PPC is also a cost-effective method of marketing since Junamajoitus Haukka only needs to pay for the advertising when a user clicks on the advertisement. A cheap advertisement promoting rooms for sale in the off-peak periods is likely to lead to the sale of these rooms that would normally stay vacant. Sales could significantly exceed the cost of the advertisement.

2.4. Social Media Marketing

Social media has become a part of modern life with seven-in-ten Americans using social media for reasons such as connecting with other people, engaging in content whether it be news articles or entertainment, and sharing information online (Pew Research Center, 2021). The term "social media" can be described

as a collective term that encompasses websites and computer applications which have a focus on communication, content sharing, entertainment, collaboration, and a variety of other uses (Lutkevich, 2021).

Social media has major global traction and is easily accessible to anyone with an internet connection. With large populations spending a significant amount of time on social media platforms such as Instagram, Facebook, Youtube, LinkedIn, and Twitter, it is important to businesses to market on these platforms. Marketing on social media platforms enables a potential reach to consumers on large scale. This concept is termed as “social media marketing” or SMM for short. Social media marketing has multiple benefits over traditional means of marketing. For example, traditional marketing on channels such as television, billboards and radio are typically very expensive compared to social media marketing.

Businesses use social media marketing to promote a good or service to consumers using a social media channel. As stated above, this type of marketing has proven to be very successful due to its low cost and high reach to consumers. Importantly, digital marketing builds brand awareness. Therefore, social media marketing has been chosen as a concept for this thesis because of these reasons and findings from the Junamajoitus marketing survey (Appendix 4). Many people who completed this survey provided recommendations about how the business could improve its social media marketing.

2.5. Developing a Digital Marketing Plan

Having a well thought out digital marketing plan is beneficial to multiple facets of business. It can significantly increase the business’ level of success experienced from the application of digital marketing strategies and tools. This section will define what a digital marketing plan is and explain the SOSTAC planning model that was used to develop Junamajoitus Haukka’s digital marketing plan in Chapter 4.

Digital marketing plans can come in many forms, and can be short-term, medium-term, or long-term. The general premise of a digital marketing plan is that it outlines the digital marketing goals set by a business. A plan typically includes

strategies the business will use for its digital marketing, the time frame in which the goals need to be achieved by, what channels the digital marketing will use, and the digital marketing budget (SendPulse, 2022).

The SOSTAC model is a planning model developed by PR Smith in the 1990s. The model is widely used to develop digital marketing plans. It encourages the gathering of vital information before developing and implementing a plan (Stephenson, 2020). The use of SOSTAC model is not limited to just marketing. It can be applied to a variety of different fields and business operations.

As shown in Figure 2, SOSTAC is an abbreviation for Situation, Objectives, strategy, Tactics, Action, and Control (Antevenio, 2019). According to Chaffey & Smith (2017), SOSTAC is simple and logical to follow. Its simplicity and being easy to understand means that in larger organisations, the same template can be used across different departments. This has a cumulative effect since different SOSTAC plans can come together and form one large master plan. This means that the SOSTAC is also suitable for a small accommodation service like Tuuri Train Station. The six elements of this planning model are explained below.



FIGURE 2: SOSTAC Model
(Antevenio, 2019)

2.5.1 Situation

Situation is the largest element of the SOSTAC model. The aim of this element of the model is to get a firm understanding on the current situation for a respective topic. For this thesis, this element covers the current situation of Junamajoitus Haukka. There are multiple factors to consider when assessing the current situation of a business. These factors relate to the critical areas of customers, competitors, the company itself, and external factors. For each of these areas there are multiple questions, tools and methods that can be used to understand the current situation of a business. It is important to understand the situation of the business because how can solutions be offered if the problem is not defined? And if the problem is not defined well, then the proposed solutions will not accurately solve the problem. Albert Einstein, a great physicist, when asked about being given one hour to save the world and how he would spend that hour, he replied with:

“I would spend 55 minutes defining the problem and then five minutes solving it.” (Quote Investigator, 2014)

This quote from Einstein highlights how much emphasis he would put on defining the problem. In the case of the situation analysis in the SOSTAC model, this element must be explored at that start of any planning exercise. As mentioned above, there are four areas to investigate when undertaking a situation analysis for Junamajoitus Haukka - customer, competitor, company, and external.

Customer Analysis

Customer analysis according to Chaffey & Smith (2017) is about being a master at three questions: Who? Why? and How? Through customer analysis it should be the case that the business knows the customers better than the customers know themselves.

The first question of ‘Who?’ is about knowing who are the target customers. When trying to answer this question it is important to know what kind of customers the business already has and how the business can find its target customers. In the case of Junamajoitus Haukka, the ‘Who’ is mainly families and couples who stay at Tuuri Train Station during the school holiday period. They typically find and

book accommodation via a Google search, the business' website or the Online Travel Agency, booking.com.

The second question of 'Why?' is considered the most difficult to answer of the three questions. This is because customers typically do not tell or in some cases even know why they purchase certain products and services, why they choose to register or not, and/or why they interact with a business' social media. It is often the case that these buying and interacting decisions are made in an unconscious way (Chaffey & Smith, 2017). In the case of Junamajoitus Haukka, the 'Why' relates to the key reasons why guests stay at Tuuri Train Station. These include visiting the large Keskipolven Kyläkauppa village store (that also hosts Tivoli amusement park during the summer), visiting other local attractions such as Ähtäri Zoo, and sleeping in a train carriage based at an old train station.

The third and final main question is 'How?' The 'How' asks 'How do customers buy?' For digital marketing this refers to the customer's digital journey from awareness to advocacy that leads him/her to buying a product or service. Some things to consider here is what channels or route customers took to find and purchase the product or service. Examples can include Google search, social media, word of mouth, advertisements, etc. It is also important to consider the time it took for customers to make their purchasing decision. For example, how many times did a particular customer visit the website? Did this customer make the purchasing decision over a couple of days or did he/she make it on the same day as the website visit? In the case of Junamajoitus Haukka, the guests of Tuuri Train Station typically 'buy' a room by booking a stay through the business' online system or via booking.com. Some guests book months in advance whilst others book on the same day. A few older and repeat guests make a booking over the telephone. Particularly during peak season, there are several 'walk-in' guests seeking a room for the night.

Competitor Analysis

This element of the SOSTAC model is about knowing the competition, who they are, what they offer, how they offer it, and to whom they offer it. This information is valuable to a business such as Junamajoitus Haukka because it can help it improve its accommodation service. Healthy competition encourages innovation and improvement in order for one business to stand out over the others. By

knowing the competition, it can also expose any weaknesses or things that are not being offered by the respective business. This is important too as it brings awareness to areas of the business that may have been overlooked or underinvested in. The outcome of this is to help improve the business in order to achieve a greater market share (Info Entrepreneurs , n.d.). Since part of the competitor analysis covers the business' strengths and weaknesses in comparison to competitors there is an overlay here with the SWOT analysis conducted on Junamajoitus Haukka. Questions to consider, especially in regard to its digital marketing include 'How good is its website? Social media? Content? Customer opinions? What keywords have been successful for their PPC? Marketing budget and team size? In the case of Junamajoitus Haukka, results from an analysis of its digital marketing activities presented in Chapter 3 include peer comparisons.

Company Analysis

This section is quite straight forward as it covers the business' current performance and the results of their current digital marketing strategies. This section shows what is currently working well within the business and what is not working well. These results can be further analysed to show the strengths of the business as well as its weaknesses. Therefore, this section also goes in tandem with the SWOT analysis conducted on Junamajoitus Haukka. In addition, there is data in Chapter 3 that relates to business performance, such as occupancy rates, guest reviews, and engagement with the business' digital marketing activities. Junamajoitus Haukka did not provide income data for this thesis due to its commercial sensitivity.

External Analysis

The external analysis covers areas which the business is unable to control. This can be covered using the PEST/PESTLE tool. PESTLE is an extending form of the PEST tool. PESTLE is abbreviated from political, economic, social, technological, legal, and environmental (The University of Sydney, 2022). Each factor considers things outside of a business' control that greatly impact on its ability to perform. An example is if the political situation of a country forbids a certain type of product to be sold. Any business that sells the product will not be able to sell it in that country. It is important to take these external factors into consideration before spending budget on making developments in the business

only to find out that these efforts may be in vain. Government regulations, changing guest preferences, state of the economy, and commitment to sustainability are some key external factors that affect Junamajoitus Haukka.

2.5.2 Objectives

The purpose of the 'Objectives' section is to clearly define the desired outcomes/goals that the business wants to achieve. If the situation analysis is describing where the business is now, then the objectives section describes where the business wants to be (Chaffey & Smith, 2017). Objectives set by a business must be SMART - Specific, measurable, achievable, relevant, and time bound (MindTools, n.d.). SMART is a tool that serves as a helpful guide for goal or objective setting. It ensures a business' goals and objectives are well defined, measurable, attainable, relevant, and aware of the time needed to achieve them.

An example of a goal for Junamajoitus Haukka is to increase the number of guests in the off-peak periods. This main goal can be broken down into smaller SMART objectives, such as the following:

- Increase occupancy rates in the off-peak periods by 30%.
- Attract at least five business travellers every week in the off-peak periods.
- Run two promotional campaigns in 2023 that offer discounts to guests who stay in the off-peak periods.

2.5.3 Strategy

The strategy element of the SOSTAC model focuses on how to achieve the objectives that have been set. The purpose of the strategy section is to clearly state the positioning and target market of a business. Additionally, the strategy section can include the TOPPP SEED tool, which is an acronym for target markets, objectives, positioning, partnerships, processes, stages, engagement, experience, and data. The strategy will enable Junamajoitus Haukka to define the nature of communication with its guests so as to increase awareness in order to sell more rooms (Stephenson, 2020).

2.5.4 Tactics

If the strategy discusses matters of how to achieve the objectives, tactics discuss the strategy in greater depth. Strategy provides direction and tactics provide the means of travelling in the said direction. Tools such as marketing mix, communications mix and channel mix are included in the tactics element. This element also adds more detail to what was stated for the strategy element. For example, if the strategy proposes the use of pay-per-click marketing, then tactics indicate when the pay-per-click marketing would occur and how exactly it is implemented. To summarise, tactics explain how to implement the given strategy. This puts an emphasis on the importance of getting the strategy right. A wrong strategy has a collateral effect on the latter half of the SOSTAC model.

2.5.5 Action

The action element of the SOSTAC model is designed to answer the question, 'How will the plan come to fruition?' With proper action planning, it ensures that the tactics presented are executed well and that they have maximum impact. There are multiple factors to consider in the action section. One of the first things to consider is 'who' in the business will do 'what' to fulfil the plan? When will they do it? How will they do it? This line of questioning is important because it creates accountability that someone is responsible for completing a certain task, in a certain time frame, in a certain way.

It is also important to consider if the business has the appropriate skills set to conduct what has been planned. If it does not have the required skills set it should consider how might the business acquire it. In the case of Junamajoitus Haukka, those responsible for digital marketing could improve their skills through training. Another option could be outsourcing digital marketing functions to experts. However, the development manager stated in the second interview (see Appendix 2) that outsourcing would be too costly for Junamajoitus Haukka.

2.5.6 Control

The control element of the SOSTAC model is about metrics and measurements regarding the plan. Keeping metrics and having systems of measurement in place are important to the tracking of the strategy to determine whether it is working or not. The control element is also linked to the situation analysis of the next SOSTAC plan. This means that there is a cyclical relationship with the SOSTAC model because whatever is done in the current plan can affect how the next plan is made. If the strategies and tactics work well in the current plan, then it is likely they will be expanded upon in the next plan. If it is the case that what has been planned is not working well, the metrics can inform the plan as well as provide valuable information on what is not working. Typical measurements can vary depending on what the strategy may be but budget, time, skill sets, data, and success in fulfilling the objective(s) are metrics which should be included in nearly all SOSTAC plans (Chaffey & Smith, 2017). Given the time and cost involved in monitoring and reviewing a strategy using metrics, businesses need to plan and budget for the control element of the SOSTAC model.

2.6. Chapter summary

This chapter defined digital marketing as well as digital marketing types that businesses can use to promote their products and services. After considering the different types of digital marketing and those used by accommodation providers, the types most relevant to Junamajoitus Haukka were explained in more detail i.e., Search Engine Optimization (SEO), Pay-Per-Click (PPC) and Social Media Marketing (SMM). This chapter also presented the SOSTAC planning model that informed Junamajoitus Haukka's digital marketing plan in Chapter 4.

3 DATA COLLECTION AND ANALYSIS

The purpose of this chapter is to firstly explain the methods for data collection used to achieve the research objectives and answer the research question stated in Chapter 1: *How can Junamajoitus Haukka use digital marketing to attract more guests to their accommodation service in the off-peak periods?* This chapter then presents findings from the analysis of the data.

3.1. Data Collection

This thesis involved collecting both primary and secondary data as well as quantitative and qualitative data. Whereas secondary data is data collected earlier by someone else, primary data is collected first hand by the researcher. The difference between quantitative and qualitative data is that the former measures data and the later is not numerical and cannot be quantified (Benedictine University Library, 2022). In addition to the data collected as shown in Table 1, secondary data about digital marketing was collected via desktop research. Table 1 provides a structured look at which data used in this thesis is primary and which is secondary. Since both quantitative and qualitative data is used in the thesis, the table differentiates which data is quantitative and which is qualitative. This provides a clear view and reference point of what type of data can be found in this thesis.

TABLE 1: Data collection methods

	Primary data	Secondary data
Quantitative	Online marketing survey	Junamajoitus digital analytics
Qualitative	Interview 1: Development Manager Interview 2: Development Manager Online marketing survey – comments only	Junamajoitus digital analytics guest review comments only

3.1.1 Interviews

Two interviews were conducted with Junamajoitus Haukka's development manager for this thesis. The purpose of the first interview (Appendix 1) was to:

- obtain background information about Junamajoitus Haukka and Tuuri Train Station as well as data analytics from its website, booking.com, Google, etc.
- identify current digital marketing strategies, target markets, unique selling points and market position as well as any improvements that could be made
- conduct a SWOT analysis to identify the internal and external factors affecting the business
- find out her level of knowledge about Search Engine Optimization (SEO), search engine marketing (SEM) and social media marketing (SMM).

The second interview with the development manager (Appendix 2) gathered feedback from her about the proposed digital marketing plan for Junamajoitus Haukka. Improvements were made to the plan in Chapter 4 as a result of her feedback.

3.1.2 Digital Analytics

Digital analytics data collected from Junamajoitus Haukka (Appendix 3) includes occupancy rates, guest profiles, Google Business activity, guest reviews, booking.com insights, social media, Search Engine Optimization (SEO), and website engagement. This data provided a baseline of the business' digital marketing performance.

3.1.3 Online Marketing Survey

Junamajoitus Haukka promoted the survey on its website and social media from May to October 2022 (Appendix 4). Fifty-eight (58) people completed the survey. The survey gathered information from people who have stayed and have not stayed at Tuuri Train Station. It asked people:

- how they usually find and book accommodation e.g., Google, third party site, accommodation website, social media, email, message, telephone and/or other

- what device they use for this purpose i.e., mobile phone, computer or both
- what kind of traveller they are - family, couple, solo traveller, groups or other
- their age and gender
- how the business could improve its digital marketing.

3.1.4 Reliability, Validity and Limitations

The Research Collective (2018) explains the difference between validity and reliability:

Reliability is the degree to which a specific research method or tool is capable of producing consistent results from one test to the next. Validity is the degree to which the tool actually measures what it claims to measure. It refers to the credibility or integrity of your research.

The interview data is valid because it is primary data directly from the development manager who is responsible for the digital marketing activities of maintaining the tuuristation.fi website, Google Business profile, online booking system and booking.com profile. The business analytics data is reliable because it comes directly from these sources and is current (September 2022).

The Junamajoitus marketing survey data is reliable because the number of responses (58) means the results should be similar if the survey was repeated. The survey is also valid because the questions directly inform digital marketing strategies recommended in this thesis. For example, the survey asks people how they find and book accommodation, such as a Google search, third party site (e.g., Expedia, booking.com), social media, etc.

The main limitation in this research is that data was not collected on what Junamajoitus Haukka could do to attract them to Tuuri Train Station in the off-peak periods. This is a missed opportunity for vital data however due to time constraints, this data cannot be gathered for this thesis.

3.1.5 Ethics

Ethics in research refers to "... standards of conduct for scientific researchers. It is important to adhere to ethical principles in order to protect the dignity, rights and welfare of research participants." (World Health Organisation, 2016). Research participants in this study were the development manager and those who completed the Junamajoitus marketing survey. The development manager approved the interview notes included in this thesis (see Appendix 1 and Appendix 2). However, a full analysis of the company situation/performance in Chapter 4 is not possible as they did not approve the release of income data for this thesis. The introduction of the Junamajoitus marketing survey informed people that the survey is anonymous and did not ask them for their names.

3.2. Data Analysis

This data analysis section presents findings from two interviews, data analytics collected from the development manager, and the Junamajoitus marketing survey. Findings informed the digital marketing plan in Chapter 4.

3.2.1 Interviews

First interview with development manager

The development manager stated that there are two unique selling points of Tuuri Train Station. Firstly, it is a unique-themed accommodation located in train carriages and the only one of its kind in Finland. Secondly, it is located next to the supposedly largest village shop in the world and Finland's largest department store, Veljekset Keskinen. Typical guests of Tuuri Train Station are families and couples from Finland who travel to Tuuri for leisure rather than for business purposes. Many guests visit local attractions like the village shop, Tivoli, Ähtäri Zoo and Powerpark. There are also some full train bookings from groups who enjoy all facilities without other guests around. There is an increasing number of 'repeat' guests. Families with children staying at the train station during school holidays are largely responsible for the high occupancy rates during the peak period from mid-June to early August. This explains why occupancy rates are lower outside the school holiday period.

The development manager confirmed that Junamajoitus Haukka does not have a formal digital marketing plan. In fact, this thesis collected all digital marketing data for the first time since the business was established in 2018. Although the business does not engage in a digital marketing in a strategic way, it has achieved some success:

- Advertising on booking.com since 2020 significantly increased bookings and awareness of Tuuri Train Station.
- The [Google Business profile](#) is proving effective as Tuuri Train Station is on the front page of Google searches for accommodation in Tuuri.
- Social media followers and engagement with the business' [Facebook](#) and [Instagram](#) accounts have steadily increased.

The development manager believes a formal digital marketing plan would help build a more recognisable brand and help to increase occupancy rates in the off-peak periods. Digital marketing strategies need to attract more groups for full train bookings and business/sole travellers. The main train building which has been used as a yoga space could also be promoted to corporate guests who would also stay in the train. Given that the development manager has quite low awareness of SEO, SEM and SMM, she may need to access training in these areas to help her implement the plan.

Second interview with development manager and business owner

The interview focussed on gathering feedback from the development manager on each part of the draft digital marketing plan that is structured according to the SOSTAC model (Appendix 2). As a result of her feedback, changes were made to each part of the digital marketing plan in Chapter 4.

3.2.2 Digital Analytics

The researcher liaised with the development manager to collect digital analytics data for Tuuri Train Station. This data gathered included occupancy rates, guest profiles, guest reviews, booking.com insights (including competitors/peers), social media, Search Engine Optimization (SEO), and website traffic. The most relevant data from Appendix 3 is presented and analysed in this chapter.

Occupancy rates

This thesis aims to identify effective digital market strategies that can increase occupancy rates in the off-peak periods of mid-May to mid-June and mid-August to mid-September. The opening and closing dates are important when examining the occupancy data in Table 2:

Table 2: Occupancy rates, Tuuri Train Station, 2019-2022

	2019 1 May-30 Sept	2020 15 May-6 Sept	2021 14 May-5 Sept	2022 13 May-18 Sept
May	22.2%	22.9%	39.2%	11.1%
June	47.6%	91.0%	98.9%	66.1%
July	96.3%	100.0%	98.9%	94.1%
August	39.6%	88.9%	91.4%	68.8%
September	9.5%	54.8%	66.7%	21.2%

Table 2 shows a steady increase in occupancy rates from 2019 to 2021, with occupancy peaking at 100% in July 2020. This increase was due to Junamajoitus Haukka using booking.com to attract guests from 2020 and improving the rooms and property. As the business owner's wife was unable to work the full season in 2022, Junamajoitus Haukka hired a summer worker for some of the season. Therefore, the occupancy data for this year has been affected. The increase in occupancy in the off-peak periods remains low, even at 39.2% in May 2021 and 21.2% in September 2022. As a result, the season has been reduced by four weeks each year as it is not viable to remain open with a low number of guests. There was also a decline in occupancy in August 2022 to 66.1% compared to 98.9% in 2021. This may be due to Finnish people travelling overseas in 2022 when COVID travel restrictions were lifted, which may have also affected other accommodation businesses. Junamajoitus Haukka needs digital marketing strategies that attract different target groups in the off-peak periods, such as business travellers, sole travellers and groups

Guest profiles

As stated by the development manager, the majority of guests are from Finland and travelling for leisure, particularly during the school holiday period. Figure 3 shows that 98.7% of Tuuri Train Stations guests (via booking.com) in 2022 were from Finland compared to 40.1% for other accommodation providers (peer group) in the area. Over half of the guests (51.5%) who stayed with its competitors were

from outside Finland. In terms of travel purpose, Tuuri Train Station attracts significantly less business travellers (5.3%) than its competitors (17.9%). Junamajoitus Haukka needs digital marketing strategies that attract guests from other countries and for business purposes in the off-peak periods. For the later, this may mean having work stations available and offering breakfast..

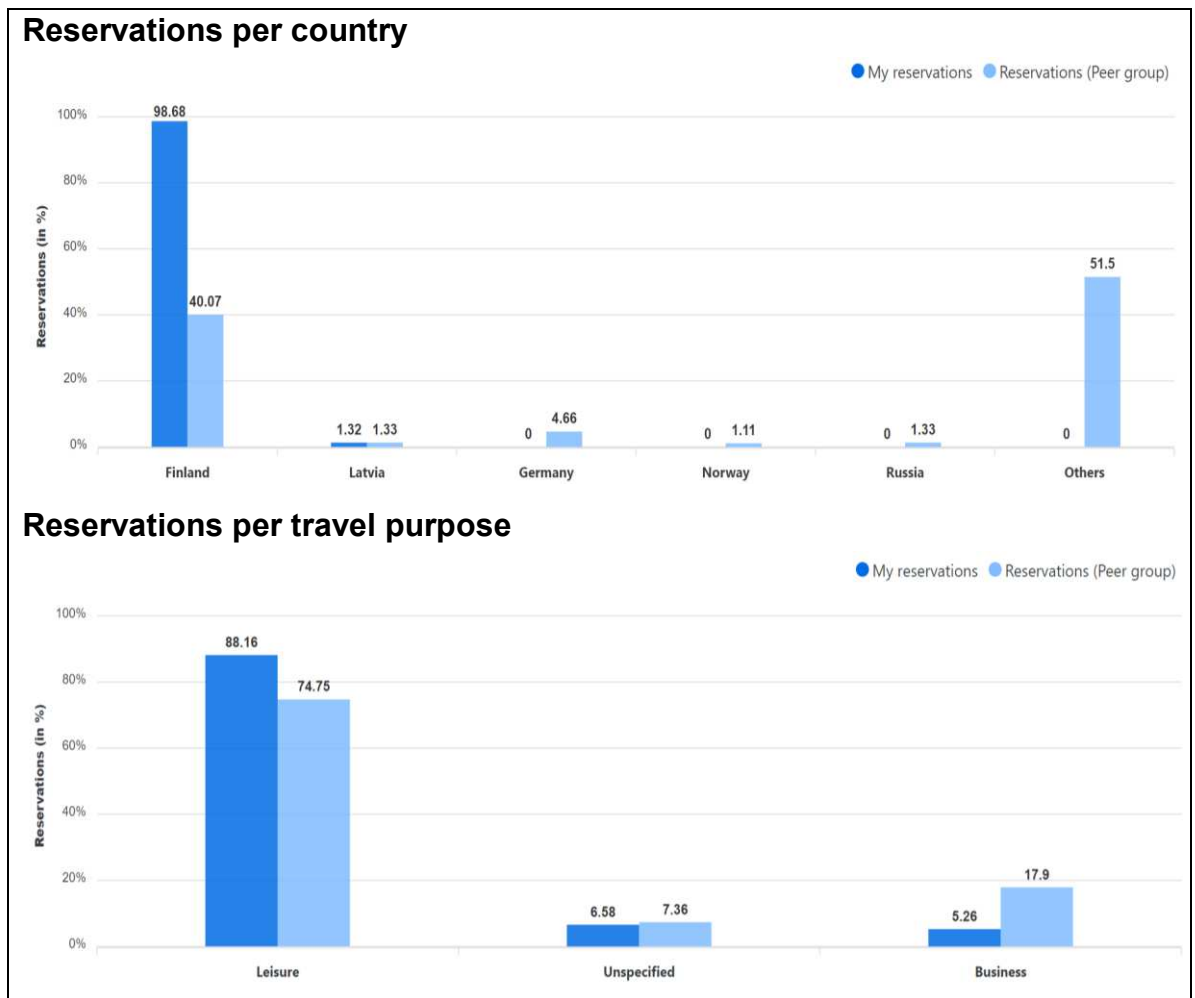


FIGURE 3: Reservations by country and travel purpose, Tuuri Train Station vs peer group, 2022

Guest reviews

Guests can publicly review Tuuri Train Station via the Junamajoitus Haukka [Google Business](#) site and/or booking.com if they booked through this online travel agency (OTA). Although reviews are very positive, it is interesting that guests who provided a review on Google were more satisfied (average score of 4.6/5 = ‘excellent’) than those who provided a review on booking.com (average score of 8.9/10 = ‘very good’) (Figure 4). As discussed in section 3.2.3, nearly 50% of people who completed the Junamajoitus marketing survey stated that they search for accommodation through Google. Yet Junamajoitus Haukka doesn’t

spend much time marketing Tuuri Train Station through its Google Business account. Many guests have provided excellent comments about their stay at Tuuri Train Station that the business is not currently using to further promote the business. Digital marketing strategies should emphasise positive comments from guests like:

- *“The train is decorated in an oriental style, so it also reminds me a bit of the legendary Oriental express.”*
- *“A wonderful place for those looking for alternative accommodation.”*
- *“The dogs also had a good time and slept well.”*
- *“A unique, skillfully made, great experience. Romantic old-time atmosphere.”*

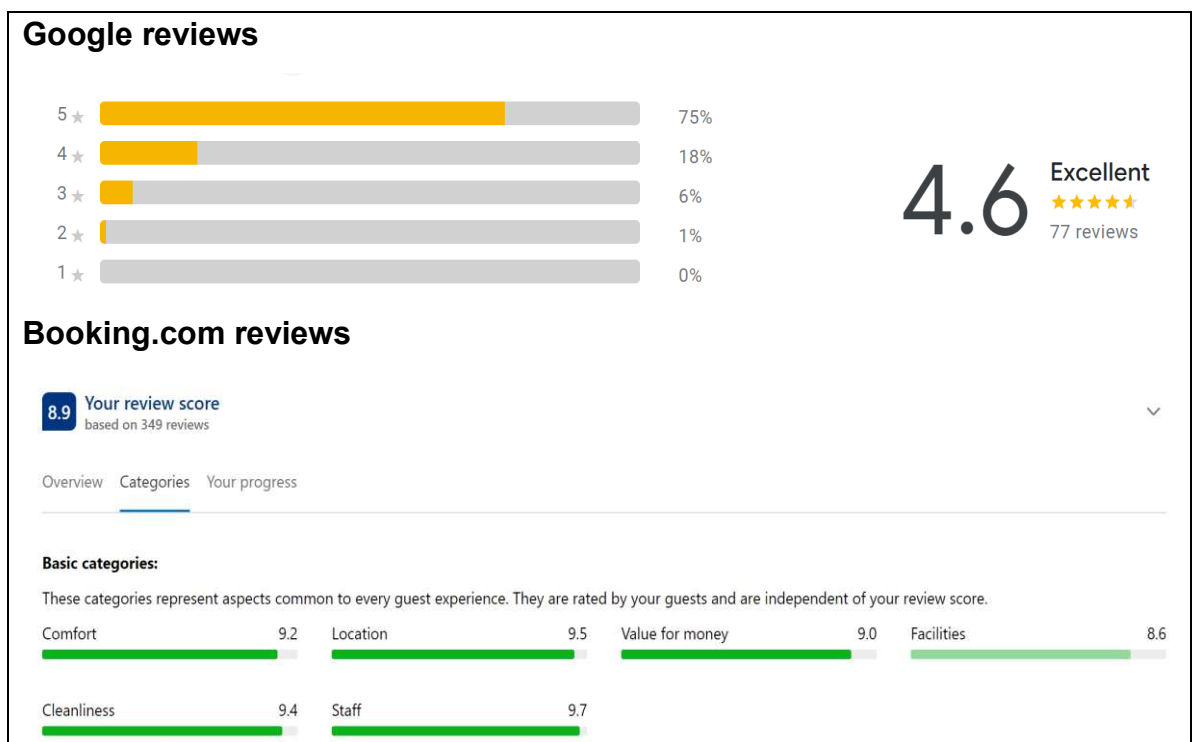


FIGURE 4: Guest reviews from Google and booking.com

Booking.com insights (including competitors)

Bookwindow data shows that Tuuri Train Station attracts more last-minute bookings than other providers in its competitors (Figure 5). For example, 48.5% of booking.com guests made a same day booking at Tuuri Train Station compared to 25.4% for its competitors. This result may be an anomaly as the business reduced its use of booking.com in 2022, which means that many potential guests were unable to book in advance, such as 15-30 days. Another insight is that more guests use their mobile telephone to book accommodation at Tuuri Station (80.3%) than other providers (65%) (Figure 6). This may be due to many guests using their mobile device to make a same day booking. Digital

marketing strategies should reflect the different booking behaviours of guests. Some guests book with very short notice whereas others plan their stay well in advance. Some guests prefer to use their mobile device to book accommodation and others prefer a desktop device. Digital marketing strategies should aim to improve the *search to property view rate* (12.16% in 2022) and *property view to booking conversion rate* (2.11% in 2022) as shown in Figure 7.

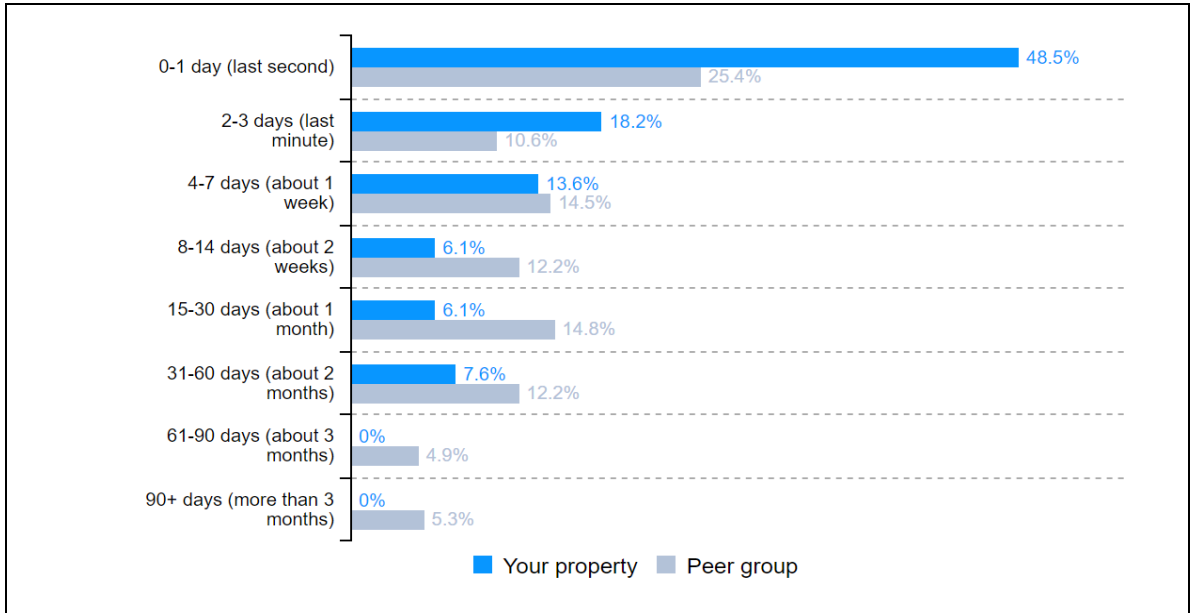


FIGURE 5: Reservations bookwindow for Tuuri Train Station and Peer Group, 2022

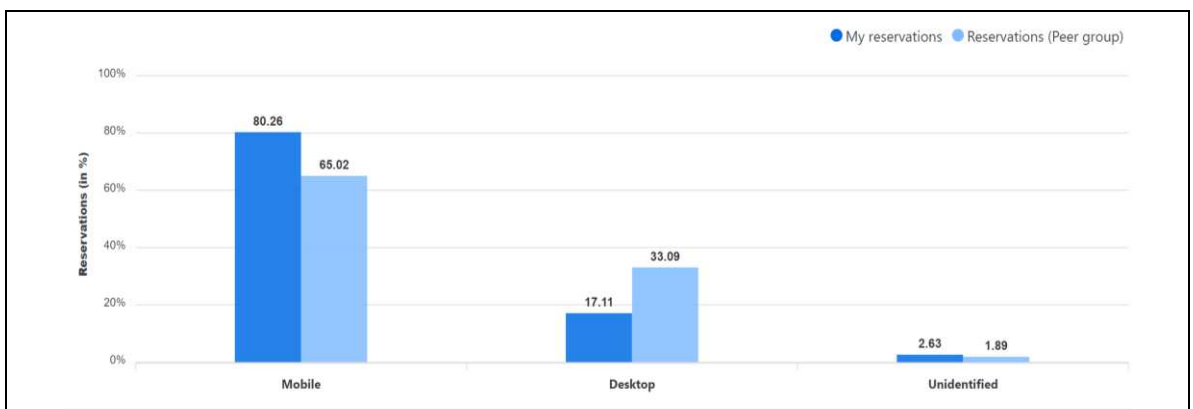


FIGURE 6: Reservations per device type, Tuuri Train Station and Peer Group, 2022

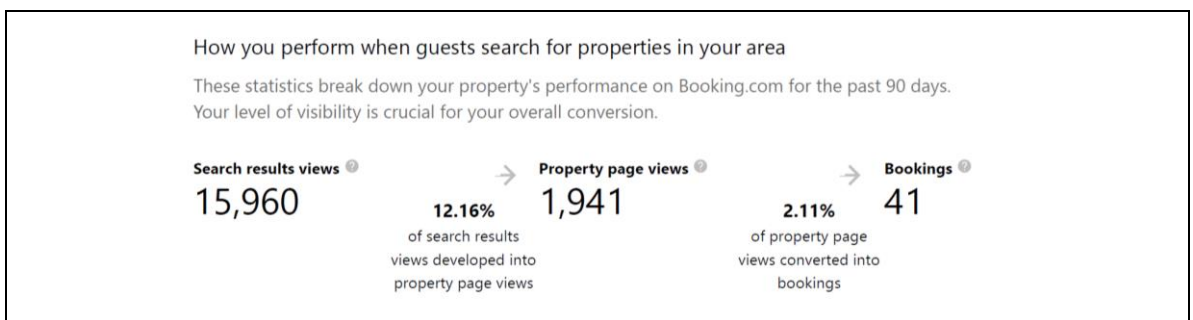


FIGURE 7: Guest searches converted into bookings, 2022

Social Media

Junamajoitus Haukka uses Facebook and Instagram platforms to promote itself on social media, attracting 1,141 [Facebook](#) followers and 248 [Instagram](#) followers. It rarely uses its [Youtube](#) channel which has four subscribers. In the case of Facebook, around two-thirds of followers are women, almost half are between 35 and 55 years of age, and most are from Finland (Figure 8). Posts between June and September 2022 do not appear to target particular groups or aim to increase occupancy rates (Figure 9). Given that many people who completed the Junamajoitus Marketing Survey use social media to search for and book accommodation, the business needs to improve its social media presence.



FIGURE 8: Facebook followers by age, gender and location, 2022

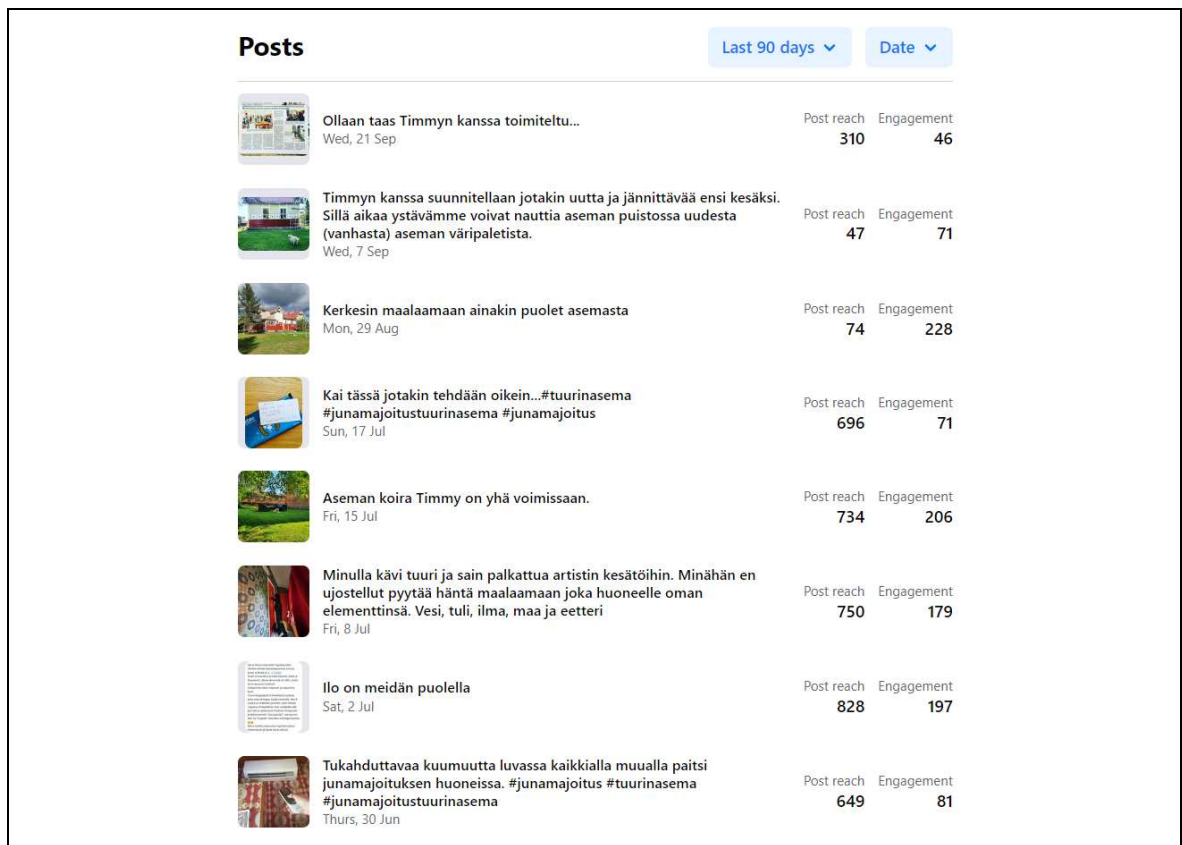


FIGURE 9: Facebook posts, June to September, 2022

Google Business

Search data from Junamajoitus Haukka's [Google Business](#) profile shows that almost 55,000 people searched for accommodation in the Tuuri area in the three months to 28.9.2022 (Figure 10). Around one quarter searched directly for Tuuri Train Station. Significantly more people used the listing on Maps than the listing on Search to find the business (Figure 11). From a total of 1,300 searches of the business, 823 people visited tuuristation.fi website, 435 requested directions, and 44 called. This data shows the importance of the business' website and accurate location information. Thousands of people viewed the business' photos on Google (Figure 12). Yet, Junamajoitus Haukka accounts for only 20% of all photos and should increase the number of photos in its Google Business account.

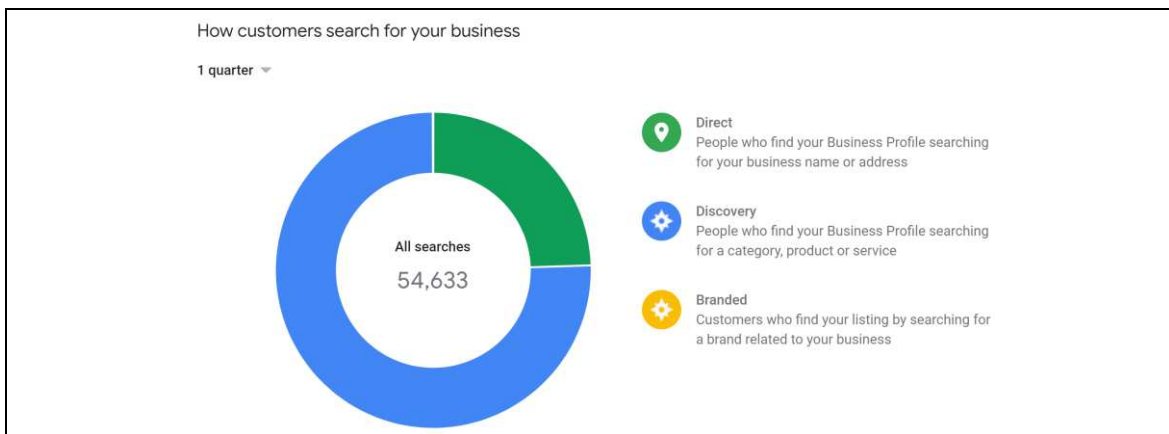


FIGURE 10: Google searches by customers, three months to 28.9.2022

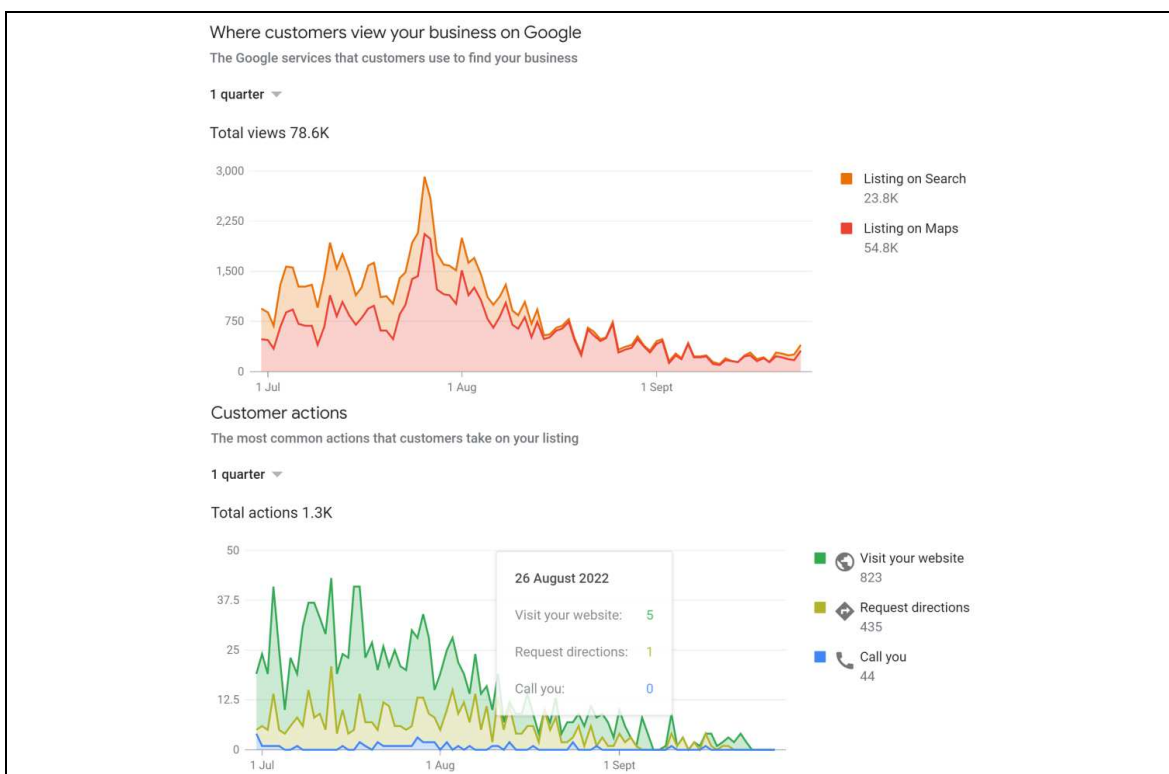


FIGURE 11: Google services to find Tuuri Train Station, three months to 28 .9.2022

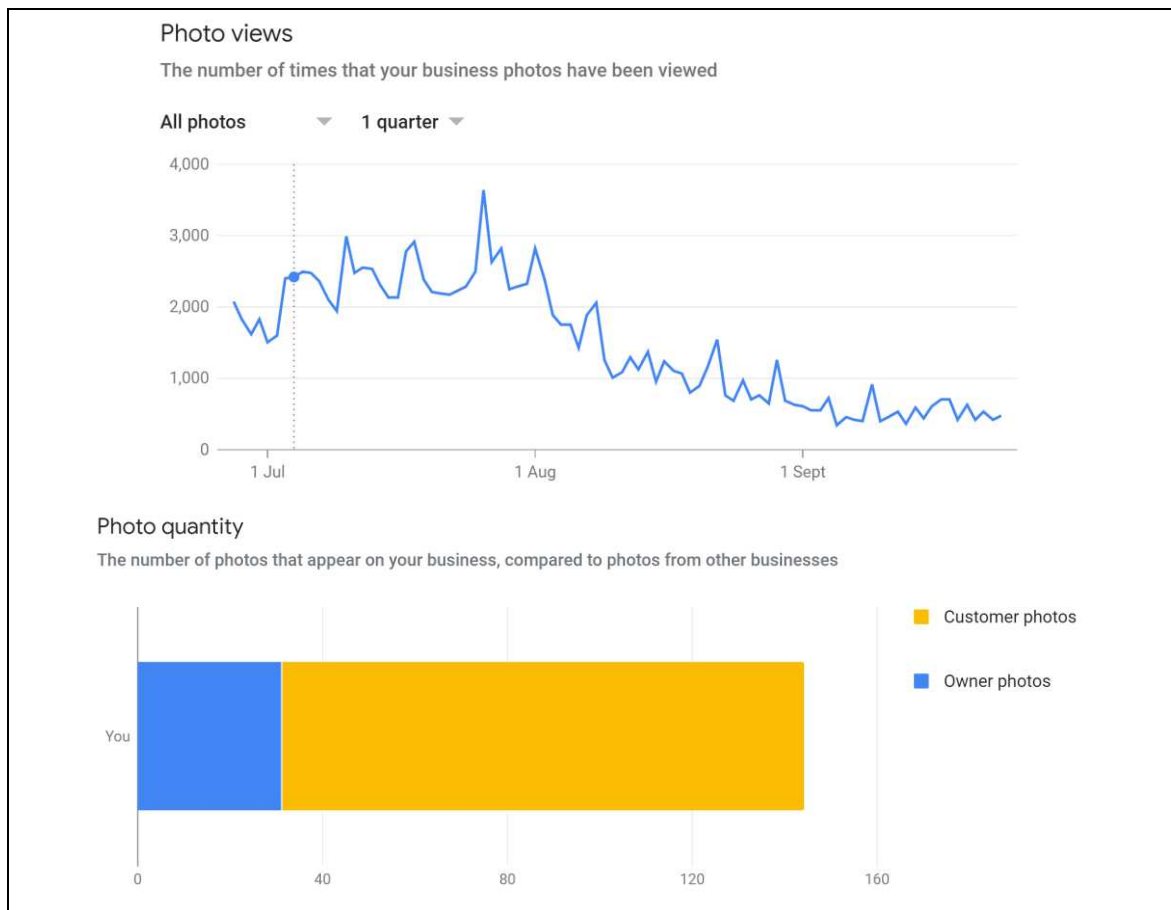


FIGURE 12: Photo views of Tuuri Train Station, three months to 28.9.2022

Similar to booking.com guests, people are significantly more likely to use their mobile device to search for accommodation in Tuuri using Google Search or Google Maps (Figure 13). Of the 35,165 people who viewed Junamajoitus Haukka's Google business' profile, 76% used their mobile device. The top search term of the 26,063 people who used Google to find accommodation in Tuuri was 'tuuri majoitus' (or Tuuri accommodation) accounting for 6,787 searches between April and September 2022. For those searching directly for Tuuri Train Station, 'junamajoitus tuuri' was the top search term (1,039 searches) during this period.

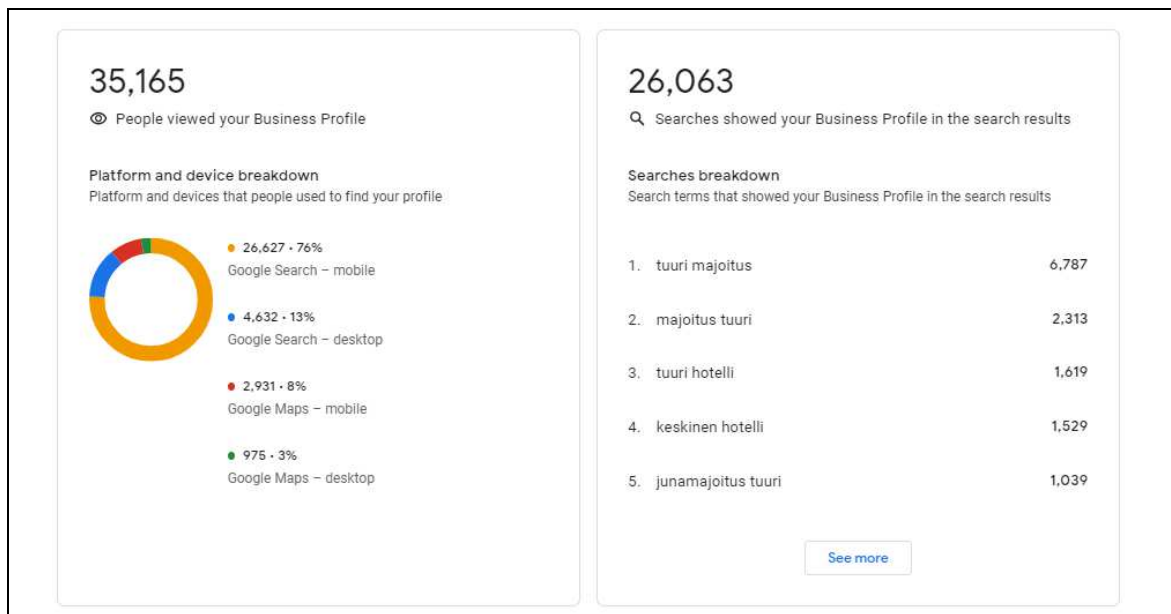


FIGURE 13: Google searches by services and search terms, April-September 2022

Search Engine Optimization (SEO)

Ubersuggest was used to gather data on 'organic traffic' where visitors land on tuuristation.fi website due to unpaid search results rather than visits generated by paid ads. Between April and August 2022, the website attracted average organic traffic of 304 visitors per month and 178 organic keywords where visitors found the website without clicking on an advertisement (Figure 14). There was little traffic prior to April 2022 as the business' booking system was closed until mid April. Top SEO keywords to find accommodation in Tuuri were 'tuuri hotelli' and 'tuuri majoitus'. These keywords suggest people looking for accommodation in the region may not find Tuuri Train Station unless they use 'Tuuri' in their search (Figure 15).

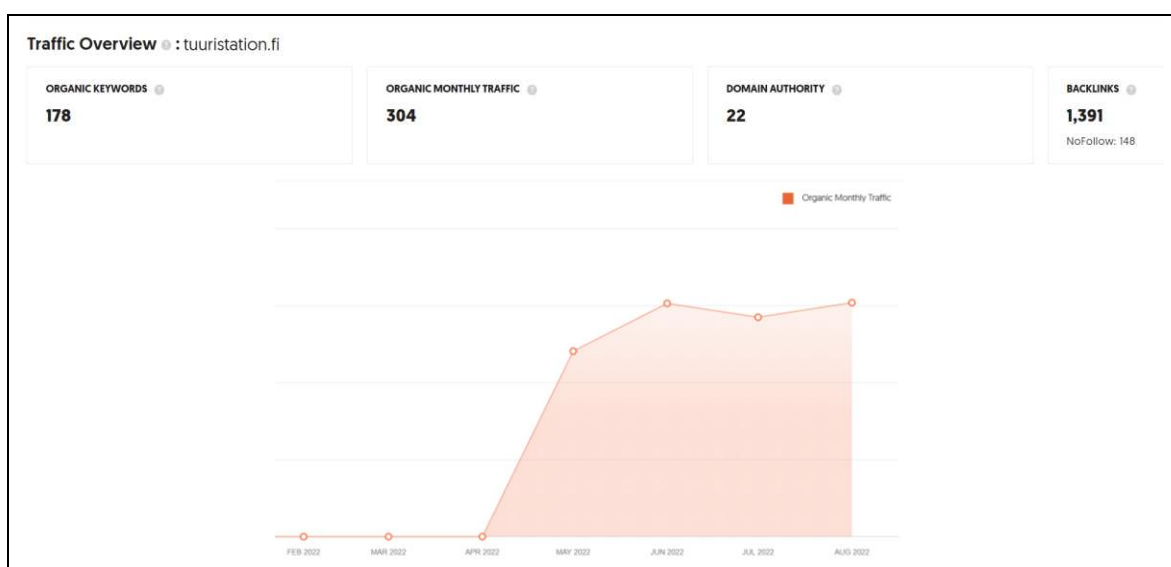


FIGURE 14: Organic traffic to tuuristation.fi website, April-September 2022

SEO KEYWORDS	
TOP KEYWORDS BY COUNTRY + FI / FI [303] 🇺🇸 US / EN [1] 🇦🇺 AU / EN [0] 🇨🇦 CA / EN [0] MORE ▾	
SEO KEYWORDS	VOLUME
Junamajoitus tuuri	210
tuuri majoitus	2,400
tuuri junamajoitus	140
tuuri hotelli	4,400
majoitus tuuri	720
tuurin juna asema	70
hotelli tuuri	880
tuuri aukioloajat	590
tuuri nähtävyydet	70

FIGURE 15: Top SEO key words, April-September 2022

Website traffic

Over the 12-month period to 28.9.2022, tuuristation.fi attracted 24,502 page views, 67 average daily page views, and views from 2,713 unique IPs (Figure 16). Although Junamajoitus Haukka does not open until mid-May, website visitor numbers increase at the start of the year and peak in June. This suggests that the business should open its booking calendar earlier than mid April.

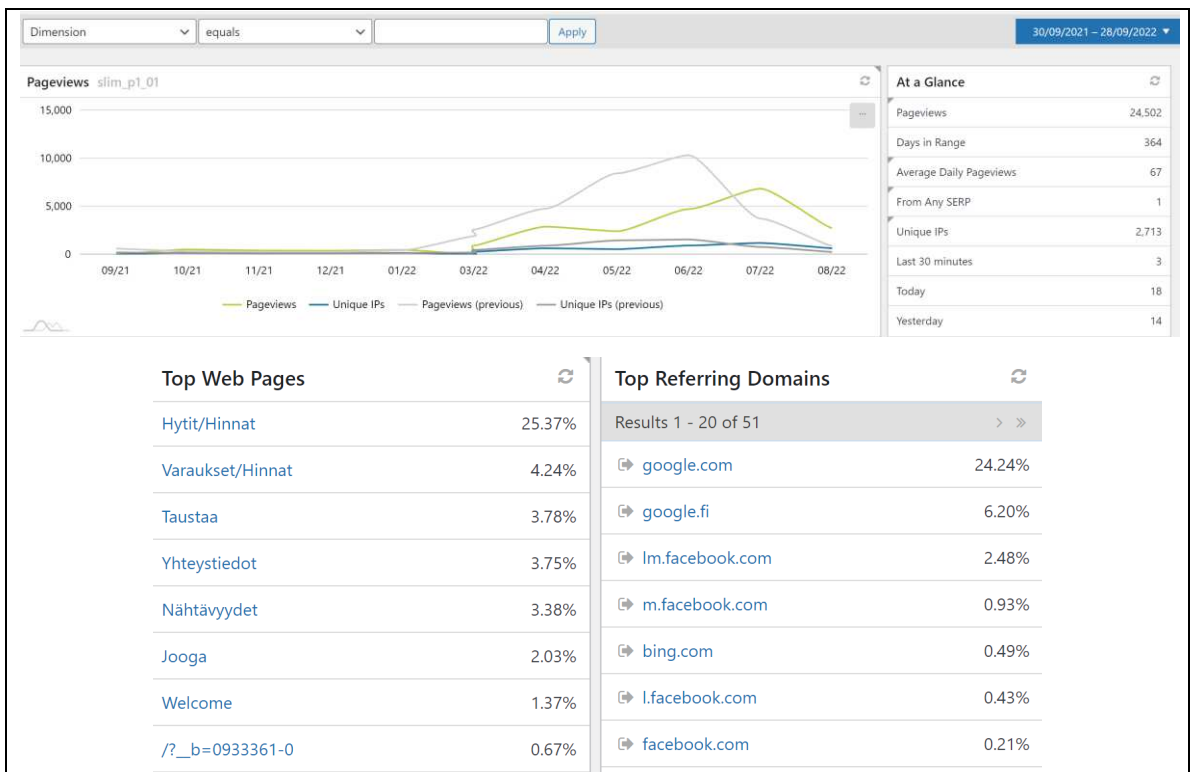


FIGURE 16: tuuristation.fi website views and top referring domains, 2022

It is also important that the most popular page of the website attracting over 25% of views, Hytit/Hinnat (Cabins/Prices), is up-to-date and visually appealing (Figure 16). The top referring domain to the website was Google, which confirms the need for Junamajoitus Haukka to have an effective Google profile.

3.2.3 Junamajoitus marketing survey

Appendix 4 presents the results from the Junamajoitus marketing survey. Key findings from this online survey inform the digital marketing strategies and plan in Chapter 4. The first key finding was how people find and book accommodation. The top three responses were Google search (49.1%), third party sites (35.1%) and social media (29.8%) (Figure 17). Bookings at Tuuri Train Station have increased because of advertising on booking.com. However, Junamajoitus Haukka relies on its own website to attract guests and focusses less on promoting themselves via their Google Business and social media accounts.

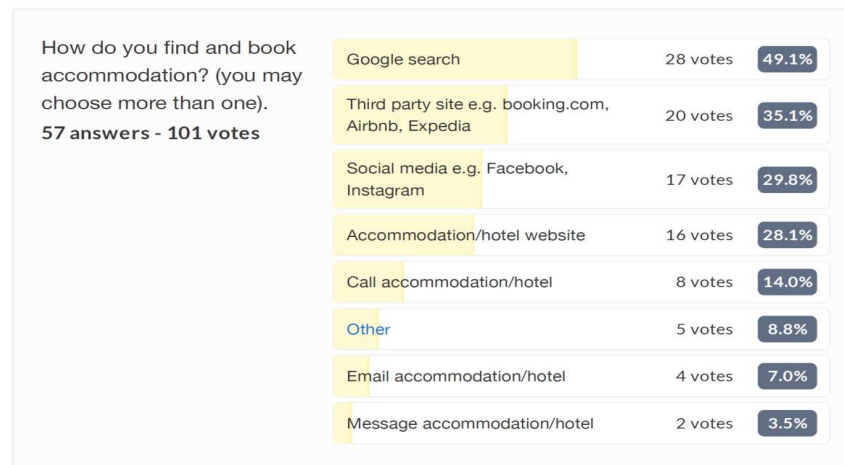


FIGURE 17: Preferences for finding and booking accommodation

Participants typically used both the mobile phone and computer (44.8%) when finding and booking accommodation followed by mobile phone only (37.9%) (Figure 18). This confirms other device data presented in this chapter. The development manager checks the formatting on the mobile phone when updating the Tuuri Train Station website and uses the mobile device setting in Wordpress. It appears that Junamajoitus Haukka focuses more on users accessing information about Tuuri Train Station from their computer.



FIGURE 18: Preferences for finding and booking accommodation

Promotion of the marketing survey on Junamajoitus Haukka’s social media attracted 43.1% of people who completed the survey. As the business has more female than male followers, many followers are 40 years of age, and most are from Finland. This explains why many of these people who completed the survey were women (65,5%), aged between 46-55 years (34.5%) and make bookings as a family (56.9%) or couple (44.8%). Almost 76% of people who completed the survey were from Finland.

People made some excellent suggestions about how Junamajoitus Haukka could approve its digital marketing. For example:

- “Correct the language on the website. Will be more reliable and a more professional image of the accommodation company.”
- “I’ve been to Tuuri for many years, but only by chance through the website was found just a moment ago for train accommodation. i.e., findability was not the easiest.”
- “Organize an event. Competition/raffle. hand out buckets.”
- “More frequent social media posts with pictures. Preferably about activities.”
- “Slightly more active presence (just posts) will not kill the current business”
- “Is there possible to get visibility on city webpage?”
- “There are some railway museums in Finland (e.g., in Hyvinkää) and also museum trains (Jokoinen), I think there you can find many railway enthusiasts which probably would like to stay in Tuuri as well. This offer does not compete with their offerings, so you could maybe ask if it is possible to link websites for example.”
- “Maybe some kind of collab with the Keskinen kyläkauppa?”
- “Focus on specific target groups, more call to actions”
- “Instagram and put up heaps of photos.”

3.3. Chapter summary

The analysis of data presented in this chapter informed the digital marketing plan in Chapter 4. It is critical that Junamajoitus Haukka improves its Google Business profile, website, and social media presence. These improvements must take advantage of the benefits of Search Engine Optimization. The content and timeliness of its digital marketing activities must better target groups that can help the business to increase occupancy rates in the off-peak periods. These target groups are corporate groups, sole travellers, business travellers, train enthusiasts and dog owners. In addition, Junamajoitus Haukka should ensure its digital marketing strategies reflect feedback and ideas from guests.

4 RECOMMENDATIONS

4.1 Overview of plan

This Digital Marketing Plan for Junamajoitus Haukka has been developed using the SOSTAC model discussed in Chapter 2 and informed by research findings presented in Chapter 3. The plan is structured based on the model's parts of Situation Analysis, Objectives, Strategy, Tactics, Actions and Control.

4.2 Situation Analysis

This thesis collected data that is highly relevant to the situation analysis for Junamajoitus Haukka and its Tuuri Train Station accommodation service. Data relevant to customer analysis includes guest profiles, reasons for travel, and how they search for and book accommodation. The competitor analysis highlighted the business' key competitors and referred to Tuuri Train Station and peer data from booking.com i.e. average daily room rate, location of guests (Finland or overseas), and business travellers. The company analysis used occupancy rates and guest review data and involved a SWOT analysis and PESTLE analysis.

4.2.1 Customer Analysis

In the customer analysis there are three big questions that will be focused on. The questions are: Who? Why? And how? Each of these questions have sub-questions that give more in-depth answers so the customer can be fully explored.

The first question to answer is 'Who?' This question is asking: 'Who is the customer?' and in this case, 'Who is the customer (guest) for Junamajoitus Haukka?' Junamajoitus Haukka's typical guests are families and couples. They tend to stay at Junamajoitus Haukka's accommodation during the peak season time that coincides with the school holidays and annual leave. Couples stay in peak times as well as off-peak times. There is also a small number of full train bookings made by groups during the season. Junamajoitus Haukka needs to sell more rooms to business travellers, sole travellers, groups, train enthusiasts and dog owners in the off-peak periods to improve the viability of the business.

The second question to answer is 'Why?' or more specifically 'Why do these guests use Junamajoitus Haukka's accommodation service? According to the interview done with the development manager at Junamajoitus Haukka, most guests stay at Tuuri Train Station for tourism purposes. As stated above, guests in the peak season (mid-June to early August) typically are families and couples who reside in Finland (98.7% of booking.com guests) and are travelling for leisure purposes (88.2% of booking.com guests). These guests prefer to stay in Tuuri or in close proximity to it so they can visit the village shop and other local attractions. Some guests are train enthusiasts and/or keen to experience sleeping in a train carriage. The accommodation is also dog-friendly (at no extra charge), with around 50 dogs staying with their owners in 2022. In the non-peak season time, occupancy rates fall significantly as people return to work and school (e.g., 94.1% occupancy in July 2022 compared to 21.2% in September 2022). Most guests during the off-peak period are couples travelling for leisure purposes. Junamajoitus Haukka needs to better understand the needs of business travellers and sole travellers (particularly those from overseas) and groups to attract more of these kinds of guest in the off-peak periods.

The last question 'How?' focuses on the customer journey primarily and it is important to be able answer the following question: How do the customers buy the service (what was their customer journey in this instance)? According to the data shown in Figure 10, 55,000 people used Google to search for accommodation in Tuuri in the three months to 29 September 2022 that led to 823 visits to tuuristation.fi website, 435 requests for directions, and 44 phone calls. Data from the business' website showed that google.com and google.fi were the top referring domains, accounting for around 30% of visitors (Figure 15). The Junamajoitus marketing survey also confirmed the importance of Google, with 49.1% of people who completed the survey using it to search for and book accommodation (Figure 16). This data confirms the importance of Search Engine Optimization (SEO) to Junamajoitus Haukka. Effective SEO means that more potential guests will find Tuuri Train Station and conduct research on the accommodation (usually via its website) to see if it fits their criteria. If the potential guest feels their needs are met and the price is agreeable, then they will book a room for a specific period.

It is also important to note that potential guests are more likely to use their mobile phone than computer to search for and book accommodation. In addition, the bookwindow (period of time between the guest making the booking and actually arriving at the accommodation) also varies with some guests booking months in advance to others booking on the same day. After the guest arrives and stays at the accommodation, they may share their experience through word of mouth, social media and/or leaving a review on Junamajoitus Haukka's Google profile and booking.com. As seen in Figure 3, Junamajoitus Haukka typically receives very positive reviews – 4.6/5 on Google and 8.9/10 on booking.com. A closer look at the booking.com reviews show a review score of 9.7/10 for staff. This summarised typical customer journey shows some important steps where digital marketing can be implemented to strengthen certain areas such as the phase where the potential guest is searching for accommodation. Tools such as Search Engine Optimization or pay-per-click could influence a potential guest's decision to book a stay at Tuuri Train Station instead of at a competitor's accommodation.

It is important to mention that potential guests also use social media to find and book accommodation. Figure 16 shows that 29.8% of those people who completed the Junamajoitus marketing survey use social media to search for and book accommodation. This highlights the importance of using multiple digital marketing channels because it cannot be assumed that every guest will use the same channel.

4.2.2 Competitor Analysis

Junamajoitus Haukka has many competitors in the area due to the high influx of tourists during the summer season. These competitors offer accommodation in the form of hotels, farm accommodation (due to the rural area), camping areas, resorts and cottages. There are also two holiday apartments across the road from Tuuri Train Station. Due to extensive renovations and other improvements to the property, Junamajoitus Haukka has increased its daily rates. In 2022, Tuuri Train Station's averaged daily rate on booking.com was 113.16€ compared to 93.90€ for its competitors (Appendix 3).

The largest competitor of Junamajoitus Haukka is Keskinen Kyläkauppa which offers numerous and luxurious hotel rooms with prime location as it is in the same complex as the shop itself. It also has strong marketing. When searching “Tuuri” in Google, this competitor is the first result. They also own the domain name Tuuri.fi. This means that someone interested in visiting Tuuri who researches the village, will view Keskinen Kyläkauppa as the first result. This may not be a major issue during peak season when most accommodation in Tuuri is booked out. It becomes an issue in the off-peak periods when travellers have many options in Tuuri usually at a lower price. People searching for accommodation in Tuuri in Google scroll down to find Tuuri Train Station as paid ads by Online Travel Agencies appear at the top. The tuuristation.fi website only appears in the first page if the person searches directly for Tuuri Train Station. Travellers seeking accommodation in the Southern Ostrobothnia region and are not specifically searching for accommodation in Tuuri have great difficulty to finding Tuuri Train Station on Google. Travellers searching for unique accommodation and/or pet-friendly accommodation anywhere in Finland also have great difficulty finding Tuuri Train Station. As a result, potential guests to Tuuri Train Station are being lost to competitors, particularly those from overseas and business travellers.

As stated in Chapter 3, 98.7% of guests at Tuuri Train Station are from Finland compared to 51.5% for its competitors. Only 5.3% of guests at Tuuri Train Station are business travellers compared to 17.9% for its competitors. The business needs SEO to broaden its reach to new target groups within and outside Finland.

4.2.3 Company Analysis

Junamajoitus Haukka is very successful during the peak season, particularly during July when the occupancy rate is well over 90%. The business boasts a 4.6/5-star rating on Google and 8.9/10 on booking.com. The development manager at the first interview conducted on the 5th of November 2021 stated that many customers are drawn to Tuuri to visit the largest village shop in Finland named ‘Keskinen Kyläkauppa’. Tuuri Train Station accommodation is in walking distance to the village shop, offers guests a unique, high-quality accommodation experience of sleeping in a train carriage, and attracts many guests who bring their dogs. Groups can book the entire train without other guests being around.

Although Junamajoitus Haukka is performing very well in their peak period, occupancy rates are low in the off-peak periods and income from room sales drops significantly. The development manager stated that the business lacks a formal marketing strategy. The business' current marketing include advertising the accommodation on its website and booking.com, ad hoc posts on Instagram and Facebook, and opportunistic marketing such as several newspaper articles and some radio and TV interviews. Without a digital marketing plan, potential guests may be turning to competitors who are more active in digital marketing. Some people who completed the Junamajoitus marketing survey recommended posting more photos on the business' social media platforms. Table 2 is a SWOT analysis of Junamajoitus Haukka's current situation, informed by the first interview with the development manager (Appendix 1). The SWOT analysis is abbreviated for: Strengths, Weaknesses, Opportunities, and Threats.

TABLE 2: SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> • Unique style of accommodation - oriental-express inspired rooms in carriages attached to a steam train. • Location: 500 metres from Keskinen Kyläkauppa (walking distance). • Renovated high quality rooms and beautiful outdoor area. • Good reputation and networks in the local community. • Very good guest reviews. 	<ul style="list-style-type: none"> • No formal, strategic digital marketing plan in place. • Reliance on owner and development manager to run the business, with one extra worker during the peak period. • Lack of a digital marketing team and insufficient digital marketing skills.
Opportunities	Threats
<ul style="list-style-type: none"> • Availability of digital marketing tools to reach a larger audience and in turn, increase the number of guests. • Target audiences: business and sole travellers, groups, train enthusiasts and dog lovers residing inside and outside Finland. • Government support to promote the business to overseas markets. • Creating a two-bedroom apartment in train station to increase income. 	<ul style="list-style-type: none"> • Unpredictable events, such as the COVID-19 pandemic. • Lower visitor numbers to Tuuri and Keskinen Kyläkauppa would reduce bookings at Tuuri Train Station. • Tuuri Train Station competes with local accommodation providers in the off-peak period.

4.2.4 External Analysis

For the external analysis, the PESTLE tool is used, which stands for: Political, Economic, Social, Technological, Legal, and Environmental. The PESTLE tool is appropriate for conducting the external analysis since it takes into consideration multiple external facets that may impact the business.

Political

Finland is ranked as a leading country in world indices. For example, it ranked 5th in the World Happiness Report 2022 (World Happiness Report, 2022), 1st in the Corruption Perceptions Index 2022 (Sustainable Development Report, 2022), and 5th in the Good Country Index 2022 (Anholt, 2022).

For Junamajoitus Haukka, this means that the business operates in a socially and politically stable country. One issue that can disrupt Junamajoitus Haukka's possible expansion plans is that the property of the business is listed as a historical heritage site by the government. This means that building on the land or destruction of the property is forbidden without the necessary permissions. This can cause scaling issues if the business seeks to expand the property due to a boom in its demand.

Economic

Finland provides an excellent environment for businesses and has one of the most rapidly expanding start-up scenes in the world. The current economic climate in Finland is being strained due to the Russian invasion of Ukraine. This has in part caused inflation to rise and for the price of energy and gas to increase. The effect of this means that tourism in Finland may decline since the average Finnish person may have less purchasing power due to these higher living costs. These higher costs also affect the business' fixed costs and cause the profit margin to be higher than what it was previously.

Social

Junamajoitus Haukka is a Finnish business that attracts mainly people residing in Finland. The primary spoken language used in the business is Finnish, and written information is in both Finnish and English. This means the business does not face cultural barriers when it services the Finnish market. However, the development manager does not speak the local language. Despite this, the owner

of the business does speak Finnish and is able to interact with guests well. It is recommended that the development manager studies the Finnish language if she wants to increase her engagement with guests.

Technological

The business' technological dependence includes using technology such as card readers for taking payments, Wordpress for the website, and systems to take guest bookings. There is also technology in the accommodation's rooms such as air conditioning units and televisions. These have come as recent additions to the rooms so they will not need upgrading anytime in the near future. A key challenge is the use of a manual booking system for direct bookings via Junamajoitus Haukka's website, phone or email. The development manually updates a booking status form (using Excel) and reloads it into Google drive. Potential guests can then access the updated form via the website, informing them of available rooms by date. The development manager has found out the cost of a streamlined booking system that is integrated with booking.com. However, the cost is too high for a small business with six rooms that operates for only four months a year.

Legal

As mentioned previously in the 'Politics' section, the property which the business is on is considered a historical heritage site and this restricts Junamajoitus Haukka's ability to expand and improve on the physical assets of the business. Junamajoitus Haukka must also meet the Government's legal requirements for business registration and taxation. Unexpected events COVID-19 can lead to the Government taking legal action that may affect the Finland's tourism industry.

Environmental

The main environmental factor that limits the business is Finland's weather. The weather in Finland is so severe that it causes the business to be seasonal and only opens from mid-May to mid-September. Even if the business were to remain open year around, the energy costs of keeping the accommodation warm, plus the lack of tourism outside of summer, would not make this option viable. There is also a push for accommodation providers to have sustainability practices in place, such as waste reduction, using less water, and increasing green spaces.

4.3. Objectives

The main goal for Junamajoitus Haukka is to **increase the number of guests in the off-peak periods**. These periods are from mid-May to mid-June and from mid-August to mid-September. The main goal can be more achievable if it is broken down into SMART objectives (specific, measurable, attainable, relevant, and time-based).

The first objective is to improve Junamajoitus Haukka's website ranking on the search engine results page using Search Engine Optimization by January 2024. The method of measuring this objective is by seeing the website appear closer to the top of the SERP than it was previously. Ideally the website would appear first on the page but this is unlikely due to the Keskinen Kyläkauppa having a larger pool of capital to invest into marketing than Junamajoitus Haukka does. Another measurement is the change (increase) in traffic to the website as a result of improved SEO. This objective is more attainable if Junamajoitus Haukka undergoes training to acquire the skill set required to implement effective SEO. The other option is to outsource SEO, but this is outside of the business' budget. The SEO should be fully functioning (which includes the time needed to take the SEO training the owners must undergo) by January 2024. While the business may not reap the full benefits of the SEO in the 2023 season, they can expect to start measuring results by the specified date of January 2024.

The second objective is to create at least two pay-per-click advertisements on the search engines results page of relevant keywords, and social media platforms such as Facebook and Instagram in 2023. To measure the success of PPC adverts, it is possible to see the number of users visiting the website by clicking on the advertisement. In this case the more clicks the better since it means more potential guests are visiting the website. It is important to note the bounce rate which is users who visit the website but who only viewed a single page on the website. This is important because they are considered a click but are not considered as interested in the service since the user may have clicked on the advert accidentally. The PPC advertisements should start at least two months before the off-peak periods; with the first advertisement launched in March 2023 and the second in July 2023.

The third objective is to grow brand awareness using social media platforms to double the number of followers and likes in 2023. To do this, Junamajoitus Haukka will make at least three posts on their Facebook page and Instagram each week. It is recommended the post is a picture or video showcasing what Junamajoitus Haukka has to offer, including promotions. Some posts should target particular groups, such as business travellers, sole travellers, groups, train enthusiasts and dog lovers. When posting on Facebook and Instagram, it is acceptable to make an identical post on both platforms. It is recommended to include a caption to go with the picture or video uploaded. This caption should be related to the post in some way like explaining what the meaning of the picture is for example. The caption should also include key hashtags relevant to the business such as #tuuri #visitalavus #junamajoitus #tuuritrainstation #tuurinasema. Potential guests who search for these hashtags will find posts for Tuuri Train Station. This objective is measurable by viewing the growth of user engagement in the social media platforms. The user engagement measurements in question are 'likes', 'comments', and 'followers' which are present on both Facebook and Instagram. When these metrics grow over time it shows user engagement is increasing and especially for the 'followers' metric it shows that brand awareness is increasing. This objective has a low barrier to entry, as it does not require much training to conduct in-house and is low cost. This objective aligns with requests from people who completed the Junamajoitus marketing survey to increase social media activity. Increasing brand awareness in a very targeted way should also increase the number of guests in the off-peak periods. It is recommended that Junamajoitus Haukka begin regularly posting on their social media platforms from early 2023 so there is time for potential guests to see the new social media activity before the business opens for the season in mid-May. The business should also ensure it is following social media accounts of highly relevant organisations and individuals who may follow back.

4.4. Strategy

In order to achieve the goal and objectives stated above, Junamajoitus Haukka's strategy should focus on creating effective digital marketing based on the needs of the target groups it is trying to attract in the off-peak periods. This will involve three steps:

- Researching and profiling each target group (business travellers, sole travellers, groups, train enthusiasts and dog lovers), which will include identifying key words they use when searching for suitable accommodation.
- Reviewing digital marketing activities of other accommodation providers who are currently targeting these groups, particularly those at or near the top of the search engine results page (SERP).
- Producing highly relevant content for the business' website, advertisements and posts based on the above findings.

Additionally, it is important to not alienate current guests so the marketing will also target families and couples. These actions will enable Junamajoitus to more effectively use the recommended tools of Search Engine Optimization (SEO), pay-per-click (PPC) and social media marketing.

4.5. Tactics

As stated above, SEO, PPC and social media marketing are recommended tactics to enable Junamajoitus Haukka achieve its goal and objectives. Each of these tactics are explained below.

Tactic 1: Search Engine Optimization

Search Engine Optimization will make Tuuri Train Station more visible to its target audiences. It is important to know which keywords the target audiences use most frequently and are most relevant to the business. If done correctly, Tuuri Train Station will appear as one of the first results when potential guests search 'Tuuri' into a search engine such as Google. For the new target audiences, research will help identify key search terms used. For example, 'pet-friendly hotel Finland', 'unique accommodation Finland', 'train accommodation' and 'train hotel'.

Tactic 2: Pay-per-click

Pay-per-click will help to attract more guests during in the off-peak periods through creating strategically placed advertisements in channels where it is known that the target audience will most likely see the advertisement. Effective PPC is an affordable method of marketing that requires less time to implement than Search Engine Optimization. Researching the needs of the new target

groups (see 4.4 Strategy) will create more effective and targeted advertisements that are more likely to reach these potential guests.

Tactic 3: Social media marketing

Social media marketing will help to sell rooms in off peak periods by developing Tuuri Train Station's brand awareness on social media platforms. Stronger brand awareness will significantly influence the purchasing decision of people searching for accommodation in Tuuri. Again, researching the needs of new target groups will enable the business to create more meaningful content for its posts.

4.6. Actions

In order to bring the plan to life, the business needs take actions in terms of who will do what, when will they do it, and how will they do it. The development manager will be responsible for implementing the SEO and PPC. To do this, she must take training to acquire the necessary skills to implement these two tools effectively. The training should begin as soon as possible to meet the recommended implementation dates as discussed in the objectives section. When the training is complete, the development manager will also need to research the new target groups in order to identify key words are most appropriate for effective SEO and PPC. Regarding the PPC, the development manager also needs to do the necessary set up to begin using PPC on the search engine results page and on social media channels. Once the SEO and PPC are implemented, she will need to maintain and improve upon the performance of these two tools, particularly in light of the changing digital marketing world.

The business owner will be responsible for the social media marketing and will need to work closely with the development manager to create targeted and meaningful content that will be posted on the social media channels on a regular basis. The owner's excellent photography skills means training is not required to begin making more effective content. Although it is still recommended that the owner undertakes training on social media marketing, more specifically, on Instagram and Facebook. It is recommended this training begins immediately to meet the deadline set by the objectives. The owner, once having acquired the necessary skills to do effective social media marketing on Instagram and

Facebook, will begin making content and make at least three posts each week on both Instagram and Facebook as described in the objectives.

If the development manager and the owner are unable to fulfil these actions, there is the alternative of outsourcing the marketing to experts. However, this option is costly and may exceed the income received from the additional room sales.

4.7. Control

The main measurement is the number of guests that Tuuri Train Station attracts in the off-peak periods. As this is the main goal of the entire digital marketing plan, it is the main measurement. The success of the digital marketing plan can be measured by the amount of extra income received from selling more rooms. Other forms of measurement, more specifically linked to the success of each individual tool (SEO, PPC, and SMM), also need to be conducted to see which tools are working and which need improvement. Search Engine Optimization can be tracked through Google Analytics by showing which key words are leading potential guests to the website. It is recommended to track the number of users that visit the website once a week. Over time this data will prove useful as it could show potential growth. No or little growth in the number of users visiting the website indicates significant improvements are required.

For Pay-per-click advertisements, it is possible to track users who click on the advertisement and then see the conversion rate i.e., users who click the ad and then make a purchase. If the implemented PPC provides healthy conversion rates (converted customers outweigh the cost of ads), the PPC advertisement is performing well. Similar to SEO, it is recommended to check the number of users than come to the website through PPC every week to track data and determine if the PPC is performing well.

There are a few ways to gauge the performance of social media marketing. The first method of testing is by using Google Analytics. Google Analytics can be set up to find out where visitors of the business' website originate from i.e., a social media page (Henwood, 2015). Another method is to check the correlation between when social media updates are made and the number of visits onto the

website. If there is a strong correlation, then this means the social media platforms are increasing traffic to the website and hence the social media marketing is working. The last method of tracking the success of the social media marketing is by checking the performance of the social media updates. For example, on Instagram there are metrics such as 'likes' and 'comments'. The higher these metrics are means that more users are interacting with the business' social media profiles. This is valuable since it boosts the brand's exposure meaning the business will be exposed to more potential guests. It is recommended to check the analytics provided by Facebook and Instagram every week to see how the posts are performing. If the posts are not performing well and there is no or little growth after a month then it can indicate that there might be room for improvement in the social media marketing.

4.8. Next steps

It is recommended that after a year, Junamajoitus Haukka creates or outsources the creation, of another SOSTAC digital marketing plan as recommended by the SOSTAC model's creator. SOSTAC is very effective when it builds upon multiple iterations of plans. When creating a new plan, it is possible to look back and to see what worked and what did not work in the previous plan. The result of creating new plans over a period of time means the business is constantly improving and self-evaluating its performance.

5 CONCLUSION

The purpose of this thesis was to develop a digital marketing plan with effective strategies and tools that would attract more guests to Junamajoitus Haukka's accommodation service, Tuuri Train Station, in the off-peak periods. Findings from the primary and secondary research indicated that Junamajoitus Haukka is experiencing some success with its digital marketing activities. However, the lack of a formal digital marketing plan means it is unlikely that the business will be able to address low occupancy rates in the off-peak periods. This issue will continue to affect the viability of the business.

With this opportunity identified, this thesis created a digital marketing plan for Junamajoitus Haukka based on P.R. Smith's SOSTAC model. The plan details the current situation of the business, what objectives the plan needs to fulfil, what strategy and tactics would be used to achieve the objectives, how the plan is to be brought to life, and lastly how to measure the success of the plan. The plan recommended that the business utilises digital marketing tools of search engine optimization (SEO), pay-per-click, and social media marketing to attract new target audiences to its accommodation service. These audiences include business travellers, sole travellers, groups, train enthusiasts and dog owners from Finland and overseas. Only a small number of these audiences currently stay at Tuuri Train Station in the off-peak periods.

This main objectives for the thesis were achieved. The thesis explained the digital marketing strategies that best suit Junamajoitus Haukka's accommodation service. Interviews conducted with the development manager of Junamajoitus Haukka greatly assisted all aspects of the thesis. Quantitative and qualitative data on the business' digital marketing and performance was collected and analysed. Lastly, the draft digital marketing plan was presented to the development manager and feedback was incorporated into the final plan.

If effectively implemented, the digital marketing plan that should attract more guests to Tuuri Train Station and increase business income in the off-peak periods. Junamajoitus Haukka also needs to track the success of the plan using metrics and make changes and new iterations based on findings.

5.1. Suggestions for Further Studies

This thesis serves as a demonstration of the application of the SOSTAC planning model to create a digital marketing plan for a small accommodation business. While being beneficial to the business this thesis was written for, this thesis also benefits the academic community and other businesses by showing researchers who look at this thesis how the SOSTAC model has been applied to a real-life business. This section will provide suggestions for researchers looking to expand upon the subject area of digital marketing planning and to build upon the findings in this thesis.

The first suggestion is directed at researchers who are studying or creating an academic paper on the SOSTAC planning model. This thesis could serve as a point of reference, showcasing the practical application of the SOSTAC model, particularly how it can help businesses to establish a digital marketing plan. To further develop and improve upon the SOSTAC model it is valuable to have examples of SOSTAC models being applied to different business to show advantages and potential disadvantages of using the model.

The second suggestion is directed at researchers exploring the cumulative effects of the SOSTAC model on a business that has created multiple SOSTAC plans that build upon each other. This thesis was only able to demonstrate the initial implementation of the SOSTAC plan. Researchers could track the implementation of a business' digital marketing plan to identify long-term effects of using multiple SOSTAC plan iterations.

The third suggestion directed at researchers who are investigating the effectiveness of implementing the SOSTAC planning model for small businesses with limited resources. This thesis can serve as a case study for how a digital marketing plan was developed for a small business and challenges that affect the implementation of this plan. This research can inform those people researching the viability of the SOSTAC planning model for a small business as well as those people developing a digital marketing plan for a small business using this model.

The fourth and final suggestion for how this thesis can inform further studies is also directed at researchers who are studying the application of the SOSTAC planning model in a particular industry sector. For this thesis, a digital marketing plan was developed for a small business operating in the tourism and hospitality industries. Additionally, this thesis serves as a reference for what digital marketing tools are suitable for small businesses operating in these highly competitive industries.

5.2. Limitations of Whole Study

This section will cover the limitations of the entire study conducted in this thesis. The limitations previously mentioned in Chapter 3 only discuss limitations to the data while this section will cover the entire thesis. There are two main types of limitations identified in this thesis: Business limitations and missed opportunities.

5.2.1 Business Limitations

Business limitations refers to limitations imposed on the thesis by the business. The first limitation is the budget. While the budget does not affect the ability to create a SOSTAC plan, it does limit the scope of the plan and the available resources the plan can draw on. With a larger budget, Junamajoitus Haukka could outsource the implementation of the digital marketing tools to experts. This can lead to the digital marketing tools performing better. The second limitation is the current staffing of the business. Since the business only has two full-time members of staff, implementing a more complex SOSTAC model may not be possible which is why this thesis had to ensure that the recommended SOSTAC plan could be achieved with this limitation.

5.2.2 Missed Opportunities

This section covers the missed opportunities that this thesis could have capitalised on that could have led to a more effective digital marketing plan for Junamajoitus Haukka.

The first missed opportunity was that this thesis did not include other SOSTAC models that had already been applied to a real-life business. This limits this thesis as these SOSTAC plans as case studies could have identified their success factors particularly for small businesses.

The second missed opportunity is not surveying the desired target markets that Junamajoitus Haukka wanted to attract in the off-peak season i.e. business travellers, sole travellers, groups, train enthusiasts and pet owners. Obtaining this data would have provided critical data that would inform the digital marketing content as well as the tools to reach these target markets.

The third missed opportunity is that this thesis did not explore other channels such as online travel agencies (OTA's) that could assist in attracting guests during the off-peak season. The Junamajoitus marketing survey found that 35.1% of those people who responded to the survey find and book accommodation using OTAs like booking.com, Airbnb and Expedia.

The last missed opportunity is that in the SOSTAC plan, this thesis focuses on three digital marketing tools (SEO, PPC and SMM) rather than focussing on one tool in more depth. Instead of exploring every aspect of implementing one tool, this thesis broadly covers the implementation of three tools which can raise more questions than the thesis answers.

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APPENDICES

Appendix 1. First Interview with Development Manager

Interview was conducted on 15th November 2021.

1. Who are you and what do you do at Junamajoitus Haukka?

A: Sandra Haukka, joint owner of the property which comprises a train offering accommodation (6 rooms) and different buildings, including the main train building that has been used as a yoga space as well as a children's art exhibition. Main duties: a) development manager - website development and maintenance, new business development, yoga coordinator, bookings, some social media, and tracking data to make improvements; b) train accommodation customer service and room preparation and cleaning.

2. What is Junamajoitus Haukka?

A: Junamajoitus Haukka operates a specialist and seasonal train accommodation between mid-May and mid-September, known as Tuuri Train Station/Tuurin Asema. The accommodation includes six rooms (each with a private bathroom) ranging from 100 euros to 150 euros a night. Guests access a shared kitchen, garden and BBQ. Junamajoitus Haukka is located 500 metres from the biggest department store in Finland, Veljekset Keskinen. During the summer, there is an amusement park, Miljoona Tivoli, next the village shop that is free for children under 13 years. Tuurin Asema takes advantage of its proximity to these attractions. Before the renovations to the train, many customers stayed at Tuuri Train Station because of its low prices compared to other establishments in Tuuri. The train has been transformed into the oriental express with renovated rooms together with a range of improvements to the grounds and shared areas. The accommodation is also dog-friendly and dogs are free to stay. This has enabled the business to increase rooms prices by around 30%.

3. What is Junamajoitus Haukka's current online marketing strategy?

Regular marketing activities include tuurinasema.fi website, booking.com, alavus.fi magazine and website, and social media (Facebook and Instagram). Other activities which may affect our online presence include several newspaper

articles, one TV interview, couple of radio interviews, and influencer marketing (popular Finnish blogger stayed with us; an initiative of Alavus tourism).

Appendix 1. First interview with Development Manager (page 2/5)

In 2019, we were selected as one of Finland's locations for a Japanese programme, Windows of the World (filmed crew stayed with us for 2 nights). In 2021, we were selected as one of the area's visit points for Bike Week. We have also increased awareness with some community groups who booked the entire train (full train booking). Also participated in local tourism group meetings and networks. We have never paid for advertising.

4. Have these online marketing strategies been successful? Why?

A: Our occupancy rates have increased steadily since taking over the business in 2018. I provided you with occupancy rate data for 2019, 2020 and 2021. In peak season (school holidays), our occupancy rate in 2021 was almost 100%. During the peak season, we received on average 10 calls a day as well as 'walk-ins' seeking a room; many were told "we are full". The number of views and clicks has increased significantly.

Many guests are attracted to the unique and renovated accommodation (oriental express inspired train). Rooms have a private bathroom, TV, mini-fridge, and air-conditioner. The largest room has a kitchenette. All rooms share a dining car and the train garden. Some guests are train enthusiasts. Groups like to book the full train to have a unique and private experience. In peak season, the supply of accommodation in Tuuri is limited so most establishments also have a high number of bookings.

The season currently starts in mid-May and finishes in mid-September (around 4 months). Demand is slow in May and September; although with better online marketing, we may be able to attract more guests, such as business travellers. It is not viable to open the train from October to April for a small number of guests, mainly due to the heating costs and lower demand.

Appendix 1. First interview with Development Manager (page 3/5)**1. Would you agree that Junamajoitus Haukka has no formal digital marketing strategy?**

A: Junamajoitus Haukka does not have a formal digital marketing strategy.

6. What is your target market/who is your typical customer.

A: Main target market: a) families e.g., mum and/or dad with young kids; and b) couples. Over the last two years, we have had some full train bookings from groups e.g., bike group, book club, 10-pin bowling club, and family/friends groups. Families are more common during the peak season (school holidays) and couples are more common outside of the peak season. Most guests are staying for tourism purposes, visiting attraction like the village shop, Tivoli, Ähtäri Zoo and Powerpark. We have a growing number of repeat customers. 99% of our guests are from Finland.

7. What online marketing strategies were the most successful for Junamajoitus Haukka?

A: Signing up with booking.com in 2020 significantly increased our bookings (now accounts for around one half of all bookings) and therefore awareness of Junamajoitus Haukka. We are usually top or second top in this accommodation search engine when a potential guest searches for accommodation in Tuuri. We also have a very good guest score (8.9/10). The large hotel in the village shop does not advertise on booking.com. Google searches for accommodation in Tuuri show Tuuri Train Station on the front page of searches.

8. Can you describe the unique selling point(s) of your service?

A: Junamajoitus Haukka is a unique-themed accommodation incorporated in a locomotive train's carriages. It located next to the supposedly the largest village shop in the world and Finland's largest department store. We are not aware of any similar kind of accommodation in Finland.

Appendix 1. First interview with Development Manager (page 4/5)

9. How would you describe Junamajoitus Haukka's position in your market?

A: Booking.com shows we were consistently ranked in the top 5 out of 50 properties in the area for room nights and revenue. We are also highly visible in Google searches. We currently have a Google review score of 4.6/5.

10. Do you believe that there is room for improvement in Junamajoitus Haukka's digital marketing? If so, what improvements would you suggest?

A: Yes. We do not have a strategic approach to online marketing or a formal plan that we can implement and track. A better approach can help us to increase occupancy rates in the slow months of May and September. A plan would also help us to build a more recognisable brand which should increase the price of the property when we sell it in the future.

11. SWOT

- **Strengths:** USP, unique experience, kids have fun, good digital presence, good local presence, growing awareness, and potential for further growth and diversification (e.g., in 2021, we ran our first yoga retreat).
- **Weaknesses:** No formal or strategic online marketing plan in place. Owners are very busy focusing on core functions of bookings, guests/customer service and preparing rooms/cleaning.
- **Opportunities:** Room for improvement in online marketing is high, reaching out to more community and business groups for full bookings, targeting business/sole travellers, and hosting functions in the main train building.
- **Threats:** Low demand outside of peak season, cold weather between October and April (too costly to run heating), ongoing COVID concerns (we were OK in 2020 despite many early cancellations, and good 2021 season), and any downturn in village shop business would affect our business.

12. Are you familiar with the term Search Engine Optimization (SEO)?

A: I have some familiarity with SEO after participating in a two day course. As a result, I added keywords to each webpage in our WordPress site.

Appendix 1. First interview with Development Manager (page 5/5)

13. Does Junamajoitus Haukka use SEO in their current marketing strategy? If so, how successful has it been?

A: As we do not have a current marketing strategy in place, we do not use SEO in any strategic way.

14. Are you familiar with the term Search Engine Marketing (SEM)?

A: No.

15. Does Junamajoitus Haukka use SEM in their current marketing strategy? If so, how successful has it been?

A: No.

16. Are you familiar with the term Social Media Marketing (SMM)?

A: We use Facebook and Instagram to promote Tuuri Train Station. There is no strategy informing this ad hoc approach for the business' social media.

17. Does Junamajoitus Haukka use SMM in their current marketing strategy? If so, what is the current SMM strategy and how successful has it been?

A: No, we do not use SSM in a strategic way and we do not have a marketing strategy. Please refer to the social media engagement data (website, Instagram, Facebook and SEO) we provided you.

Appendix 2. Second Interview with Development Manager

The purpose of this interview with the development manager was to obtain feedback from her about the draft version of the digital marketing plan made for Junamajoitus Haukka. This interview was conducted 27th October 2022. The interview questions related to each part of this plan based on the SOSTAC model.

1) What is your feedback on the situation analysis?

a. I agree with the statements regarding the state of our business during peak season and the reasons for its success during this period. You have identified our key digital marketing activities and gaps within them. It would be very useful to include key data from the 'data analytics' section into the situation analysis to serve as a reminder of our strengths and weaknesses.

2) Do you have feedback on the customer analysis?

a. You have identified our key guests that we have in the peak season, but you have not mentioned our other potential guests. These other potential guests are more likely to come in non-peak season periods, so it is important to try and target them. Also, the three tools you have recommended us to use need to be geared towards finding these potential guests as well as keeping our existing guests engaged.

3) Do you have any feedback on the objectives?

a. In this section you need to focus more on specific objectives related to the overall goal of attracting more guests (in particular different guest groups such as business travellers, solo travellers, and corporate groups) in non-peak season time. I also suggest that you identify ways to attract guests from neighbouring countries, which are included in the digital marketing plan for Junamajoitus Haukka.

Appendix 2. Second Interview with Development Manager (page 2/2)**4) Do you have any comments on the strategy**

a. We refer to our target audiences as 'guests' and not 'customers'. In some places you have called the target audience 'customers'. Please make this change in the thesis. The strategy section needs to also be expanded upon because I do not want to have to refer to the other part of your thesis to know what 'strategy' means.

5) Do you have any feedback for the tactics?

a. For the three tactics you have mentioned, I want them to be explained in more detail. For example, what should we do to improve our Search Engine Optimization performance to attract the new target groups in the off-peak periods. The same applies to pay-per-click and social media marketing tactics.

6) What is your feedback for the actions?

a. As a small business, we cannot afford to outsource our marketing functions to experts. The cost to employ these experts is likely to exceed the increased revenue from their services. A more feasible solution is for staff like myself to undertake training in these digital marketing tools. This section should also include a table of actions and timelines to implement the thesis' recommendations over the next 12 months. This will provide us with a road map and keep us focused for the upcoming season in 2023.

7) What is your feedback for control?

a. After making the objectives more specific as discussed, the control section needs to include metrics that align with the SMART goals and objectives you have stated in this plan. Similar to the action part, we need a timeline on when to take measurements. I am assuming this is something we have to do regularly.

8) Do you have any other comments?

a. It would be useful to have some kind of software where we can set up this digital marketing plan to enable us to easily track our performance instead of referring to the plan in the thesis document. Any recommendations would be highly appreciated.

Appendix 3. Junamajoitus Data Analytics, September 2022

OCCUPANCY RATES, 2019-2022

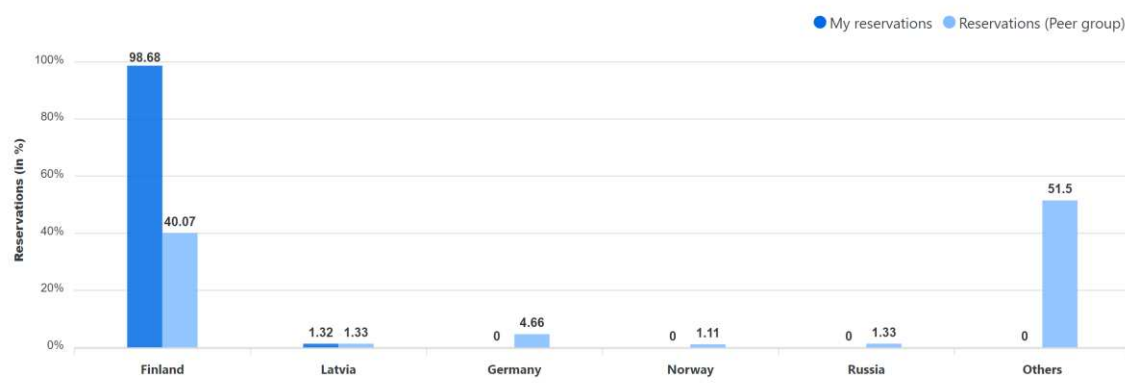
	2019	2020	2021	2022
May	22.2%	22.9%	39.2%	11.1%
June	47.6%	91.0%	98.9%	66.1%
July	96.3%	100.0%	98.9%	94.1%
August	39.6%	88.9%	91.4%	68.8%
September	9.5%	54.8%	66.7%	21.2%

TARGET GROUPS (FROM BOOKING.COM AND DIRECT BOOKINGS)

Nationality

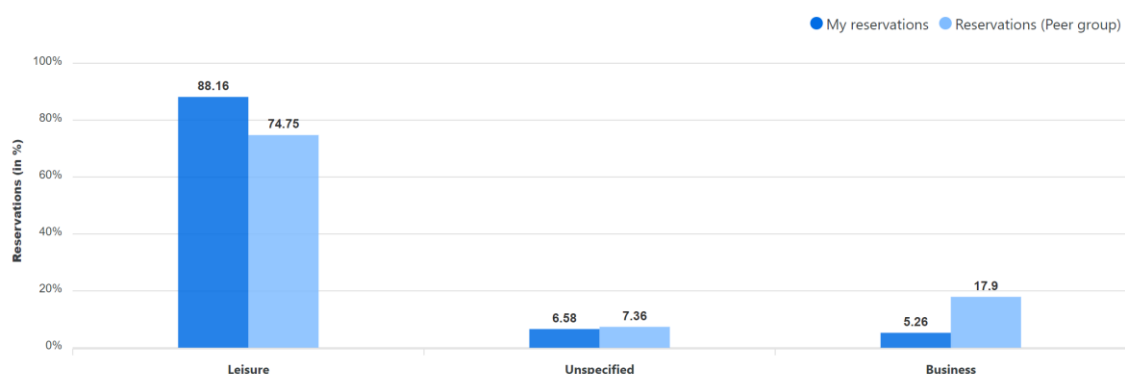
Data as of 27 Sept 2022 for 76 booked rooms.

Reservations per country



Data as of 27 Sept 2022 for 76 booked rooms.

Reservations per travel purpose



Appendix 3. Junamajoitus Data Analytics, September 2022 (2/12)

Booking.com reviews indicate traveller type:

Select a traveller type:

- All reviewers
- Business travellers (8)
- Couples (130)
- Families (163)
- Groups (40)
- Solo travellers (16)

Direct bookings with Junamajoitus Haukka indicate group size:


- 1 guest = 17 bookings
- 2 guests = 147 bookings
- 3 guests = 65 bookings
- 4 guests = 83 bookings
- 5 guests = 17 bookings
- 6 or over guests = 4 bookings
- Full train bookings = 3 bookings
- Around 37 bookings with pets

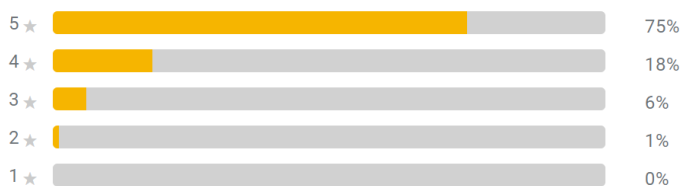
GUEST REVIEWS

Google: <https://www.google.com/travel/hotels/s/U77vN>

Google review summary

[+ Write a review](#)


Reviews aren't verified 



4.6 Excellent
★★★★★
77 reviews

Sample feedback:



Mikko Rintala
4 weeks ago on  Google

5/5

Löytyi aivan ihana majoitus auton hajottua kesken matkaa. Olisi voinut olla pidempäänkin. Omistajat aivan super tyypppejä! Koirat viihtyivät myös hyvin ja uni maittoi. Saimme myös extra apua kun piti uusi pirssi löytää vanhan tilalle!

Kiitos vielä tuhannesti! 😊🙏

(Translated by Google)

Found an absolutely wonderful accommodation after the car broke down in the middle of the trip. It could have been longer. The owners are super nice guys! The dogs also had a good time and slept well. We also got extra help when we had to find a new piercing to replace the old one!

Thank you again a thousand times! 😊🙏

Trip type Family

Rooms 5.0 Service 5.0 Location 5.0

...

Appendix 3. Junamajoitus Data Analytics, September 2022 (3/12)



Aleksis si
a month ago on Google

5/5

Kompakti ja siisti majoitus vanhassa junanvaunussa. Vastaanotto mutkaton ja henkilökunta kohteliasta sekä juttutuulella. Tilaa ei 2-hengen huoneessa liiemmästi ole, mutta nukkumaan sopi mainiosti. Yhteiskeittiö siisti ja täysin riittävästi varusteltu ainakin aamupalahommeleihin, mitä nyt istumapaikat loppuu kesken jos kaikki "matkustajat" tulevat toimilleen samalla kellonlyömällä.. Juna sisustettu itämaiseen tyyliin, joten tästähän tulee myös hieman mieleen legedaarinen oriental express. Lisäksi vanhoja VR:n aikaisia opasteita vaunujen seinillä pahimpaan nostalgian nälkään. Kaikkineen virkistävä poikkeus kyläkaupan mauttomuuksien äärellä.. P.s. Pihanurmella keppikarkiksi naamioitu huohotinputki :D (Translated by Google)

Compact and clean accommodation in an old train carriage. The reception is uncomplicated and the staff is polite and chatty. There is not much space in the room for 2 people, but it was perfect for sleeping. The common kitchen is clean and fully equipped, at least for breakfast, which means that there will be no seats left if all the "passengers" come to work at the same time. The train is decorated in an oriental style, so it also reminds me a bit of the legendary Oriental express. In addition, old signs from the VR era on the walls of the carriages for the worst hunger for nostalgia. All in all, a refreshing exception to the vulgarity of the village store.. p.s. A breather tube disguised as a candy cane on the lawn :D

Trip type Couple
Rooms 4.0 Service 5.0 Location 5.0

...



Susanna Majalahti
3 months ago on Google

5/5

Ihana paikka erilaista majoitusta kaipaavalle. Lähellä palveluja, mutta kuitenkin rauhassa kaikesta hälinästä. Palvelu erinomaista ja piha-alue sopii majoitukseen täydellisesti. Otettu kaikenlaiset matkajat huomioon. Lapsista aikuisiin ja jopa erillinen alue tupakanpolttajille. (Translated by Google)

A wonderful place for those looking for different accommodation. Close to services, but still away from all the hustle and bustle. The service is excellent and the yard is perfect for accommodation. All types of travel times are taken into account. From children to adults and even a separate area for smokers.

Trip type Holiday · Family
Rooms 5.0 Service 5.0 Location 5.0

...

Response from the owner
3 months ago

Kiitoksia oikein paljon, hyvää yritetään mutta parasta tulloo. 😊

(Translated by Google)

Thank you very much, good will be tried but the best will come. 😊

Booking.com reviews

8.9

Your review score
based on 349 reviews



Overview Categories Your progress

Basic categories:

These categories represent aspects common to every guest experience. They are rated by your guests and are independent of your review score.

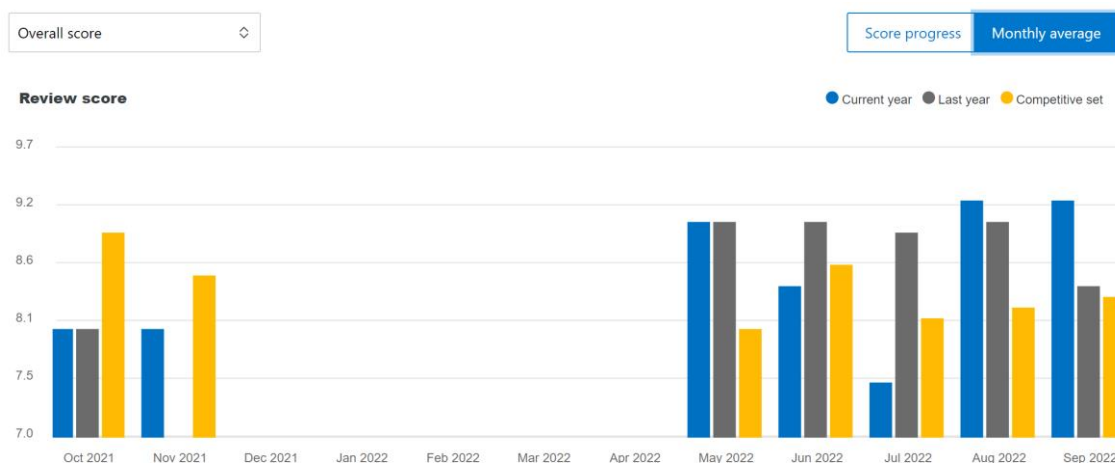


Additional categories:

These are asked as bonus questions to your guests and provide insights into specific aspects. They are rated by your guests and are independent of your review score.



Appendix 3. Junamajoitus Data Analytics, September 2022 (4/12)



Select a score:

- All review scores
- Superb: 9+ (121)
- Good: 7-9 (41)
- Average: 5-7 (4)
- Poor: 3-5 (0)
- Very poor: 1-3 (0)

Select a traveller type:

- All reviewers
- Business travellers (4)
- Couples (58)
- Families (83)
- Groups (17)
- Solo travellers (8)

Sample feedback:

10 **Henri Piironen, fi** 17 Sept 2022
Reservation number 2826741117

Basic categories ⓘ

Staff	10	Cleanliness	10	Location	10
Facilities	10	Comfort	10	Value for money	10

Additional categories ⓘ

Bed rating	10
------------	----

Translated from Finnish by Google - [Show original](#)

First class

- 😊 A unique, skillfully made, great experience. Romantic old-time atmosphere, air conditioning in the room and private bathroom. The accommodation was peaceful, so our villain raised the class of our travel tickets! Comfortable beds, high-quality kitchen with breakfast items and coffee with milk. The location is right next to the tuuri village store. I recommend!

Appendix 3. Junamajoitus Data Analytics, September 2022 (5/12)

9.0 **Henriikka, fi** 4 Sept 2022
 Reservation number 3325873376

Basic categories ⓘ

Staff	10	Cleanliness	10	Location	10
Facilities	10	Comfort	10	Value for money	10

Additional categories ⓘ

Bed rating	10
------------	----

Translated from Finnish by Google - [Show original](#)

😊 A cozy, peaceful place. The host was really nice and the introduction of the places at the beginning was nice. A comfortably renovated accommodation.

10 **Matilda11, fi** 24 Aug 2022
 Reservation number 3134071645

Basic categories ⓘ

Staff	10	Cleanliness	10	Location	10
Facilities	7.5	Comfort	10	Value for money	10

Additional categories ⓘ

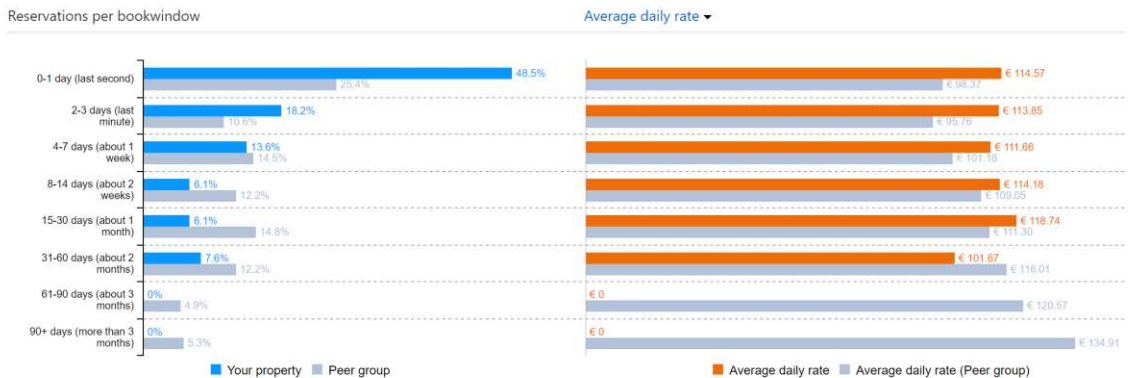
Bed rating	10
------------	----

Translated from Finnish by Google - [Show original](#)

😊 The world's most sympathetic hotel made from a train, in a great location. Friendly and humorous staff and a sweet guard dog welcomed us. Our cabin was small but even more comfortable. We definitely recommend this accommodation, it's an experience!

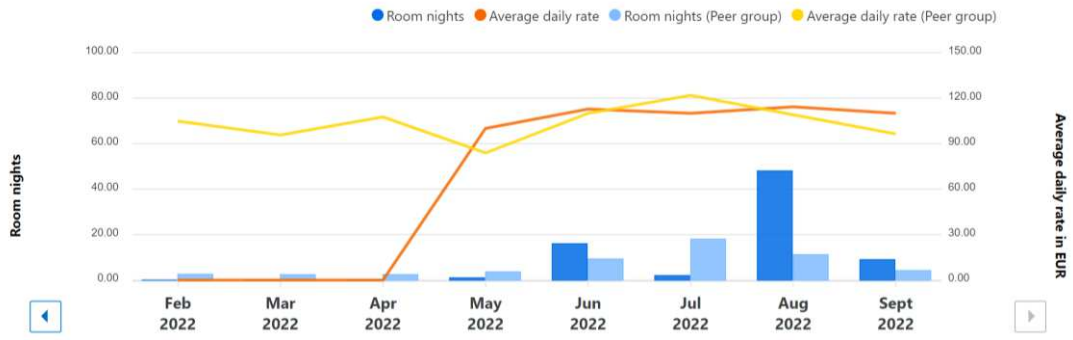
BOOKING.COM STATISTICS (INCLUDING COMPETITORS)

Bookwindow information [Full report](#)
 Data as of 27 September 2022 for 66 room reservations checking in within the last 365 days Rate this report

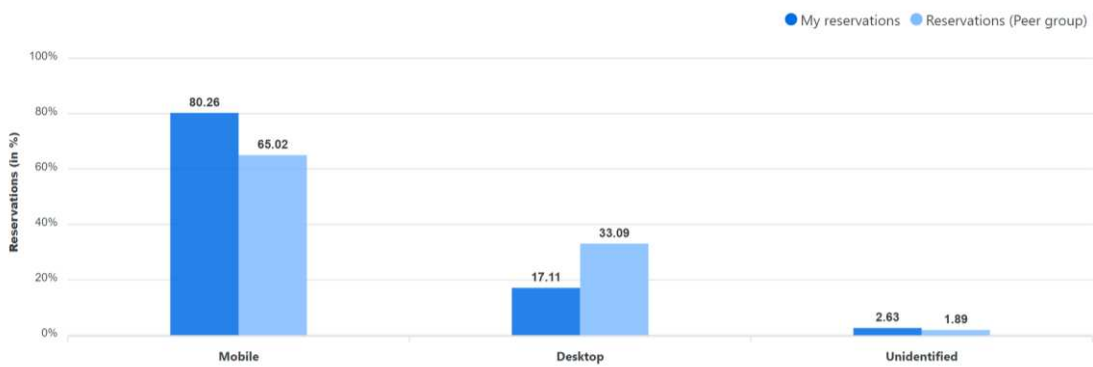


Appendix 3. Junamajoitus Data Analytics, September 2022 (6/12)

Room nights and average daily rate



Reservations per device type



	Reservations (in %)	Average daily rate	Average book window (in nights)	Cancellation rate	Average length of stay (in nights)
All reservations		EUR 113.16	6.05	23.26%	1.15
⚙️		EUR 93.90	22.63	25.92%	1.12
Mobile	80.26%	EUR 114.82	5.89	25.35%	1.15
⚙️	67.58%	EUR 93.69	22.23	28.92%	1.13
Desktop	17.11%	EUR 107.31	6.45	15.38%	1.18
⚙️	32.08%	EUR 94.71	23.48	19.05%	1.11
Unidentified	2.63%	EUR 117.50	5	0%	1
⚙️	0.34%	EUR 130.00	9	0%	1

GOOGLE, BOOKING.COM AND WEBSITE TRAFFIC

Google business (3 months to 28.9.2002)

How customers search for your business

1 quarter ▾



- Direct**
People who find your Business Profile searching for your business name or address
- Discovery**
People who find your Business Profile searching for a category, product or service
- Branded**
Customers who find your listing by searching for a brand related to your business

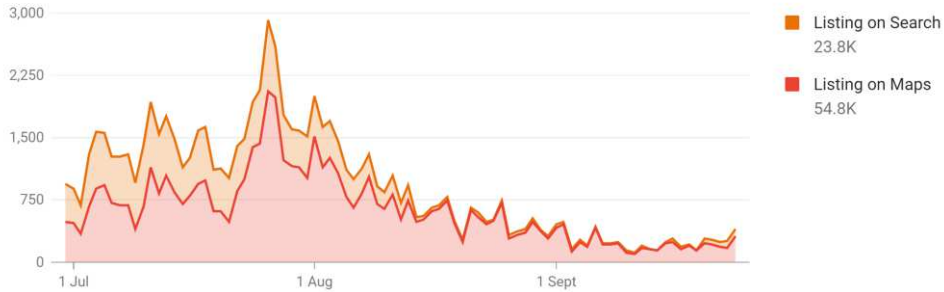
Appendix 3. Junamajoitus Data Analytics, September 2022 (7/12)

Where customers view your business on Google

The Google services that customers use to find your business

1 quarter ▾

Total views 78.6K



Customer actions

The most common actions that customers take on your listing

1 quarter ▾

Total actions 1.3K

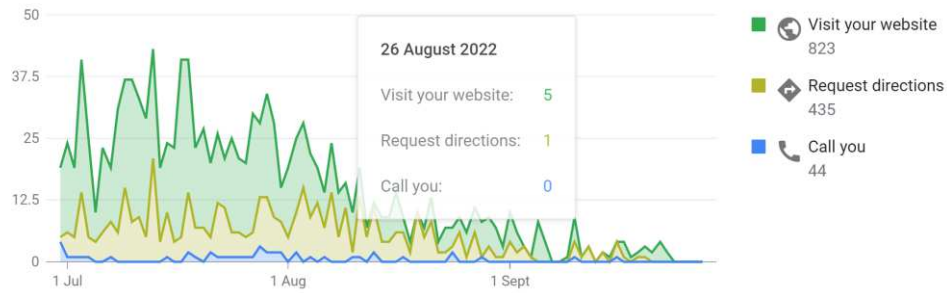


Photo views

The number of times that your business photos have been viewed

All photos ▾ 1 quarter ▾

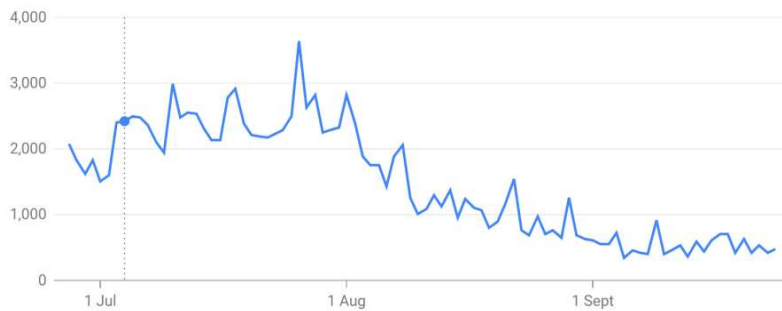
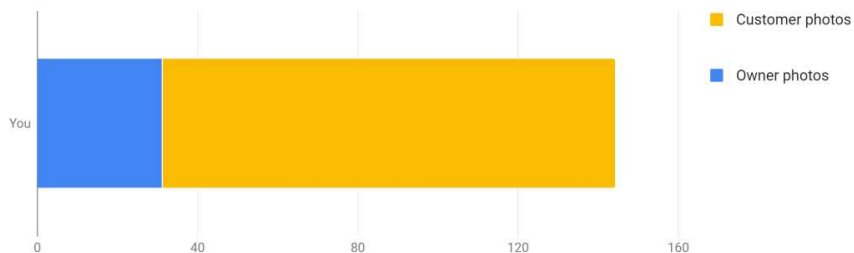


Photo quantity

The number of photos that appear on your business, compared to photos from other businesses



Appendix 3. Junamajoitus Data Analytics, September 2022 (8/12)

Booking.com searches

Ranking Dashboard for Junamajoitus Tuuri Train Station

How you perform when guests search for properties in your area

These statistics break down your property's performance on Booking.com for the past 90 days. Your level of visibility is crucial for your overall conversion.

Search results views ⓘ

15,960

→

12.16%

of search results views developed into property page views

Property page views ⓘ

1,941

→

2.11%

of property page views converted into bookings

Bookings ⓘ

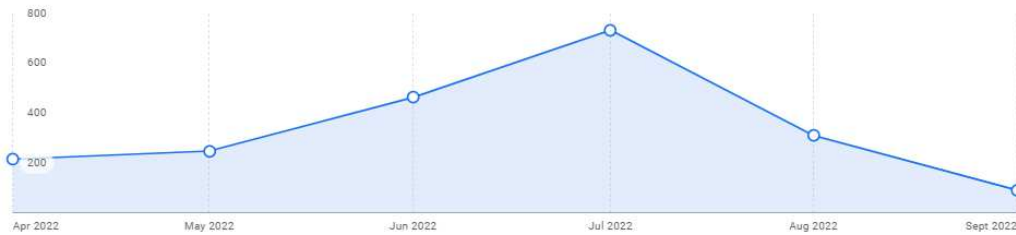
41

Time period
 Apr 2022–Sept 2022

[Overview](#) [Calls](#) [Messages](#) [Directions](#) [Website clicks](#) [Booking clicks](#)

2,054

Business Profile interactions ⓘ



How people discovered you ⓘ

35,165

👁️ People viewed your Business Profile

Platform and device breakdown
 Platform and devices that people used to find your profile

- 26,627 · 76% Google Search – mobile
- 4,632 · 13% Google Search – desktop
- 2,931 · 8% Google Maps – mobile
- 975 · 3% Google Maps – desktop

26,063

🔍 Searches showed your Business Profile in the search results

Searches breakdown
 Search terms that showed your Business Profile in the search results

1. tuuri majoitus	6,787
2. majoitus tuuri	2,313
3. tuuri hotelli	1,619
4. keskinen hotelli	1,529
5. junamajoitus tuuri	1,039

[See more](#)

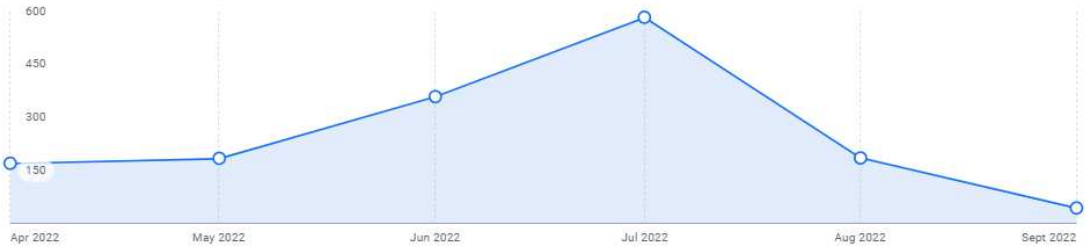
Appendix 3. Junamajoitus Data Analytics, September 2022 (9/12)

Time period: Apr 2022–Sept 2022

Overview Calls Messages Directions **Website clicks** Booking clicks

1,523

Website clicks made from your Business Profile

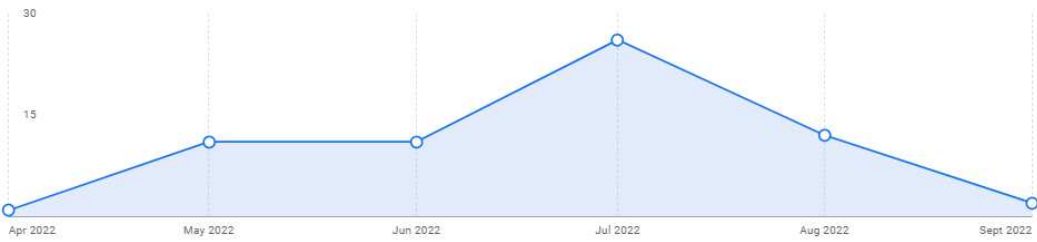


Time period: Apr 2022–Sept 2022

Overview **Calls** Messages Directions Website clicks Booking clicks

63

Calls made from your Business Profile

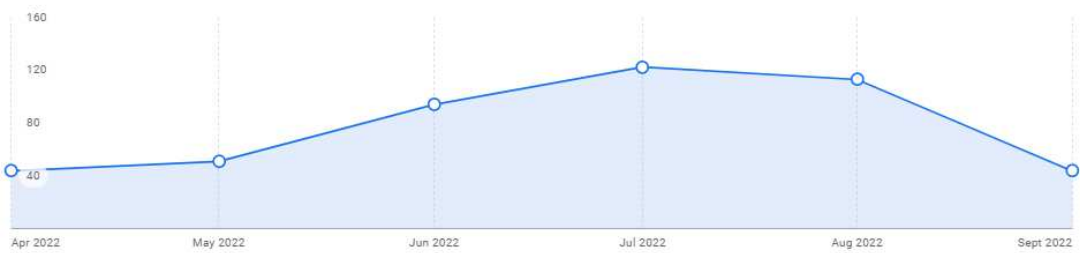


Time period: Apr 2022–Sept 2022

Overview Calls Messages **Directions** Website clicks Booking clicks

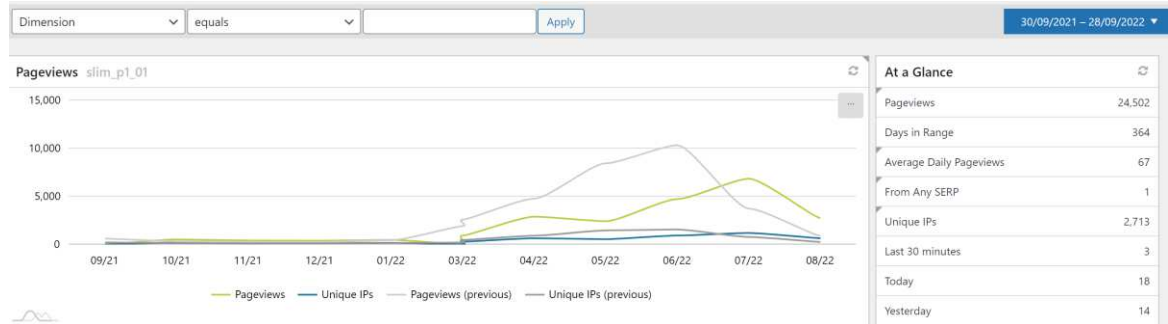
468

Direction requests made from your Business Profile



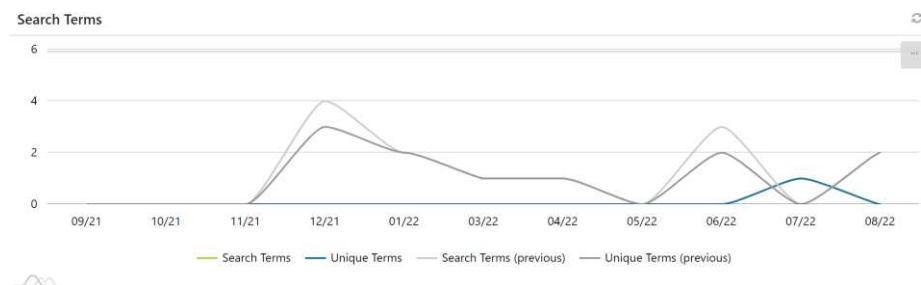
Appendix 3. Junamajoitus Data Analytics, September 2022 (10/12)

Tuuristation.fi / tuurinasema.fi (last 12 months)



Page	Percentage
Hytit/Hinnat	25.37%
Varaukset/Hinnat	4.24%
Taustaa	3.78%
Yhteystiedot	3.75%
Nähtävyydet	3.38%
Jooga	2.03%
Welcome	1.37%
/?_b=0933361-0	0.67%

Domain	Percentage
google.com	24.24%
google.fi	6.20%
lm.facebook.com	2.48%
m.facebook.com	0.93%
bing.com	0.49%
l.facebook.com	0.43%
facebook.com	0.21%



URL	Percentage
https://www.google.com/	22.94%
https://www.google.fi/	5.48%
https://lm.facebook.com/	2.47%
http://www.google.com/	1.13%
http://m.facebook.com/	0.76%
https://www.google.fi	0.73%
https://www.bing.com/	0.48%

SOCIAL MEDIA

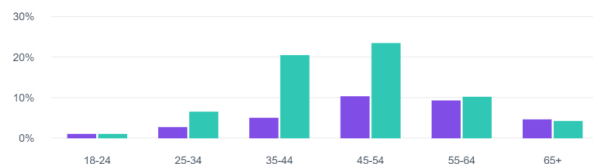
Facebook: 1,141 followers - <https://www.facebook.com/tuurinasema>

Instagram: 248 followers, 107 posts <https://www.instagram.com/tuurinasema>

Audience

Age and gender

- Men 33.60%
- Women 66.40%











Appendix 3. Junamajoitus Data Analytics, September 2022 (11/12)

Location		Towns/cities	Countries	Location		Towns/cities	Countries
Alavus, Finland	78	Finland	1,066				
Seinäjoki, Finland	73	Sweden	44				
Helsinki, Finland	58	United Arab Emirates	7				
Tampere, Finland	41	Australia	6				
Tuuri, Finland	38	Canada	2				
Vantaa, Finland	37	Germany	2				
Jyväskylä, Finland	28	Netherlands	2				
Oulu, Finland	26	Norway	2				
Espoo, Finland	25	Poland	2				
Alajärvi, Finland	24	Argentina	1				

Posts

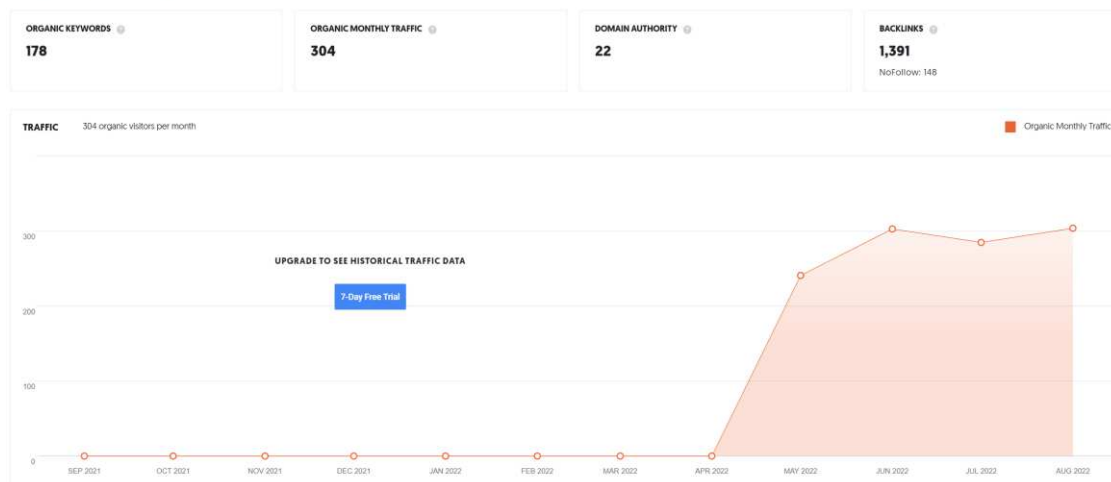
Last 90 days ▾ Date ▾

	Ollaan taas Timmy'n kanssa toimiteltu... Wed, 21 Sep	Post reach 310	Engagement 46
	Timmy'n kanssa suunnitellaan jotakin uutta ja jännittävää ensi kesäksi. Sillä aikaa ystävämme voivat nauttia aseman puistossa uudesta (vanhasta) aseman väripaletista. Wed, 7 Sep	Post reach 47	Engagement 71
	Kerkesin maalaamaan ainakin puolet asemasta Mon, 29 Aug	Post reach 74	Engagement 228
	Kai tässä jotakin tehdään oikein...#tuurinasema #junamajoitustuurinasema #junamajoitus Sun, 17 Jul	Post reach 696	Engagement 71
	Aseman koira Timmy on yhä voimissaan. Fri, 15 Jul	Post reach 734	Engagement 206
	Minulla kävi tuuri ja sain palkattua artistin kesätöihin. Minähän en ujoitellut pyytää häntä maalaamaan joka huoneelle oman elementtinsä. Vesi, tuli, ilma, maa ja eetteri Fri, 9 Jul	Post reach 750	Engagement 179
	Ilo on meidän puolella Sat, 2 Jul	Post reach 828	Engagement 197
	Tukahduttavaa kuumuutta luvassa kaikkialla muualla paitsi junamajoituksen huoneissa. #junamajoitus #tuurinasema #junamajoitustuurinasema Thurs, 30 Jun	Post reach 649	Engagement 81

SEO/KEYWORDS FROM UBERSUGGEST

Nov 2020 to Oct 2021

Traffic Overview • : tuuristation.fi



Appendix 3. Junamajoitus Data Analytics, September 2022 (12/12)

Top Pages by Traffic : tuuristation.fi

FILTER

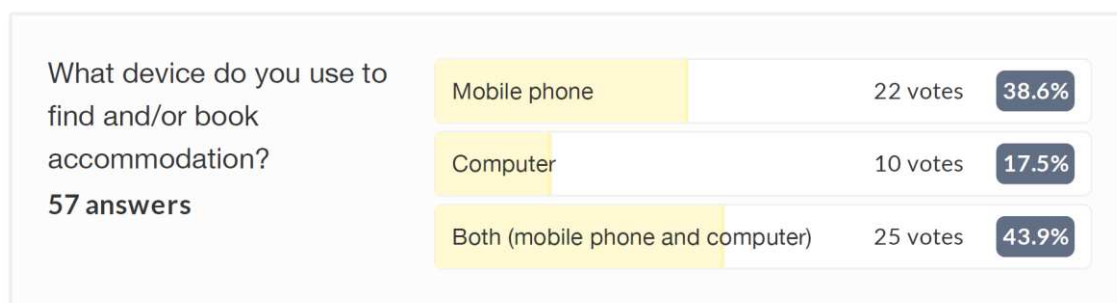
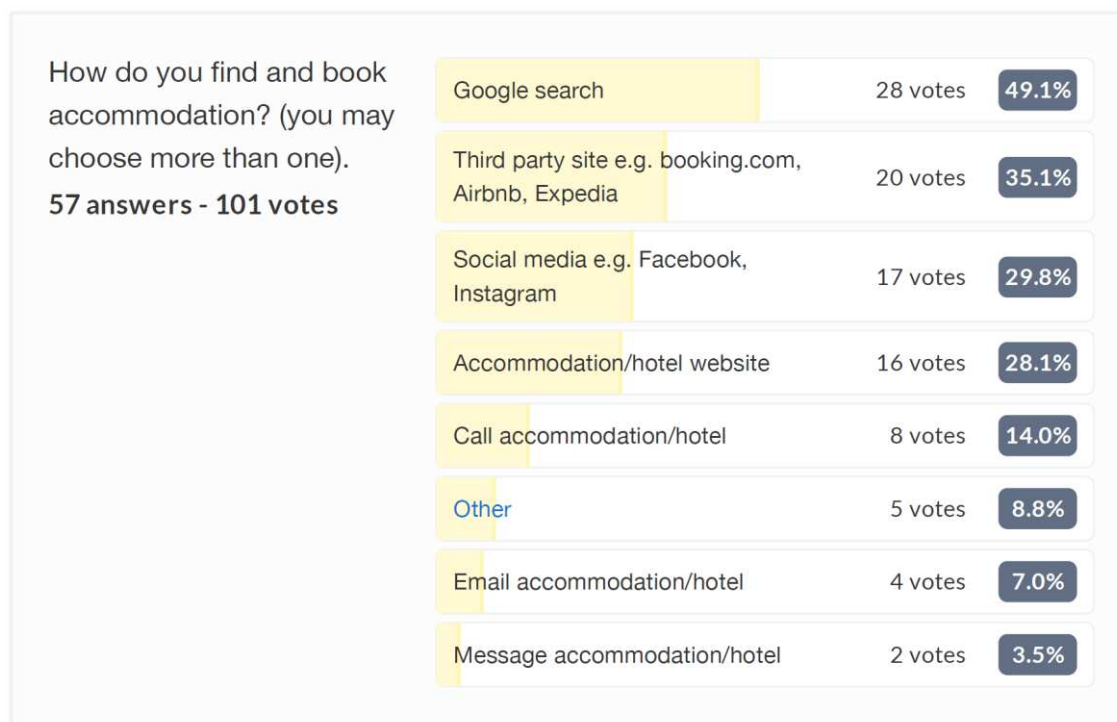
EXPORT TO CSV COPY TO CLIPBOARD 0 of 8 Selected

TOP PAGES BY COUNTRY		FI / FI [303]	US / EN [0]	AU / EN [0]	CA / EN [0]	MORE
SEO TITLE URL	EST. VISITS	BACKLINKS	f	p	g+	
Tervetuloa - Junamajoitus: Tuurin Asema/Tuuri Station % tuuristation.fi/	290	68	52	0	0	
Nähtävyydet - Junamajoitus: Tuurin Asema/Tuuri Station tuuristation.fi/nahnavyydet/	7	0	0	0	0	
Joooga - Junamajoitus: Tuurin Asema/Tuuri Station tuuristation.fi/joooga/	1	0	0	0	0	
Taustaa - Junamajoitus: Tuurin Asema/Tuuri Station tuuristation.fi/taustaa/	0	0	0	0	0	
Varaukset/Hinnat - Junamajoitus: Tuurin Asema/Tuuri Station tuuristation.fi/varaukset/hinnat/	0	0	0	0	0	
Ayurveda+Joooga - Junamajoitus: Tuurin Asema/Tuuri Station tuuristation.fi/ayurvedajoooga/	0	0	0	0	0	
Hytt/Hinnat - Junamajoitus: Tuurin Asema/Tuuri Station tuuristation.fi/hytt/	0	0	0	0	0	
Yhteystiedot - Junamajoitus: Tuurin Asema/Tuuri Station tuuristation.fi/yhteystiedot/	0	0	0	0	0	

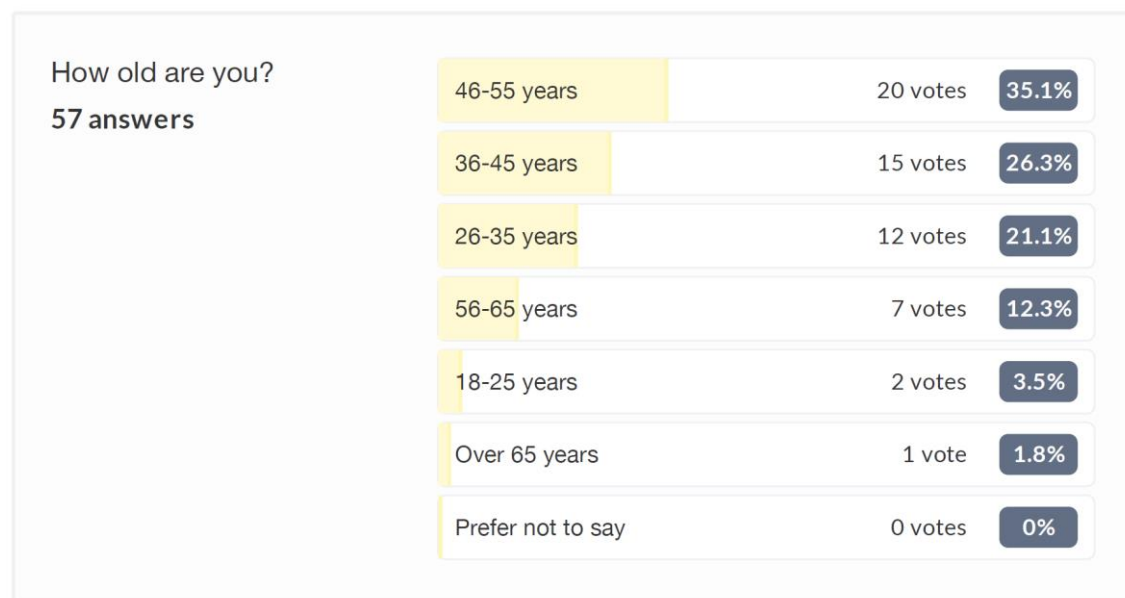
SEO KEYWORDS

TOP KEYWORDS BY COUNTRY		FI / FI [303]	US / EN [0]	AU / EN [0]	CA / EN [0]	MORE
SEO KEYWORDS	VOLUME	POSITION	EST. VISITS			
junamajoitus tuuri	210	1	92			
tuuri majoitus	2,400	9	63			
tuuri junamajoitus	140	1	62			
tuuri hotelli	4,400	28	20			
majoitus tuuri	720	8	6			
tuurin juna asema	70	2	5			
hotelli tuuri	880	9	4			
tuuri aukioloajat	590	19	3			
tuuri nähtävyydet	70	3	3			

Appendix 4. Junamajoitus Marketing Survey



Appendix 4. Junamajoitus Marketing Survey (2/4)



Optional: Do you have any ideas about how Junamajoitus could improve its online/digital marketing?
16 answers

There are some railway museums in Finland (e.g.in Hyvinkää) and also museum trains (Jokoinen), i think there you can find many railway enthusiasts which probably would like to stay in Tuuri as well. This offer does not compete with their offerings, so you could maybe ask if it is possible to link websites for example.

En edes tiennyt tällaisesta. Markkinoikaa nyt vähän enemmän.

Kieliasu nettisivuilla kuntoon. Tulee luotettavampi ja ammattimaisempi kuva majoitusyriyuksestä.

Ollaan käyty monta vuotta Tuurissa, mutta sattumusten kautta löydettiin vasta hetki sitten nettisivut junamajoitukseen. eli löydettävyyys ei ollut mitä helppoin.

As far as I can see the site is fresh engaging and easy to navigate

More frequent social media posts with pictures. Preferably about activities.

Järjestää joku tapahtuma. Kilpailu/arvonta. jakaa ämpäreitä. ;)

Slightly more active presence (just posts) will not kill the current business ;-)

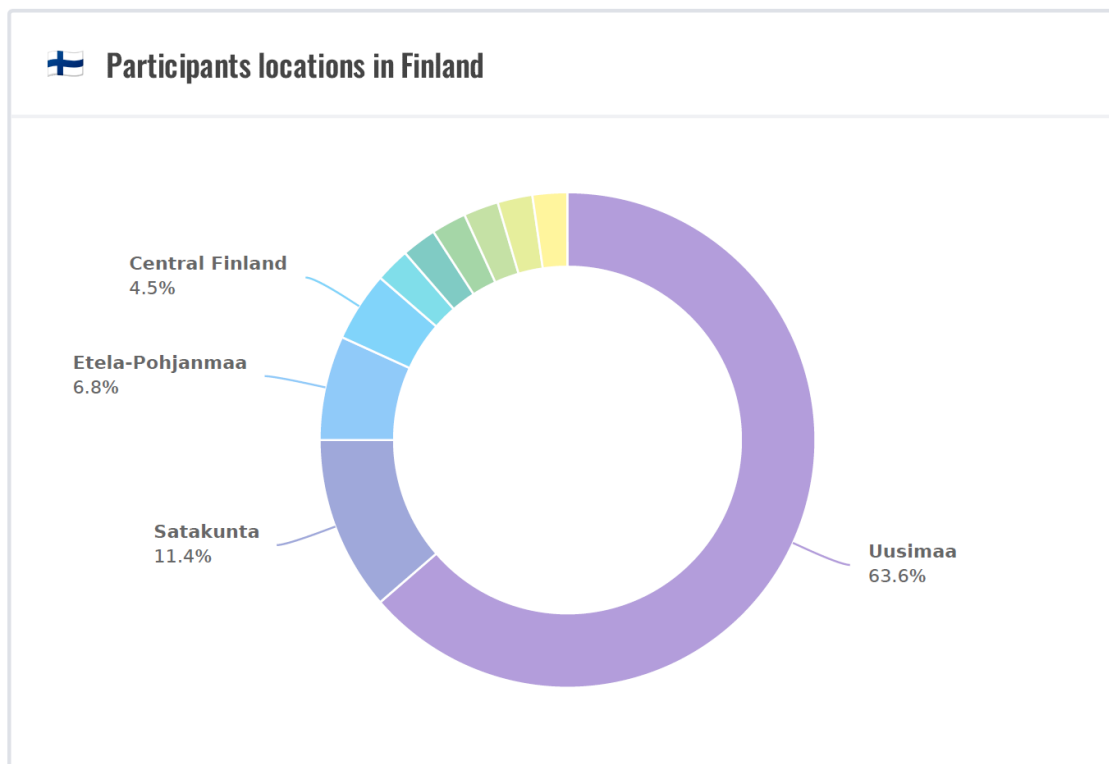
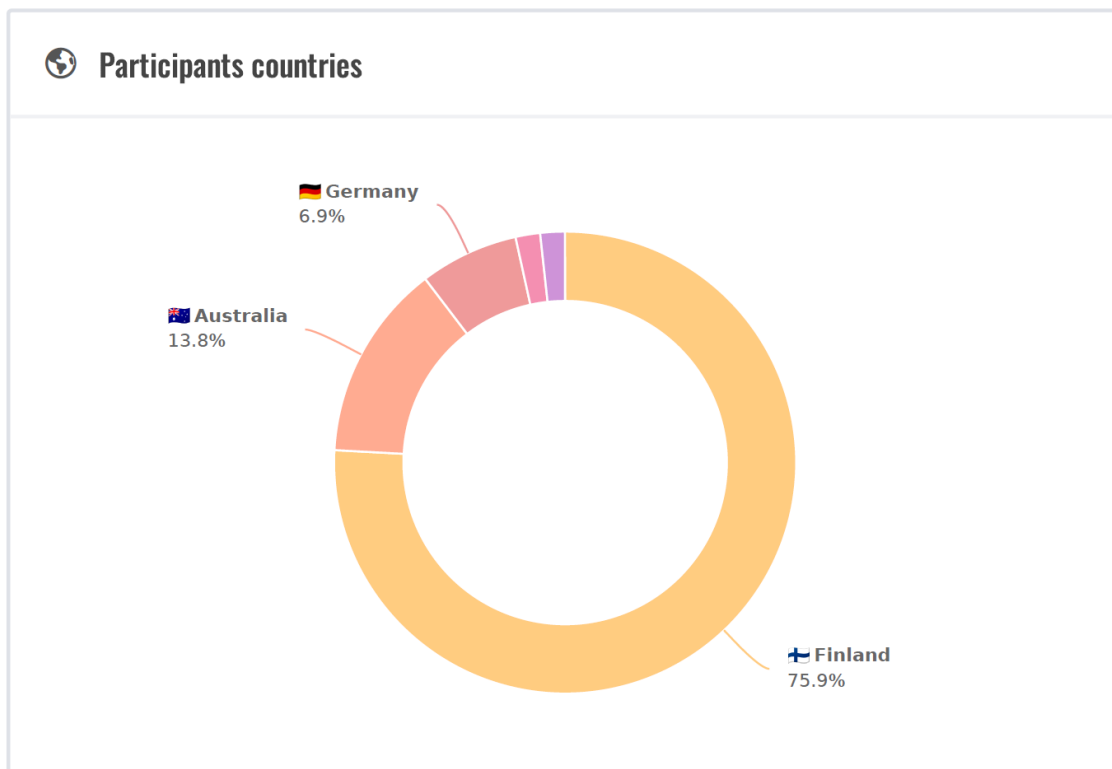
Is there possible to get visibility on city webpage?

Maybe somekind of collab with the Keskinen kyläkauppa?

Focus on specific target groups, more call to actions

Instagram and put up heaps of photos..

Appendix 4. Junamajoitus Marketing Survey (3/4)



Appendix 4. Junamajoitus Marketing Survey (4/4)

Likes increase on Junamajoitus Tuurin Asema

1,089
February 08, 2022

4.1%

1,136
Today

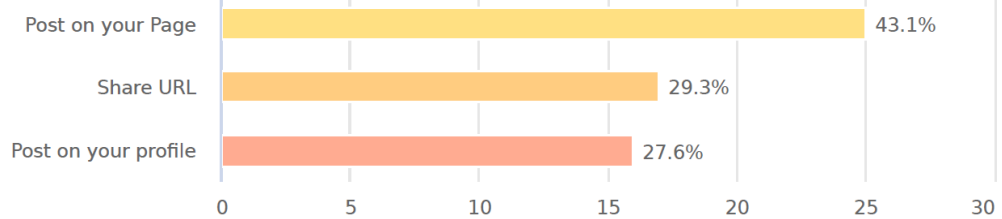
Conversion funnel

157
Viewed the poll

37%

58
Completed the poll

Participants origins



Participants insights



01 : 20

Average time (min:sec) to complete



78%

Answered from a phone or tablet