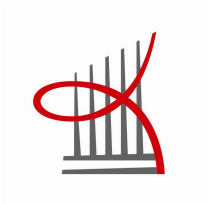

LAUNCH PLAN

Herman Warjus

Bachelor's thesis
November 2012
Degree Programme
in Tourism

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ABSTRACT

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In an international world companies can enter markets that are in other countries. The products they provide can become a success story in the new environment. In order for this to happen the product launch is in an important role.

To perform a successful launch it is important to have an adequate amount of information of the market. It is also important to understand what type of resources the product launch will need. These important areas are researched and the results are used to form the preliminary stage of the launch.

The launch is a marketing activity. The goal of it is to have customers in the new market. The product and how it is designed is in an important role. The company must operate after the launch and become financially profitable.

This thesis is a launch plan for a company that operates in the Finnish Lapland. The product launched is an event service that is primarily for customers in the business-to-business market. The plan consists of the preliminary market research, the product's marketing mix and of the plan for the actual launch event.

Key words: launch plan, event management,

CONTENTS

1 INTRODUCTION

In this thesis the author has created a launch plan based on the marketing material provided by Tentipi, marketing textbooks and his professional experience. The plan can be an informative source for any organisation that is interested in becoming a Tentipi product provider, for example a safari or an activity company.

The launch plan is about a tent rental service that Scandinavian Adventures Ky (SA) had found to be successful in Sweden and in the U.K. The company was beginning a new business venture to the Finnish market.

The author, Herman Warjus has worked in the field of nature tourism since the year 2007, after he finished his wilderness guide training at the Kuru Institute of Forestry. He started working at the Ylläs destination in a safari company called Arctic Safaris Oy which was a destination management company. He continued working in the same company the next season after it had merged with a larger operator called Lapland Safaris (Lapin Safarit Oy.). He also has event management experience of the Tampere Jazz Happening, Tampere Theatre Festival and the Tampere Film Festival. Some of the examples and explanations are genuine knowledge about the area and the field of operations.

At the Ylläs destination next to the Lapland Safari's office is located another safari company called Scandinavian Adventures Ky. The author worked at this company as a wilderness guide during the winter season 2011-2012. He also was their representative at the Matka Nordic Travel Fair 2012. During the time in Helsinki it was agreed that the author would design a plan for launching a Tentipi event service to the Finnish market.

The author has experience and knowledge of the Ylläs destination and Scandinavian Adventures is located there. This was the reason why Ylläs was chosen as the launch event location.

2 SCANDINAVIAN ADVENTURES KY AND TENTIPI AB

Scandinavian Adventures Ky is a company that is registered in Finland, but is managed by two Swedish entrepreneurs. The company's main customers are Finnish and Russian people renting snowmobiles and international tourists brought to the destination by travel agencies. The safari excursions they provide are primarily hosted in English. This allows the staff and guides to be Swedes that do not speak Finnish.

The products that the company offers are outdoor activities and excursions that are generally called safaris in Lapland. The most popular products are the snowmobile excursions. During the safari trips the guide and the guest go for a snowmobile ride, and depending on what kind of safari activity the guest has chosen, they visit a husky camp, reindeer corral or another sightseeing location. The general operation area for the company and safaris is the Ylläs destination in the Kolari municipality, but the company also provides trips across the border to Sweden and Norway.

SA has its base in the Äkäslompolo along the road Sivulantie. Along this road there are five other safari companies that offer similar services. The location is very central in the village. This is a reason why they have many walk-in customers. Other companies along the road, Destination Lapland and Lapland Safaris offer activities, and Snow Fun Safaris offers activities and snowmobile rental as well.

The Swedish entrepreneurs, Peter Johansson and Maths Johansson also manage the companies Fjällguiden AB, Arctic Safaris Sweden and Outcat AB that operate in Sweden. They both originate from the Finland-Sweden border area and speak Finnish. One additional reason why the author was chosen to conduct the research and create the launch plan was due to Finnish language skills.

The company was not able to provide any information about their Tentipi event service venture, because there was none. Maths Johansson presented a plan and vision that they would rent out the tents at first. They would provide at the minimum: transportation, construction and the interior solution. After two years they would shift the focus to selling tents. (2012)

Safari customers

A customer type that SA provides its services to is called walk-in's. As the name already suggests they walk in from the street and buy an activity program, or rent a snowmobile.

Walk-in's are mixed customer group and can come from any country. During January 2012 they consisted mainly of Russians or Finns that where looking to rent a snowmobile.

Another type of customer is a travel agency which brings guests to Lapland. In this case SA acts as a destination management company and offers the agency a program in cooperation with accommodation companies.

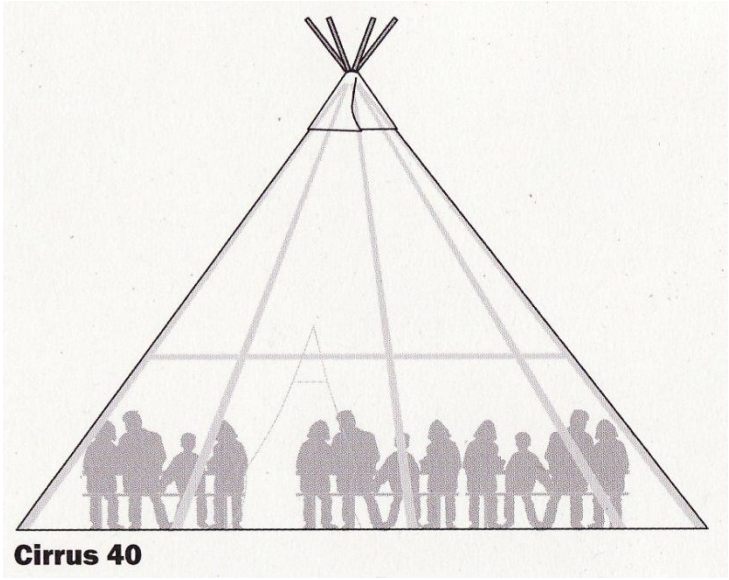
They take care of guest hospitality at the destination and provide them with a selection of excursions that they are able to purchase. The agencies generally invite destination management companies to bid, and then form a contract with the company who provides the best offer. These contracts are often valid for one or two seasons.

Tentipi AB

Tentipi AB is a tent manufacturing company that is located in Sweden. The company's name derives from the mixture of the words tent and tipi. The company was originally called Moskoselkåtan. The shelters name in North Europe is kota in Finnish and Sami, and in Swedish it is called kåta.

Tentipi provides its products and services for consumers and businesses. Tentipi has not been officially involved in forming this plan, but has been extremely helpful in providing reference material. The plan is to launch a tent rental service to the business to business market of the Ylläs destination.

Tentipi was formed in the year 1989 by Benght Grahn in the Swedish village Moskosel. The company has grown from a single person company to a larger entity that has several offices in Sweden and a production plant in China. (Introduction to Tentipi. 2012.)



PICTURE 1. Cirrus 40 kota/tipi styled tent (Tentipi hyresbroschyr. 2010.)

The company refers to its different product categories as assortments. The main consumer products are the Classic and Adventure models that are smaller in size than the Event assortment tents that are used in the designed service product. The focus is on renting the Classic and Event assortments, and to retail the Event assortment in the future. It was decided that it is wiser to exclude the Adventure products from the plan. They are targeted to the consumer market and in order to launch them successfully, it needs an own separate plan.

Tentipi provides an approval program for companies intending to become rental service providers. It is a licensing system (Czinkota, M.R. & Ronkainen, I.A. 2012, 289). The company calls it TOR, which is an abbreviation of Tentipi Official Rental. From this standpoint it is possible to expand the business and be able to retail the Event tipi assortment. To be officially recognised as a retail provider, the company must provide a separate plan that is assessed by a Tentipi representative. To be included in these approval programs, the rental company must meet the requirements set by the Tentipi brand. (Tentipi Official Rentals. 2012.)

3 PRELIMINARY STAGE

The goal of this thesis is to create a plan that can be realistically put into action in the future. The objective of the preliminary stage is to provide information about the size of the market and its latest development.

"Well planned is half done." (Old Finnish proverb)

In the destination the main source of income comes from tourism, it is direct and indirect. The amount of businesses and organisations is the number of customers. The amount of hotels and their usage can indicate the amount of visitors. It is argued that the better the consumer market is, the more purchase power the organizations of the business-to-business have.

The areas of Figure 1 are what Timo Rope argues to be the most crucial. If these areas are not assessed in the preliminary stages of the launch, there is a risk that the whole plan is based on guesses. (Rope 1999, 38; Kotler, Armstrong, Wong & Saunders 2008, 180, 326.)

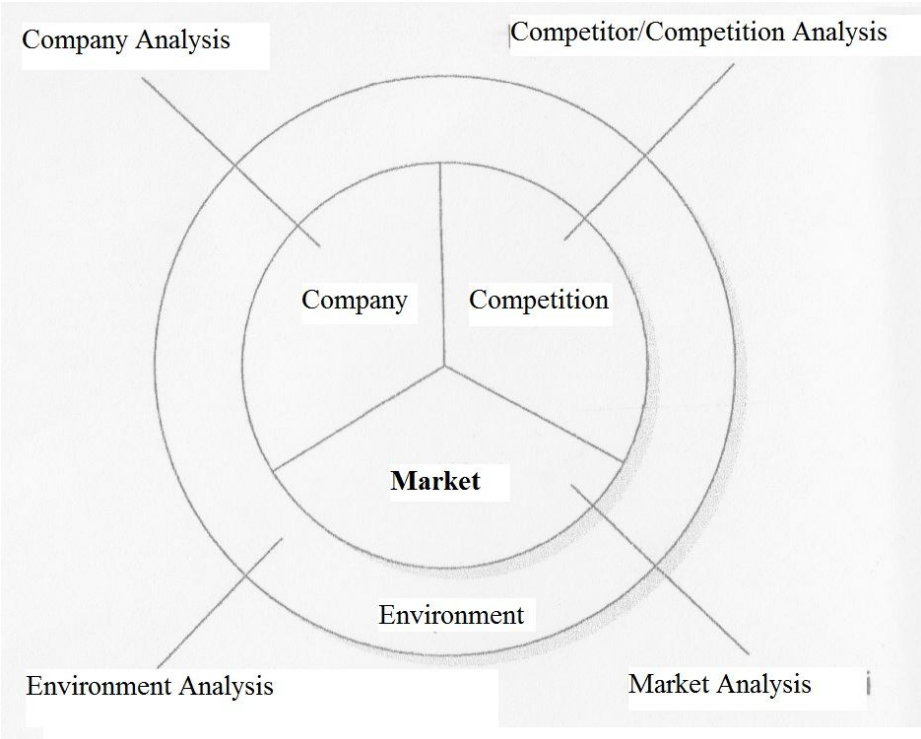


FIGURE 1. (Rope 1999, 38. modified.)

Before the launch process can start it is important to know enough of the product's target market, the competition situation and the general operational environment. The company's resources must also be evaluated in order to know what areas of the company should be developed. It is important to assess for example the need of new employees that are needed in order to provide the new product. (Rope 1999, 38; Kotler, Armstrong, Wong & Saunders 2008, 180, 333, 348; Smith & Taylor 2004, 125; Czinkota & Ronkainen 2012, 192; Pfister & Tierney 2009, 90.)

The internal process of the launch has several steps, and the schedule is only an estimate. Time used for launching the product can be easily under estimated. In essence, the nature of a launch is that it is a battle against time. If too much time is used for planning, there is a risk that the plan will be out-dated when it is out, or competition has arrived. On the opposite side, there is the risk that the launch is a failure, because the preliminary stages of the launch are rushed through too quickly. (Rope 1999, 35-36; Pfister & Tierney 2009, 30.)

The budget must be as accurate as possible from the start. The intention of the budget is to find out what sort of expenses are involved in every step on the way. This is an important aspect to research. (Rope 1999, 36; Czinkota & Ronkainen 2012, 549.)

Ylläs destination

Ylläs lies in the municipality of Kolari. The village which carries the same name as the municipality is 40-50 km away, depending which village is at issue. Ylläsjärvi is more south than Äkäslompolo and is closer to Kolari. Kittilä is the neighbor municipality of Kolari and has a similar ski destination called Levi. It is 55 km away. (Ylläs kuljetukset ja yhteydet 2012.)

The administrative offices are located in Kolari, but everything else that a person needs can be found in Ylläs. Even though Äkäslompolo is a small village in population it hosts the largest shopping center of the destination, named Jounin Kauppa (Jounin Kauppa 2012).

The Ylläs ski destination has grown around the Ylläs mountain. The area has seven mountains in total and the village Äkäslompolo is in the middle of them. Ylläs that lies in the middle of the villages is the only mountain that has ski-lifts and prepared ski slopes.

Looking from Äkäslompolo, Ylläsjärvi is located on the other side of the mountain. The villages are connected by a road that climbs half way up the mountain, continues just below the tree-line and then descends down to the village. The driving distance between them is 13 km and depending on weather conditions, it takes 15-20 minutes to commute from a village to another with a car. (Ylläs kuljetukset ja yhteydet 2012.)

The population of Ylläsjärvi in the summer is 250 persons, and the population of Äkäslompolo is 500 (Ylläksen kylät 2012.) In the peak of the winter season the population of the villages doubles or even triples. To provide an exact number is very difficult, because many of the employees are seasonal workers and are not taken into account when forming the municipality's list of residents.

Ylläs is one of the most popular winter holiday destinations in Finland (table 1 and 2). It is especially popular among cross-country skiers, because there are 330 km of prepared skiing tracks that can be used free of charge. (Ylläs etusivu 2012) This fact has made it one of the top training places for the Finnish national cross-country ski team.

In comparison with other popular destinations in Lapland, Ylläs has made it into the Top-5 destinations. The factor measured was the capacity and usage. (Ylläs II Kehittämissuunnitelma vuoteen 2020. YLLÄS NYT. Tilastotietoja kehityssuunnitelman päivittämiseen 3.12.2009.)

The provided accommodation capacity of the destination is seasonal. In October 2008 there were 13 providers of accommodation available, and in the following May there were up to 22 places. (Ylläs II Kehittämissuunnitelma vuoteen 2020. YLLÄS NYT. Tilastotietoja kehityssuunnitelman päivittämiseen 3.12.2009.)

In the year 2006 there were eight hotels in the destination, four in each village. There were also 16 organizations that could be qualified as being accommodation providers.

(Ylläs II Kehittämissuunnitelma vuoteen 2020. Liite 1: YLLÄS NYT. Lähtötietoja kehityssuunnitelmaa varten 16.11.2006.)

Table 1. (Ylläs II Kehittämissuunnitelma vuoteen 2020. YLLÄS NYT. Tilastotietoja kehityssuunnitelman päivittämiseen 3.12.2009.)

Ski destination (Municipality)	**Accommodation establishments**
1. Saariselkä (Inari)	25
2. Ruka (Kuusamo)	25
3. Ylläs (Kolari)	18
4. Levi (Kittilä)	14
5. Tahko (Nilsiä)	8

TABLE 2. Overnights in tourism resorts 2010. (Lapin Matkailutilastollinen vuosikirja 2011. Tourism facts in Lapland – Statistical review. 2011.)

Destination (Municipality)
1. Vuokatti (Sotkamo)
2. Rovaniemi (Rovaniemi)
3. Ruka (Kuusamo)
4. Levi (Kittilä)
5. Ylläs (Kolari)

Because Ylläs is a winter destination, the operational season is very short. This has a great influence on the companies working in the area. The difference between the summer and winter season is staggering.

The seasonal qualities and the demand situation in Ylläs can be described to have two peak times. Most of the domestic tourists arrive to the destination during the ski season, which is from February to April. In the municipality of Kolari, 52% of the overnights are registered during this period. (Ylläs II Kehittämissuunnitelma vuoteen 2020. YLLÄS NYT. Tilastotietoja kehityssuunnitelman päivittämiseen 3.12.2009.) In the early season there are also many visitors from Germany, The Netherlands, France and Spain. (Lapin Matkailutilastollinen vuosikirja 2011. Tourism facts in Lapland – Statistical review. 2011.)

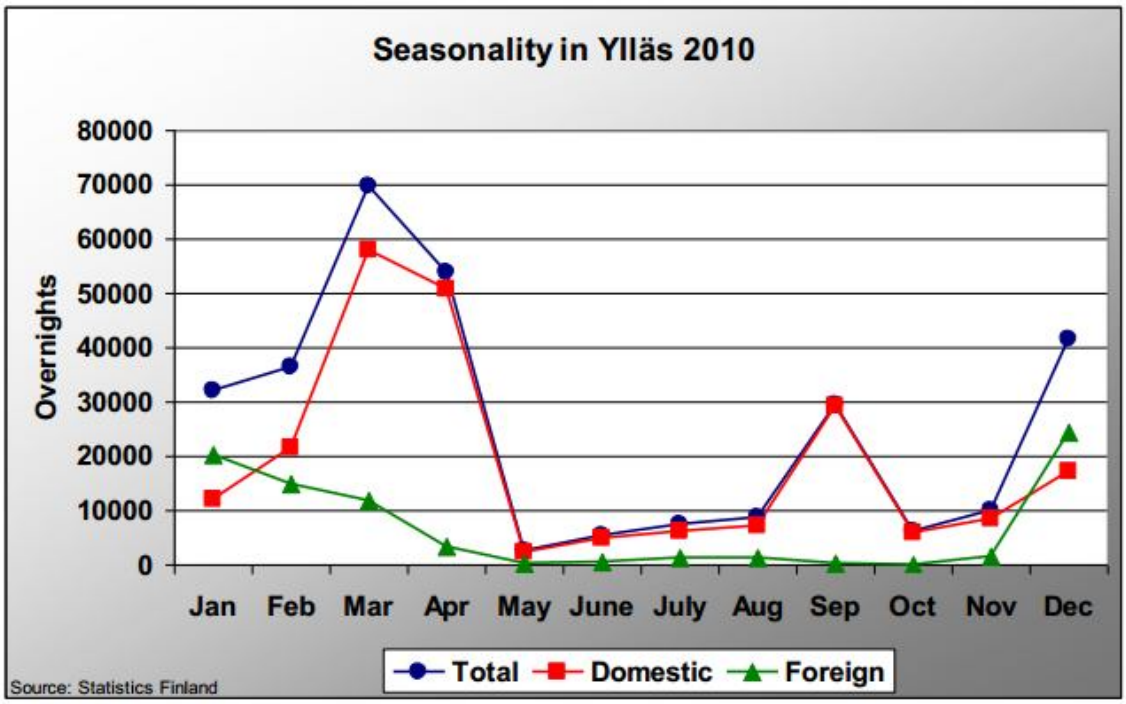


FIGURE 2. Seasonality in Ylläs 2010. (Lapin Matkailutilastollinen vuosikirja 2011. Tourism facts in Lapland – Statistical review. 2011.)

The foreign tourists arrive to the destination in time for the first snow and to celebrate the Christmas holidays. The time of first snow is from October to November, and the Christmas season follows it, and it extends from December to January. (Ylläs II Kehittämissuunnitelma vuoteen 2020. YLLÄS NYT. Tilastotietoja kehityssuunnitelman päivittämiseen 3.12.2009.)

While working in the destination the author has noticed that the large British travel companies: First Choice, Inghams and Crystal holidays have most of their guests at the location during this time. Christmas, Santa Claus and the Finnish winter are the main attractions.

3.1 Market

The target market is businesses that operate in the Ylläs ski destination. It is important to understand that business-to-business markets function differently than consumer markets. The service product that the launch will market falls into the category of commodities, for the customer it is an add-on function. On the other hand it can also be con-

sidered as a professional service, which is an intangible commodity. (Rope 1998, 12; Kotler, Armstrong, Wong & Saunders 2008, 291, 599.)

Often it is not necessary for a company to purchase the service in order to deliver its own product (Rope 1998, 12). In this sense it is more of a service and is in its nature useful, profitable and advantageous.

Typical for B2B-market is that the buyer is an organization or a company (Rope 1998, 13).

The clients of the tipi service product are:

1. Commercial organizations:
    a. Service companies
2. Non-profit associations
    a. Organizations
    b. Event organizations

Market trend

Worldwide, the demand for tourism products changes rapidly. It fluctuates according to global trends and the present economic climate. It can be drastically affected even by a mere forecast of a change in the global economic balance. These factors have an influence on how people plan to spend their leisure time. In the end, the tourists who go to Ylläs go there to spend their leisure time and to use disposable income. (Kotler, Armstrong, Wong & Saunders 2008, 197; Smith & Taylor 2004, 227.)

The Euro-crisis has created a unique opportunity for Finland. The exchange rate of the Euro currency has made Finland become less expensive when compared to Sweden and the other Nordic countries. This was stated in an interview by Finland's MTV3 television channel. The Finnish Tourism Board's research manager, Tom Ylkänen explains that this has affects on the amount of money visitors spend in Finland. (Takala, A. 2012.)

In MTV3's interview of Jari Ahjoharju, a manager in the Finnish Tourism Board, he reveals that the tourism industry has grown up to 10 % in only the first half of the year 2012. He explains that most of the tourists come to Finland from Russia and Germany, and continues to tell that the Finnish tourism industry collects yearly around 4 billion Euros. (Rahkola, N. 2012.) Lapland's share of Finland's tourism income was 595 million Euros in the year 2011. (Lapland in figures 2010-2011. 2011.)

This trend can be seen as good news for companies operating in the destination. In Figure 3 it can be seen that the amount of overnight stays in Lapland has grown during the past years. In 2011 the number of overnight stays in Ylläs was 287 350. In the first half of 2012, the growth percentage was already at the same level than it was for the whole year of 2003. (figure 3)

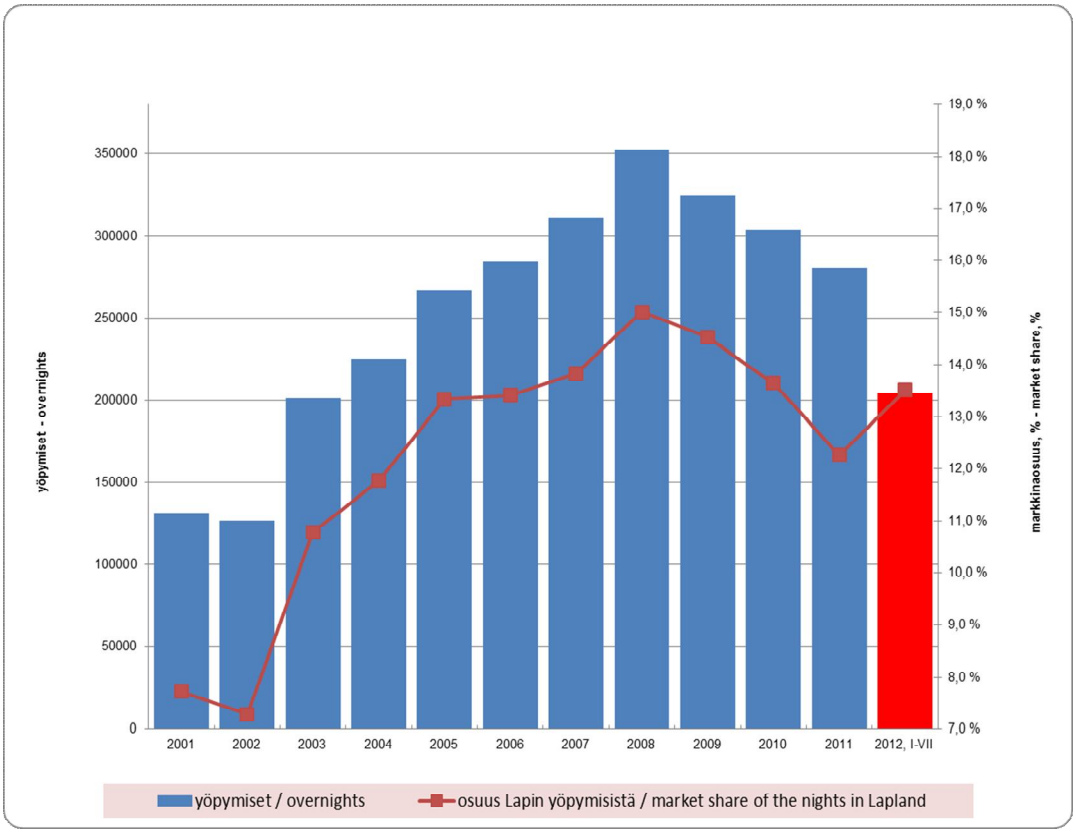


FIGURE 3. (Lapland in figures 2010-2011. 2011.)

Between the years 2005 and 2008 there was not a significant increase in the number of accommodation providers (Ylläs II Kehittämissuunnitelma vuoteen 2020. YLLÄS NYT. Tilastotietoja kehityssuunnitelman päivittämiseen 3.12.2009). The reason for this is the lack of demand when the season peak is over. The number of visitors decreases

and for accommodation providers it is more profitable to close down than to keep the business open for only few customers.

Size of the market

Ylläs destination marketing organization, in Finnish Ylläksen matkailu ry., is the centralized marketing channel of the destination. It is possible for a local company to become a member of this marketing organization, and enjoy being a part of the destination's overall marketing. In 2006 they reported to have 148 member companies. (Ylläs II Kehittämissuunnitelma vuoteen 2020. Liite 1: YLLÄS NYT. Lähtötietoja kehityssuunnitelmaa varten 16.11.2006.)

The number provided by this organization is considered to be more accurate than the number of Kolari municipality. This is firstly because there are companies that are not registered in the Kolari municipality, and secondly because these companies are members of the organization. They have willingly wanted to be a part of the destination's marketing organizations listing. (Ylläs II Kehittämissuunnitelma vuoteen 2020. Liite 1: YLLÄS NYT. Lähtötietoja kehityssuunnitelmaa varten 16.11.2006.)

TABLE 3. Growth of amount of companies (Ylläs II Kehittämissuunnitelma vuoteen 2020. Liite 1: YLLÄS NYT. Lähtötietoja kehityssuunnitelmaa varten 16.11.2006; Möykkynen. 2012; Yrityshakemisto. 2012.)

Company listing	Year 2006	Year 2012
Kolari municipality	129	238
Ylläs destination marketing organization	148	194

The number for the year 2012 (table 3.) was acquired from the Kolari municipality's website. It includes companies from all fields of operations which are based in the destination. It is hard to provide an accurate number, because of the large amount of entrepreneurs. An entrepreneur can have services/products in several fields of operation and all of them are counted. For example there is a company called Ylläs Express. They have three different services in the listing, a taxi company, a car rental company and a

bus transportation company. In reality there are entrepreneurs under one company, offering different services.

In the research report made in the year 2006, it is stated that there were 129 companies operating in Ylläs that can be described to operate in the field of tourism. The companies employed 169 entrepreneurs. The amount of companies had increased from previous years. In the year 2003 there were 99 companies. (Ylläs II Kehittämissuunnitelma vuoteen 2020. Liite 1: YLLÄS NYT. Lähtötietoja kehityssuunnitelmaa varten 16.11.2006.)

Table 4. Summary of companies. (Ylläs II Kehittämissuunnitelma vuoteen 2020. Liite 1: YLLÄS NYT. Lähtötietoja kehityssuunnitelmaa varten 16.11.2006)

Type of company	**Year 2006**
Accommodation	
• Hotels	8
• other	16
Programs / activity companies	23
Restaurants	31
Ski cafes	9

Company listings

The contact information that the local organizations have collected is generally called company listings. They are used for collective marketing and are available free of charge.

- Ylläksen matkaily ry, the local destination marketing organization has listed an extensive list of companies and service providers on their website. (Ylläs palvelut. 2012.)
- The municipality of Kolari has also collected a company listing to their website. It also hosts many research documents that have been produced for developers by Pöyry global consulting and engineering firm. (Yrityshakemisto. 2012.)
- The local newspaper Kuukkeli has also collected a list of local services. It is in the ads section of the newspaper in a map layout. It has also phone numbers. (Kuukkeli. 15/2012, 8.)

The reason why these listings are more reliable than others is that the companies have wanted to be added to them. These sources are local organisations and they co-operate together within the destination and they update the information seasonally. (Pfister. & Tierney 2009, 92.)

It can be argued that the real players of the business to business market in Ylläs can be found in these listings. Companies that are seriously out in the market want their customers to find them. Therefore they want to be found in these listings, and more importantly to keep the information up to date.

Companies such as Eniro, Fonecta, 118 and Sentraali also provide company listings, but they have not been included as sources of data. The reason is that the contact information might not be up to date. These companies acquire basic information of companies from the National Board of Patents and Registration. Then they offer a service for companies to improve their listing, but this is not free of charge.

Another reason that the information acquired from these commercial listings might not be up to date, is that some people intentionally give the register incorrect contact information. The reason for this is that they do not want to be reached by tele-marketing, so they give the wrong information in the first place. There is no way to prove this, but it seems to be a trend.

Decision-making process

In Lapland, 92.6 % of the companies in the year 2006 were small companies, with only nine persons. This reflects small possibilities to do large investments. The companies do more marketing co-operation together. (Ylläs II Kehittämissuunnitelma vuoteen 2020. Liite 1: YLLÄS NYT. Lähtötietoja kehityssuunnitelmaa varten 16.11.2006.)

There is no unified model of how clients make decisions. Knowing about the reasons why and how an organization comes to a decision is in an important role, when trying to understand the market. (Rope 1998, 13; Kotler, Armstrong, Wong & Saunders 2008, 294, 301-305; Czinkota & Ronkainen 2012, 584.)

The service product will face two different types of customer approaches. Because there are many types of organizations as customers, these approaches will be in the nature of professional and unprofessional, and planned and unplanned. (Rope 1998, 16.) These different needs should be taken into consideration when finding the best customer service approach (Kotler, Armstrong, Wong & Saunders 2008, 294). It is different for a hotel to rent a tipi for a wedding celebration than for the village ski organization to rent it as a place to sell coffee and sausages.

The needs vary from customer to customer and so does the purchase and decision-making process. The process can be broken down to stages. (Rope 1998, 20-25; Kotler, Armstrong, Wong & Saunders 2008, 304-205.)

1. Defining the need
2. Finding and evaluating suitable solution
3. Finding the right provider
4. Assessing the alternatives
5. Stage of purchase
    a. Decision to purchase
    b. Purchase
6. Experimental stage

It can be argued that it is important for the launch to have an influence on the stages from 1 to 4. It would be good that the customers take the service into consideration when they have a need that the Event service could satisfy.

The sole purpose of the launch is to market the service product and introduce it to the market. The product is for many of the customers unnecessary. They do not need it to be able to operate. It is not like raw materials for a production company. The challenge for the marketer is to create a need, and for the launch to introduce a new solution. The solution in this case is a different type of event tent structure.

It might be necessary for the marketer to describe the customers an example of an occasion where they could use it and after this to justify the reason why the customer should choose and purchase the option. (Kotler, Armstrong, Wong & Saunders 2008, 302.)

The customer can be looking for any kind of tent structure, or might have decided to choose a tipi solution. If the customer is clearly in search for a tipi shelter, the marketer must take under consideration the type of need. (Kotler, Armstrong, Wong & Saunders 2008, 304.) The rental solution is for customers in a temporary need of the service and the retail option is for companies looking for a permanent solution.

The company must have customers and they must make purchases in order for it to perform and to be profitable. One way is to look at the actual purchases. Any purchase can either be significant or insignificant for the company, and it can be a regular or single purchase. (Rope 1998, 50.) All of the purchases and all customers are of course important for the company, but they have a different role and contribution to the company's finance.

TABLE 5. Characteristics of an organizational purchase (Rope 1998, 52).

Purchase decision-making process	Type of need			
	Regular significant purchase	Single significant purchase	Regular insignificant purchase	Single insignificant purchase
1. Defining th need	Company uses it's own decision-making	Tailor-made	Unclear / undecided	No decision-making model
2. Finding the right solution	Company's own procedure	Tailor-made	Best know practise	Quick decision-making
3. Finding the right provider	Existing sources updated with new options	Tailor-made	No active enquiry / research of options	No need to assess alternatives
4. Assessing the alternatives	Company's own procedure	Tailor-made	No pre-decised assessment practise	Based on intuition
5A. Decision made to purhase				
	Company's own procedure	Contract	Routine purchase	Routine purchase
5B. Purchase				

3.2 Company and SWOT analysis

A safari company, which SA mainly is, can benefit from a tipi and especially the rental service.

Examples how the tipi will benefit the SA's safari operation:

- A tipi can be used as a temporary site to take guests to on an ice-fishing excursion.
- Possibility to increase capacity of an outdoor location for a temporary situation.
- It can also be used to create a completely new safari product.

Staff

In late December of the year 2011 SA had 10 guides working full-time and in the end of January the amount had dropped to 4 employees. Their operational season does not end then, but the demand for safari products declines.

Scandinavian Adventure's main products are activities with snowmobiles. The activity programs are always guided tours. The job of a snowmobile guide holds many job descriptions in it. The guide has to have several sets of skills. Not only is it physical and technical, there is a need to have good human relationship skills. The job of a guide has many similarities to the tipi construction job. It can be argued that after an orientation to the tipi building, a guide is able to become more diversified and there is no need to acquire new professionals to build-up a construction crew. The guide is more than just a builder, the guide is also a host. This is bound to contribute to the overall customer satisfaction.

Safari guides have many roles and job descriptions to handle, and they are able to adapt to different kind of situations. A guide can be a cook, a builder, a mechanic, a host, an emergency rescuer and a sales person. The reason why this is explained is to let the reader to know that a guide can also be a member of a tipi construction crew, and be even more than just a builder.

Transportation

The need of transportation vehicles is also partly covered, because company has existing vehicles that are used for transporting snowmobiles. These large vehicles, trailers and snowmobiles can be used to transport the tent materials to the location.

Because Scandinavian Adventures is a Swedish company, their snowmobiles and other vehicles are registered in Sweden. The entrepreneurs in charge do not only work in Finland, but have similar businesses in Sweden. They rotate the stock of snowmobiles during the winter, because the peak times of the season differ in the two countries. They have part of the stock in Finland for a period, and then transport it to Sweden when necessary. For transporting them they have vehicles and trailers. These can be used similarly to transport tipis.

The infrastructure that Scandinavian Adventures has at the moment is exactly the same that is needed to provide Tentipi rental services. Rönnby (2012) explained that a tipi rental business is comparable to a safari company in its specifications.

Office and headquarters

The company's current office house is a small building, which gets very crowded when there are several snowmobile trips departing at the same time. The guests who are waiting for the safari to begin could relax in a tipi-tent that has been placed outside of the building. The front yard has a fireplace that can function as the source of warmth. It would also function as an advertisement and attract people.

The same logic that applies to staff and transportation is true with the office and sales location, and partly even for the marketing needs. SA's office at Äkäslompolo can host the tipi rental business. Because it is a small building, a tipi can be erected in the front yard to accommodate as a waiting space for their safari customers. This tipi would also attract people to the office and also work as an advertisement. The company already has

a fireplace in the front yard, which can be used in the tipi. The office location also has a storage facility that can be used for storing the stock of tipis.

SWOT analysis

SWOT is an abbreviation of the words Strengths, Weaknesses, Opportunities and Threats. It is commonly used tool to analyze a company. (Pfister & Tierney. 2009, 102-103)

Strengths

- The company has existing resources to provide the new business operation, because they have the existing infrastructure for managing the safari business.
- Central location of the office in the larger village, Äkäslompolo.
- Entrepreneurs and the supplier of tipis are from the same country, share the same language and culture.
- The ventures capital originates from Sweden which has not been affected by the Euro crisis like Finland has.
- Finland's second official language is Swedish. This means that all documentation can be submitted in Swedish. All the existing documentations can be used in Finland without a necessary need to translate them.

Weaknesses

- Only few Finnish speaking staff members.
- No Finnish people in the company.
- Limited capability to provide service in the beginning. This is because there is a limited amount of employees that are able to lead the work of the construction team.
- The entrepreneurs have several businesses that take a large share of their time. This can be seen in the lack of communication that leads to frustration between them and the staff.

Opportunities

- To be the first company to offer the service at the destination.
- To get hold of the entire market.
- To expand operations to other tourism destinations in Lapland, for example Levi.
- To develop completely new activity programs for Scandinavian Adventures.

Threats

- The marketing efforts do not have the desired effect and the brand awareness of Tentipi does not increase at Ylläs.
- Internal issues cause the company to provide an inferior service that turns future customers away.

3.3 Competition

Scandinavian Adventures will rent Event tipis that have been manufactured by Tentipi. The company's core service is to provide tents that are transported to location where the customer wants it to be set up. A company that is a tent manufacturer is not a competitor of SA. It is a competitor of the Tentipi Brand.

A company that offers event tent rental services on the other hand is a competitor of SA. There are many companies in Finland that offer a variety of tents for different types of events. All of them can be seen as close or distant competitors. (Kotler, Armstrong, Wong & Saunders 2008, 465.)

Rönnby (2012) explained that it is not a best solution to begin competing with other event tent companies, because Tentipi Event options will not satisfy their customers' needs.

Tipis are chosen to create a different atmosphere than other event tents. They are dwellings from Lapland that the Sami people have used for centuries. Tentipi tents fit into Lapland and are authentic in this environment. This is because they originate from Lapland. Tentipi tents are merely a new and improved version of old Sami kotas. This brings a set of values that are the product's identity. It for that differentiates the com-

pany and the event structure from the competition. (Kotler, Armstrong, Wong & Saunders 2008, 436, 441; Czinkota & Ronkainen 2012, 193.)

That is why another Event tent rental service is seen as threat, but not as a competitor. If customers want a different type of tent, it means they have a different need that Tentipi tents maybe do not satisfy.

The goal is that customers are loyal and that the company has the largest market share. If Tentipi Brand becomes recognized and more popular in Finland, new rental service providers will likely appear. They can be other safari companies in the destination or Lapland. A competitor can also be another Swedish company that starts providing services in Finland. In general most safari companies in Lapland can become competitors. Like Scandinavian Adventures they have the same advantages of having the necessary resources needed to provide a rental service.

The competitive edge is that the start-ups have to buy their tipis from Scandinavian Adventures. The company holds the dealership of sales in Finland. The company is the first Tentipi provider in the destination. Tentipi regulates who they approve to be a part of their official network. For the brand it is good if there is a demand to have several rental companies in the area. Having companies that provide their products is their goal.

Rönnby (2012) explained that when a company joins the official Tentipi network, they become an approved service provider. Instead of competing with other rental companies, the idea is to form a network of co-operation. One way a company can enjoy the co-operation is to rent tipis from other providers when there is a temporary need to increase capacity.

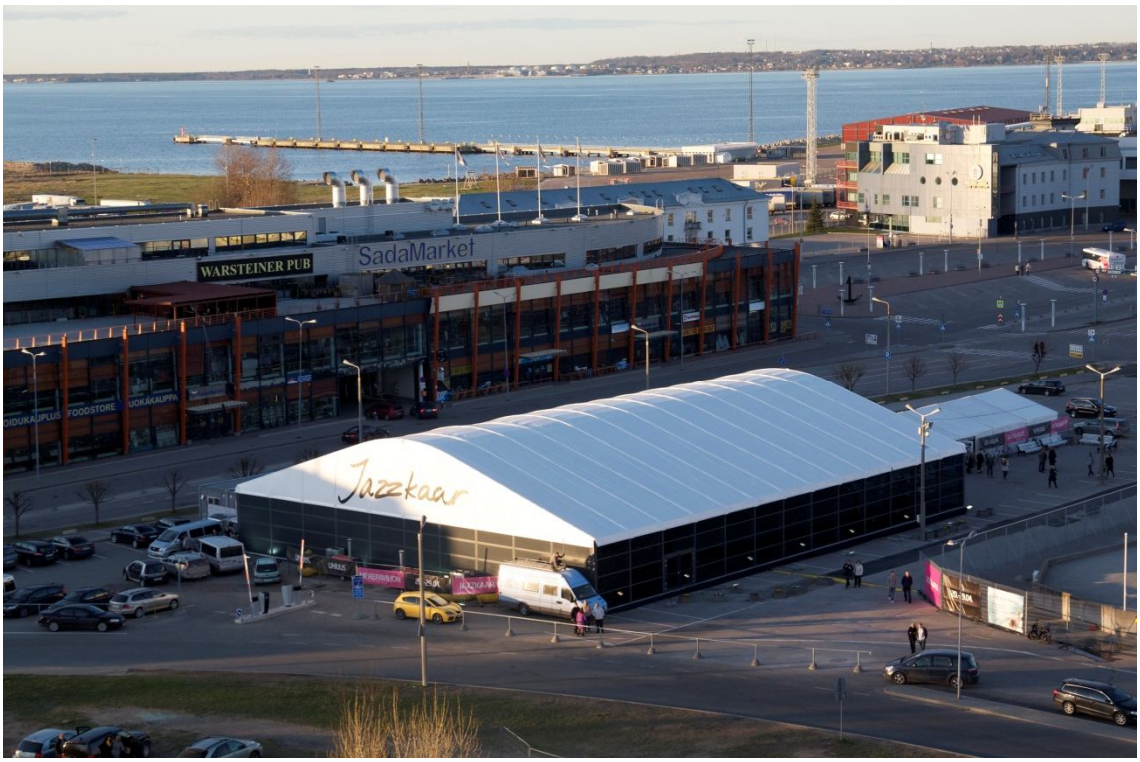
There is no legal obligation for a company to be a member of the approval scheme. It is difficult to acquire knowledge about unofficial companies. It is almost impossible to acquire knowledge for example of a company that has bought a second-hand tipi, and is now renting it.

The impact of market takeover or threat of it can be prevented by providing a supreme service. It is important to have loyal and overly satisfied customers. They will be less eager to change the provider in the future. In conclusion it is important to have a

stronghold of the market from the very beginning, then the competition situation cannot be easily shaken. (Pfister & Tierney 2009, 158.)

Ridge-roof tent

Many of the other tents are of high quality. They are a very good solution for large events and they are very functional to use. Tentipi Event tipis look very different from them (picture X).



PICTURE 2. Ridge roof tent (RGB Arena. 2012.)

Circus tent

Another type of tent that is also available can be described to look like a circus tent. This tent looks more like a tipi, because it shares the same cone like shape. It differs mostly in the way it is constructed.

Tentipi tents are formed by wrapping a canvas around a cone made out of poles. All of the nine poles share the load. The circus tent on the other hand has a single middle pole that bares the load. Neither of the structure is better or worse. They are different solutions. The circus tent also projects a different theme and style than tipis.

PICTURE 3. Circus style tent. (Telttavuokraus Santala. 2012.)

3.4 Customers

The chosen target customers are businesses operating in Ylläs destination. These companies rely completely on the visitors of the destination. Therefore it is very important to understand the current situation(Kotler, Armstrong, Wong & Saunders 2008, 291). The most extensive report that is available at the moment is from the year 2006.

The customers that will purchase the service product are organizations that operate in the Ylläs destination. They are most likely companies that provide activity programs, or in general operate in the field of hospitality management. They can be found in the company listings that were mentioned earlier (chapter 3).

In discussion with Rönnby (2012) it also came out that there are very many different ways to enter the market, and whom to choose as customers. Because the service product of this plan is targeted for the destination's business to business market, it is important to look for organisations that meet the following criteria.

1. They have a large open space for the tipis.
2. They have a lot of visitors, guests or customers, regularly or occasionally.
3. They offer activities that can be combined with tipis.

The customer meet with one of the criteria above or all of them. In Ylläs companies that meet the criteria are:

- Activity program and safari providers
- Hotels and resorts
- Camping and caravan areas
- Non-profit organisations
- Restaurants
- Event organisers

3.5 Collaborators

The company will not produce most of the additional features of the service. These are provided by co-operating organisations. They are specialized in their core business and can provide a better outcome. (Czinkota & Ronkainen 2012, 530.) The network creates more jobs to the area.

Media

At the moment Ylläs is under a lot of attention and has got a lot of publicity because of the TV-program Ylläs – huipulla tuulee. It is a reality television show about local entrepreneurs and the people of the destination. It shows a glimpse of their everyday life.

In the first episodes a lot of focus has been on the local shopping center owner, Sampo Kaulanen. He is the owner of the shopping center Jounin kauppa.

He has also previously appeared as a contestant on the Finnish version of the show, The Apprentice. It is a show where entrepreneurs compete against each other. It can be claimed that he is one of the most successful entrepreneur in the destination, or at least the most famous one.

It is very important to have him aboard on the launch. The intention is to use the open area of Jounin kauppa, and it's parking place as the place where Tentipi will be introduced to the public.

3.6 Customer segmenting

The available company-listings are the source for the segmenting (chapter 3.1). The goal was not to create a full segmentation of the market, but rather to create a method that can be used to do it.

Segmenting is a good introduction strategy, because it works as a way to focus the marketing on the target audience. By segmenting the customers and placing them into segments, it is possible to concentrate the marketing activities and resources on the areas of the market where they are in demand, and will create the most profit. (Rope 1998, 57; Kotler, Armstrong, Wong & Saunders 2008, 410; Pfister & Tierney, T.T. 2009, 96.)

There are at least two segmenting approaches that should be used. These are a differentiated marketing and a concentrated marketing. Differentiated marketing is a good approach for companies that operate in a special type of market. It is a good approach for companies that have few customers. They can be profiled as customers that buy seldom, but their single purchase can be large in amount. In this approach a customer can be seen as its own segment. (Rope 1998, 64; Kotler, Armstrong, Wong & Saunders 2008, 424-426.)

In the concentrated marketing approach the company focuses on only one segment, or few carefully chosen ones (Rope 1998, 65; Kotler, Armstrong, Wong & Saunders 2008,

427-428). Some of the customers can be approached by selective marketing and the rest of them can be profiled to a segment by examining the field of industry they operate in.

By using both of the approaches the company will have a balanced marketing and in it will also create a stable foundation.

Because 92.6 % of the companies in Lapland are small companies, with less than nine employees, all of the companies are small. In the segmentation examples the large companies are large within the destination, not on the national scale. (Ylläs II Kehittämissuunnitelma vuoteen 2020. Liite 1: YLLÄS NYT. Lähtötietoja kehityssuunnitelmaa varten 16.11.2006.)

Segmenting with layers

This is one model that can be used to segment the market. By using the model and the company listings (chapter 3), it is possible to put a customer organization into a segment, to which the product is targeted. The factors assessed are the size, the field of operation and the location of the organization. (Kotler, Armstrong, Wong & Saunders 2008, 418; Smith & Taylor 2004, 41; Pfister & Tierney 2009, 98.)

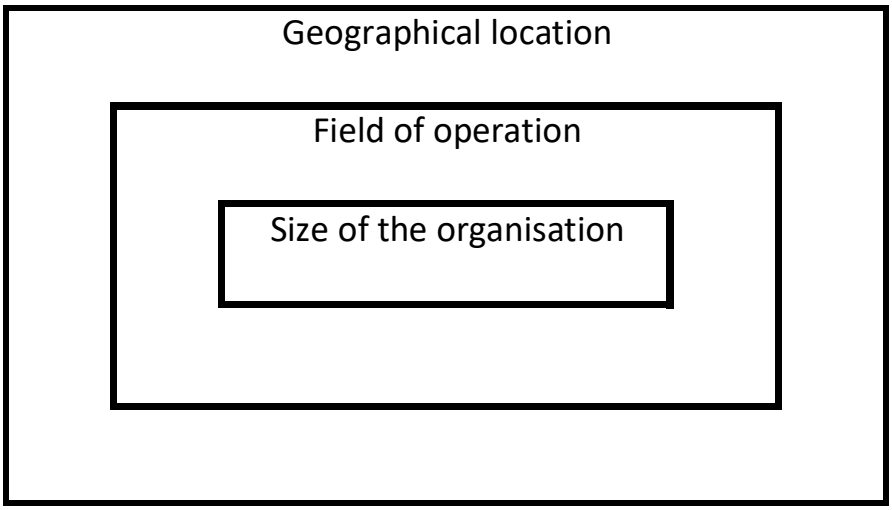


FIGURE 4. Segmenting with layers (Rope 1998, 73).

Company size – factors:

- Large

- Small and medium sized
- An entrepreneur or a sole-proprietorship

Field of operation - factors:

- Resort
- Food restaurant
    - Basic
    - Unique or certain theme
- Drinking restaurant
- Cafe
- Ski-café
    - A café that can be accessed by cross country skis, or is by the ski route.
- Hotels
    - Usually include a restaurant, bar, lounge and other fields of operation.
- Rental cabins
- Cabin and/or camping area
- Entertainment
- An activity company that offers primarily snowmobile safaris
- An activities company that does not offer snowmobiling
    - Husky dog programs
    - Reindeer programs
    - Horse activities
    - Animal farms
    - Winter activites
        - Cross-country skiing
        - Snow-show walking
- Shopping
    - Groceries
    - Souvenirs
    - Sport equipment
- Visiting centers
- Sightseeing locations:
    - Nature
    - Theme places

- Non-profit organizations
    - Village social clubs
    - Sports clubs
    - Related to a hobby
- Equipment rental company

Geographical locations -factors:

- Äkäslompolo village
- Ylläsjärvi village
- In the Ylläs destination
- At the slopes
- Levi
- Kolari municipal area
- Ylläs-Pallas-Levi

For an example the company Scandinavian Adventures and few others will be segmented by using the model in figure 4.

TABLE 6. Example of segmenting with layers

Company name	**Geographical location**	**Field of operation**	**Company size**
Scandinavian Adventures	Äkäslompolo	Mainly snowmobile safaris	Small-Medium
Jounin Kauppa	Äkäslompolo	Shopping	Large
Rami's Huskies	Ylläs destination	Other activities than snowmobiling	Small-Medium
Ylläs Humina	Äkäslompolo	Resort	Large

Segmenting with tree -model

This works with the same logic as when using the layers. Its advantage is that it is a visual approach. It can be actively used as an assessment method, because it can be easily drafted on a piece of paper that can be added to the customer profile.

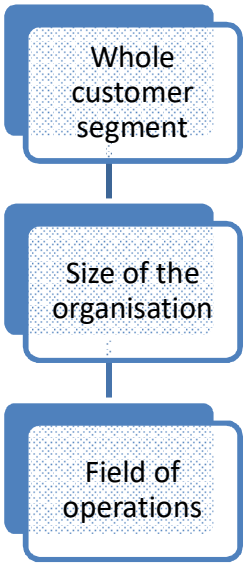


FIGURE 5. Tree and branches (Rope 1998, 74).

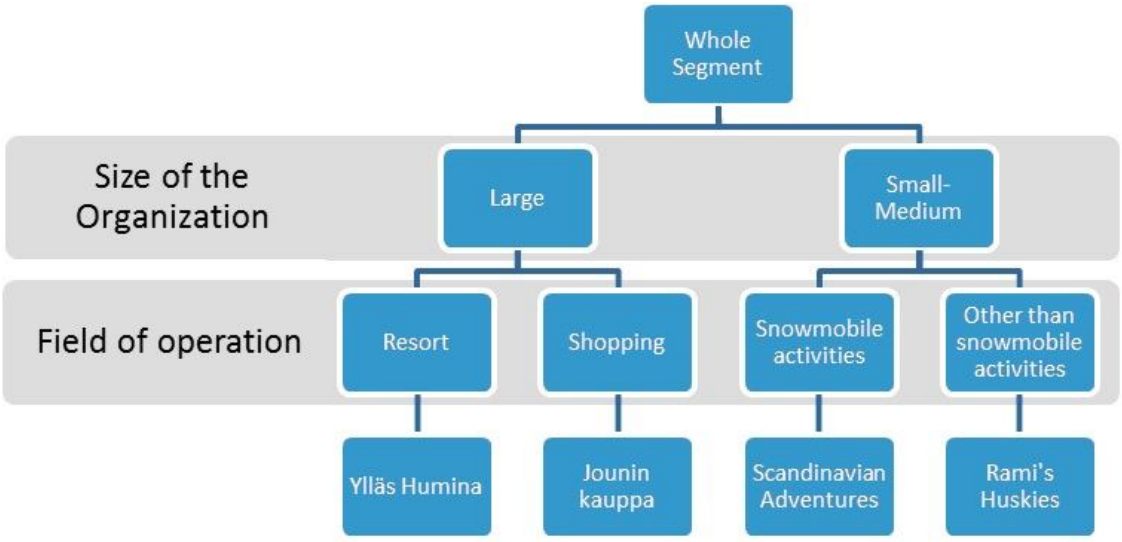


FIGURE 6. Tree and braches (Rope 1998, 74, modified).

4 THE MARKETING MIX

In this part of the thesis the author has designed a marketing mix for the product that is launched. The four P's of the marketing mix are more in the form of an idea and proposal for the product's prototype. In future when the decision to launch is made, the process should go hand in hand with testing it with an actual organisation from the main customer segments.

The product is a service product. The tangible part of the product is the tipi type event tent that can be either rented or purchased. The service part is the consultation, customer service, rental option, construction and can be generally called event management.

The level of service varies from customer segment to another. The needs of the customer more or less define how much of the service side the customer needs. Some customer segments need more consulting, because they do not know what they want. Others can have a very clear understanding of their needs. (Kotler, Armstrong, Wong & Saunders 2008, 372.)

In general there can be a division, the customer that needs the tents and a great level of design work is better off when the product is delivered as an event management service. The type of customer that more or less only needs the tent is served as a rental customer.

The reason why this is explained is that when the project is of the nature of event management, it takes far more time and effort to deliver it to the customer. This increases the amount of hours used, which also has its effect on the final price that the customer pays. The contrary is the customer type that only rents the tent. The price will be considerably lower, if the crew only transports the tent to the build site, erects it and is ready in couple of hours.

4.1 Product

The product has many layers and processes. The product is an event management service, as much as it is a tent rental service. The needs of the customer are what is the most important. The product is highly customer-centred. Every purchase is unique. (Kotler, Armstrong, Wong & Saunders 2008, 372, 508.)

The conjoined tents form bundles that can cover large areas and shelter people up to the hundreds. The largest tent model is called the Stratus 72. Its sides can be lifted up and it can be equipped with flooring, furniture, décor and heating; the interior can be customized to cater many types of events and act as a cosy venue. (Introduction to Tentipi 2012.)

PICTURE 4. Tentipi Dual Event tipi. Two Cirrus 40 tipis. (Stunning Tents 2012.)

Some organizations might be more interested in buying a tent for themselves, or after renting a tent they become more aware of their need for having a tipi permanently. Cannibalism in product design means that a newly launched product impairs an earlier one. In the end, the success of the new product is taken from the other product. (Rope. 1999, 55.) This creates a win-lose situation.

At first when designing the product the fear was that retailing the tents would cannibalize the rental product, but that is not the issue. Rönnby from Tentipi has seen numbers of launches in international setting and in Sweden. He stated that the retail and rental services work together very well (2012).

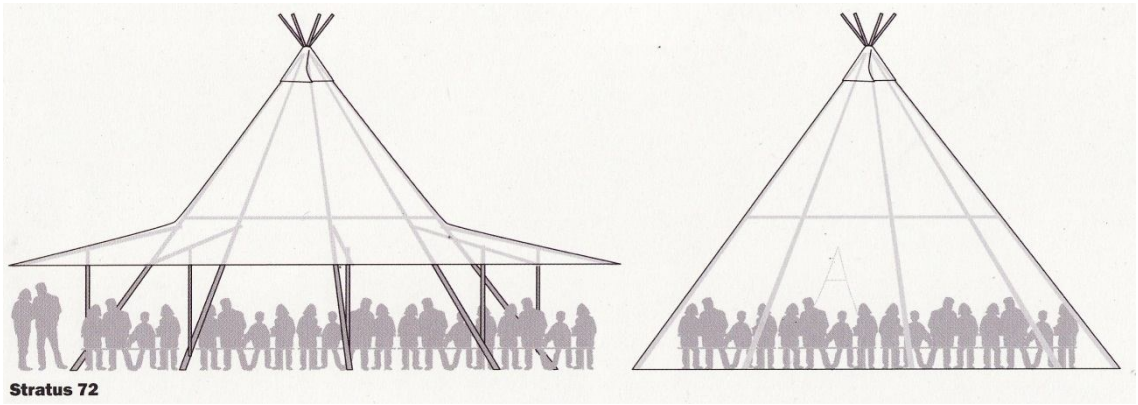
An ideal customer relationship example would be that the customer first rents an event structure that consists of several tents and after the rental period purchases a tent for the organization to keep. Every now and then the customer would be in need of more tipis to cover a larger area. At this point the customer would return to the rental company and again be a rental customer. So instead of cannibalism, the customer is actually hooked to be reeled back as a rental customer.

A product can be divided into three levels (Rope 1999, 75; Kotler, Armstrong, Wong & Saunders 2008, 465; Czinkota & Ronkainen 2012, 319):

1. Core product
2. Actual product (Additional features)
3. Augmented product (Image, values and service)

The core product

The Event tipi rental service is the core product. The focus is on providing event structures that can be smaller or larger. The advantage is that several tipis can be conjoined together to form the event structure.



PICTURE 5. Stratus 72 with sides up and down (Tentipi hyresbroschyr. 2010.)

The additional features that a customer can choose are built around the event tipi. Even though the main core product is a tipi rental service, tipis can also be bought.

Additional features:

The event management feature of the product is for a customer that is interested in having more than just an empty tipi.

- Flooring
- Heating and cooling
- Interiors, décor and design
- Entertainment, programs
- Accommodation
- Food and drinks
- Audio and Video expertise

PICTURE 6. Tipis on water. (Stunning tents. 2012.)

Image and value aspects:

- Kota, kåta is an authentic dwelling from Lapland, and displays a time in past history. It can be stated that it suits the Lappish and Nordic theme.
- Tentipi manufactures high quality products and is a responsible company, because it has a sustainable vision.
- The event tipi does not harm the locations where it will be set-up.
- With the added features the structure can accommodate a diverse range of customer needs, different sized events and different types of events.

The service process

The author has drafted a service process example that can be used as a guideline when serving a customer. In the example the customer has decided to purchase the tipi event service.

Example of the service process:

I. The customer wants a Kota Event:
    1) A face to face meeting is organised to take place at the event locations.
    2) The customer provides the information that is necessary for designing the proper event structure.

II. The customerss needs, wishes and requirements are charted:
    1) What is the size of the Event?
    2) What is the theme of the Event?
    3) Which arrangements does the customer want to handle, if any?

III. The plan is drafted:
    1) Tipi floor plan is chosen according to the size and location of the Event.
    2) The customer's additional features are selected:
        A. Catering
        B. Audio and lighting options
        C. Décor

D. Flooring, heating etc.

3) The rough timetable is agreed upon.

IV. A plan proposal is offered:

1) The customer is satisfied with the proposal and production begins.
2) The proposal is revised and edited:
   A. Customer is satisfied.
   B. Return to process stage II. or III.

V. The event production begins:

1) The team forms a schedule and agrees on deadline dates.
2) The necessary resources for the build are reserved.
   A. Tipis
   B. Construction crew members
3) Arrangements of out-sourced services are made with the co-operators / collaborators.

VI. Prior to the event / closer to the actual event:

1) Has the customer's situation changed?
2) Has something been forgotten, or is there more to add?
3) An accurate schedule is agreed on.

VII. Production is finished and build the Event begins:

1) Transportation of equipment to the location.
2) Event structure is set up.
3) Interior design plan is actualised.

VIII. The actual event begins:

1) The customer has either on-site support or phone support, but the most important thing in the service during the events is that the customer has 24-hour support just in case.

IX. Event is over:

1) The build crew takes down the event structure.
2) Area is cleaned and left looking pristine.
3) Equipment is transported away from the location.

X. The event is debriefed with the customer:

1) Customer satisfaction survey?
2) What went right, what went wrong?
3) Future plans with the customer are talked about.
4) Customer is invited for a lunch/dinner, coffee or to another event?

4.2 Price

It was already mentioned in a previous chapter that when marketing Tentipi Events it is not important to be better, or to compete with other event tent providers. (see chapter 3.3) The focus is to differentiate the product from the rest, and this can be done by managing good customer relationships and by providing a new product that nobody else offers.

It is also possible to differentiate from the other event tent providers with the products. No other company offers Tentipi Event options in Finland and there is no set price level. One way to determine a price level is to consider what other options the customer has in the destination.

Other options for customers are:

- Self-organizing a private event at a resort, hotel, cabin, restaurant, conference venue or outdoor location.
- Having an event management company to organize it.
- Having an activity program company to organize it.
- Having a restaurant, or any from the first option, to organize it.

At the destination the Tipi Event is not competing with other tent companies, but with venues. Therefore price should be set to have a competitive advantage when compared with them.

A venue created by the Tentipi Event assortment is very unique and rare. It is very different from many indoor venues. The customers of customers, the visitors of the customer's event are the ones that should be impressed. The price for having an event like this should be comparable to the venues of the higher price level. Even though the tipi venue is not comparable with them, the feeling and atmosphere that it creates is comparable.

4.3 Place

The best place to meet a customer is in an Event tipi. The main reason is that it is a chance for a customer to see and feel the tipi. It is an opportunity for the customer to imagine their own event, the sales person can build a vision of the event and also the meeting happens on the seller's own turf. It seems to be the most logical way to meet the customer this way.

Secondly, it is important to visit the location where the Event tipis will be set-up prior to the build. This is a place where the product is sold and drafted for the customer, and it is a chance to get to know the customers at their turf.

There are countless places where the customer can be met, but it would be smart to focus on few. This helps in creating sales models for the future, because the source of customer samples is more fixed.

These places can be physical locations. Places where the customers can walk in, sit down, talk with the customer service person. An opposite to this is an virtual place, such as an internet site. (Kotler, Armstrong, Wong & Saunders 2008, 33.)

Physical location

It is very difficult to assess which is the best place to sell the service product in Finland. This is because it is completely new to the country and there is no data that can be measured. It can be that argued that personal selling is the most effective sales type. (Kotler, Armstrong, Wong & Saunders 2008, 714; Czinkota & Ronkainen 2012, 394.)

The advantage of a physical location is that it is a place where direct marketing can be conducted, and therefore the sales process can be made personal (Kotler, Armstrong, Wong & Saunders 2008, 825; Pfister & Tierney. 2009, 113.)

Places like this are:

- The office at Äkäslompolo
- Tentipi Events
- Road shows/exhibitions
- Meeting and presentation at the customer's place

Virtual location

When a customer has contacted the company through a virtual location, it is very important to try to set a meeting at one of the physical places. This is probably not always possible.

The virtual location is merely a marketing channel. For example the internet site works as a database. It is the company's resume, the customer's source of inspiration and it is a photo gallery.

4.4 Promotion

The promotion method depends on the customer segment. The promotion of the launch covers the promotion of the launch process, the events and the trade fair. The launch is followed by direct marketing to customer segments.

According to Rope's launch promotion, the marketing communications consists of four elements (Rope 1999, 103; Pfister & Tierney 2009, 116):

- Communicating and announcing
- Advertising
- Sales promotion and PR
- Direct, personal selling

This is influenced by (Rope 1999, 103):

- Selected target groups and segments.
- Other marketing strategies that are used.
- The other marketing of other products.

- The goals of the launch process.

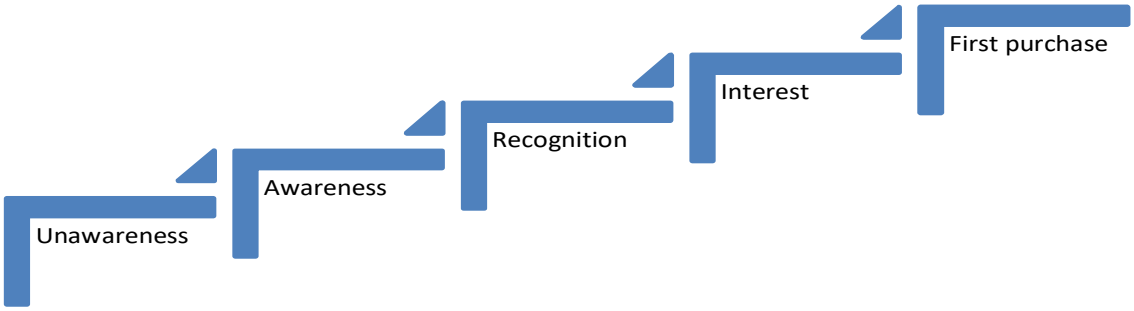


FIGURE 7. Marketing communication (Rope 1999, 105; Kotler, Armstrong, Wong & Saunders 2008, 701).

The launch events are large outdoor advertisements. They are promoted and announced like a typical event and they are to be noticed.

The marketing channels of the launch events:

- Invitations that are distributed to the destination's cabin areas and apartments.
- An advertisement in the local papers.
- The website of the event.
- Poster and flyer advertisements in the destination.
- E-mail newsletters and announcements.
- Destination's marketing.
- Collaborator's networks.

Personal selling and direct marketing

At the launch events a Tentipi Event representative is on-site. All the questions that are about the brand and the event structure can be answered immediately. This is also a chance to tell about the service and to listen what the public is thinking. (Czinkota & Ronkainen 2012, 586; Pfister & Tierney 2009, 120-121.) The representative can distrib-

ute brochures, conduct a general satisfaction survey and hold a presentation of the event structure's features, the service product and other aspects (Kotler, Armstrong, Wong & Saunders 2008, 831; Smith & Taylor 2004, 390-391; Czinkota & Ronkainen 2012, 586).

In the future this can be continued in events and if possible it can be continued at the road shows and trade fairs.

5 LAUNCH PLAN

The launch takes place in the winter season of 2013-2014. At the time of writing the thesis there is more than a year left to implementation of the plan at the Ylläs destination. The launch should be impressive, then it will gather enough attention, and the provider will be recognized.

The goals of the launch are to:

- Increase the Tentipi brand awareness in Ylläs.
- Allow target customers to test and see the product.
- To get bookings.
- To acquire a contact-list and to form connection with collaborators and co-operation companies.

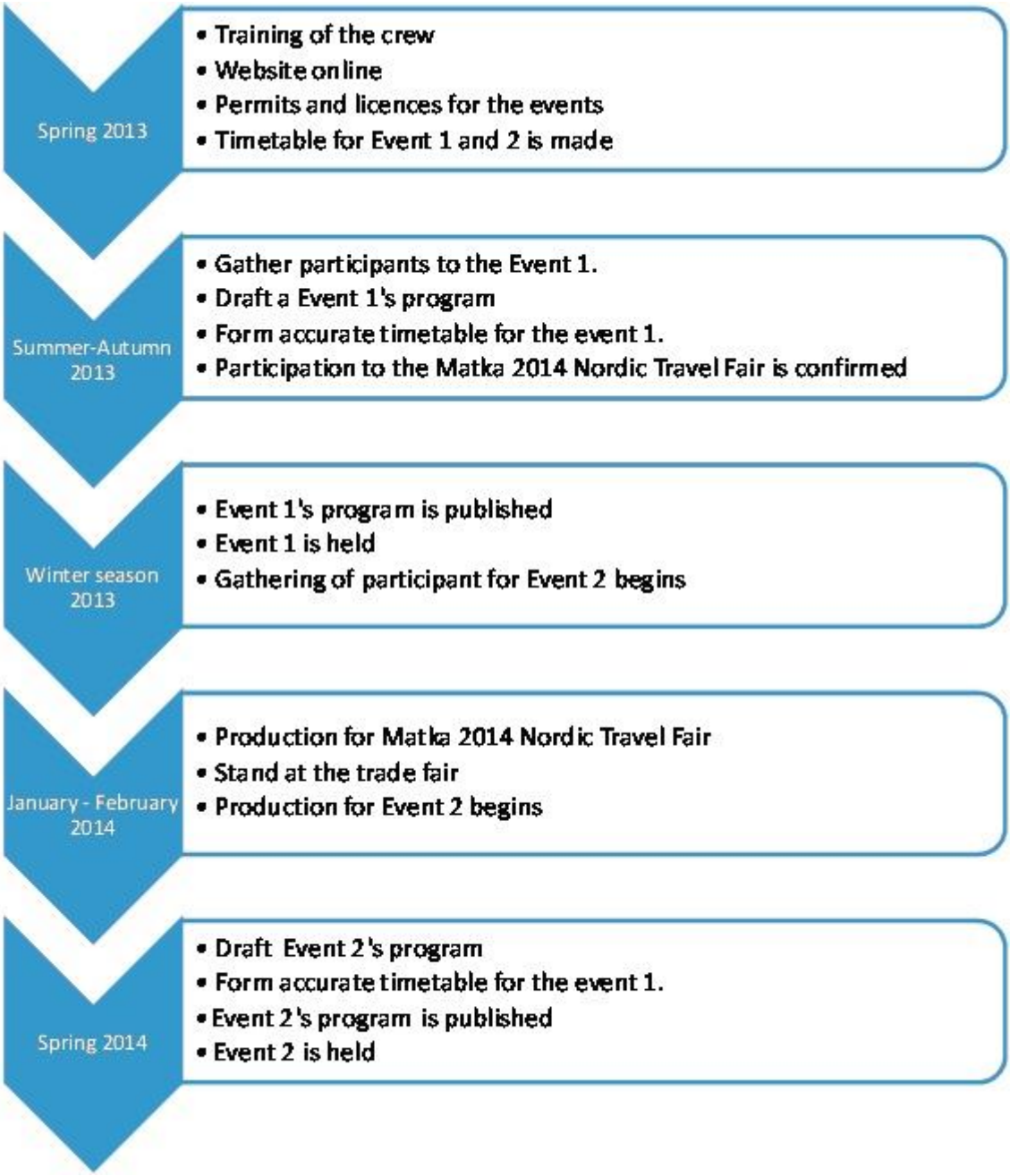


FIGURE 8. Launch timetable.

Event location

In order to get as much attention as possible it is important to set a tent structure or several tents to a central place in the village. In the process of evaluating and searching for the location it came clear that it must be a place where large amounts of people gather naturally, and that is easy to find and access. Also there must be enough of open area for the tent to cover. A place like this in Ylläs is Jounin kauppa.

Jounin kauppa is the largest shopping center of the village. In fact it is the dominant shopping place for groceries, hardware, medicine and alcohol over 21%. It hosts a café, drug store, the liquer store Alko and a K-chain grocery store. The shopping place is located in Äkäslompolo and people from Ylläsjärvi come there as well.

Another place that was considered was the ice of Ylläsjärvi. At this location three snowmobile routes intersect. The routes are form Äkäslompolo, Levi and the ski slopes of Ylläsjärvi side.

If for some reason the Jounin kauppa location would not be possible to be the location, the ice of Äkäslompolo Lake could act as the tent site. Eventhough it is close to Jounin kauppa and the village, it would not be as good as the parking lot of the Jounin kauppa shopping center.

5.1 Tentipi Brand requirements

The retails manager and sales assistant of Tentipi, Patrik J. Rönnby brought to attention that quality and safety are important values for the brand. The approval program is a way for them to encourage independent rental operators to submit to this. One of the perks for the operators is that they are included to be part of the brands official marketing and to be visible on the company's website. Companies do provide Tentipi Event services without the approval, because there is not a way to deny them from it. But the danger of this is that if something happens, for example an accident, they will not be backed up the Brand, because they are considered to be a cowboy company, which means unapproved and unauthorised. (Tentipi Official Rentals. 2012.)

For a rental company to be officially able to create the multi-tent structures, they are obliged to attend a training program provided by Tentipi. The training is not free of charge, and therefore must be calculated in the start-up budget of the business plan. The requirements are listed below. (Tentipi Official Rentals. 2012.)

a. Agrees to follow rules and regulations.

b. Completes a training program that's contents match the specifications of the tents structures that the company plans to offer.
c. Uses certified equipment, obeys local laws and keeps the tents in a condition that meets the brand standards. Any further licensing that is set by local authorities is under the responsibility of the TOR applicant.
d. Joins a national Event tent inspection scheme, or provides evidence of a Public Liability Insurance

There are no further requirements set by Tentipi. This means that there are no annual fees, no commissions to be paid and no obligation to use exclusively Tentipi products.

A company that is a TOR is not controlled by the Tentipi brand. They are expected to operate independently and maintain their own business and quality control. Tentipi reserves the right to terminate contract when necessary. (Tentipi Official Rentals. 2012.)

Being a TOR does not entitle to retail the tents of the Event assortment. To sell tents, the company must meet further requirements. There are two approved dealership models that Tentipi provides.

Dealership model 1 is a company that is focused on selling tent to a certain target group. They have the right to sell the Event assortment for a list-price. This option is most suitable for a company intending to operate primarily as a retailer. (Tentipi event dealers. 2012.) It is less suitable for the start-up company that is planned to execute the launch.

Dealership model 2 is a TOR that has an additional permission to sell Tentipi Event assortment tents for the list-price. Tents purchases by the company for its own use are sold for the retail price. Meaning that buying through the retail company allows the customer to purchase the tent for a lower price. The requirements for the dealership model are the same than of a TOR. The only additional requirement is that the company must generate a marketing plan and have it approved by an official Tentipi representative. A company that chooses this model will be added to Tentipi's retail provider listing that is a part of their official marketing. (Tentipi event dealers. 2012.)

Checklist:

1. In order to provide an official Tentipi event service, the start-up company must have a TOR-licence.
2. A build crew is formed and trained.
3. Negotiation with co-operation partners is started.
4. Permits and liability insurance

5.2 Budget

The nature of the launch is a market entry. In order to be able to perform a launch there are the usual start-up cost for establishing the new company. This budget consists of the costs that are generated by the launch.

Cost factors:

- Launch event costs
    - Possible compensation for using the location at Jounin kauppa
    - Advertising (Brochure, posters and flyers)
- Participation to Matka 2014 Trade fair
- Website production

5.3 Internet

The internet site is important to be online before the actual events take place. It is a referral site for the customers. The web address is present in all of the marketing material, in the contact persons email address, in the networking/business cards. (Kotler, Armstrong, Wong & Saunders 2008, 33, 842; Czinkota & Ronkainen. 2012, 390)

It is not enough that it exists, but it also has to be stunning. This contributes to the Image factor of the product.

It is wisest to invest time, effort and provide the internet site sufficient funding. Because if it is done properly from the beginning it will benefit the whole launch, and when the

service product has taken off and is in the market, there will not be a great need to change, or further invest in it. (Kotler, Armstrong, Wong & Saunders 2008, 850)

Depending of the design and how complex the internet site is to produce, the price scale begins from 2000 €. Several professionals in this field have told that people make a great mistake when they give the internet site a too small budget.

There are multiple tasks that must be taken care of during the launch, and the best idea would be to out-source this part of the launch. The company Scandinavian Adventures has great resources for web design.

The website must be easily modified, or it has to be planned meticulously from the beginning, this is because it must serve all of the three launch happenings.

5.4 Event 1

The idea is based on the strategy of giving. The customer will get something in return. This will lower the amount of risk a business customer has to take, because they are allowed to try the product before they actually purchase. (Kotler, Armstrong, Wong & Saunders 2008, 299)

The parts that are most visible for the public of Ylläs, are the planned events. In the plan the first on-site event called number 1. This will not be final name. It only works as the project name. The same applies for Event number 2.

Event 1 will take place in the first seasonal peak, during the time between December 2013 and January 2014. This is the time when SA has the most of their foreign customers. (figure 2) It will be a 1-2 weeks long event that takes place in a tipi bundle, at the Jounin kauppa parking lot. It serves several functions. It is the initial showcase of the product and it is also a chance for customers to sample the product. (Pfister. & Tierney. 2009, 60-61)

Approximately half year before the Event 1, the customer segments are contacted to present an interest to co-operate. The idea would be to provide these organizations a chance to organise their own happening at the Event 1.

Depending on how duration of Event 1, there can be several mini-events within the larger one. The organisation would be asked to submit a program or description of their intentions. These details would be compiled in the Event 1 internet site and in to a general programme that will be on event posters and brochures.

The participation has a promotional price to create some excitement. (Kotler, Armstrong, Wong & Saunders 2008, 666; Czinkota & Ronkainen. 2012, 345) The price can be calculated to cover most of the printing and design costs of the promotion material. For example Tapahtumien Yö, Nocturnal Happening that takes place in Tampere is produced likes this. It is a genuinely good deal, because the event has a large marketing network. A one person performance can be a part of the larger Tampere Theatre Festival's official program.

Benefits:

- Less event production for Scandinavian Adventures.
    - The company makes the arrangements
    - The customers bring the program
- Opens the connection to the customer in a positive manner. They are offered an opportunity to participate in the making of the Event.
    - Designing the service product for the customer segment.
- Customers are able to test and try the service product. This way it is possible to create a group of pioneers that will start a word-of-mouth effect.
- Possible future customers that are not initially interested are able to come and see the product, the event structure.

TABLE 7. Example of an 1,5 week long programme.

Weekday	Description
Friday - Sunday	• **Mornings - afternoons:** o Souvenir and handicrafts sales organised by non-profit village. • **Evenings - nights:** o Lappish ceremonies and stories by a Safari or an activity company.
Monday - Thursday	• **Mornings and afternoons:** o Husky dog sled rides by an activity company o Reindeer rides by an activity company o Food sales o Market sales • **Evenings - nights:** o Opportunity to meet Santa Claus. Organised by a activity or programme company. o Dining and enjoying Lappish gourmet. Organised by a local restaurant.
Friday – Sunday	• **Mornings - afternoons:** o Souvenir and handicrafts sales organised by non-profit village. o Open market • **Evenings - nights:** o Concert, party, food and drinks. Organised by a bar, pub or restaurant.

During the programme there would be a section of the tent reserved provide information of the company providing the tipi and possibly presentations showcasing the Tipi opportunities and options. (Smith & Taylor 2004, 391)

5.5 Matka 2014 Nordic Travel Fair

Participating to the trade fair is the most expensive part of the launch. Trade fair marketing is not an simple task and because it can be very expensive it almost better not to participate in it with a stand, than to do so with in sufficient preparations. Trade fair marketing is a large entity that consists of invitation process, stand design and how the staff behaves and delivers the message. Not forgetting that there is a lot of work after the actual trade fair that has to do with the overall success of the marketing effort. (Jansson 2007, 19)

There are to option for the company to participate in the trade fair. They can either be an exhibitor with a stand, or a professional guest. The latter would be the most cost-efficient option, but is the weaker option, because there is no space for the company to exhibit their own product.

Generally companies have one or several of the following intentions, when they participate in a trade fair. (Jansson 2007, 22-23)

- Establishing business connections
- Conducting sales
- Manage customer relationships
- Get publicity
- To develop the company image
- And to introduce the customers with the product, or coach them on how to use it.

TABLE 8. Target group vs. Goals table. (Jansson 2007, 24)

Target group	Goals		
	Collecting contacts	Building company image	Introducing and coaching
Customers	Managing customer relationships	Exhibiting product selection	Customers will have extensive knowlegde of the products
Future customers	More sales	Portraying company values	Customers will learn the unique features of the products
Influential people and groups	To have a meeting after the trade fair. Have them order a newsletter	Portraying company values	Will have sufficient knowledge of the product for decision-making

In order to succeed at the trade fair it is important to make a separate and more accurate plan. In order to make a plan it is important to set the goals. When the goals are clear it is possible to make specific plans and strategies how to achieve them.

Ideas for a trade fair

Some ideas have come up during the planning process that could be further developed to be used at the trade fair.

- Miniature model of a tipi bundle.
- Exhibition of pitching a tipi.
- Presentation of the new service.
- Guerilla marketing using Geocaches, GPS-devices and coordinates.

5.6 Event 2

After the successful Event 1 and the Matka 2014 there would be a second event. It is organised in the same fashion as the previous event at Jounin kauppa, which still would be the primary location.

The main difference of the event would be that it takes place during the spring's peak time. As mentioned earlier Finnish tourist arrive to the location during the time between February and May, possibly in March. (figure 2)

The idea of how to produce the programme would be the same as for Event 1. As an addition there would also be the contacts that have been gathered during the Matka 2014 fair. (Kotler, Armstrong, Wong & Saunders 2008, 826)

The events must take place during peak season. This is because it more attractive for an organisation to participate in the Events when they know that there will be plenty of people in the destination to attend to their mini-events.

6 CONCLUSION

The author will write the conclusion in his own words.

Making the launch plan has been a very educative experience. It is the first time I have created a document of this magnitude. I think I was able to find out some good points. I also think that having even a draft of a plan is beneficial. Even if it is not put into action, it can be used as a reference for future plans. The plan can be used as a frame that can be modified and made more accurate.

In my opinion the plan should be developed and edited as the market entry progresses. I think that a professional company should have documented information of their organisation. Some of the documents, for example safety and rescue plans are demanded by the law. I see this as an area that Scandinavian Adventures could develop. To my knowledge these documents can also be in Swedish, because it is the second official language of Finland.

There are few items that I want to emphasize. If the language that is used for marketing is Finnish, it should be grammatically correct. Finnish is not an easy language and it is very hard to translate it with any computer translator. Even if the grammar is correct it should also be a good marketing message, therefore it should be written by a professional copywriter.

There is no Finnish Tentipi vocabulary. The specific professional terms and the company's internal language regarding the event structures do not exist. When developing these aspects it is important to look into the far future. This groundwork can be done properly from the beginning. Communication between employees and communication to the customers will then be unified and easier to understand.

It is also a fact that if the language is awkward, people will not take it seriously. In the worst case they will think it is untrustworthy. Many people receive e-mail offers that have clearly been drafted by using Google translator. These messages are awkward and often scams. Even if all the other aspects of the marketing would be excellent, it all is lost if the language is not appropriate and according to the rest of the contents.

There are also slight differences between Finland's and Sweden's working and management cultures. It can be argued that the Swedish culture in these areas might seem to be more relaxed from a Finnish standpoint. The results, standards and quality of work are probably the same. In this case the event structure would be set up on time and as expected, but the process to get there is the difference.

The reason why I mention the cultures is that a Finnish customer might not acknowledge these factors. This seemingly relaxed atmosphere can be seen as slacking and it portrays a negative image of the company. The size of the social community in the destination is small and generally it can be said that it is very difficult to change a person's first impression, especially if it is negative to start with.

Finnish people have many opinions of the people of the neighbouring countries. Could some of the prejudice images of Sweden that Finnish have be used as a connecting factor? In Finland it is important to win Sweden in sports. Could competition between the countries be used as image factor? It could be as simple as which country organises the largest Tentipi Event.

I became increasingly more interested of the subject the further I got in my research. It was a great experience. I think the product, and a service that is made around it, has tremendous potential. The event structure is a great invention and is something that will mostly likely be a success, or at least I hope it will.

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APPENDIX

Appendix 1. Interview of Patrik J. Rönnby 26.06.2012

In my interview with Mr. Rönnby we discussed about the subject and he told me about the options there are with the brand, and also what kind of solutions have worked with other companies. Here are the key points of the session.

- Locations in North-Sweden where Tentipis are at use:
  - Nordkalotten hotel by the Kallax airport in Luleå, Norbotten, Sweden.
  - Brändön fritidbyn resort at Luleå, Norbotten, Sweden.
  - Ebbenjarka resort in Luleå, Norbotten, Sweden.

- It is important to analyse the market and where the service product fits to. It could work in North-Finland, because the tourism sector and the product share the same Nordic theme.
- Sales of the tents and rental service go hand-in-hand. There should not be a fear of cannibalism between the sales and rental.
- A criteria for a potential customer:
  - they have a large space for the tent, i.e. camping ground, open field or yard,
  - they do activities that could possibly use a tent structure,
  - and/or they organise outdoor events.
- Rent can lead to sales, and most likely will. The rental can be seen as an introduction to the service product. Positive experience and acknowledged need for purchasing a tent lead to sales. At this point the sold product can be a second-hand tent.
- Selling a second-hand/used tent allows the rental company to renew their stock, and therefore allows them to have equipment of good quality on hand.
- In order to be able to offer the full range of services, the rental company must have co-operation with companies that are specialised in the following fields, or has the ability to provide them.
  - Sound systems (audio/visual)
  - Lights
  - Flooring

  - Décor and interior design
  - Fire-places, outdoor cooking utilities
  - Heating, air conditioning and/or cooling
- A company that is planning to provide tent rental services should have the following resources:
  - Crane for lifting heavy
  - Trailer or vehicle to transport tent fabric and tent poles
- It is better to start small:
  - 2-7 tents is a reasonable amount to begin with. The tents can be both Sirius 40's and Stratus 72's. A number of 15 tents is the maximum to begin with.
- A well trained crew makes the tent setup faster, and this save lowers the amount of labour costs.
- For the planned launch of service product in Ylläs the most suitable licensing option is to be a Tentipi Official Rental (TOR) qualified and a Event assortment dealer.
- Inspiring websites of successful Tentipi companies:
  - www.nordictipi.com
  - www.stunningtents.co.uk