LAPIN AMK

Lapland University of Applied Sciences

MARKETING STRATEGY PLAN

Case Jokimaja Oy

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Bachelor's Thesis

Degree programme in Tourism
Bachelor of Hospitality Management

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Abstract of Thesis

Degree programme in Tourism
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The main goal of this thesis is to create a functional and low-priced marketing plan for "Jokimaja" hostel, which brings efficiency and systematisation to the company's marketing. The purpose is to find the possibilities on how to make the company's marketing efficient, and what could make the company better known for the main customer segment and in the Levi Ski Resort area. The main questions of this thesis are follows: How to intensify the sales of Jokimaja Bed and Breakfast hostel with help of marketing strategy plan? Which marketing channels are better to use in case of wanting to reach a certain customer segment? How can the visibility of the "Jokimaja" hostel be increased in the Levi area?

This thesis is implemented as a case study. External secondary data and primary data analysis were used in the data collection process. Qualitative interview with the commissioner is used as a primary data collection method. The theoretical part of the thesis is based on theory books dealing with marketing and especially with digital marketing.

Marketing plan based on theoretical knowledge of marketing strategy planning and the entrepreneur's vision about the future of the company. The result of this thesis is a marketing plan for the case company "Jokimaja" for the period June 2023 - June 2024. The marketing plan includes a digital and traditional marketing plan, and the year plan of actions for chosen marketing channels, that could be implemented in 2023 - 2024 season

Keywords   Marketing, digital marketing, strategy marketing

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Opinnäytetyön tiivistelmä

Degree programme in Tourism
Bachelor of Hospitality Management

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Tämän opinnäytetyön tavoitteena luoda Bed and Breakfast "Jokimaja" hostelille toimiva ja edullinen markkinointisuunnitelma, joka tuo tehokkuutta ja systematisointia yrityksen markkinointiin. Tarkoituksena on löytää mahdollisuuksia yrityksen markkinoinnin tehostamiseen ja mikä voisi tehdä yrityksestä tunnetumman tavoite asiakassegmentille ja Levin hiihtokeskuksen alueella. Tämän opinnäytetyön pääkysymykset ovat seuraavat: Miten pystyy tehostamaan Jokimaja Bed and Breakfast hostellin myyntiä markkinoinnin avulla? Mitkä markkinointikanavia on parempi käyttää, jos halutaan tavoittaa tietty asiakassegmentti? Miten pystytään lisätä "Jokimaja" yrityksen näkyvyyttä Levin alueella markkinoinnin avulla?

Tämä opinnäytetyö toteutetaan tapaustutkimuksena ja aineiston keräys menetelmänä käytetään kvalitatiivista haastattelua Jokimajan toimeksiantajan kanssa. Opinnäytetyön teoreettinen osa perustuu markkinointia ja erityisesti digitaalista markkinointia käsitteleviin lähde kirjoihin.

Markkinointisuunnitelman perustana on toimeksiantajan näkemys yrityksen tulevaisuudesta ja markkinointia käsiteltävä kirjallisuus. Opinnäytetyön tuloksena syntyi markkinointisuunnitelma ajalle kesäkuu 2023 - kesäkuu 2024. Markkinointisuunnitelma sisältää digitaalisen- ja perinteisen markkinointisuunnitelman, sekä markkinointi vuosikellon ajanjaksolle kesäkuu 2023- kesäkuu 2024.

Avainsanat   Markkinointisuunnitelma, markkinointi, somemarkkinnointi

CONTENTS

SYMBOLS AND ABBREVIATIONS USED

SEM	Search Engine Marketing
SEO	Search Engine Optimisation
SMM	Social Media Marketing
SMART	Specific, Measurable, Achievable, Realistic, Timely
SOSTAC	Situation analysis, Objectives, Strategy, Tactics, Actions, Control
SWOT	Strength, Weaknesses, Opportunities, Treats
PEST	Political, Ecological, Social, Technological environment

1   INTRODUCTION

Tourism is a very important industry in Finnish Lapland, as it brings a significant impact on the economics of the region and positively influences other industries in this area. Nowadays tourism is going through the process of recovering from the Covid-19 pandemic negative impact and stands back on the way of previous long-lasting development and growing (Above Lapland 2023). Anyway, Covid-19 pandemic caused a full break for some companies operating in tourism segment and returning to the markets requires an efficient strategy in sense of faster recovering and reaching previous customer's level (Champlain College Online 2023). Concentrating on the marketing issues will help companies to identify main market segment and find right tools for reaching customers in the most efficient way. Especially understanding of changes Covid-19 brought to marketing will help to develop an effective marketing strategy plan and choose right channels for communication with customers, advertisement and sales. (Carmicheal 2022.)

The purpose of this thesis is to develop a marketing plan for the case company Bed and Breakfast hostel "Jokimaja", which is located in Levi, Lapland. The hostel had to go through a long operational break down due Covid-19 pandemic and buildings renovation, in this case a new marketing plan aims to help the company successfully return to the market and gain a competitive advantage among other accommodation providers in Levi area. Thesis research is relevant in the reason of current process of tourism recovering from Covid-19 pandemic negative impact. The research results will provide the necessary support to the company, which is planning to resume the operations after long break, regain market position and go along with recovering process of the tourism industry. Furthermore, it will help the new companies to understand general marketing plan concept and be able to use it in practice, resulting in sustainable communication with customers, increasing sales and showing profitable and competitive business performance in rapidly changing market conditions.

As a research method for this thesis, qualitative analysis of primary and secondary data was chosen. Data was collected from the theoretical literature, current situation analysis and interview with managing director of "Jokimaja" hostel.

Answers for the following thesis questions provides needed information for creating a marketing plan for case company:

- How to intensify the sales of "Jokimaja" with the help of a marketing plan?

- Which marketing channels are better to use in case of wanting to reach a certain customer segment?

- How can the visibility of the "Jokimaja" hostel be increased in the Levi area?

1.1   Structure of study

The thesis contains five chapters with theoretical and analytical parts, which provide a reader with valuable information for understanding the way research was conducted. In chapter one, introduction of thesis theme relevance, thesis questions and case company are presented. Chapter 2 contains the thesis theoretical part, which is based on the books dealing with marketing in general and digital marketing in particular and defines important meanings for this project, such as Marketing Mix, SWOT, Digital Marketing, Social media marketing, Search engine marketing, e-mail marketing and traditional marketing. This theoretical knowledge reviews main meanings and channels of marketing and help to answer the thesis questions. The third chapter discusses the chosen research method and observes interview results with managing director, which helps to complete the creation process of suitable marketing plan for case company. Chapter 4 presents current situation analysis, SWOT analysis, main marketing plan, four marketing plans for chosen marketing channels and the year plan of action for a case company "Jokimaja" for period June 2023 till June 2024. In fifth chapter author discuss results of the thesis and evaluates how the desired goals have been achieved.

1.2   Case company Jokimaja Oy

Bed and Breakfast hostel "Jokimaja" was chosen for this thesis as a case company. Jokimaja is a small hostel, which is located nearby Levi Ski resort in Finnish Lapland 170km north from Arctic Circle. Company operates in a small scale of 8 rooms and 14 beds, with bath facilities on the floor, cafe area and sauna outside the main building. Hostel is based in old Lappish village Köngäs on the bank of the Ounasjoki river with traditional Lappish buildings and represents peaceful, close to nature concept of living in the arctic. Hostel mission is to bring customers valuable travel experiences associated with Lappish region: Northern lights watching, sauna experience, beautiful Lappish landscapes, reindeer farm visits and staying in authentic Lappish village. Hostel has aim to provide help to the tourists who have problems with trust of travelling single and give them more attention and personal service, which will allow them to feel safe and welcome. (Jokimaja 2023)

Hostel opened in 2015 and after three operational winter seasons had to close the doors due to a renovation. In 2020 company faced with rapidly changed travel restrictions of Covid-19 pandemic and operating at this time was not possible. Owner of Jokimaja has plan to open hostel for next winter season 2023-2024 and wishes to successfully stand out among competitors and reach sufficient customer number, which will make business profitable. Hostel owner is running business alone with help of some seasonal workers and trainees.

Fully building renovation changed a concept of the original hostel a lot. In this case it is important to make a presentation of the new building, rooms and business concept to the customers, who have already visited this place before in sense of filling their expectations towards new visits. New marketing plan also pay attention to the changes hostel has been made thru past years and includes communication with regular customers to the marketing strategy plan.

2   THEORETICAL BACKGROUND

2.1   Marketing

The starting point of the literature analysis for this research is determination of key term meanings. As theme of this research lies in the field of marketing, it is important to give a definition of this term. Marketing has many definitions, one of it according to American Marketing Associations describes marketing as "the activity, set of institutions, and processes for creating, communicating, delivering and exchanging offerings that have value for customers, clients, partners, and society in large" (American Marketing Association 2013). In another words marketing is a number of specific activities, which brings company to desired objectives though satisfaction of customer needs (Foxall 2015, 3).

Nowadays marketing is divided on two parts: traditional marketing and digital marketing. Traditional marketing has longer history and has own strength points compared to digital marketing. Common channels of traditional marketing are television, radio, phone calls, direct mails, events and printed media. In one-word, traditional marketing is all marketing activities, which is presented offline. Advantages of traditional media are high trust level, efficiency among local audience and broader audience reach. It is the most known type of the marketing and especially popular among people over 50 years old, as they use less internet and digital media channels are not a part of their daily life. Traditional marketing is more expensive tool and has its efficiency difficult to measure, in this reason businesses are currently more interested to implement digital marketing to their marketing plan. (Milia 2023.)

2.2   Digital marketing

Nowadays digitalisation has crucial influence on the environment, where businesses conduct their marketing operations. Digital marketing is a marketing which operates online whether through web pages, online advertisement, emails, interactive TV and smartphones. It maintains online communication with audience in internet and provides information about users, which helps business to understand their customers better. It also includes creating product val-

ue, growing market channels and increasing sales with help of advertisement on online platforms, such as social media channels, email and search engine. (Chaffey 2013, 15)

2.2.1 Social media marketing

Nowadays, social media has become an important part of daily life and brought an increasing change to social communication. The definition of general social communication focuses on social entities and social relations among them. These entities can be individual persons, households, corporations, or any other social actors with the ability to create and determine the quality and quantity of social relations, such as information exchange or emotional affect. The specific of social communication was influenced by rapid development of Internet environment and digital technologies, which created social media communication as a new way of social communication and cooperation based on technological artefacts. (Alhajj 2018, 1608.) Social media became an electronic replication of real communication with own social behaviors and networks, which are only possible online (Atherton 2019, 5).

There are thousands of different types of social media networks for communication (Facebook, LinkedIn), photo publishing (Instagram, Pinterest), audio publishing (iTunes, Spotify), blogging and microblogging (Twitter, Tumblr), video publishing (YouTube, Vine). Social media networks or platforms are web-based software programs with electronic forms of communication, regulated by platform providers, that allows individual users to create and share text and video content with selected communities. From a human perspective, social media platforms can be used for searching information, maintaining contact networks, searching vacancies and services. (Albarran 2013, 87.)

Social media platforms have become an increasingly important tool with the ability to capture the interest of millions of consumers and companies. It brought new opportunities to business and marketing development, as social media platforms provided new options to engage and interact with customers. Social media enables to create direct connection between brands and clients, increase

traffic to their websites, find new business events, create associations, and post content, which motivates audience to collaborate and support the business. Social media platforms are especially suitable for presenting products and services, collecting customer feedback, identifying target groups, and finding influencers with almost no costs, while most of them are free for use. Nevertheless, social media is no longer only an inexpensive marketing tool, it affected and transformed many functional areas of business, such as online advertising, sales, customer relationship management and searching engine optimization. In this case companies have been required to manage social media in a multidisciplinary way to be able to achieve company strategic goals. (Ntarlas 2020, 826-827.)

Strategic social media management is the process of strategy development, implementation, and evaluation, in which company analyses social media audience, creates, and distributes content with attention to ethical and legal requirements, possible risks and measures the efficiency of actions related to achieving goals of marketing and communication plan. Main practices of social media management are strategy development, content curation and content creation processes. (Sutherland 2021, 3.)

Content curation practice is based on creating unique blend of discovered, contributed, and created content, which provides users with valuable and helpful additional information that enrich the community and approve business breadth of knowledge in the field. This kind of content helps customers independently find out that product or service is trustful and valuable. Curated content can be text, photo and video materials created by someone else, with the aim of suggesting to followers that the company has extensive knowledge of the topic and shows expertise to compile and discuss the most important news and information. (Sutherland 2021,3-9.)

Social media content creation process differs from content curation practice, as it includes completely new text, image, video, and audio material produced by an organization. It is an exciting, challenging, and original ideas demanding

process, which must support strategic goals of the company, convey key messages and be valuable to the target customer group. (Sutherland 2021,3-9.)

Successful social media marketing requires using of both content creation and content curation practices, in the reason of importance to produce daily fresh content with lower costs (Sutherland 2021, 208-209). These practices help to engage users to interact with content and share it with friends and family members. The process of sharing adding to company content more trust and reliability, as it is shared by independent user as a suggestion to his audience. This kind of information is more reliable and has more value. This process is called a Word of Mouth or WOM and can happen both online and offline. WOM communication concept needs to be supported by the marketing management of a company by creating a space for cocreation, feedback and ideas sharing. Although nowadays users are sharing information about content, they liked also with people they do not know. (Brito 2015, 58.)

Instagram social media platform has the highest efficiency for reaching and retaining clients and business marketing in social media. Instagram is an image-based platform, what makes it stand out among other social media marketing channels due to the effectiveness of visual content in customer engagement process. Furthermore, Instagram was basically optimized for mobile devices, which allows users to interact on the move and gives businesses opportunities to reach their customers almost everywhere. (Sook & Yazdanifard 2016, 3.) Instagram audience has more than 2,53 billion users worldwide and enables them to share life moments, memories and feelings through photo and video content with their followers (Ruby 2023). This platform has a high interaction level between users and valuable influence on communication between businesses and customers. (Hill 2014, 359-360)

Instagram supports companies to create business accounts and provide them with tools for customer entertainment, online advertising, and analytics. Companies can promote their products and services in different ways, such as posting visual content describing their products in business account for company account followers or making this content available only for special target group

of Instagram users. Although the Instagram platform is free of charge, there are extra paid tools, such as online advertising for target audience, which can bring new followers, but also will raise the costs for company marketing. (Alkhowaiter 2016.) Instagram platform gives an option as well for collaboration with all other users or business accounts, influencers, bloggers, or celebrities for bringing more activity to company profile and reaching new customers. Collaborative or cross-marketing is a special way of content curation process when companies promote each other in the aim to reach out to a specific audience and to support each other with lower or no costs. (Hill 2014, 359-360.)

Instagram provides users with special features and functions of content creation, such as posts, stories, and live streaming. Posts are the most popular type of content in Instagram, it might contain visual material accompanied with text, hashtags, and geolocations which users are able to see on a company account's profile and on their feeds. There are different forms of posts Instagram users can share in their profile, such as photo posts, video posts and carousel posts. Photo posts are the most common type of visual content, as it is fast and easy to create and edit. Video posts in this case are more difficult to produce, but they have high efficiency on customer engagement and sale processes, due to their ability to give more complex information about products and services. Carousel posts allow companies to add up to 10 photos or videos in one post for presenting the line of products without overloading their followers with too much information. (Steinhart 2018, 44.)

Stories is a feature that allows us to share visual content only for certain periods, in Instagram it lasts 24 hours. Content shared to Stories appears only at the top of the home page but does not appear in profile as a post. This content creation channel is getting more popular nowadays. In January 2018, Instagram Stories audience raised up to 500 million users, what increased interest of companies on this advertisement tool. (Steinhart 2018, 44.)

Facebook is a social network, which stands on top of most active social media channels. This network has more than 2.96 billion monthly users, which is 57% of total internet users. (Kemp 2023.) Social communication on this platform is

going through message exchange, comments, sharing content and likes. Businesses can present their appearance on Facebook through maintaining a fan page. This option provides companies with avenues for communication and marketing with the audience. A company can increase interaction level by posting relevant and interesting content, which will bring new followers and possibly new customers. (Brito 2015, 10.) If user likes a content posted by a company it will appear in users' news feed, where are collected all news from accounts user often interact with. If users do not interact with company page long, then appearance of this company posts in news feed decrease and users don't see company news anymore. That causes companies to make significant effort for engaging users to interact with content shared by company (Brito 2015, 33-34).

Facebook also offers tools for increasing post appearance in user's news feed with help of paid advertisement. (Brito 2015, 49.) Ads Manager tool is giving wide opportunity to create promotion campaigns and also control the appearance and measure results depending on the marketing strategy of the company. It has wide range of tools for testing ads campaigns, targeting key customer group, statistics about audience and ads appearance. (Facebook 2023a.) Although, Facebook Ads Manager cabinet is also working with advertisement on Instagram social media platform, as Facebook owner company "Facebook, Inc." bought Instagram social media network in 2012 (Reiff 2022). It is also a reason why many companies are choosing Facebook among other social media channels for marketing. Synchronisation between two platforms saves time for posting content twice, instead company can create content in Instagram, which automatically will appear on fan page in Facebook or create posting plan in Facebook planner, which will post content to both platforms automatically (Meta 2023). Also, it is possible to maintain communication with customers from Business Manager on Facebook. It connects messages and comments from Instagram and Facebook in one place, where company manager can react on requests and hold a dialogue with customers. (Facebook 2023b.)

Social media marketing creates dynamic flow of communication between company, their clients and between clients themselves. This communication positively influences auditory engagement and searching engine. Sharing in social

media, dynamic communication with suppliers, such as product requesting, comments and feedbacks on service are boosting ranking signals to the search-engine, which in its turn increases company visibility in internet.

2.2.2   Search engine marketing

Search engine optimization or SEO is a process of improving a company web-site with the help of special keywords, which helps to get higher rank in search-ing results of main search engines like Google. Companies need to pay atten-tion to SEO, as it has significant influence on how fast people find a product. Nowadays most purchases begin with an online search. Customers start to search for products with the help of some key words or phrases related to a product or service. These key words must describe how a product is viewed by the user and match with his searching intention. That's why it is important for companies to know which keywords target customers may use for searching their product or service. (Zahay 2015, 44.)

There are two types of searches: organic or natural search and paid search. Search engines provide companies with the opportunity to raise their rank on search results with the help of paid advertisement. In this case advertiser pays to searching engine program to show web page on the top of searching results, where customers can find it faster. (Zahay 2015, 54.)

Same as other marketing tools, search engine marketing or SEM needs to have a strategy plan for its appropriate performance. First, it is important to realize where search traffic comes from and with which keywords and phrases users are searching for information about a company. Google Analytics provides nec-essary information about organic search users, which helps to analyze auditory and successfully accomplish promotion campaigns for these target groups. Paid advertisements need to be well planned in reason of effective usage of invest-ment, otherwise it can become ineffective and expensive. A company needs to choose searching key words precisely for a curtain target group. (Zahay 2015, 48.)

This planning also applies to organic search, which evaluates natural ranking process. The process of ranking pages in search engines is called a search algorithm. Understanding of this algorithm is important for companies who are not planning to invest in paid advertisement. Algorithm ranking pages based on many different factors, but the basic idea is to help users to find their target. In this case companies need to recognize searching words and naturally implement those words to the content on their website and social media pages. (Zahay 2015, 49.)

2.2.3   E-mail marketing

E-mail is a very popular tool among internet users. It has a high daily usage and many users are checking their e-mails several times a day. There are over 4,37 billion e-mail users worldwide in 2023. This number of users includes both consumers and companies. Businesses are using e-mail for communication with partners, customers and for communication inside company. (Oberlo 2023.)

E-mail marketing is one of the most important and effective digital marketing channels, as it is allowing direct communication with target audience, immediately delivers promotional message to customer and helps to lower costs for marketing. Furthermore, e-mail marketing gives an opportunity to reach audience through mobile applications. (Hanna 2015, 4.)

Commercial e-mails may differ by a way, how information in it is presented. There are two main segmentation levels of commercial e-mails: e-mail purpose, which can be educational-oriented or conversion-oriented and sophistication of segmentation, which includes targeted and untargeted audience segments. E-mails with educational purpose to deliver information and educational value without direct product proposal. In the other hand, conversion-oriented e-mails are aiming to engage customers into purchase decision making process. (Hanna 2015, 7.)

Basic requirements for efficient marketing are relevance, permission from user to send marketing e-mails, cooperation with other digital marketing channels, control on metrics and collecting customer user data. (Hanna 2015, 8.)

For building successful e-mail marketing strategy, company needs to answer questions "how to send", "what to send" and "when to send". Answering these questions requires understanding of user's behaviour and a consumer decision-making process. Depending on the stage where consumer is on his decision-making process company can develop an e marketing strategy to close customer needs for information or fast purchase. Consumer purchase decision-making process has five stages: needs recognition, search of information, alternatives consideration, purchase, post purchase evaluations. (Hanna 2015, 54-55.) Effective marketing actions may have a positive impact on these stages by creating product awareness, give more information about it, show how it works, show product difference from competitors, create desire and encourage customer to make a payment. After payment is finished company needs to develop a loyalty to the product and brand, in aim of reaching regular customers. (Hanna 2015, 60.)

2.3   Strategy marketing plan

Marketing plan is a written document, which describes the markets and suggest a strategy, tactics and promotional actions needed to be used for achieving goals set by a company in a certain period of time. Marketing plan is a structured information about current situation of the company, business marketing goals, marketing strategy, special strategy tactics, actions and control of the performance. Situation analysis, objectives, strategy, tactics, actions and control are elements of SOSTAC model, which helps to create an efficient and structured marketing plan. (Chaffey 2013, 3.)

Current situation analysis is a first element of six-step SOSTAC model. It is aiming to set a starting point and identify available recourses, strengths, weaknesses and opportunities and treats. This complex is named SWOT analysis. SWOT analysis is a tool that helps to build a strategy, by identifying internal organiza-

tional and external environmental factors. SWOT analysis describes current situation of a company and helps to concentrate on quality, use strength sides for being competitive and eliminate weaknesses. Strength and weaknesses identify power characteristics and weak places in business. Strength sides provides stable position in the market and brings competitive advantage. These sides company needs to improve and increase. By identifying weaknesses company pay attention to the points, which needs to be eliminated, modified or delegated. Opportunities and threats are the components of the business competitive environment, that company cannot control and refers to happenings on economic, political, social, legal, technological and environmental field. By predicting how situation on market can influence business, company can avoid or lower impact of negative changes and benefit from positive opportunities with choosing appropriate marketing strategy. (Gurel 2017, 995-1000.)

It is also critically important for current situation analysis to identify operational environment of the business, such as industry, market, potential customer base and competition. Industry assessment shows the field where company operates and analyse the options of providing services to consider when developing a strategy. Identifying of potential customer segments and their needs and behaviour helps to understand which customers has more interest in company services and how big is an impact on the business of each customer group. Customers can be classified by geography, gender, age, interests, but for building efficient strategy it is also important analyse their relations to the price of the product and their possibility to consider alternative products from competitors. Competitors and market analyse gives valuable information about their strengths and weaknesses and brings an opportunity to design product and set prices in a way of gaining a competitive advantage on the market. (Randazzo 2014, 3-8.)

Objectives is a second element needed for structuring marketing plan. Setting objectives or business goals considers the end point and a driving force of the strategy marketing. It describes the desired position of the business in the market and vision about successful business. It can be aims like grounding new business for special customer segment or creating a new service for already

existing company. The more clearly goals are set, then easier to create a strategy and tactic plan in a reason to achieve it. (Chaffey 2013, 22.)

When current situation is analysed and goals are set it is possible to develop a strategy, third component of SOSTAC model. Strategy answers a question what business will do for achieving goals, that are based on the vision and mission of the company. Successfully strategy development requires attention to the product, pricing, place and promotion, which forms a 4Ps of Marketing Mix. (Randazzo 2014, 131-132.) Marketing mix for services is updated with 3 new elements, such as people, processes and physical evidence, which significaly affects a success of business and forms 7Ps Marketing Mix (Chaffey 2013, 52). A marketing mix performs as a complex of related actions of the business directed on meeting customers' needs and achieving company goals. Analysis of these elements brings significant impact on the marketing strategy planning process. Some of these elements has more importance for business depending on its operations and products. (Isoraite 2021,1587.)

Product is the main component of marketing mix. Product description involves analysis of benefits provided to the customer by selling product or service, such as functionality, efficiency, quality, personal and economic benefits. Successfully designed product has aim to close certain customer needs and bring value. Product can carry several attributes which are bringing satisfaction to the customer. (Luenendonk 2020.)

Price plays an important role in a purchase decision making process. The price is based on the business goals and before its determination company need to decide on the pricing goals, estimate costs for goods and needed resources, understand a demand on goods and compare own price politic with prices of competitors product. (Isoraite 2021,1558.)

The place of selling products and its accessibility is important factor in the marketing products. Also channels of communication with company and distribution area evaluates availability of product. The geographical location of a company is an important decision in a view of marketing strategy. Better achievable com-

pany place brings competitive advantage and better financial profit. (Tracy 2014, 30.)

Physical obviousness evaluates a physical environment, that provide comfortable level of convenience for using a service, such as noise, comfortable furniture and safety. This element of Marketing Mix can be extremely important for service providers. (Isoraite 2021,1590.)

A process is a number of operations assets in a certain sequence to provide a service. It can be more optimized and require less time from customer or have a sense of individual service with more attention to customer needs. (Isoraite 2021,1590.)

People, who are involved in company operation process influence sales of the provided services and products. Service providing companies needs to recognise that staff plays an important role in a purchase decision making process as it has a direct contact with customers and can provide needed information about product, answer customers questions and influence a purchase of product. (Tracy 2014, 31.)

Promotion evaluates a way of communication with buyers, through advertisement, sales, promotional activities and other direct and indirect communication with audience. Those actions have aim to inform customer about products and services, prices, availability and encourage them to purchase the goods. Meaning of promotion power is significant, as it brings customers information about product, its benefits and values, which can help to reach desired customer segment and increase number of byers. (Isoraite 2021,1559.)

Advertisement is an important part of promotion and evaluates direct and indirect communication with target customer segment about product in order to achieve the business goals. The advertising introduces product name, price, company mission, brand image, location and can have direct or indirect form. Advertising campaign has an aim to deliver message to curtain customer seg-

ment in a given period of time and must be related to the plan of marketing strategy. (Isoraite 2021,1559.)

Next element of marketing plan is tactics. Tactics is a more detailed part of strategy and answer question "how exactly company will reach goals". Tactics requires understanding of marketing tools and how to use them in aim to achieve desired results on the markets and get the best investment return. Tactical plan implements detailed plan for each element of 7Ps Marketing Mix and describes how company resources will be utilized and influenced. (Randazzo 2014, 11.)

Fifth element in marketing planning models is actions, which considers actions management and describes operations on the marketing plan timeline, shows resources and skills needed for successful marketing plan implementation. Actions is a more certain element of tactics, which explains how exactly marketing actions should be accomplished and at what period of time. (Randazzo 2014, 12.)

Control is a final process in marketing plan. It shows marketing plan efficiency and involves tools needed for analysis. It can be customer satisfaction research, web analytics and usability testing. (Chaffey 2013, 4.) Then better analysis of results company can make, than easier will be marketing management process (Zahay 2015, 4).

3   METHODOLOGY

3.1   Qualitative research method

The research method chosen for this study is qualitative interviewing and external secondary data analysis. Qualitative research collects, analyses and interpretate non-numerical data (text, visual and audio data) with help of communication and dialogue (Crossman 2020). Qualitative approach is more suitable than quantative due to the not enough statistic for running quantative research, as Jokimaja hostel presents a new product on the market. Besides that, qualitative research gives enough empirical material for analysis, answers research questions and explore the complexity of communications with attention to contextual information and latent content, that may be not possible through quantative research. External secondary data is a data outside the confines of company and may be gained from relevant literature sources dealing with the topic of the research. (Silver 2012, 43.)

3.2   Interview method

Qualitative one-on-one interviewing method is a suitable method for this research, as a goal of this study is to get a view of individual lived experience of managing director of Jokimaja hostel on marketing strategy and enrich study with additional, more personal information, needed for creating marketing plan for this case company. Interview is semi-structured, questions are listed, but order is flexible. Author may ask additional questions if it seems that answer need to be more open and detailed for research. Nevertheless, it is important to prepare an interview design for avoiding collection of big data amount, which analysis may be difficult and time consuming. Process of interview design has four stages: a preparation of interviewing, analysis and reporting. (Brinkmann 2013, 47.)

Preparation starts from designing interview questions. "Design questions that should be answered when preparing interview study are generally of five board kinds: What should be studied? Why it is relevant to do so? How should the subject matter be studied? Who should be interviewed – and how many?"

(Brinkmann 2013, 47.) Questions for this interview were designed basing on the theoretical background of this research and attached to Appendix 1. As it is corresponded to the theoretical part of this research for creating a marketing strategy plan company needs to make a current analysis of situation. In this reason author designs first questions regarding 7Ps Marketing Mix: product, price, place, promotion, people, process and physical obviousness for informing study about current situation of Jokimaja hostel. Other questions were aimed to inform study about weaknesses and strengths of product for creating appropriate SWOT analysis, which helps to describe current situation of a company. Next were questions which helps to recognise a goal of a company and which company goals marketing plan needs to support. Then author is setting questions to interviewee regarding desired marketing tactics and action in sense of understanding how managing director imagines marketing operations in a company. Furthermore, author stands questions regarding resources of the company, as it has direct influence on the development process of marketing plan. Measurement is one of the core elements of marketing plan, that's why it is important to get a view of interviewee on the metrics, which determinates success of marketing plan. Last questions help to recognise a timeline of target customer decision making process, which helps to implement needed marketing actions in a right time.

Interview was conducted face-to-face between the author and managing director of Jokimaja in operational place of hostel in Köngäs. Managing director of hostel was chosen for interview as it is an owner of business and the only one person who is working in hostel all year round. An Interview lasts two hours. English language was chosen for interview as only one possible way of communication between interviewer and interviewee. One day before interview prepared questions were send to interviewee, for preparing answers and shortening time for interview in real and making amount of information for this research richer and more accurate. Answers were written in Word document during the interview.

3.3   Interview results

At the first step author collects primary data, which helps to set starting point of marketing plan and describe current situation of the company. As it become known from theoretical background current situation analysis needs to identify operational environment of the business, such as industry, market, potential customer base, competition and define available recourses, strengths, weaknesses, opportunities and treats. Primary data collected through interview with managing director of "Jokimaja" provides information about strengths and weaknesses of the service needed for creating SWOT model analysis. SWOT is analysing strengths, weaknesses, opportunities and treats, where last two are the components of the business competitive environment, that company cannot control and refers to happenings on economic, political, social, legal, technological and environmental field (Gurel 2017, 995-1000). In this case author collects information regarding strengths and weaknesses of service, target customer audience and competitors through interview data collection method and data regarding industry, market, opportunities and threats from external secondary data.

Based on the interview answers product has follows strengths and weaknesses presented in Table 1.

Table 1. Strengths and weaknesses of "Jokimaja" hostel

Strengths	Weaknesses
- Location	- Privacy issues
- Activity services availability	- Small rooms
- Customer service	- Transport connection to Levi
- Homemade food	- Weakly sound proved walls
- Unique authentic design	- No near connections to cross-country skiing route
- Facilities	- Finnish language skills of staff members
- Connection to snowmobile route	
- Working with local partners	
- Foreign language skills of staff members	

According to Table 1 hostel location is one of product strength points. Hostel is located in authentic Lappish village Köngäs near Levi Ski Resort. It is a beautiful, silent place on the bank of the river surrounded by traditional Lappish buildings and arctic nature. Unobstructive sky view to the northern direction provides customers with perfect place for watching northern lights, outside of Levi centre light pollution and tourist buzz. Big windows of lobby room give to customer possibility to enjoy northern lights while staying comfortably inside the building, avoiding freezing winter weather conditions. Hostel has an authentic traditional Lappish building design and Scandinavian interior design with unique artistic wall paintings of Lappish landscapes. Hostel is favourably surrounded with local activity providers, such as reindeer farm, husky park, husky farm, Elves Village Tonttula. Hostel also offers wide range of experiences on the spot: traditional wooden sauna, ice swimming, snowshoes rental, ice-fishing, grilling experience in traditional Finnish tepee "kota" and aurora hunting, Homemade served breakfast, which is made mainly from local food products with Finnish cuisine recipes is included in the price of the room. Hostel has also overview to half pension, as there are no other restaurants nearby. Hostel has one electric sauna in a main building and one wooden heated sauna house on the territory of the hostel. Customer service is friendly, informative and personalised. Staff members are inspired by arctic nature and Lappish region, they are knowledgeable about area and attentive to customers' requests and needs. Workers speak many foreign languages: English, German, Russian and Finnish.

Regarding product weaknesses interviewee mentioned distance between Köngäs village and Levi ski resort, as there is no foot path for walking and distance is too long for reaching it by foot. Although, there is no cross-country skiing route nearby, which cuts possibility to attract skiers as customer target group. There is also no public transport connection between Köngäs and Levi centre. That means that customer would need to take taxi and it will influence their costs for holidays and can influence purchase decision-making process. Features of the building is also mentioned as weaknesses, as it is an authentic wooden building with a traditional Lappish outlook, rooms are located on the second floor under the roof. Walls were not proper sound isolated in this old

building and it can make people feel uncomfortable noisy while staying over-night in a hostel. Size of the rooms are small and doesn't include toilet and shower facilities in the room. Two toilets and shower rooms are located on the floor and electric sauna with shower room is located on the first floor. It covers customer needs but require some close interaction between customers. Build-ing itself is not very big and there is not much space for staying privately. Not all staff members are speaking Finnish and it can be a disadvantage while serving local customers.

Next important part of strategy planning process is setting goals. According to answers of managing director of "Jokimaja" hostel goals of marketing plan are to inform target audience about new product, engage their interest to Lappish region and hostel accommodation, bring value of the slow traveling to the po-tential customers, increase sales, get regular customers and make customers a part of the "Jokimaja" community. The idea of the interviewee on the needed marketing channels and operation was to intensify social media marketing channels, such as Facebook and Instagram, develop web site and optimise it for search engine, include email marketing to marketing strategy plan and find partners for marketing cooperations. It can be tour agencies, magazines, influ-encers and partner companies.

As value sharing was mentioned as an aim for marketing plan, author devel-oped questions for getting more detailed information on this topic. As a result, author got understanding of company core values. Company values defines key characteristics, which describes business (Practical Business Skills, 2022). "Jokimaja" hostel shares values of slow traveling, which means experience of traditionally slow flow of a daily life in a place with a quiet lifestyle and out of hectic globalisation process (Woodside 2014, 23). "Jokimaja" location provides travellers an opportunity to slow down, recognise their needs, act sustainable and find activities in one place with help of friendly and informative staff, avoid stressful and rush holidays, enjoy arctic nature, explore little wonders of this region and relax from city fast speed routine.

After goals are set, author collects data needed for developing strategy and tactics. Efficient strategy development process requires attention to 7Ps of Marketing Mix (Chaffey 2013, 52). Some elements of 7Ps Marketing Mix have more importance for business depending on its operations and products. In case of "Jokimaja" hostel, process, physical evidence and people play an important role, as company provides accommodation and leisure service. (Isoraite 2021,1587) According to interview answers collected data for 7Ps Marketing Mix is presented in Table 2.

Table 2. 7Ps Marketing Mix of "Jokimaja" hostel

Product	- 8 rooms with served breakfast (6 double rooms and 2 single rooms) the wooden heated traditional Finnish Sauna house with an ice hole; - Traditional Finnish tepee (kota), grilling place for events.
Price	- Price is higher than in regular hostel, but customer gets profit from personal service and saves costs on the activities (northern lights, reindeers, snowshoeing); - Price is in a development stage; - Price policy is to find balance between costs customer is willing to pay and income which makes operations and business improvement possible.
Place	- "Jokimaja" hostel located in Köngäs, Finnish Lapland, near to Levi Ski Resort; - Marketplace in web: web site Jokimaja.com, Booking.com, Airbnb, web pages of partner tour agencies.
People	- Friendly and helpful staff; - Customer informational support team; - Team members are inspired by arctic nature and Lappish region; - Staff with good personal service skills and attention to customer needs; - Staff has knowledge about services in Levi.
Physical obviousness	- Slow down place with friendly authentic atmosphere; - Simple web site design; - Authentic Lappish design of the buildings; - Many services at one place (accommodation, food, activities); - Silent location in Lappish village, without tourist buzz; - Comfortable northern lights watching opportunity through big windows in warm place; - Paintings of Lappish landscapes; - Cosy fireplace.
Promotion	- Website; - Social media: Facebook, Instagram; - Word of mouth.
Process	- Inspire customer with arctic nature and Lappish region; - Effective personal customer service; - Create a space for customers to communicate with each other and create memories together as a part of community; - Provide information about available services and activities in Levi region; - Personalise service for customer needs.

Efficient marketing stands client at the centre of strategy planning. Developing of the marketing plan requires deep understanding of the needs and values of target customer group. (Tracey 2014,18.) According to the answers of managing director of "Jokimaja" desired customer group would be international tourists, who likes to spend time outdoors, enjoys nature, silence and interested in yoga, meditations and retreats. Especially people who are interested in nature, culture and traditions of Lappish region. Interviewee also expects to sell accommodation to little 10-12 people groups, which can be families, friends or business travellers. This data will help author to create customer profile with using primary and secondary data and find most effective tactics for reaching attention of these customer groups.

Desired customer group differs from target audience of competitors in the area. Interviewee mentioned that competitors have different approach and price policy. According to interviewee answers competitive advantage of accommodation service of "Jokimaja" hostel evaluates in friendly personally customized customer service with attention to customer wishes and needs. It shares values of slow travelling without tourist buzz and engage people to be part of "Jokimaja" story. Besides, high-quality homemade food is a one of the biggest competitive advantages, as there are not many catering places in the area.

Finally, author collects information regarding seasonality and services booking timeline, as this data helps to implement marketing actions in right time moment and provide target customers with information they need, depending on their stage on decision-making process. (Hanna 2015, 54-55.)

4 MARKETING STRATEGY PLAN

Marketing strategy plan should include following elements: situation analysis, audience definition, marketing objectives, action plan, budget and measurement (Dodson 2015). Author does not take attention to budget part for marketing actions due to the limitations of current work. Price strategy of "Jokimaja" is not set at the moment of this research, which makes it not possible to set a budget for marketing and advertisement. In this chapter author develops marketing plan based on SOSTAC six-stage model, which was mentioned in theoretical part of this research and describes target audience for case company "Jokimaja". After marketing objectives, strategy and actions set, author applies elements of SOSTAC model to marketing channels, mentioned by interviewee as necessary and validated as effective for desired customer segment. That way author creates an individual action plan for each marketing channel. Finally, author collect all needed actions to one action plan for a year period June 2023 - June 2024.

4.1 Marketing strategy

SOSTAC model includes structured information about current situation of the company, business marketing goals, marketing strategy, special strategy tactics, actions and control of the performance. (Chaffey 2013, 3.) Current situation analysis consists of SWOT analysis, marketing environment description, competitor analysis and definition of desired customer group for case company.

4.1.1 Current situation analysis

SWOT is analysing strengths, weaknesses, opportunities and treats, where first two were recognised through conducted qualitative interview of this study. Other two "opportunities" and "threats" are the components of the business competitive environment, that company cannot control and refers to happenings on economic, political, social, legal, technological and environmental field (Gurel 2017, 995-1000). Author collects information for last two components from theoretical background and connects information into the full version of SWOT analysis for case company "Jokimaja", which is presented in Table 3.

Table 3. SWOT analysis for case company "Jokimaja"

Strengths	Weaknesses
- Location - Activity services availability - Customer service - Homemade food - Unique authentic design - Facilities - Connection to snowmobile route - Working with local partners - Foreign language skills of staff members	- Privacy issues - Small rooms - Transport connection to Levi - Weakly sound proved walls - No near connections to cross-country skiing route - Finnish language skills of staff members
Opportunities	Threats
- Rising incomes - Slow travel trend - Digital media channels development	- Civil wars, - Inflation, - Increasing of taxation rates, - Terrorism, - Currency devaluations

Author describes case company marketing environment analysis with help of PEST model, which includes five parts of macro-environment: political, economic, social and technological. All these spheres have significant influence on tourism business and need to be considered properly.

Political environment can cause difficulties and risks for case company as for many other companies operating in a field of tourism. Political risks can be civil wars, inflation, increasing of taxation rates, terrorism and currency devaluations. These risks are indicated as threats for case company in Table 3. Company needs to pay attention to the regulations and laws of the country where it operates. (Cammilieri 2018.) "Jokimaja" is located in north part of Finland and needs to follow regulations of Finnish government and as well of European Union.

Economic environment has more influence on customer purchasing behaviour, as rising life-quality standards is often related to higher spendings, especially rising incomes allows people to travel more and choose more expensive destinations (Cammilieri 2018). This is one of the opportunities mentioned in Table 3 for case company, as Finland is one of the most expensive countries to visit in Europe (Milliani 2022).

Social environment affects businesses with values and preferences, which can be influenced by trends (Cammilieri 2018). This can be slow travel trend, which raised up after Corona-19 pandemic and can be also an opportunity for case company to grow and gain new customers with preferences of quite place and slow traveling, mentioned in Table 2 (Dickinson 2023).

Role of technological environment in the operations processes of case company is significant, as most sales of "Jokimaja" hostel happens online. In this case digital media channels development will positively influence company and provide new tools for more efficient marketing online, Table 3. (Cammilieri 2018)

Second part of environment analysis is monitoring of microenvironment, which includes resources, marketing intermediates, competitors and customers. (Cammilieri 2018). This primary data was collected through qualitative interview with managing director of case company.

Information regarding resources of "Jokimaja" hostel were collected through interview with managing director of case company and were indicated as next:
- Good location on the countryside of Lappish village near Levi Ski resort
- Traditional Lappish buildings with Scandinavian interior
- Team members with good customer service and language skills
- Hostel with professional kitchen
- Sauna house on the riverbank
- Tepee with grilling place "kota"
- Sky with unobstructive horizon view

Marketing intermediates of case company according to answer on question 17 are tour agencies, marketing partners and social media influencers. Case company is planning to find new marketing partners and start to work with social media influencers.

According to results of interview "Jokimaja" has a competitive advantage among the main competitors, as they have different approach and price policy. Main competitors are accommodation service and sauna events providers in Köngäs

area. Nevertheless, more detailed information regarding price policy of case company is missing, which makes it not possible to compare prices with competitors and define competitive advantage.

One of the most important points in situation analysis is identifying a target customer segment (Tracey 2014,18). Target customer group is a group of clients, with specific similarities in gender, age, geographical location, values and interests, which company is trying to reach with help of marketing actions. (Jones 2013, 4.)

Previous primary data analysis showed that desired customer group would be international tourists, who choose to spend their vacations outdoors, enjoys arctic nature and snow conditions, prefers authentic experience and have interest in yoga, meditations and retreats. According to size of the accommodation it can be little groups within 10-12 people. Analysis of the secondary data evaluates, that target customer group can be also snowmobile riders or snowmobile safari houses, as snowmobile track is located nearby. Although, depending on the pricy policy of the case company people with higher income and travellers who can afford traveling to Lapland. Finally, the most profitable customer group for "Jokimaja" would be travellers, who share a value of slow traveling, as it will provide company needed competitive advantage and will match with case company values. Slow travel benefits customer by reducing stress level, economically by saving costs and saving environment. These preferences appear on people, who are living in high-speed urban city conditions. That makes author to conclude, that desired customer group will be geographically located in the big cities. According to list of direct flights, Kittilä airport has direct flight connections to European cities, such as Amsterdam, Brussel, Dusseldorf, Geneva, Paris, Zurich, Riga and UK cities with airports in London, Birmingham, Bristol, Glasgow and Manchester (Flight connections, 2023). Interviewee mentioned that company would be interested to work with tour agencies, in this case second important target customer group would be travel agencies, tour operators and our guides from target European cities.

4.1.2 Objectives of marketing plan

Setting goals helps to realistically evaluate what company is trying to achieve with help of certain marketing actions. Author uses SMART model for setting goals, which describes goal as achievable, measurable, attainable, relevant, time-based (Herrity 2022). Goals of marketing plan are to increase sales of "Jokimaja" hostel, reach attention of target customer group and increase company awareness in Levi area with help of marketing actions in period starting from June 2023 till June 2024. Marketing plan needs to support customers on all stages of their decision-making process, which includes needs recognition, search of information, consideration, purchase and post purchase activity. (Hanna 2015, 54-55.) Goals are relevant, as company needs to bring brand and product awareness to target customer for successful entry to the market.

4.1.3 Strategy, tactics and actions

Results of the interview with managing director of "Jokimaja" showed, that company is presented on the market mostly online or through tour operators. That means that marketing strategy needs to include digital marketing at the first place. Although, all components of sales process, which according to Elias St Elmo Lewis includes awareness, interest, desire and action, can be delivered to potential customers through digital marketing channels: SMM, SEO, e-mails and website (Atherton 2019, 14-15) Nevertheless, It is important for case company promote a hostel for tour operators and partners in presence, it requires appearance of the company on marketing events, presentations and tourism forums in sense of finding new partners for promotion and marketing. Mix of traditional and digital marketing will support company presentation on these kinds of events.

4.1.4 Control

Control on the marketing performance refers to the measurement of the efficiency of marketing actions. There are several stages of marketing control, which indicates not only the goals being achieved, but also examinates profita-

bility of actions, improves their efficiency and research best operations (Marketing control, 2019). After case company sets desired income for next winter season it will be necessary to start implementation of strategic marketing actions, follow the process, analyse gained information about customers and correct strategy according to received insights. Efficiency tracking require of using different tools for analysis, such as customer satisfaction research, web analytics and usability testing (Chaffey, 2013, 4). There are specific analytic tools available for each particular marketing channel, which are discussed in following chapters. Control is a final stage in marketing plan and after the end of operational season company can check if planned marketing actions were effective and desired sales goals are achieved. Although, company needs to monitor achievement of goals in each chosen marketing channel.

4.2   Digital marketing plan

Digital marketing plan for "Jokimaja" is presented in this chapter and includes strategy for SMM, SEM and e-mail marketing. These strategies are based on the main objectives of marketing plan and has aim to develop a plan of actions, where digital channels support each other. Support or integration is one of the core principles of effective digital marketing. According to Ian Dodson successful digital marketing is based on 3i principles, which includes initiate, iterate and integrate. The initiate principle evaluates, that audience is a centre point of all marketing activities online. It is critically important for company to understand what user is doing online. Second principle is iterative process of marketing actions, which shows importance of complexed actions such as campaign creation, results tracking and insights implementation. Integration principle has several stages and presented as number of necessary actions needed for effective digital marketing. Integration of insight gotten from one channel need to be used for supporting another. It includes mixing efforts across social media channels, email campaigns, search-engine marketing and traditional marketing. (Dodson, 2016, 1-5)

4.2.1 Social media marketing

Author applies SOSTAC model to social media marketing channel, mentioned by interviewee as necessary and validated as effective for desired customer segment. Table 4 describes author's main findings regarding SOSTAC model in SMM of "Jokimaja" hostel.

Table 4. SOSTAC model in SMM of "Jokimaja" hostel.

SOSTAC	Social Media Marketing
Situation analysis	- Facebook and Instagram accounts - Facebook Business and Ads Manager are not set - Activity on pages is low - Information is not relevant - 335 subscribers on Facebook and 93 on Instagram
Objectives	- Create brand awareness and share company values - Provide information to support customer decision-making process - Rise communication level between users and company - Get new marketing partners - Engage followers in content cocreation process
Strategy	- Acquire target customer group to follow brand accounts - Develop informative content about products and services - Engage customers to communicate and cocreate - Inform target customer group about services of company - Search for influencers and partners
Tactics	- Create content which evaluates brand values - Share information about products and services - Maintain content creation, communication in Facebook Business Suit - Use relevant hashtags - Show team-members and lifestyle of the company - Use storytelling to inspire followers - Paid advertisement for target customer group
Actions	- Update information in accounts - Set budget for advertisement - Create a media bank of a product and services - Write informative text content - Find relevant hashtags and keywords - Share content regularly - Search and collaborate with travel influencers - Share content, which engages users to interact
Control	- Use analytics of Facebook Business Suite for both accounts - Create customer satisfaction survey - Follow feedbacks and make analysis

Social media channels current situation empirical analysis showed that "Jokima-ja" company has two active accounts on Facebook and Instagram. Latest con-

tent shared on these pages dated by 2017. Shared information is not valid and not relevant, as hotel was under reconstructions and rooms and public areas looks different. Accounts are not synchronised in Business Suit Manager, which makes maintaining of social media channels not effective and time consuming. Facebook has three times more followers, than Instagram that means that target group is situated more in Facebook. Nevertheless, this theory needs to be confirmed through analysis of social media channels statistics and going outside the limitations of current research.

Goals for SMM are aimed to support main marketing plan with rising brand awareness and values for a target customer group, which can be delivered through creating informative content about product and with help of paid advertisement in Facebook and Instagram. Although, SMM needs to be used as a channel for supporting customer decision-making process on the awareness and consideration stages (Abimbola, 2023 article). One more objective for SMM is rising and maintaining communications between users and company. Finally, interviewee mentioned, that work with marketing partners and influencers is an important goal for case company.

According to interview with managing director the most attractive points of "Jokimaja" company are good location, beautiful nature, northern lights and Finnish cuisine. Social media content for these points is mainly visual and also cause that customers are taking a lot of photos for sharing their experience. Facebook Business Help Centre suggest using lifestyle photos and videos for showing how product or service will benefit customer. Captivating content, such as fast videos and animations with eye catching elements is helping to get audience attention. For rising brand awareness company needs to highlight brand elements, which helps to recognise company: logo, brand colours and type. (Facebook 2023c.) Although, it is important for case company to show and let audience to learn more about staff members, as customer service is a strength point of a company. Content creation requires visual and text material in this case it is important for company to update media banks and share valid information about business. Nevertheless, text content is also significant, as it is

creating a good base for developing searching key words and hashtags for a company and provides audience with wide information regarding products.

Instagram provides an opportunity for collaboration with other business accounts, influencers, bloggers, or celebrities for rising activity to business account and attracting new followers. Collaborative content curation process allows companies to promote each other in the aim to reach a specific audience and to support each other with lower or no costs (Hill 2014, 359-360). As most of the content on Instagram is visual, it is important for a company to attract Instagram followers, as there are many photographers and videographers, who can collaborate with company and create a good quality content (Rohrs 2014, 166). Tourism industry influencers can be also found in Instagram. Company needs to pay attention to influencers choosing criteria, such as relevant audience and its quality, values, authenticity and content quality. Micro influencers with up to 100 000 followers are more preferred for case company, as they have a strong match with company target audience. Therefore, company needs to create a plan for working with influencers. (Atherton 2019, 160-162.) Customers can also become a part of influencer marketing strategy. Especially tourism industry has a high level of content created by users, as it is natural for users to share their travel experience with family and friends. This kind of content is authentic and honest, which helps to support company marketing activity. (Atherton 2019, 176.)

Use of both paid advertisement and organic campaigns is critically important for case company, as it needs to be proved that business performance in social media is visible for company target audience. Each campaign will have its own goals and budget, which needs to be set before the start of advertisement activity. Furthermore, it is possible for campaigns to be preliminary organic and use minimum of boosting paid advertisement. (Atherton 2019, 116.)

Efficiency of made actions need to be controlled and measured. For measuring customer engagement, it is possible to count number of customer's interactions with the account, measure likes, comments and shares (Zahay, 2015, 82) Customer awareness is possible to measure through growing number of page fol-

lowers. Meta Business Suit is providing tools for wide analytics of both Facebook and Instagram accounts and Ads Manager is showing statistics of performed ads. (Facebook 2023d)

4.2.2   Searching engine marketing

In this chapter author conducts SEM analysis with help of SOSTAC model. First step is to make a current situation analysis of "Jokimaja" website position on search-engine marketing. Text and visual content on the website of case company www.jokimaja.com is not relevant and shows photos from old location and text information, which was updated in 2018 (Jokimaja). According to answers of interviewee on question 21 in Appendix 1, there was no search engine optimisation actions made for case company before, that cause that company appears in low positions in search rank, which makes product search more time-consuming. Although case company doesn't maintain Google Business account and doesn't use Google Analytics tool, which allows to better understand target customer group and optimize marketing performance (Google analytics). Web page is not linked with social media channels, which also lowers company positions in search ranks. Activity on social media channels boosts ranking positions in search engine by creating link base of key words related to company and product (Zahay, 2015, 51).

Objectives for SEM are mentioned in Table 5 and were set with an idea to support customer decision-making process with help of SEO and paid search. Meeting these goals will positively impact company sales, as most of the online purchasing process starts from search (Zahay, 2015, 44).

According to theoretical background of this research, search-engine marketing includes website optimisation for organic search and paid search for reaching target customer group. Search-engine optimization is aimed to develop website in a way, that it shows on the first rank positions of major search engine pages, when customers are searching for a product with specific words. Keywords selection process is fundamental for an effective search engine optimisation. Keywords needs to be relevant to the content on the company website. (Zahay

2015, 44.) In an overview of this theoretical knowledge selection of relevant keywords and their implementation to the text content on the website is a critically important for "Jokimaja" hostel. Although, case company needs to pay attention to content relevance for higher ranking and create a content which will solve customer problems and support their decision-making process (Petel, 2015 article). In addition, there are other factors, which can affect website ranking position, such as website structure, accessibility, size, and age, pages loading time, link base from other websites pointing "Jokimaja" website and activity in social media (Veglis & Giomelakis, 2021). Developing of these factors for efficient SEM may become a topic for future research.

Paid search is providing company with opportunity to pay for appearance in top results line for specific keywords and phrases. Paid search requires a curtain budget for accomplishing desired goals and getting appropriate invest return, which can be challenging for small business as case company. Nevertheless, unique keywords selection in non-competitive environment will positively impact business appearance online. Setting strategy plan for paid search plays significant role and ensure return on investment to this kind of digital marketing. There are four stages, which are important to consider: goals setting, account setting, campaign management and result control. Paid search goals may be developed from business and marketing goals of company. According to chapter 4 these objectives would have aim to increase brand awareness and support customers on the stages of information search and purchase consideration. (Dodson, 2016) Based on this information author indicates paid search goal for case company as increasing traffic to "Jokimaja" hostel website. Account setting evaluates registration of the company on the needed for paid search platforms, such as Google Business, Google Analytics and AdWords, which provides users with wide tools for advertisement, paid search managing and result control (Dodson, 2016).

Due to the limitations of this thesis, it is not possible for author to set a budget for SEM and develop marketing strategy in this field further in a frame of this research. Based on the forgoing, author may state that case company need to

consider mix of both paid and natural search for creating a cost-effective search-engine marketing plan.

Table 5 evaluates main components of SOSTAC model in search-engine marketing, which were described by author in chapter 4.2.2.

Table 5. SOSTAC model in SEM planning process

SOSTAC	Search-engine marketing
Situation analysis	- Active website www.jokimaja.com - Information on the website is not relevant - Low rank in Google search-engine - Social media channels are not connected to website
Objectives	- Increase activity on the website - Reach target customers - Increase visibility of a case company online
Strategy	- Make a search-engine optimisation for effective organic search - Provide relevant information about company and products - Develop paid search advertisement tool
Tactics	- Make website optimisation with attention of using relevant keywords - Update information about products and services on the website - Develop paid search for target customer group
Actions	- Select relevant keywords for website - Create text content on the website with using relevant keywords - Update prices, opening times, descriptions and visual content - Link Instagram and Facebook accounts to website - Create Google Business, Google Analytics and AdWords accounts - Set a strategy plan for paid search
Control	- Google Business - Google Analytics - AdWords

4.2.3 E-mail marketing

According to answers of interviewee on 18th question in Appendix 1, e-mail marketing was mentioned as preferable marketing channel. The literature review shows that this channel has the biggest number of users, which makes this

tool relevant and effective for case company. By applying SOSTAC model to e-mail marketing channel, author conducts an analysis of current situation of e-mail marketing in "Jokimaja" hostel and sets goals, which has aim to support main marketing strategy plan. After goals are set author develop a plan of actions based on chosen strategy and tactics for reaching target customer group.

Collected through qualitative research primary data evaluates, that there was no previous e-mail marketing optimization made by a case company. Currently company is using e-mail for customer service and sales. "Jokimaja" doesn't have a subscribers list, needed for effective start of e-mail marketing campaign (Dodson, 2016).

Author lists main objectives for e-mail marketing in Table 6. These objectives accompany main goals of "Jokimaja" marketing strategy, such as supporting customers on all stages of their decision-making process by increasing awareness, sharing information with market, creating desire, motivating purchase decision and building brand loyalty.

Creating a subscribers list is a first step in e-mail marketing. Organically collected subscribers' data can be used for creating effective and personalized communication. Data may be collected from different sources: by direct communication with company team members, through internet sources like website or paid search, through partners and engagement opportunities. (Hanna, 2015 67-68) Case company may collect subscribes list through social media channels and website, by launching a campaign which benefits customers in exchange of their e-mail addresses.

E-mail can be designed for company needs depending on the nature of the content included. E-mails may provide information about product or service, share content regarding company core values, present competitive advantage, include call to action messages and add value to already made purchase. (Hanna, 2015, 56-57) These types of content delivered in a right time will support main e-mail marketing goals of case company. Company needs to pay attention to delivery process, with choosing effective delivery system and control effective-

ness of email campaigns with help of analytic tools, which shows statistic regarding percent of opened emails and information about customers interacted with content shared within e-mail campaigns. (Dodson, 2016, 123)

Table 6. SOSTAC model in e-mail marketing planning process

SOSTAC	E-mail marketing
Situation analysis	- Case company has valid e-mail address; - "Jokimaja" uses e-mail for customer service communication and online sales; - E-mail is not optimized as a marketing channel; - No available subscribers list.
Objectives	- Support customer decision-making process.
Strategy	- Increase and reactivate awareness; - Share information with market; - Create desire; - Motivate purchase decision; - Build brand loyalty.
Tactics	- Inform target audience about product and company; - Share more information regarding product, business and company core values; - Present a competitive advantage and how product will benefit a byer; - Act calling messages; - Add value and benefit byers after purchase.
Actions	- Collect a subscribers list for e-mail marketing; - Make a design of e-mails; - Choose an effective delivery system for sending e-mails; - Send emails regularly.
Control	- Track a precent of open e-mails; - Analyse number of communication cases and sales; - Conduct e-mail efficiency testing

4.3   Traditional marketing

Traditional marketing is important to case company, as it is a way to promote business on offline marketing events and find new marketing partners and tour agencies. Table 7 evaluates main findings of SOSTAC model in traditional marketing of "Jokimaja". Event marketing is one of the types of traditional marketing and it can include industry events, workshops, seminars and conferences,

where "Jokimaja" can attract attention of tour agencies to product. Participation of the company on the local events, such as sport events, festivals will increase local attention and increase brand awareness in the area. Using of flyers for promoting products of "Jokimaja" hostel, such as sauna and "kota" events will help customers to learn more about company services, get contact information and reference to this information later. (Birt, 2023.) Hostel can also organise own event, such as Open Doors Day or be a participant on the local sport events like: Ruskamarathon, Visma, World Cup, Arctic challenge, Levi Bike and Outdoor fest. These actions help company to meet local companies and make new contacts and get positive impact of word of mouth on the marketing strategy (All in brand 2023). Participation of the company on Tourism events in Finland and in targeted cities of Europe provide company with possibility to reach target customer group and create partnership with tour agencies.

Objectives chosen for this marketing channel are aimed to increase brand awareness in Levi area and between the possible marketing partners, such as tour agencies of target European cities. These goals are mentioned in Table . During interview managing director also mentioned company needs of finding new marketing partners and possible product resellers.

Strategy of event marketing supports main marketing plan with increasing "Jokimaja" brand awareness through sharing information about available products and company values. Events provide opportunity for creating more personal communication with potential partners and requires strategic planning (Stova, 2023). Company needs to pay attention to the events it chooses for promotion an prepare advertisement materials accordingly. Advertisement materials need to support brand awareness and consist of logo, colours and type of company. Materials for presentation can be digital and printed. Printed advertisement can be flyers, brochures, handouts and billboards. (Birt, 2023)

Every marketing action should be controlled by measuring efficiency and profitability of made actions. In case of marketing events case company can measure amount of appeared communications with partners and customers after event.

Table 7. SOSTAC model in traditional marketing planning process

SOSTAC	Traditional marketing
Situation analysis	- Own events: Open Doors Day - Sport events in Levi: Visma, World Cup, Arctic challenge, Ruskamaraton - Marketing events in Levi: "Kipinä päivät" - Marketing tourism events in Finland - International exhibitions in Europe
Objectives	- Increase brand awareness in Levi area - Increase product awareness for protential partners
Strategy	- Share information about product with possible new markets; - Get new partners for promotion and marketing
Tactics	- Inform target travel agencies about product and company with help of presentation and printed advertisement; - Share more information regarding product and company core values; - Present a competitive advantage - Show how collaboration will benefit a partner;
Actions	- Collect information regarding upcoming events - Announce participation - Print advertisement with updated contact information; - Create a presentation of company products - Actively participate on local events
Control	- Track an amount of appeared communications with partners - Measure profitability

4.4 Year plan of actions

The year plan for the case company enables to map all marketing activities for a certain period of time. In case of "Jokimaja" year plan starts from June 2023, as according to answer on Question 22 customers begin to request accommodation in period from July-September. Relying on that the author creates an activity plan for one year period June 2023 – June 2024, so that marketing actions can be implemented before start of the booking season. Year marketing plan of actions is presented in Appendix 2 and Appendix 3 and divided on two parts: low season and high season.

Low season is a time when hostel is not operating and time when customer start their holidays planning and begin their decision-making process. First part of year plan from June to October is aimed to support customer decision-making process on all stages and engage to purchase in August-September. As business is new on the market, it requires preparation of all marketing channels for promotion and marketing needs, which needs to be finished in first months of this marketing action plan. All channels need to be updated and contain relevant information about "Jokimaja" company and services. For updating text content on website company will need to make research of relevant keywords and implement them into texts on the website. Visual content is the most powerful tool for acquiring attention of new customers and needs to be relevant. In this case hostel needs to create a new media bank with good quality photos and videos from new buildings and areas and update it as far as possible. According to previous study, company needs online tools for analytics of made marketing actions, such as Google Analytics, Google AdWords, Facebook Business Suit, Facebook Ads manager. Although, case company needs to set budget for each of marketing channels. After updating of existing accounts and creating new ones, company needs to share new content, according to the customer decision- making process: create desire by inspiring potential customers with arctic nature views and possible activities and safaris on the spot, providing detailed information about product and company and motivating customers to purchase with call-to-action messages. It is important to remember about connection between marketing channels and use insights of one for supporting another. Case company has opportunity to gain e-mail subscribers through social media channels and website and social media can support SEO with link building. Advertisement campaigns are aimed to boost marketing actions, but depending on budget of case company are not mandate. Nevertheless, it is important to follow statistics of made actions and correct marketing strategy if needed.

High season is a second part of marketing action plan, which begins in November with start operational season of "Jokimaja" hostel. At this point, according to the answers of interviewee is coming a second wave of bookings from people who decides to go spontaneously on holiday. At this period the action plan du-

plicates the first one part, but already with attention to customer experience and gained information from previous marketing actions. Case company gets new tool for engagement through creating live content and sharing customer experience. Although this period enables to get live feedbacks and possibility to engage customers to follow social media and share their experience online. Finally in the end of the season company may analyse efficiency and profitability of made actions and develop a plan for a next year.

Traditional marketing actions plan supports digital plan with new insights but has different strategy as it is aimed to target other businesses: tour agencies and local partners with help of presentations and printed advertisement. In June – July case company has opportunity to make research of upcoming events: local events, Tourism Trades in Finland and Tourism Trades in target cities of Europe. Understanding of relevance of participation and plan of evens for year is helping to understand which printed advertisement tools are needed. Action plan contains main local events, as Ruskamaraton, World Cup, Christmas market and Open Doors Day, which provides company with opportunity to reach attention of local people and local companies. Some event may also take place online, which saves spendings of the case company.

5   DISCUSSION

In this chapter first the author summarises results and discusses the way to achieve goals and answer questions of this thesis and then describes limitations and draws a conclusion. Goals of this research described in chapter 1 as follows: develop a marketing plan for a case company Bed and Breakfast hostel "Jokimaja". For creating marketing plan author address three research questions. The first is the main research question.

How to intensify the sales of "Jokimaja" hostel with the help of marketing plan?

This research question aims to find effective ways to bring case company to the market with mix of different marketing channels. To answer first question author uses secondary data from theoretical sources, which dealing with marketing in general and with digital marketing in particular. Most of sales of case company happens online and role of digital marketing in this case significaly important. Theoretical background serves as a basis for understanding main concepts of strategy marketing and sense of different marketing channels. Therefore, to answer this question author conducted qualitative interview with managing director of "Jokimaja" for getting empirical data and enriching this study. The marketing plan is mainly based on the view of managing director regarding aims, target groups and needed marketing actions, but improved with help of theoretical knowledge. Author analysed theoretical background and primary data form qualitative interview and developed main marketing strategy plan with plan of actions for period starting form June2023 till June 2024, presented in Appendix 2 and Appendex 3. SMM, SEO, e-mail marketing and traditional marketing are used and validated as effective channels for marketing plan. SOSTAC six-step model is used for creation of main marketing plan and four additional plans for each chosen marketing channel. Although, two main customer groups are recognised during this study: travellers with interest to slow travelling and tour-agencies located in Europe. Due to the limitations of this thesis plan doesn't include a budget for marketing actions. Furthermore, author formulates two

more sub research questions to find effectiveness of marketing channels for developed target customer groups with help of theoretical knowledge.

Which marketing channels are better to use in case of wanting to reach a certain customer segment?

To answer this question the author analysed primary data gained through conducted interview regarding desired customer group and make literature research for ensuing case company target group and marketing channels they are using. First customer group is travellers with interest to slow travelling are residents of big urban cities, where level of digitalisation is high and effectives of using digital marketing channels is justified. Second group is possible marketing partners: tour operators, travel agencies and travel guides. Case company has opportunity to build partner connections during event, such as Travel trades, seminars and festivals with help of traditional marketing and printed advertisement.

How can the visibility of the Jokimaja hostel be increased in the Levi area?

Author designed third question for implementation of traditional marketing plan in the most effective way. As company plan to develop partnership with local providers it is important to make company visible in Levi area. To answer this question author used theoretical background and own experience of working in Levi and implemented event marketing as a part of traditional marketing into main marketing plan.

During this research case company "Jokimaja" standing on the stage of planning and many points of marketing plan was not possible to discover. First of all, price policy of "Jokimaja" is not set and desired income goal is not possible to set at this stage. That influence aims of marketing plan and amount of described in this thesis marketing actions is given for low-costs marketing. Secondly, research of events for traditional marketing plan of actions is time-consuming and goes out of the frames of this thesis. However, author uses own

experience of working and living in Levi for creating list of possible markable local event for case company. Finally start of SEM requires wide analyses of existing site, which is not possible to conduct in case of this research, because of knowledge and time limitations.

Based on this study, the conclusion can be drawn that developing of marketing plan requires structure and strategy. Theoretical knowledge of this thesis and process of development of marketing plan for case company "Jokimaja" showed to author that connections and mutual support of marketing channels is significaly important for successful business performance in market. This study is relevant, as it provides information in time in the reason of current process of tourism recovering from negative influence of corona pandemic. Research supports companies, who is planning to resume the operations after long break with knowledge regarding marketing strategy development process with aim to regain market position and go along with recovering process of the tourism industry. A Thesis consist of marketing strategy plan and plan of actions for case company" Jokimaja" for period June 2023 – June 2024. Marketing plan is supported by using SWOT, SOSTAC, 7Ps Marketing mix models and enriched by interview with managing director of "Jokimaja".

This research is focused on development of main strategy of marketing plan. Furthermore, there are points of company interest, which can be a theme for future research based on the research of this thesis. For instance, it is possible to create a content plan for social media channels for gaining better results in customer engagement or conduct research of relevant keywords for using in text content on the website and SEO. Budget plan for advertisement and cost-effective marketing plan could be also a topic for future research.

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APPENDICES

Appendix 1.   Interview with a commissioner

1. What products or services your business offer?
2. What makes your product special?
3. What are company core values?
4. Which customer benefits closes these products? Which needs do products fill?
5. Who is desired target customer group for these products?
6. How does your customers typically engage with your business?
7. Which role plays a geographical location of these products?
8. What is your company pricing strategy?
9. What does your competitive environment look like?
10. How products differ from competitors?
11. Which place staff takes in a company?
12. What is a customer service strategy in your company?
13. What company goals does marketing strategy need to support?
14. What metrics determine success of the company?
15. How much are you willing to invest in marketing?
16. Which resources company has for marketing management?
17. How is brand identity presented in your company?
18. Which environmental factors can influence customer experience at your place?
19. How products will be presented on market?
20. How would you see marketing actions for these products?
21. Which tools for analytics of digital marketing company use?
22. What is an operational season of your products?
23. What is a booking timeline for your products?

Appendix 2.   Plan of marketing actions for "Jokimaja" for period June 2023 – October 2024

Month / Marketing channel	June	July	August	September	October
Decision-making process	Prepare channels for marketing	Needs recognition	Search of information	Consideration and purchase	Purchase and post purchase evaluations
SMM	- Update information in Facebook and Instagram - Create a media bank for product end services - Write informative text content - Find relevant hashtags and keywords - Facebook Business Suit account - Facebook Ads account - Set budget for advertisement - Design ads	- Post content regularly - Inspiration content which evaluates brand values: slow traveling, arctic nature, Lappish traditions - Ads for target group (European cities with direct flights to KTT) - Gain e-mail subscribers	- Post content informative content regarding product and business regularly - Link to web site - Collect data from ads and use for SEO - Correct ads settings ■ Search and plan collaboration with travel influencers	- Share brand values and strengths - Show how product will benefit customer - Share lifestyle - Share information about staff - Collect data from ads - Correct ads settings - Check and analyse collected data, correct target customer group if needed - Create a survey for finding information of customer wishes and needs - Call-to-action: purchase	- Retargeting. Ads with call-to-action message - Benefits after purchase for customer - Tips for travel - Share company values and benefits from product - Lifestyle content and storytelling ■ Inspire booked customers for upcoming trip
SEO	- Make research of relevant for SEO words - Write informative text content with using keywords - Update visual content on website - Link website with social media - Create Google Business account - Update Google Maps ■ Make an analyse of Jokimaja.com website	- Set a budget for SEO paid search - Create and maintain informative blog on website - Set a strategy plan for paid search - Ads for target group (European cities with direct flights to KTT) - Gain e-mail subscribers - Create blog in Google - Inspiration content which evaluates brand values: slow traveling, arctic nature, Lappish traditions	- Post content informative content regarding product and business regularly - Use Google Analytics for gaining information about target customer group - Correct a strategy plan	- Share brand values and strengths - Show how product will benefit customer - Share lifestyle - Tips for travel - Share information about staff - Collect and analyse data from ads - Correct ads settings - Create strategy plan for paid advertisement - Correct target customer group	
e-mail marketing	- Create design templates for future promotional emails - Choose delivery system ■ Get permission for sending promotions to previous customers	- Update list of subscribers (data gained via SMM and SEO) - Send inspirational emails to subscribers: arctic nature, activities, accommodation, food - Engage to follow in social media - Analyse percent of open emails - Correct promotional message	- Update list of subscribers - Send informative emails to subscribers: detailed information about product and business - Analyse percent of open emails - Correct promotional message	- Update list of subscribers (ads source) - Share brand values and strengths - Show how product will benefit customer - Share lifestyle - Share information about staff - Engage to follow in social media - Analyse percent of open emails - Correct promotional message - Call-to-action emails: purchase	Divide subscribers in two groups **Booked** - Benefits - Discounts - Tips for travel - Brand values **New** - Inspiration - Info about product - Engage to follow in social media
Traditional marketing	- Find information about upcoming local events - Make a research of upcoming Tourism events in Finland - Make a research of upcoming events in target European cities - Set a budget - Plan your own event - Choose a style for printed ads - Create a presentation of hostel and other services	- Plan participation of company on local events - Register to upcoming events in Finland and Europe - Design printed ads accordingly - Create a time schedule for upcoming events - Order needed printed advertisement - Use brand awareness tools: logo, colours, and type Order branded clothes for events for staff members		- Local event in Levi: Ruskamarathon - Share information about product - Engage people to collaborate and to follow social media ■ Gain new subscribers for email campaigns	- Open Door Day - Share information about place, services and staff members - Show company core values - Engage people to collaborate and to follow social media ■ Gain new subscribers for email campaigns

Appendix 3.   Plan of marketing actions for "Jokimaja" for period November 2023 – June 2024

Marketing channel \ Month	November	December	January	February	March	April	Mai
Decision-making process	Post purchase actions / Search of information	Search of information / Consideration and purchase	Consideration and purchase / Control of actions	Post purchase evaluations	End of the season		Control
SMM	- Post content informative content regarding product and business regularly - Link to web site - Collect data from bookings - Correct ads settings - Update media banks	- Post content regularly - Show customers experience in Jokimaja - Customer satisfaction survey - Share strength points - Engage real customers to subscribe and collaborate - Share lifestyle content	- Post lifestyle content regularly - Share customer experience - Gain feedbacks - Create ads campaign for spring tourists - Analyse followers and customers - Use data from analysis for creating ads - Collaborate with influencers - Benefit buyers	- Tips for travellers - Benefits for upcoming customers - Share customer experience and lifestyle content - Share company values - Update media banks - Collaborate with influencers	- Share lifestyle content and customer experience - Create desire for next season - Customer satisfaction surveys - Engage followers and customers to collaborate with content and share their insights, ideas and feedbacks - Make an analysis of all customers from season - Check efficiency of made actions		- Gain information about customers - Check efficiency of made actions - Create new SMM plan for next year - Check profitability of made actions
SEO	- Post content informative content regarding product and business regularly in website blog - Collect and analyse data from Google analytics - Correct ads settings - Update visual content on website	- Share strength points - Engage real customers to leave feedbacks on website - Share lifestyle content - Collect and analyse data from Google analytics - Paid advertisement in Google		- Tips for travellers - Share customer experience and lifestyle content - Share company values - Update media banks - Collaborate with influencers - Paid ads in Google		- Gain information about website visitors - Check efficiency of made actions - Create new SEO plan for next year - Check profitability of made actions - Analyse statistics in Google Analytics, AdWords	
e-mail marketing	- Update list of subscribers - Send inspirational emails to new subscribers: arctic nature, activities, accommodation, food - Engage to follow in social media - Analyse percent of open emails - Correct promotional message	- Update list of subscribers - Send informative emails to subscribers: detailed - Share brand values and strengths - Show how product will benefit customer - Share lifestyle - Share information about staff - Share information about product and business - Analyse percent of open emails - Correct promotional message - Call-to-action emails: purchase		Divide subscribers in 2 groups **Booked** - Benefits - Discounts - Tips for travel Brand values **New** - Inspiration - Info about product Engage to follow in social media		- Gain information about number of opened emails - Check efficiency of made actions - Create new e-mail plan for next year - Make a customer satisfaction survey - Check profitability of made actions - Analise data for CRM	
Traditional marketing	- Local event: World Cup - Share information about place, services and staff members - Search new local partners - Show company core values - Engage people to collaborate and to follow social media - Gain new subscribers for email campaigns		- Local event: Christmas market - Share information about place, services and staff members - Inform potential customers about place and services - Show company core values - Engage people to collaborate and to follow social media - Gain new subscribers for email campaigns	- Local events: Visma - Finland Tourism Trades (online) - Europe Tourism Trades (online) - Prepare presentation - Update media bank and advertisement materials - Get new possible partners for marketing and promotion - Share information about company, products and Levi destination			- Check efficiency of made actions - Create new traditional marketing plan for next year - Check profitability of made actions - Analise data for CRM

Appendix 4.   Marketing for "Jokimaja" for period June 2023–June 2024

MARKETING STRATEGY PLAN

Jokimaja Oy

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1 MARKETING PLAN

Marketing strategy plan includes following elements: situation analysis, audience definition, marketing objectives, action plan, budget and measurement. Due to the given limitations and missing price policy of the company, budget part is out of current marketing plan. Marketing plan based on SOSTAC six-stage mode, which includes structured information about current situation of the company, business marketing goals, marketing strategy, special strategy tactics, actions and control of the performance. After marketing objectives, strategy and actions set, elements of SOSTAC model are applied to marketing channels, mentioned by interviewee as necessary and validated as effective for desired customer segment. That an action plan for each marketing channel was created and collected into one action plan for a year period June 2023 - June 2024.

1.1 Current situation analysis

Current situation analysis consists of SWOT analysis, marketing environment description, competitor analysis and definition of desired customer group for case company. SWOT is analysing strengths, weaknesses, opportunities and treats, where last two are the components of the business competitive environment, that company cannot control and refers to happenings on economic, political, social, legal, technological and environmental field (Gurel 2017). Primary data collected through interview with managing director of "Jokimaja" provides information about strengths and weaknesses of the service needed for creating SWOT model analysis. n this case author collects information regarding strengths and weaknesses of service, target customer audience and competitors through interview data collection method and data regarding industry, market, opportunities and threats from theoretical sources.

Table 1. SWOT analysis for case company "Jokimaja"

Strengths	Weaknesses
- Location - Activity services availability - Customer service - Homemade food - Unique authentic design - Facilities - Connection to snowmobile route - Working with local partners - Foreign language skills of staff members	- Privacy issues - Small rooms - Transport connection to Levi - Weakly sound proved walls - No near connections to cross-country skiing route - Finnish language skills of staff members
Opportunities	Threats
- Rising incomes - Slow travel trend - Digital media channels development	- Civil wars, - Inflation, - Increasing of taxation rates, - Terrorism, - Currency devaluations

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According to Table 1 hostel location is one of product strength points. Hostel is located in authentic Lappish village Köngäs near Levi Ski Resort. It is a beautiful, silent place on the bank of the river surrounded by traditional Lappish buildings and arctic nature. Unobstructive sky view to the northern direction provides customers with perfect place for watching northern lights, outside of Levi centre light pollution and tourist buzz. Big windows of lobby room give to customer possibility to enjoy northern lights while staying comfortably inside the building, avoiding freezing winter weather conditions. Hostel has an authentic traditional Lappish building design and Scandinavian interior design with unique artistic wall paintings of Lappish landscapes. Hostel is favourably surrounded with local activity providers, such as reindeer farm, husky park, husky farm, Elves Village Tonttula. Hostel also offers wide range of experiences on the spot: traditional wooden sauna, ice swimming, snowshoes rental, ice-fishing, grilling experience in traditional Finnish tepee "kota" and aurora hunting, Homemade served breakfast, which is made mainly from local food products with Finnish cuisine recipes is included in the price of the room. Hostel has also overview to half pension, as there are no other restaurants nearby. Hostel has one electric sauna in a main building and one wooden heated sauna house on the territory of the hostel. Customer service is friendly, informative and personalised. Staff members are inspired by arctic nature and Lappish region, they are knowledgeable about area and attentive to customers requests and needs. Workers speak many foreign languages: English, German, Russian and Finnish.

Regarding product weaknesses interviewee mentioned distance between Köngäs village and Levi ski resort, as there is no foot path for walking and distance is too long for reaching it by foot. Although, there is no cross-country skiing route nearby, which cuts possibility to attract skiers as customer target group. There is also no public transport connection between Köngäs and Levi centre. That means that customer would need to take taxi and it will influence their costs for holidays and can influence purchase decision-making process. Features of the building is also mentioned as weaknesses, as it is an authentic wooden building with a traditional Lappish outlook, rooms are located on the second floor under the roof. Walls were not proper sound isolated in this old building and it can make people feel uncomfortable noisy while staying overnight in a hostel. Size of the rooms are small and doesn't include toilet and shower facilities in the room. Two toilets and shower rooms are located on the floor and electric sauna with shower room is located on the first floor. It covers customer needs but require some close interaction between customers. Building itself is not very big and there is not much space for staying privately. Not all staff members are speaking Finnish and it can be a disadvantage while serving local customers.

Case company marketing environment analysis is described with help of PEST model, which includes five parts of macro-environment: political, economic, social and technological. All these spheres have significant influence on tourism business and need to be considered properly.

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Political environment can cause difficulties and risks for case company as for many other companies operating in a field of tourism. Political risks can be civil wars, inflation, increasing of taxation rates, terrorism and currency devaluations. These risks are indicated as threats for case company in Table 2. Company needs to pay attention to the regulations and laws of the country where it operates. (Cammilieri 2018). "Jokimaja" is located in north part of Finland and needs to follow regulations of Finnish government and as well of European Union.

Economic environment has more influence on customer purchasing behaviour, as rising life-quality standards is often related to higher spendings, especially rising incomes allows people to travel more and choose more expensive destinations (Cammilieri 2018). This is one of the opportunities mentioned in Table 2 for case company, as Finland is one of the most expensive countries to visit in Europe (Travel of Path 2023).

Social environment affects businesses with values and preferences, which can be influenced by trends (Cammilieri, 2018). This can be slow travel trend, which raised up after Corona-19 pandemic and can be also an opportunity for case company to grow and gain new customers with preferences of quite place and slow traveling, mentioned in Table 2 (Dickinson 2023).

Role of technological environment in the operations processes of case company is significant, as most sales of "Jokimaja" hostel happens online. In this case digital media channels development will positively influence company and provide new tools for more efficient marketing online, Table 2. (Cammilieri 2018.)

Second part of environment analysis is monitoring of microenvironment, which includes resources, marketing intermediates, competitors and customers. (Cammilieri 2018.)

Information regarding resources of "Jokimaja" hostel were collected through interview with managing director of case company and were indicated as next:
- Good location on the countryside of Lappish village near Levi Ski resort
- Traditional Lappish buildings with Scandinavian interior
- Team members with good customer service and language skills
- Hostel with professional kitchen
- Sauna house on the riverbank
- Tepee with grilling place "kota"

Marketing intermediates of case company according to interviewee's answers are tour agencies, marketing partners and social media influencers

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According to previous study "Jokimaja" has a competitive advantage among the main competitors, as they have different approach and price policy. Main competitors are accommodation service and sauna events providers in Köngäs area.

One of the most important points in situation analysis is identifying a target customer segment (Tracey 2014,18). Target customer group is a group of people, which company is trying to reach with help of marketing actions. (Jones 2013, 4.) Interview data analysis showed that desired customer group would be international tourists, who choose to spend their vacations outdoors, enjoys arctic nature and snow conditions, prefers authentic experience and have interest in yoga, meditations and retreats. According to size of the accommodation it can be little groups within 10-12 people. Analysis of the secondary data evaluates, that target customer group can be also snowmobile riders or snowmobile safari houses, as snowmobile track is located nearby. Although, depending on the pricy policy of the case company people with higher income and travellers who can afford traveling to Lapland. Finally, the most profitable customer group for "Jokimaja" would be travellers, who share a value of slow traveling, as it will provide company needed competitive advantage and will match with case company values. Slow travel benefits customer by reducing stress level, economically by saving costs and saving environment. These preferences appear on people, who are living in high-speed urban city conditions. That makes author to conclude, that desired customer group will be geographically located in the big cities. According to list of direct flights, Kittilä airport has direct flight connections to European cities, such as Amsterdam, Brussel, Dusseldorf, Geneva, Paris, Zurich, Riga and UK cities with airports in London, Birmingham, Bristol, Glasgow and Manchester (Flight connections 2023)

Next important part of strategy planning process is setting goals. According to answers of managing director of "Jokimaja" hostel goals of marketing plan are to inform target audience about new product, engage their interest to Lappish region and hostel accommodation, bring value of the slow traveling to the potential customers, increase sales, get regular customers and make customers a part of the "Jokimaja" community. The idea of the interviewee on the needed marketing channels and operation was to intensify social media marketing channels, such as Facebook and Instagram, develop web site and optimise it for search engine, include email marketing to marketing strategy plan and find partners for marketing cooperations. It can be travel agencies, magazines, influencers and partner companies.

As value sharing was mentioned as an aim for marketing plan, author developed questions for getting more detailed information on this topic. As a result, author got understanding of company core values. Company values defines key characteristics, which describes business. (Practical Business Skills 2022.) "Jokimaja" hostel shares values of slow traveling, which means experience of traditionally slow flow of a daily life in a place with a quiet lifestyle and out of hectic globalisation process (Woodside 2014, 23). "Jokimaja" location provides travellers an opportunity to slow down, recognise their needs, act sustainable and find activities

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in one place with help of friendly and informative staff, avoid stressful and rush holidays, enjoy arctic nature, explore little wonders of this region and relax from city fast speed routine.

After goals are set, company needs to pay attention to strategy and tactics. Efficient strategy development process requires attention to 7Ps of Marketing Mix (Chaffey 2013, 52). Some elements of 7Ps Marketing Mix have more importance for business depending on its operations and products. In case of "Jokimaja" hostel, process, physical evidence and people play an important role, as company provides accommodation and leisure service. (Isoraite 2021,1587.)

According to interview answers collected data for 7Ps Marketing Mix is presented in Table 2.

Table 2. 7Ps Marketing Mix of "Jokimaja" hostel

Product	- 8 rooms with served breakfast (6 double rooms and 2 single rooms) the wooden heated traditional Finnish Sauna house with an ice hole; - Traditional Finnish tepee (kota), grilling place for events.
Price	- Price is higher than in regular hostel, but customer gets profit from personal service and saves costs on the activities (northern lights, reindeers, snowshoeing); - Price is in a development stage; - Price policy is to find balance between costs customer is willing to pay and income which makes operations and business improvement possible.
Place	- "Jokimaja" hostel located in Köngäs, Finnish Lapland, near to Levi Ski Resort; - Marketplace in web: web site Jokimaja.com, Booking.com, Airbnb, web pages of partner tour agencies.
People	- Friendly and helpful staff; - Customer informational support team; - Team members are inspired by arctic nature and Lappish region; - Staff with good personal service skills and attention to customer needs; - Staff has knowledge about services in Levi.
Physical obviousness	- Slow down place with friendly authentic atmosphere; - Simple web site design; - Authentic Lappish design of the buildings; - Many services at one place (accommodation, food, activities); - Silent location in Lappish village, without tourist buzz; - Comfortable northern lights watching opportunity through big windows in warm place; - Paintings of Lappish landscapes; - Cosy fireplace.
Promotion	- Website; - Social media: Facebook, Instagram; - Word of mouth.

Process	- Inspire customer with arctic nature and Lappish region; - Effective personal customer service; - Create a space for customers to communicate with each other and create memories together as a part of community; - Provide information about available services and activities in Levi region; - Personalise service for customer needs.

1.1.1 Objectives of marketing plan

Goals of marketing plan are to increase sales of "Jokimaja" hostel, reach attention of target customer group and increase company awareness in Levi area. Marketing plan needs to support customers on the all stages of their decision-making process, which includes: needs recognition, search of information, consideration, purchase and post purchase activity. (Hanna 2015, 54-55.)

1.1.2 Strategy, tactics and actions

Results of the interview with managing director of "Jokimaja" showed, that company is presented on the market mostly online or through tour operators. That means that marketing strategy needs to include digital marketing at the first place. Although, all components of sales process, which according to Elias St Elmo Lewis includes awareness, interest, desire and action, can be delivered to potential customers through digital marketing channels: SMM, SEO, e-mails and website (Atherton 2019, 14-15). Nevertheless, It is important for case company promote a hostel for tour operators and partners in presence, it requires appearance of the company on marketing events, presentations and tourism forums in sense of finding new partners for promotion and marketing. Mix of traditional and digital marketing will support company presentation on these kinds of events.

1.1.3 Control

Control on the marketing performance refers to the measurement of the efficiency of marketing actions. There are several stages of marketing control, which indicates not only the goals being achieved, but also examinates profitability of actions, improves their efficiency and research best operations (Marketing control 2019). After case company sets desired income for next winter season it will be necessary to start implementation of strategic marketing actions, follow the process, analyse gained information about customers and correct strategy according to received insights. Efficiency tracking require of using different tools for analysis, such as customer satisfaction research, web analytics and usability testing (Chaffey 2013, 4). There are specific analytic tools available for each particular marketing channel, which are discussed in following chapters. Control is a final stage in marketing plan and after the end of operational season company can check if planned marketing actions were effective and desired sales goals are achieved. Although, company needs to monitor achievement of goals in each chosen marketing channel.

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1.2 Digital marketing plan

Digital marketing plan for "Jokimaja" is presented in this chapter and includes strategy for SMM, SEM and e-mail marketing. These strategies are based on the main objectives of marketing plan and has aim to make a plan of actions, where digital channels support each other. Support or integration is one of the core principles of effective digital marketing. According to Ian Dodson successful digital marketing is based on 3i principles, which includes initiate, iterate and integrate. The initiate principle evaluates, that audience is a centre point of all marketing activities online. It is critically important for company to understand what user is doing online. Second principle is iterative process of marketing actions, which shows importance of complexed actions such as campaign creation, results tracking and insights implementation. Integration principle has several stages and presented as number of necessary actions needed for effective digital marketing. Integration of insight gotten from one channel need to be used for supporting another. It includes mixing efforts across social media channels, email campaigns, search-engine marketing and traditional marketing. (Dodson 2016, 1-5.)

1.2.1 Social Media Marketing

SOSTAC model is applied to social media marketing channel, mentioned by interviewee as necessary and validated as effective for desired customer segment.

Social media channels current situation empirical analysis showed that "Jokimaja" company has two active accounts on Facebook and Instagram. Latest content shared on these pages dated by 2017. Shared information is not valid and not relevant, as hotel was under reconstructions and rooms and public areas looks different. Accounts are not synchronised in Business Suit Manager, which makes maintaining of social media channels not effective and time consuming. Facebook has three times more followers, than Instagram that means that target group is situated more in Facebook. Nevertheless, this theory needs to be confirmed through analysis of social media channels statistics and going outside the limitations of current research.

Goals for SMM are aimed to support main marketing plan with rising brand awareness and values for a target customer group, which can be delivered through creating informative content about product and with help of paid advertisement in Facebook and Instagram. Although, SMM needs to be used as a channel for supporting customer decision-making process on the awareness and consideration stages (Abimbola, 2023 article). One more objective for SMM is rising and maintaining communications between users and company. Finally, interviewee mentioned, that work with marketing partners and influencers is an important goal for case company.

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According to interview with managing director the most attractive points of "Jokimaja" company are good location, beautiful nature, northern lights and Finnish cuisine. Social media content for these points is mainly visual and also cause that customers are taking a lot of photos for sharing their experience. Facebook Business Help Centre suggest using lifestyle photos and videos for showing how product or service will benefit customer. Captivating content, such as fast videos and animations with eye catching elements is helping to get audience attention. For rising brand awareness company needs to highlight brand elements, which helps to recognise company: logo, brand colours and type. (Facebook Help Centre 2023.) Although, it is important for case company to show and let audience to learn more about staff members, as customer service is a strength point of a company. Content creation requires visual and text material in this case it is important for company to update media banks and share valid information about business. Nevertheless, text content is also significant, as it is creating a good base for developing searching key words and hashtags for a company and provides audience with wide information regarding products.

Instagram provides an opportunity for collaboration with other business accounts, influencers, bloggers, or celebrities for rising activity to business account and attracting new followers. Collaborative content curation process allows companies to promote each other in the aim to reach out to a specific audience and to support each other with lower or no costs (Hill 2014). As most of the content on Instagram is visual, it is important for a company to attract Instagram followers, as there are many photographers and videographers, who can collaborate with company and create a good quality content (Rohrs 2014, 16). Tourism industry influencers can be also found in Instagram. Company needs to pay attention to influencers choosing criteria, such as relevant audience and its quality, values, authenticity and content quality. Micro influencers with up to 100 000 followers are more preferred for case company, as they have a strong match with company target audience. Therefore, company needs to develop a plan for working with influencers. (Atherton, 2019, 160-162) Customers can also become a part of influencer marketing strategy. Especially tourism industry has a high level of content created by users, as it is natural for users to share their travel experience with family and friends. This kind of content is authentic and honest, which helps to support company marketing activity. (Atherton 2019, 176.)

Use of both paid advertisement and organic campaigns is critically important for the case company, as it needs to be proved that business performance in social media is visible for company target audience. Each campaign will have its own goals and budget, which needs to be set before the start of advertising activity. Furthermore, it is possible for campaigns to be preliminary organic and use minimum of boosting paid advertisement (Atherton 2019, 116.)

Efficiency of made actions need to be controlled and measured. For measuring customer engagement, it is possible to count number of customer's interactions with the account, measure likes, comments and shares (Zahay, 2015, 82) Customer awareness is possible to measure through growing number of page

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followers. Meta Business Suit is providing tools for wide analytics of both Facebook and Instagram ac-counts and Ads Manager is showing statistics of performed ads. (Facebook Business Help Centre)

Table 3 describes main findings regarding SOSTAC model in SMM of "Jokimaja" hostel.

Table 3. SOSTAC model in SMM of "Jokimaja" hostel.

SOSTAC	Social Media Marketing
Situation analysis	- Facebook and Instagram accounts - Facebook Business and Ads Manager are not set - Activity on pages is low - Information is not relevant - 335 subscribers on Facebook and 93 on Instagram
Objectives	- Create brand awareness and share company values - Provide information to support customer decision-making process - Rise communication level between users and company - Get new marketing partners - Engage followers in content cocreation process
Strategy	- Acquire target customer group to follow brand accounts - Develop informative content about products and services - Engage customers to communicate and cocreate - Inform target customer group about services of company - Search for influencers and partners
Tactics	- Create content which evaluates brand values - Share information about products and services - Maintain content creation, communication in Facebook Business Suit - Use relevant hashtags - Show team-members and lifestyle of the company - Use storytelling to inspire followers - Paid advertisement for target customer group
Actions	- Update information in accounts - Set budget for advertisement - Create a media bank of a product and services - Write informative text content - Find relevant hashtags and keywords - Share content regularly - Search and collaborate with travel influencers - Share content, which engages users to interact
Control	- Use analytics of Facebook Business Suite for both accounts - Create customer satisfaction survey - Follow feedbacks and make analysis

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1.2.2   Searching Engine Marketing

Search engine marketing analysis is conducted with help of SOSTAC model. First step is to make a current situation analysis of "Jokimaja" website position on search-engine marketing. Text and visual content on the website of case company www.jokimaja.com is not relevant and shows photos from old location and text information, which was updated in 2018 (Jokimaja). According to answers of interviewee on question 21 in Appendix 1, there was no search engine optimisation actions made for case company before, that cause that company appears in low positions in search rank, which makes product search more time-consuming. Although case company doesn't maintain Google Business account and doesn't use Google Analytics tool, which allows to better understand target customer group and optimize marketing performance (Google analytics). Web page is not linked with social media channels, which also lowers company positions in search ranks. Activity on social media channels boosts ranking positions in search engine by creating link base of key words related to company and product (Zahay, 2015, 51).

Objectives for SEM are mentioned in Table 3 and were set with an idea to support customer decision-making process with help of SEO and paid search. Meeting these goals will positively impact company sales, as most of the online purchasing process starts from search (Zahay, 2015, 44).

Search-engine marketing includes website optimisation for organic search and paid search for reaching target customer group. Search-engine optimization is aimed to develop website in a way, that it shows on the first rank positions of major search engine pages, when customers are searching for a product with specific words. Keywords selection process is fundamental for an effective search engine optimisation. Keywords needs to be relevant to the content on the company website. In an overview of this theoretical knowledge selection of relevant keywords and their implementation to the text content on the website is a critically important for "Jokimaja" hostel. Although, case company needs to pay attention to content relevance for higher ranking and create a content which will solve customer problems and support their decision-making process (Petel, 2015 article). In addition, there are other factors, which can affect website ranking position, such as website structure, accessibility, size, and age, pages loading time, link base from other websites pointing "Jokimaja" website and activity in social media (Veglis and Giomelakis, 2021). Developing of these factors for efficient SEM may become a topic for future research.

Paid search is providing company with opportunity to pay for appearance in top results line for specific keywords and phrases. Paid search requires a curtain budget for accomplishing desired goals and getting appropriate invest return, which can be challenging for small business as case company. Nevertheless, unique keywords selection in non-competitive environment will positively impact business appearance online. Setting strategy plan for paid search plays significant role and ensure return on investment to this kind of digital marketing. There are four stages, which are important to consider: goals setting, account

setting, campaign management and result control. Paid search goals may be developed from business and marketing goals of company. According to chapter 4 these objectives would have aim to increase brand awareness and support customers on the stages of information search and purchase consideration. (Dodson, 2016) Based on this information author indicates paid search goal for case company as increasing traffic to "Jokimaja" hostel website. Account setting evaluates registration of the company on the needed for paid search platforms, such as Google Business, Google Analytics and AdWords, which provides users with wide tools for advertisement, paid search managing and result control (Dodson, 2016).

Due to the limitations, it is not possible to set a budget for SEM and develop marketing strategy in this field further in a frame of this research. Based on the forgoing, author may state that case company need to consider mix of both paid and natural search for creating a cost-effective search-engine marketing plan. Table 3 evaluates main components of SOSTAC model in search-engine marketing.

Table 3. SOSTAC model in SEM planning process

SOSTAC	Search-engine marketing
Situation analysis	- Active website www.jokimaja.com - Information on the website is not relevant - Low rank in Google search-engine - Social media channels are not connected to website
Objectives	- Increase activity on the website - Reach target customers - Increase visibility of a case company online
Strategy	- Make a search-engine optimisation for effective organic search - Provide relevant information about company and products - Develop paid search advertisement tool
Tactics	- Make website optimisation with attention of using relevant keywords - Update information about products and services on the website - Develop paid search for target customer group
Actions	- Select relevant keywords for website - Create text content on the website with using relevant keywords - Update prices, opening times, descriptions and visual content - Link Instagram and Facebook accounts to website - Create Google Business, Google Analytics and AdWords accounts - Set a strategy plan for paid search
Control	- Google Business - Google Analytics - AdWords

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1.2.3 E-mail Marketing

According to answers of interviewee on 18th question in Appendix 1, e-mail marketing was mentioned as preferable marketing channel. The literature review shows that this channel has the biggest number of users, which makes this tool relevant and effective for case company. By applying SOSTAC model to e-mail marketing channel, author conducts an analysis of current situation of e-mail marketing in "Jokimaja" hostel and sets goals, which has aim to support main marketing strategy plan. After goals are set author develop a plan of actions based on chosen strategy and tactics for reaching target customer group.

Collected through qualitative research primary data evaluates, that there was no previous e-mail marketing optimization made by a case company. Currently company is using e-mail for customer service and sales. "Jokimaja" doesn't have a subscribers list, needed for effective start of e-mail marketing campaign (Dodson, 2016).

Main objectives for e-mail marketing are presented in Table 4. These objectives accompany main goals of "Jokimaja" marketing strategy, such as supporting customers on all stages of their decision-making process by increasing awareness, sharing information with market, creating desire, motivating purchase decision and building brand loyalty.

Creating a subscribers list is a first step in e-mail marketing. Organically collected subscribers' data can be used for creating effective and personalized communication. Data may be collected from different sources: by direct communication with company team members, through internet sources like website or paid search, through partners and engagement opportunities. (Hanna, 2015 67-68)
Case company may collect subscribes list through social media channels and website, by launching a campaign which benefits customers in exchange of their e-mail addresses. E-mail can be designed for company needs depending on the nature of the content included. E-mails may provide information about product or service, share content regarding company core values, present competitive advantage, include call to action messages and add value to already made purchase. (Hanna, 2015, 56-57) These types of content delivered in a right time will support main e-mail marketing goals of case company. Company needs to pay attention to delivery process, with choosing effective delivery system and control effectiveness of email campaigns with help of analytic tools, which shows statistic regarding percent of opened emails and information about customers interacted with content shared within e-mail campaigns. (Dodson, 2016, 123)

Table 4. SOSTAC model in e-mail marketing planning process

SOSTAC	E-mail marketing
Situation analysis	- Case company has valid e-mail address; - e-mail for customer service communication and online sales; - E-mail is not optimized as a marketing channel;

	- No available subscribers list.
Objec-tives	- Support customer decision-making process.
Strategy	- Increase and reactivate awareness; - Share information with market; - Create desire; - Motivate purchase decision; - Build brand loyalty.
Tactics	- Inform target audience about product and company; - Share information regarding product, business, core values; - Present a competitive advantage and how product will benefit a byer; - Act calling messages; - Add value and benefit byers after purchase.
Actions	- Collect a subscribers list for e-mail marketing; - Make a design of e-mails; - Choose an effective delivery system for sending e-mails; - Send emails regularly.
Control	- Track a precent of open e-mails; - Analyse number of communication cases and sales; - Conduct e-mail efficiency testing

1.3 Traditional marketing

Traditional marketing is important to case company, as it is a way to promote business on offline marketing events and find new marketing partners and tour agencies. Event marketing is one of the types of traditional marketing and it can include industry events, workshops, seminars and conferences, where "Jokimaja" can attract attention of tour agencies to product. Participation of the company on the local events, such as sport events, festivals will increase local attention and increase brand awareness in the area. Using of flyers for promoting products of "Jokimaja" hostel, such as sauna and "kota" events will help customers to learn more about company services, get contact information and reference to this information later. (Birt, 2023) Hostel can also organise own event, such as Open Doors Day or be a participant on the local sport events like: Ruskamarathon, Visma, World Cup, Arctic challenge, Levi Bike and Outdoor fest. These actions help company to meet local companies and make new contacts and get positive impact of word of mouth on the marketing strategy (All in brand, 2023). Participation of the company on Tourism events in Finland and in targeted cities of Europe provide company with possibility to reach target customer group and create partnership with tour agencies.

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Objectives chosen for this marketing channel are aimed to increase brand awareness in Levi area and between the possible marketing partners, such as tour agencies of target European cities. During interview managing director also mentioned company needs of finding new marketing partners.

Strategy of event marketing supports main marketing plan with increasing "Jokimaja" brand awareness through sharing information about available products and company values. Events provide opportunity for creating more personal communication with potential partners and requires strategic planning (Stova, 2023). Company needs to pay attention to the events it chooses for promotion an prepare advertisement materials accordingly. Advertisement materials need to support brand awareness and consist of logo, colours and type of company. Materials for presentation can be digital and printed. Printed advertisement can be flyers, brochures, handouts and billboards. (Birt, 2023)

Every marketing action should be controlled by measuring efficiency and profitability of made actions. In case of marketing events case company can measure amount of appeared communications with partners and customers after event.

Table 6. SOSTAC model in traditional marketing planning process

SOSTAC	Traditional marketing
Situation analysis	- Own events: Open Doors Day - Sport events in Levi: Visma, World Cup, Arctic challenge, Ruskamaraton - Marketing events in Levi: "Kipinä päivät" - Marketing tourism events in Finland - International exhibitions in Europe
Objectives	- Increase brand awareness in Levi area - Increase product awareness for protentional partners
Strategy	- Share information about product with possible new markets; - Get new partners for promotion and marketing
Tactics	- Inform target travel agencies about product and company with help of presentation and printed advertisement; - Share more information regarding product and company core values; - Present a competitive advantage - Show how collaboration will benefit a partner;
Actions	- Collect information regarding upcoming events - Announce participation - Print advertisement with updated contact information; - Create a presentation of company products - Actively participate on local events
Control	- Track an amount of appeared communications with partners - Measure profitability

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1.4 Year plan of actions

The year plan for the case company enables to map all marketing activities for a certain period of time. In case of "Jokimaja" year plan starts from June 2023, as according to answer on Question 22 customers begin to request accommodation in period from July-September. Relying on that the author creates an activity plan for one year period June 2023 – June 2024, so that marketing actions can be implemented before start of the booking season. Year marketing plan of actions is presented in Appendix 2 and Appendix 3 and divided on two parts: low season and high season.

Low season is a time when hostel is not operating and time when customer start their holidays planning and begin their decision-making process. First part of year plan from June to October is aimed to support customer decision-making process on all stages and engage to purchase in August-September. As business is new on the market, it requires preparation of all marketing channels for promotion and marketing needs, which needs to be finished in first months of this marketing action plan. All channels need to be updated and contain relevant information about "Jokimaja" company and services. For updating text content on website company will need to make research of relevant keywords and implement them into texts on the website. Visual content is the most powerful tool for acquiring attention of new customers and needs to be relevant. In this case hostel needs to create a new media bank with good quality photos and videos from new buildings and areas and update it as far as possible. According to previous study, company needs online tools for analytics of made marketing actions, such as Google Analytics, Google AdWords, Facebook Business Suit, Facebook Ads manager. Although, case company needs to set budget for each of marketing channels. After updating of existing accounts and creating new ones, company needs to share new content, according to the customer decision- making process: create desire by inspiring potential customers with arctic nature views and possible activities and safaris on the spot, providing detailed information about product and company and motivating customers to purchase with call-to-action messages. It is important to remember about connection between marketing channels and use insights of one for supporting another. Case company has opportunity to gain e-mail subscribers through social media channels and website and social media can support SEO with link building. Advertisement campaigns are aimed to boost marketing actions, but depending on budget of case company are not mandate. Nevertheless, it is important to follow statistics of made actions and correct marketing strategy if needed.

High season is a second part of marketing action plan, which begins in November with start operational season of "Jokimaja" hostel. At this point, according to the answers of interviewee is coming a second wave of bookings from people who decides to go spontaneously on holiday. At this period the action plan duplicates the first one part, but already with attention to customer experience and gained information from previous marketing actions. Case company gets new tool for engagement through creating live content and sharing customer experience. Although this period enables to get live feedbacks and possibility to

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engage customers to follow social media and share their experience online. Finally in the end of the season company may analyse efficiency and profitability of made actions and develop a plan for a next year.

Traditional marketing actions plan supports digital plan with new insights but has different strategy as it is aimed to target other businesses: tour agencies and local partners with help of presentations and printed advertisement. In June – July case company has opportunity to make research of upcoming events: local events, Tourism Trades in Finland and Tourism Trades in target cities of Europe. Understanding of relevance of participation and plan of evens for year is helping to understand which printed advertisement tools are needed. Action plan contains main local events, as Ruskamaraton, World Cup, Christmas market and Open Doors Day, which provides company with opportunity to reach attention of local people and local companies. Some event may also take place online, which saves spendings of the case company.

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APPENDICES

Appendix 1.   Plan of marketing actions for "Jokimaja" for period June 2023 – October 2024

Month / Marketing channel	June	July	August	September	October
Decision-making process	Prepare channels for marketing	Needs recognition	Search of information	Consideration and purchase	Purchase and post purchase evaluations
SMM	- Update information in Facebook and Instagram - Create a media bank for product end services - Write informative text content - Find relevant hashtags and keywords - Facebook Business Suit account - Facebook Ads account - Set budget for advertisement - Design ads	- Post content regularly - Inspiration content which evaluates brand values: slow traveling, arctic nature, Lappish traditions - Ads for target group (European cities with direct flights to KTT) - Gain e-mail subscribers	- Post content informative content regarding product and business regularly - Link to web site - Collect data from ads and use for SEO - Correct ads settings - Search and plan collaboration with travel influencers	- Share brand values and strengths - Show how product will benefit customer - Share lifestyle - Share information about staff - Collect data from ads - Correct ads settings - Check and analyse collected data, correct target customer group if needed - Create a survey for finding information of customer wishes and needs - Call-to-action: purchase	- Retargeting. Ads with call-to-action message - Benefits after purchase for customer - Tips for travel - Share company values and benefits from product - Lifestyle content and storytelling - Inspire booked customers for upcoming trip
SEO	- Make research of relevant for SEO words - Write informative text content with using keywords - Update visual content on website - Link website with social media - Create Google Business account - Update Google Maps - Make an analyse of Jokimaja.com website	- Set a budget for SEO paid search - Create and maintain informative blog on website - Set a strategy plan for paid search - Ads for target group (European cities with direct flights to KTT) - Create blog in Google - Inspiration content which evaluates brand values: slow traveling, arctic nature, Lappish traditions	- Post content informative content regarding product and business regularly - Use Google Analytics for gaining information about target customer group - Correct a strategy plan	- Share brand values and strengths - Show how product will benefit customer - Share lifestyle - Tips for travel - Share information about staff - Collect and analyse data from ads - Correct ads settings - Create strategy plan for paid advertisement - Correct target customer group	
e-mail marketing	- Create design templates for future promotional emails - Choose delivery system - Get permission for sending promotions to previous customers	- Update list of subscribers (data gained via SMM and SEO) - Send inspirational emails to subscribers: arctic nature, activities, accommodation, food - Engage to follow in social media - Analyse percent of open emails - Correct promotional message	- Update list of subscribers - Send informative emails to subscribers: detailed information about product and business - Analyse percent of open emails - Correct promotional message	- Update list of subscribers (ads source) - Share brand values and strengths - Show how product will benefit customer - Share lifestyle - Share information about staff - Engage to follow in social media - Analyse percent of open emails - Correct promotional message - Call-to-action emails: purchase	Divide subscribers in two groups **Booked:** - Benefits - Discounts - Tips for travel - Brand values **New:** - Inspiration - Info about product - Engage to follow in social media
Traditional marketing	- Find information about upcoming local events - Make a research of upcoming Tourism events in Finland - Make a research of upcoming events in target European cities - Set a budget - Plan your own event - Choose a style for printed ads - Create a presentation of hostel and other services	- Plan participation of company on local events - Register to upcoming events in Finland and Europe - Design printed ads accordingly - Create a time schedule for upcoming events - Order needed printed advertisement - Use brand awareness tools: logo, colours, and type - Order branded clothes for events for staff members		- Local event in Levi: Ruskamarathon - Share information about product - Engage people to collaborate and to follow social media - Gain new subscribers for email campaigns	- Open Door Day - Share information about place, services and staff members - Engage people to collaborate and to follow social media - Gain new subscribers for email campaigns

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Appendix 2.   Plan of marketing actions for "Jokimaja" for period November 2023 – June 2024

Month / Marketing channel	November	December	January	February	March	April	Mai
Decision-making process	Post purchase actions / Search of information	Search of information / Consideration and purchase	Consideration and purchase / Control of actions	Post purchase evaluations	End of the season		Control
SMM	- Post content informative content regarding product and business regularly - Link to web site - Collect data from bookings - Correct ads settings - Update media banks	- Post content regularly - Show customers experience in Jokimaja - Customer satisfaction survey - Share strength points - Engage real customers to subscribe and collaborate - Share lifestyle content	- Post lifestyle content regularly - Share customer experience - Gain feedbacks - Create ads campaign for spring tourists - Analyse followers and customers - Use data from analysis for creating ads - Collaborate with influencers - Benefit buyers	- Tips for travellers - Benefits for upcoming customers - Share customer experience and lifestyle content - Share company values - Update media banks - Collaborate with influencers	- Share lifestyle content and customer experience - Create desire for next season - Customer satisfaction surveys - Engage followers and customers to collaborate with content and share their insights, ideas and feedbacks - Make an analysis of all customers from season - Check efficiency of made actions		- Gain information about customers - Check efficiency of made actions - Create new SMM plan for next year - Check profitability of made actions
SEO	- Post content informative content regarding product and business regularly in website blog - Collect and analyse data from Google analytics - Correct ads settings - Update visual content on website	- Share strength points - Engage real customers to leave feedbacks on website - Share lifestyle content - Collect and analyse data from Google analytics - Paid advertisement in Google		- Tips for travellers - Share customer experience and lifestyle content - Share company values - Update media banks - Collaborate with influencers - Paid ads in Google		- Gain information about website visitors - Check efficiency of made actions - Create new SEO plan for next year - Check profitability of made actions - Analyse statistics in Google Analytics, AdWords	
e-mail marketing	- Update list of subscribers - Send inspirational emails to new subscribers: arctic nature, activities, accommodation, food - Engage to follow in social media - Analyse percent of open emails - Correct promotional message	- Update list of subscribers - Send informative emails to subscribers: detailed - Share brand values and strengths - Show how product will benefit customer - Share lifestyle - Share information about staff - Share information about product and business - Analyse percent of open emails - Correct promotional message - Call-to-action emails: purchase		Divide subscribers in 2 groups — Booked: - Benefits - Discounts - Tips for travel / Brand values. New: - Inspiration - Info about product - Engage to follow in social media		- Gain information about number of opened emails - Check efficiency of made actions - Create new e-mail plan for next year - Make a customer satisfaction survey - Check profitability of made actions - Analise data for CRM	
Traditional marketing	- Local event: World Cup - Share information about place, services and staff members - Search new local partners - Show company core values - Engage people to collaborate and to follow social media - Gain new subscribers for email campaigns	- Local event: Christmas market - Share information about place, services and staff members - Inform potential customers about place and services - Show company core values - Engage people to collaborate and to follow social media - Gain new subscribers for email campaigns		- Local events: Visma - Finland Tourism Trades (online) - Europe Tourism Trades (online) - Prepare presentation - Update media bank and advertisement materials - Get new possible partners for marketing and promotion - Share information about company, products and Levi destination			- Check efficiency of made actions - Create new traditional marketing plan for next year - Check profitability of made actions - Analise data for CRM