



Business Idea for Asian Children's Camp in Finland

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Abstract

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The aim of this thesis is to give recommendations on arranging a children's activity camp for tourists from Asia for the travel agency Scandic Way Oy and to help the company to expand their business and find a new direction in business development by attracting new customers. By creating a children camp, everyone involved will be benefited: caretakers, the company, the service providers, the locations of the services and the target audience.

Theoretical frameworks consist of two topics: Asian families culture and travelling behaviour and, kids camp development. This thesis is taking a closer look at the impact of Asian tourism in Finland, differences in cultures between Western and Eastern families, the peculiarities of travel of the modern generation. Information about camps theory of experiences and experience measurements will be also considered as well as special event planning.

The research methods used are survey research, business model canvas and customer journey map. Business model canvas is a useful tool that helps to see visually the ideation of the business. Customer journey map gives a hint on how the service might be used from the customer perspective based on the business model canvas research. Both research methods theoretically and visually demonstrated the service from different perspective: how it is organized from the business and the customer points of view. And the third method is the survey which helped us to get insights from the respondents directly. A benchmarking analysis was also conducted for possible services to use in the camp.

After the research methods were put in use, we have gathered useful information for the partner company about their customers as well as the possibility to expand their business and offer more services for the clients. The participants of the survey were direct customers of the company, and the results show that they are interested in participating in a camp in Finland with different themes. The partner company has given feedback after reading this thesis. They have gained new insight of their customers and are thankful to have the new idea of possibly creating a camp for children.

Keywords: customer experience, event planning, tourism, traveling



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1 Introduction

This thesis is giving recommendations for arranging camps for kids from Asia in Finland. During the discussions with the company Scandic Way Oy, it was noticed that while they have good activities and services for their clients, there's a part that could be developed more for the benefit of the tourists and the company as well. It has come to light that the children frequenting this market, especially the children of the clients, lack designated activities or services tailored to their needs. It is imperative to explore various types of activities, services, tours, and destinations designed specifically for children and young adults. This will ensure that they can also take part in and relish the tourist experience in Finland.

The aim of this thesis is to analyze the Asian culture and customer behavior, analyze the different cultures of east Asian countries and Europe, find out culture differences and expectations from the customers from Asia, collect different services and activities in Finland for the target market and therefore present a new business idea which can be implemented by the travel agency company to target this important sector of society which can often be forgotten about when creating tourism products.

The thesis examines children's camps, as well as the cultural characteristics of guests from Asia: their attitude towards children and customer behavior. This thesis consists of two parts: the theory part and a research part. The following topics will be covered in the first part of the work: culture differences, theory of type of experiences, experience measuring, implementation of a new business idea and the history of camps. And in the second part of the thesis the research methods will be presented: survey, Business Model Canvas and a successful customer journey map. These three research methods demonstrate the business idea from different angles. Data was sourced not only from the company's CEO but also directly from respondents, forming the basis on which our conclusions were drawn. The survey consisted of 14 questions and 21 people took part in it.

2 Company Introduction

This thesis comprises of a business idea to develop at the travel agency Scandic Way Oy. The CEO of the company introduced the company and shared the information about the history of the company, targets, working area as well as future ideas. The company is arranging leisure trips to guests from Asia. Scandic Way Oy provides full services from the beginning to the end: food in restaurants, transportation, activities, accommodation. The company takes care of its clients and accompanies them throughout the entire journey, allowing guests to relax and enjoy their travel time. The company employs professional drivers, group leaders and operational managers. The tour agency could design tours based on the requests or suggest ready-to-go packages.

The majority of tourists using this travel agency come from Asia, particularly eastern Asia. Information for customers is limited in English and Finnish because the marketing and advertising efforts are primarily focused on the Asian countries from which the clients originate. The company is working for 23 years already. The company is well-known for Finnish tourism service providers, as well as has a lot of partners among Finland, Sweden, Norway, Denmark and Estonia. Especially it is well-known on the North of Finland, as this destination is one of the most popular for Asia clients. Scandic Way Oy has contracts with such chains as Sokos hotels, Clarion, Radisson, Lapland hotel chain and many others.

The new business development idea is interesting for Scandic Way Oy and by creating services directly for children, the tour operator guaranteeing the parents or family members that the teens are being taken care of, are entertained, and are encountering different experiences and learning about new cultures.

3 Asian families culture and travelling behaviours

This chapter will be devoted to theory in order to better understand the client to whom the service is aimed. This section reviews such topics as Asian families and children as a tourist and why Finland is attractive country for visiting, as well as lifestyle differences: European Families compared to Asian families. Also, within this chapter, some features about Asian consumer behaviour and consumer behaviour of Millennials and generation Z will be revealed.

3.1 Travellers from China

Chinese tourists and travelers are the biggest group among the world's tourists, meaning Chinese tourists can be found in mass during peak seasons.

In Finland, in 2017, Chinese tourists increased by 63% compared to the previous year. According to Statistics Finland (2017), Rovaniemi in Lapland has been a favorite for Chinese tourists and other foreigners as well. Although, Rovaniemi has many domestic tourists, in 2019, 60% were foreigners and the biggest group in that percentage was Chinese - over 56 thousand travelers.

Another poll conducted in 2017 by Statistics Finland, concluded that the main countries from which tourists came from to visit Finland were neighboring countries, EU countries and Asian countries as well. Russia was number one, Germany and Sweden followed in second and third place and China was 5th place and Japan followed in 8th place. Furthermore, other Asian countries were also on that list: India in 18th place, Singapore and South Korea in 23rd and 24th place and Thailand was 30th.

Finland is an attractive country for guests from Asia as it has untouched nature, natural superfoods growing available to everyone, older preserved cities and monuments, wellness traditions and slower living culture. Finland is known for their connection to nature and Finnish people tend to lead a healthier lifestyle due to their work-life balance and adopting lifestyle habits which focus on wellbeing. Finland has been considered the happiest country for the 6th year, though as Colston (2023) points out in interviews with Finnish people, one of the reasons Finnish people are happy is because they are aware of their privilege and are grateful to have nourishing living conditions. Many aspects make Finland the happiest country in the world like sauna, natural living, local foods, festivities, and traditions such as Midsummer or Mayday and prioritizing one's personal needs over a group's needs and wants, which all make Finnish lifestyle appealing to Asian tourists as well. Furthermore, there is variety in the destinations within Finland, in the north there is a focus on nature and landscapes and in the south and west, it is for the city lovers who enjoy the city views and local trade. (Finland Toolbox, 2021)

Immigration has also increased in Finland in the past few decades. In 2022 (Statistics Finland) alone, over 48 thousand people moved to the country. It is interesting to analyze these references to see what attracts foreigners to Finland, both as a tourist location and to live permanently.

According to Statistics Finland, in 2021, there was an increase of 9 percent from the previous year for Chinese residents living in Finland, making it a total of over 11 thousand residents. Other countries in Southeast and Middle Asia, also made part of a big chunk of Finland's foreign residency such as India (around 8 thousand), Thailand (around 8 thousand) and Vietnam (around 7 thousand), in 2021. Estallo and Varis (2023) note that Chinese people who have immigrated to Finland, tend to work in entrepreneurial jobs as finding work in their own field which they have studied in or gained a livelihood from back in China can be difficult in Finland if they do not know the language or have the specified permits to work. Many Chinese immigrants have created their own businesses with their family members such as restaurants, Asian markets or massage parlors. Furthermore, by creating their own jobs, Chinese immigrants gain the freedom to work on their own terms and set their own goals.

In a Visit Finland report (2019), Chinese tourists are most attracted to the beauty of Finland and Santa Claus. Chinese tourists enjoy exploring different activities which specifically Finnish life like sauna, wild blueberry and mushroom picking, ice-swimming, reindeer farms, the Santa village, the Moomins, Nordic arts and culture and cottage lifestyle which are all reasons why Finland is so popular among Asian countries. Chinese tourists are also drawn to Finland because they believe Finland has leading initiatives regarding sustainable tourism and the environment.

An interview conducted to Chinese tourists by Dragon Trail in 2018, notes that even if Chinese tourists may not know fluent English, they are still eager to explore and travel to foreign countries. It is common for direction boards inside museums or shops to add Chinese translations in the same way they add English after the native language. It is to ensure they have the best experience, and it can minimize misunderstandings. Chinese tourists also prefer traveling in groups which are booked with traveling agencies, and it allows them to experience new cities in their own language without struggle, Dragon Trail interviewer points out (2018). In Finland, for example, many services are available in Chinese for tourists such as in Stockmann department store in Helsinki there are directions in Chinese. Visit Finland also has their own channels in WeChat and Weibo which are popular Chinese social medias, which is helpful to attract more tourists in their own language. (Visit Finland, 2023)

Being considered one of the best countries in several categories regarding education, healthcare and welfare, safety and happiness make it a destination where tourists can view it

as an escape full of new experiences with 56% of Chinese tourists saying their motive to visit Finland is relaxation and well-being and secondly with 46% being a city break. (Visit Finland, 2019)

3.2 Lifestyle differences: European Families compared to Asian families

The European family and children's lifestyle context is important in this discussion so we can analyze the differences and learn how to incorporate both of the lifestyles in our outcomes. By being aware of the variants we can become, find and create more adaptable services and activities that are suitable for our target audience.

For children aged 7 to 13, who attend middle school in Finland, they have a pretty relaxed schedule. They have classes from 8 in the morning until 2 in the afternoon. As Korpela describes in 2011, they have plenty of time to follow up on extracurricular activities which are mostly based around sports such as basketball or hockey, for example. This also allows time for kids to socialize outside of school with their friends, family and enjoy play time. The Finnish education system is based on learning by doing, meaning kids are encouraged to go outside of the box to find solutions or come up with their own interpretations of what is taught in classrooms. (Korpela, 2011)

Although the teachers are of course, a figure of authority, there is no strict rules of interaction between teachers, students and staff, so much so that students call teachers by their first name. Outdoor activities and enjoyment are important in Finnish culture and during the summer holidays, children go to the countryside with their families to enjoy a more rural and simpler lifestyle in the family's mökki - summer cottage, this encourages kids to learn about plants and animals and provides them a break from the school environment. (Korpela, 2011)

In China, as Chan (2016) tells, children's success is based on their academic results so they tend to spend long periods of time engaged in studying or at school. For a middle school student, their day starts at 8 in the morning and they have classes until around 4:30 in the afternoon. Throughout the day, they take a nap and regularly do eye exercises breaks to relax their eyes. In school, the students are also responsible for the janitor services meaning they clean the halls and classrooms after the school day is over. There are several optional classes available for students to take such as volleyball, ping pong, American culture and English club, journalism and music and instrument clubs as well. After the school day is over, they often go to independent study clubs or do this at school, where they study and do homework for around 3 hours in the presence of a teacher. Family and home life is very important in Chinese culture, where often several family members live in the same house and participate

in the house duties as well. Following traditions and beliefs is also very integrated in everyday life, such as the upkeep of the family shrines and prayers. (Chan, 2016)

As Anthony Pan and Kay Jones (2006) tell, parents in China allow their children to do whatever they want. And there is a tendency to be spoiled by the whole family including two sets of grandparents. In Chinese culture many kids are indulged when they are young. One-child policy ended on 1.1.2016 in China. Before that date, many Chinese families were allowed to have only one child. That restriction began in the 70s because of overpopulation fears. (Wang et al, 2016)

This limitation policy raised a lot of kids in a “little emperors” way. It could be characterized as excessively pampered, receiving abundant attention, toys, and treats from overly indulgent adults. This is because parents and grandparents have made a concerted effort to channel their flow into satisfying the desires of their one precious connection to the future. The term “little emperors” gained popularity following the publications of attract attention articles in Chinese newspapers. (Jing, 2000) After the one-child policy ended the newborns amount rises and 1.31 million newborns were born compared to 2015. (Hall, 2017)

3.3 Asian consumer behavior

Leonard Lee (2014, 9-11) wrote that numerous economists identified East Asia as one of the powerful and fast-developed regions in the twenty-first century. As so, Asia consumers will be dominant forces for the world economy as the middle class in Asia is rapidly growing. They also conduct Asian consumer behavior research and found out interesting points that travel service providers should pay attention to. Asia consumers are “collectivists”. That means that the group goals for them are more meaningful than personal, they associate themselves with their group and the process of information perceiving is more analytical. Figure 1: Conceptual representations of the self (Markus and Kitayama 1991) demonstrate of how collectivists see themselves. Markus and Kitayama (1991, 25) call collectivists “interdependent”. Figure 1 characterizes the interdependent self.

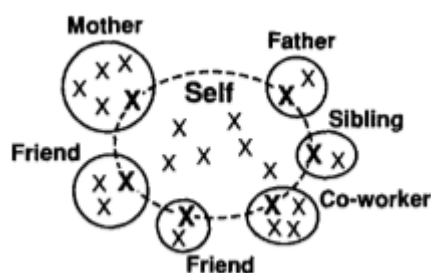


Figure 1: Conceptual representations of the self (Markus and Kitayama, 1991)

As it is shown on figure 1 the Self is in the middle and he has his own field, but at the same time crosses are added as a sign of influence out of the personal borders. Interdependent self has its own possesses, opinions and characteristics, but at the same time he is always connected with others and a lot of people have influence on him, belonging to the group is on the first place, while personal interests might be on the second.

Collectivists have a need to feel their social belongings to be more connected with the group. Also, collectivists are more likely to trust the stranger with whom they have shared values or connections. (Bettachi, Hamamura 2018, 376)

They also tend to choose promotions that are connected with charity, for example donation promotions when the brand gives some percent of the purchase to cover the needs of other people. In comparison: discount promotions are less attractive. As Lee, Shavitt and Johnson (2008, 1115) found out, based on their research, inclusive offers and offers that are available for anyone in the shop - make no difference to collectivists, they will pay attention to the reputation of the store that is quite often connected with the social image. As Lee (2014, 16) mentioned Western brands have a special meaning, based on the history between East and West, sometimes brands might be seen as a symbol of democracy, domination. Lee (2014, 12) refers to the research Wu, Cutright and Fitzimons (2011) supposes that Asia consumers prefer to make choices based on the feedback and advertisements. Word-of-Mouth advertisements are working well among Asia consumers. They pay more attention to the positive side of the ad, than to con arguments or negatives.

Alba, Bolton and Keh (2013, 565) wrote that Chinese consumers also have a special attitude to prices among their group. They can feel disappointment and unfairness if they find out that the price was cheaper for one of the team members. Consistency in attitudes and pricing towards group members is advisable to prevent potential customer attrition. Also, they are more likely to pay attention to unfriendly service than to the mess in the hotel room. A lot of Chinese believes in fate and have "fatalistic thinking", they believe in alternative medicine more than in traditional, Lee (2014) refers to Bolton, Keh and Wang (2010).

3.4 Children in tourism and consumer behavior of Millennials and generation Z

As Horner and Swarbrooke (2007, 203) wrote, families with children choose traveling places where it will be comfortable not only for adults, but also for children. They pay attention to children's entertainment and the opportunity to spend time with children in an accessible and quality way. But today children's tourism is getting more popular, and kids may have separate vacations as children's tourism (separately from their parents) is developing quite fast. Nowadays children in tourism get a strong position. In many countries, children's tourism is

flourishing, for example in America and France. Travel packages may be purchased in a variety of ways. For example, a school can buy places in a children's camp for its students or adults by teaming up with their friends.

It appears that the primary traveler is a minor, with the parent assuming the role of the customer, holding ultimate decision-making authority and responsibility for payment of the services. The child can influence the decision of the parents and express their wishes regarding the camp, but for an adult, in addition to the interest of the child, it is also important to consider the safety and security of the vacation. It is important to understand how buying decisions are making, first a big influence is coming from the marketing (Crouch, Mazanec, Oppermann, Sakai & Woodside 2005, 137)

In today's world, many kids have phones and tablets right from when they're born. Parents want to make sure their kids don't spend too much time on screens. Dr. Jennifer Cross told Forbes (2023) about the problems that can happen if a child uses a tablet too much. These include trouble sleeping, not wanting to eat well, not getting enough exercise, and wasting time. Also, there's a risk of seeing actions that are not good for kids. All of this can make a child want to be alone and not spend time with friends and family. It's important for parents to balance screen time so that kids stay healthy and connected with others.

In the routine of daily life, family members have the ability to regulate and monitor the time children spend on the Internet and electronic games. However, the challenge becomes more complex during vacations when adult family members may not always be available to spend the entire holiday period with the children. This situation leaves kids to manage their time on their own. A survey conducted by Kantar for Amazon in March 2023, sheds light on the parental aspirations for their children during vacations. Parents aim to maximize their children's holiday experiences by focusing on the acquisition of essential skills. These skills encompass proficiency in the English language, the cultivation of good morals and manners, active participation in performing arts like dancing, singing, and playing musical instruments, exploration of arts and crafts, and involvement in physical and outdoor activities. The survey highlights the parents' desire to make vacation times not only enjoyable but also enriching for their children, fostering holistic development and a broad range of skills. (Lifestyle Desk, 2023)

Nowadays millennials are the largest generation. 93% of millennials respondent choose that traveling is the number one priority in their lives, based on the survey arranged by China Airbnb (2016). And most of them prefer to travel rather than spend money on a car or an apartment. Sharing is getting more popular in China within the last few years. Caiwei Chen (2023) wrote that in 2014 the application "Xianyu" was officially released, and youth started to sell and buy secondhand stuff. In 2016, new functions were added to the application and

quickly became popular with options such as borrowing and fast delivery of goods. People have started to borrow clothes, toys, and many other things. The new generation has different thinking about “ownership”, as it is easy to borrow and to rent. Not everyone considers house purchasing as an investment. Car-sharing is spreading around fast, youth prefer to rent cars time after time than put themselves in credit and have anxiety about the bills.

In the insightful study by Corbisiero, Monaco, and Ruspini (2022), they shed light on a growing trend among Generation Z that revolves around the idea of sharing services. This trend is particularly evident in the realm of digital entertainment, where young individuals find it more economical to purchase subscriptions like Netflix and Spotify collectively, thereby reducing individual expenses. And this culture of sharing extends its reach into the world of travel. Within the tourism sector, Generation Z is demonstrating a penchant for collaborative practices, such as splitting transportation costs, engaging in home exchanges, and even borrowing essential items for their journeys. This not only makes travel more affordable but also fosters a sense of community. They form teams and groups and ask for discounts from service providers, purchases might be more profitable than individual bookings. This form of consumption might be defined as a collaborative.

In China youth use the platform “Mafengwo”. Millennials and Generation Z from China read from “Mafengwo” about other traveling experiences. Checking photos, videos, reviews and recommendations. The second platform they use is WeChat as youth quite often share instant photos and videos with fascinating views and travel adventures. It is also attractive and plays a big role for Chinese youth. The dynamic and engaging content serves as a virtual window into various travel destinations, influencing the preferences and choices of the youth. Most of the young tourists from Asia prefer to post instant photos and videos in real time and staying online is important for them while traveling and only 17% of respondents are willing to disconnect. The application “Mafengwo” has more than 130 million accounts. (Dudarenok, 2023)

New generations travel to get new emotions and experiences. Recent studies (Hunnicut & Pine, 2020) pointed out that most of the traveling decisions they made are based on emotional desire rather than rational thinking. Youth are looking for unusual experiences.

Creemeers Nienke (2023) translated and shared the results of the survey that took place on the social media platform Xiaohongshu, investigating the country's predominant youth lifestyle trends. It delved into how persistent lockdowns, widespread inflation, and unemployment rates have influenced the nation's youth. Even though measures to combat COVID-19 have been established, the consequences persist among young people, since statistics show that they are striving to socialize and interact. In 2022, the number of posts in

the style: "building community in neighborhoods" increased by 213%, compared to the year 2021. This trend becomes apparent as the younger generation in China is progressively gravitating towards local coffee shops, bakeries, and restaurants.

They chose now to socialize more and spend time in venues for social engagements. Moreover, there is a growing embrace of local traditions. Traditional tea houses, once primarily social spaces for older generations, have evolved into meeting places for the younger demographic. Next trend is making a cozy place at home. China's Gen Z is interested now in creating a cozy domestic environment. They buy home decors such as rugs, plants, fragrances. Posts related to these preferences on Xiaohongshu surged by 196% from 2021 to 2022. Also, they prefer to relax at home after work. And the next trend is about sustainability. Between 2021 and 2022, the use of tags related to 'recycling unused items' on Xiaohongshu witnessed a substantial 814% increase. The younger generation in China is warmly adopting the use of recycled or repurposed items. Youth is now more cautious about impulsive buying, preferring to do thorough research before making purchases. While there's still a strong allure for luxury items due to their aspirational value.

Corbisiero, Monaco and Ruspini (2022) wrote that youth nowadays are dealing with robotics and AI easily and they have a clear understanding of how it works. And one of the future trends in tourism is more automatized services. For example, in the tourism sector, especially the accommodation sector, it might be involved for entertainment and experience increasing.

Research conducted by Miyakawa and Oguchi in 2022, has shown that children's development skills and well-being increased when traveling with family. Traveling with family can strengthen the bond between the family members by having shared memories and experiences as well. For the children, there are many benefits to traveling while their skills are in a development phase such being exposed to new languages, new scenery, different cultures and people, new foods as well as seeing their parents interact in different ways. These factors can increase the child's creativity by the way of learning by experiencing.

4 Kids camp development

This chapter offers a closer look at what a camp is and how it is organized. This section reviews what expectations children have when going to camps and what the experience of attending a camp consists of. The topic of a special event organization will also be touched upon.

4.1 Camps in Finland

Camps for children have been used to let children escape from their everyday life for over a century now. Sending children to summer camps gained popularity in the 1880's where camps were mainly aimed at boys. Even in those times, parents were worried their children's life was becoming too modernized and it was unhealthy for children to be indoors for too many hours a day. Gershon (2016) notes that back then, children's camps were mainly focused on building skills in nature. The groups would camp out in the forests or mountain bases and learn how to make fire, fish, cook and create shelters. The camps were used to for children to have a break from the beginning of the industrial era and practice skills from their ancestors, as parents believed that their boys needed to know these basic skills to survive life even in modern times.

During war times like World War II, boys would go to summer camps to get distracted from the war that was happening in the world but at the same time they would be taught physical exercise to get stronger in case of being drafted by the army. In later decades, the camps became more relaxed, and girls were allowed to participate. Camps became more of a holiday instead of natural skills courses, movies and technology were allowed and leisure activities became the focus. (Gershon, 2016)

The most common type of camps in Finland is the confirmation camp from the Evangelical Lutheran Church of Finland. Confirmation camps are available to gather teenagers of 15 years of age to participate in confirmation classes reflecting on their religion, parish activities and engaging with other members of their own church group. As part of the camp, Finnish kids also have to attend to religion classes and only baptized members of the Lutheran Church or the Christian Church are allowed to join the confirmation camps. The camps are led by church volunteers and parish members, and they last one week. This is a big event in a Finnish kid's adolescent life and after the camp is complete, the families celebrate, and the teenagers have their professional portrait taken. (Evangelical Lutheran Church of Finland)

Another variation of the confirmation camp is the Prometheus camp, where it is not based on any religion or faith. This camp alternative started in 1989, where the teenagers are encouraged to participate in discussions and share their ideas regarding the environment, sexuality, discrimination, and general discussion about worldviews. (Prometheus - Leirin Tuki Ry)

Nowadays, there are many niche camps aimed for foreigners in Finland. There are winter activity camps, Finnish language camps, football camps for English-speaking children and Finnish cultural camps. These camps are for children aged 4 and up and the duration is a

minimum of 5 days. There are also camps for young adults such as the language summer camps which are for individuals of 17+ years old. (Expat Finland)

There are many benefits to children participating in camps. The main benefits are presented by the American Camp Association (2023) who have observed the behaviors of children in their own organized camps and state that being surrounded by a new group of children their own age can be refreshing and exciting for children to experience. By creating activities which are novelty to all the participating children, it creates a sense of equality, and the child does not need to worry if they will excel in the activity as they do not know the others' skill level. Being in a summer camp for example, can be a space where their independence is cultivated and they are free to explore, solve problems on their own and make new friends while still being monitored. (American Camp Association, 2023)

4.2 Camp Planning

According to Ali-Knight, Drummond, McMahon-Beattie, Robertson, and Yeoman (2018, 59) organizing an event involves handling money, dealing with risks, making proposals, marketing, managing legal and environmental issues, and taking care of the overall production and site. Event design is the key element that supports everything else in the event. The core values of the event play a central role in shaping its design and overall success.

Figure 2 of Goldblatt, the 5 W's (Julia Rutherford Silvers, 2006) demonstrated the theory Ali-Knight, Drummond, McMahon-Beattie, Robertson, and Yeoman (2018, 59) suggest using while planning the event.



Figure 2: Goldblatt, The 5 W's (Julia Rutherford Silvers, 2006)

Planning a successful event requires good understanding of the process and Ali-Knight, Drummond, McMahon-Beattie, Robertson, and Yeoman (2018, 59) referred to Goldblatt and suggest using “The 5 W’s” method. The organizer should ask “Why” this event is needed, what is the purpose of it, what are the goals and objectives, who is the team. The second question is “Who”. Who is the customer, who is the partner, stakeholder. Then “What”: what the event is planned? what are the activities and what resources are available and needed. “When”: when is the timeline, date, schedule, season? and the last helpful question is “Where”. A suitable location needs to be found for the event organizing, how to get there and what are the dimensions of the space.

By Allen, Harris, McDonnell and O’Toole (2011, 157-161) camp arranging consists of 5 phases. The first phase is “Initiation”, that is the ideation phase when the event is developing, and goals are settled as well as feasibility study. After all the pros and cons and risks have been weighed - if the idea remains relevant and real - the next stage begins. The second step is called “Planning” - during this stage it is important to remember what the goals and purpose of the event, and to follow one line during the whole process. The vision and mission statements must be formulated. And after that organizers might start to think about the scope, marketing, finance, time, design, risk, procurement, human resources, stakeholders and communication.

This is followed by the “implementation” step. This phase includes a large amount of social interaction, as you need to negotiate with people, conclude contracts and agreements, hire workers, and calculate risks. Conduct testing, if necessary, monitor budget and advertising. Track how much the current data converges and differs from what was planned. Then finally the “event” step. This phase is unpredictable, since it is unknown what could happen. Organizers need to be attentive and collected to solve various contingencies and circumstances. For example, the number of employees may be reduced, or some participants may not appear. After the event comes “shutdown”. It is also necessary to competently complete the entire event, clear the space, close the budget, make calculations and pack necessary materials for the next event.

For a better planning drawing up SMART method might be used. “S” means “specific” - the aim should be formulated precisely, “M” is for “measurable” - quantify and measure goals that was achieved or not yet achieved, “A” means “achievable” what are the goals and how to achieve them, “R” is “relevant” helps to understand the importance and meaningful of the goal, “T” is standing for “time relevant” helps to formulate time frames and set deadlines. (Fenich 2016, 154-155)

Camp might be also defined as a “special event”. By Allen, Harris, McDonnell and O’Toole (2011, 47-51) the meaning is bringing people in one place for a common purpose. All guests

are foreigners that are going to use local community infrastructure. A clear understanding of all the strengths and weaknesses of the place is needed in order to use it as profitably and intensively as possible. One of the important things for event tourism is the level of local community support. For the quality organization of the camp, great support from the local population will be required, since in the end this organization is a joint effort to contribute to the development of the country and, accordingly, increase the income. The organization will include places of accommodation and food for guests. As well as various activities, services and master classes from locals. Being collaborative may bring more positive results in the future. Organizing this kind of event as a camp for foreigners is a big joint effort. Effective promotion could also encourage people to extend their stay, leaving the country with more income. The special event should be planned by someone who understands the meaning of it: the aim, the needs, and desires of the clients. It all starts with clear and trustful communication between the representative of the tour company who is arranging the event and the client. To reach the goal, it is only possible if the manager of the event could understand the customers needs.

Fenich (2016, 140) suggested using special planning tools. As it is an easy way of managing and planning special event organizing. The main aim is to make visually all necessary details and always remind who is involved, what is the aim and the event, when it is going to be, where and why it is needed. Flow charts and graphs might be used to create agendas and schedules.

The PERMA model is an interesting model that is associated with happiness, and it is a theory of well-being created by Martin Seligman in 2012, in which he researched the incentives that are used to cultivate happiness in people. The same model can be taken into consideration when creating an event such as children's camp to understand which emotions need to be thought of to create the best experience for the children. Figure 3 shows this acronym and its main points.

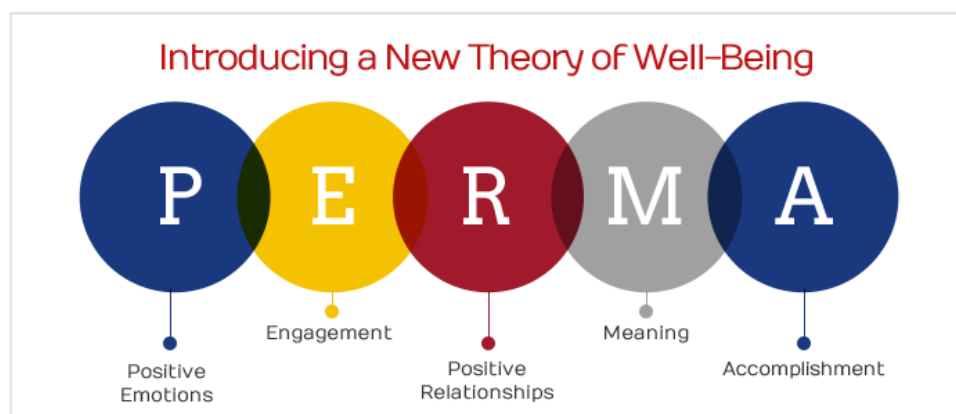


Figure 3: PERMA model of Martin Seligman (2012)

The model can be viewed in a horizontal line of events or even in a circle. These phases are important to create the best positive outcome. To start, the child must be attracted to the camp by positive feelings, these can be the prospect of making new friends or doing fun activities or sports. The emotions which need to be played out are hope, enthusiasm or joy.

Then comes engagement, meaning that for the child to cultivate feelings of happiness they need to be engaged fully in the present moment and enjoy the journey. In the camp specifically, it needs to be ensured that the child is enjoying the activities and there is nothing stopping them from being fully immersed in the moment.

Positive relationships are important for children to thrive in new environments and a good relationship between new friends and camp monitors can lead to being happy. Monitors especially would need to express their emotions to children and show them that their efforts are valued.

Continuing onto the previous point, meaning can be pursued if the child believes the activity has significance to them. If the child has a deep passion for something, then the meaning will increase, and it will be more memorable for them to participate in such a camp. This is important when developing a camp to create different themes or directions so that several interests can be explored.

Accomplishments can always be rewarded by giving a feeling of importance and fulfilment. It is a good idea to give out certificates in the camp to increase the children's self-esteem.

This interpretation of the children's camp development was based on the PERMA model by Seligman in 2012 of aspects of happiness and well-being and adapted to our thesis research.

4.3 Camp expectations and experience measuring.

The camp may provide different options and experiences. Based on Pine and Gilmore (2020, 45) there are four types of experiences: escapist, esthetic, entertainment and educational. We may apply this theory to our camps, and it might help to find out what activities are more interesting for the participants.

Figure 4 shows the type of possible experiences (Pine and Gilmore 2020).

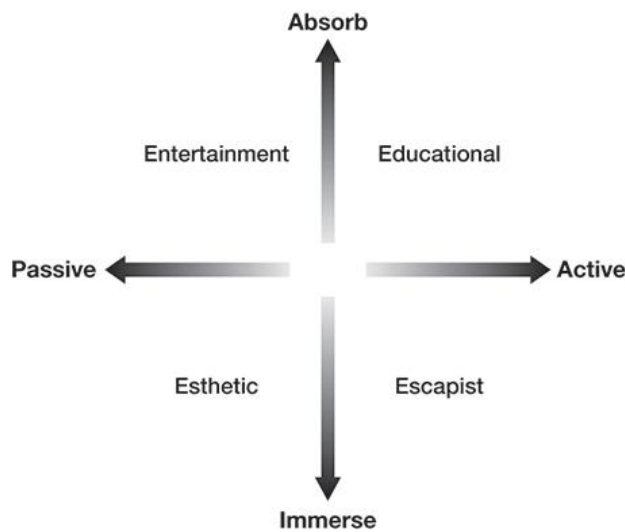


Figure 4: Type of experiences (Pine and Gilmore 2020)

The horizontal arrows show how the guest would like to participate: actively or passively. Passive activity means that the guest is not fully involved in the participation, he is more observing and listening. While active participation implies being part of every process not only presence but also full interaction.

The vertical arrows are about the connection between the participant and the event. It might be his inner attitude. Absorb means taking the experience to the mind from a distance while immerse implies being part of the process. Entertainment experience is “passively absorb”, that means the guest can get experiences through senses. Getting positive emotions such as laughing, joy. Participants enjoy watching performances, shows, reading books and music. The main process is enjoying. Educational experience is “active absorb”. It might be interesting for someone who wants to be an active participant and accept new information from the distance to his mind. Getting new skills or knowledge always involves active participation; it might be physical training or intellectual education. The main activity is learning. Esthetic experience is “passive immerse”. Suitable for guests with a passive attitude, but who are willing to feel the activity around them without including themselves, but feel sounds or smells. It can be said that the environment remains untouched by them. The main activity is just being. Escapist experience is “active immerse”. It is an active involved participant who needs to be part of every process, sitting and watching is not enough. The main activities are going and doing.

It is essential to get feedback after the camp from participants to get the vision of their experience. A survey should measure the satisfaction level and the chance of retention next year. It is quite important to understand if the guest fulfilled his needs and personal motivations for attending, how fully the journey met his expectations. These insights might

help the company with future improvements and new development directions. (Davies & Jaimangal-Jones, 2020).

Andrades and Dimanche (2014) said, one of the ways to get closer to customers and to understand how service providers may help them with their needs and desires are interviews and surveys. Customers may share their expectations before the arrival and preferences (that helps providers to fulfill their expectations) and good advice after the use of the services. It is also necessary to listen to people who provide services, they have a chance to chat with different customers and observe consumers behavior in real life situations, workers from the restaurants and hotels can share their development ideas, these people have a lot of insights based on their experience. Observation is a service design method, and it plays a huge role in problem-solving and innovation as it highlights parts that need to be updated and organizers may see new opportunities for improvement and creativity.

Creating great experience in tourism is challenging and even impossible sometimes as research made by Aoyama, Hara and Kurata (2016) showed. During the trip consumers use services that are provided by different companies. And that makes creating a great customer experience quite challenging. Even if we design a service for one service provider, we should consider the whole travel ecosystem. It is not only about stakeholders it is about the whole travel experience. Creating an outstanding destination tourism encompasses services: accommodation, catering, transportation, entertainment, supplier services. Delivering excellent services also requires understanding of the target audience as well as its mentality and ethnicity. Destination managers should create services with the customer in mind, valuing even small interactions as important, working closely with stakeholders, and improving internal processes.

Experience is a process that happens with the person who is receiving the experience. Measuring other people's experiences might be challenging, especially in that case as the topic of the research is kids' feelings and impressions. Customer experience is experienced but the participant, so the experience is subjective and there is no simple way to measure it. Experience might be subjective (feelings, emotions) and objective (specific things, quality assessment 0-10) (Meyer & Schwager 2007).

Figure 5 describes the camp experience that was designed for the kid's camp based on the Falk and Dierking's (2011) interactive experience model and the framework of Geus, Richards & Toepoel (2016).

It might help to understand what the camp experience consists of and what should be carefully considered during the organization for better impressions after the journey.

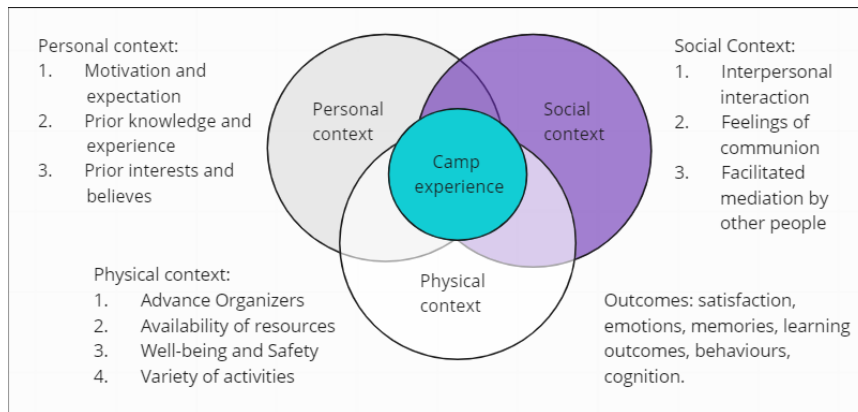


Figure 5: Camp experience. Based on Falk and Dierking's.

“Camp experience” is in the middle and it includes personal, social and physical interactions. As a result, we see the outcome. Personal context is what the participant brings with him: own motivations and expectations as well as prior interests, knowledge, skills and beliefs. His own personality adds an impact to the camp experience. The social context is about communication during the camp: does the participant feel himself as a part of a group and how well all activities and explanations were given. All types of interpersonal interaction should be considered: oral, verbal, non-verbal and listening. Chinese culture is different than Finnish, it is essential to be familiar with the culture of your clients. For example, in China people may start to greet the person with the applause - and it will be polite to applaud them back. (eDiplomat. 2016). The physical context is what the base of our needs: comfort, safety, resources for living. As the result of the event the guests will connect these three contexts together and get the outcome: memories, emotions, learning skills. And it depends on the tour agency and service providers: how to make the journey as good as possible.

A great customer experience has positive outcomes such as loyal customers, higher satisfaction among customers, good reviews, recommendations, and word-of-mouth marketing. A business should look forward in the future to experimenting with new ideas to remain ahead in the market and deliver always improved customer experiences and service. (Villani, 2018)

5 Research Methods

Four research methods were used in this thesis, which has the aim to research the business possibility of creating a children's camp for Asian tourists in Finland and if such business plan is viable for the company Scandic Way Oy. Business model canvas is a useful tool that helps to see visually the ideation of the business, how the business model might be constructed as well as a customer journey map gives a hint on how the service might be used from the customer perspective based on the business model canvas research. Both research methods theoretically and visually demonstrated the service from different perspective: how it is organized from the business and the customer points of view. And the third method is the survey. It was conducted on the Google platform and 21 participants filled it. The survey helped us to go deeper into topic and get some insight from respondents. We have also conducted a benchmarking analysis for possible services to use in the camp, this table is attached in the appendix.

5.1 Business Model Canvas

Business Model Canvas (BMC) is a very useful tool which helps us to analyze and organize business ideas. Violetta Bonenkamp (2022) wrote that this visual and structured tool was developed by Alexander Osterwalder and Yves Pigneur and was presented in 2010 in the book "Business Model Generation". The idea of the tool is to help to analyze the main business factors: innovativeness and competitiveness. It shows visually a systematic approach helping to reflect on the value that is developed for consumers.

Figure 6 shows Business Model Canvas of Scandic Way Oy which was visually developed with the help of the CEO of the company. The BMC consists of 9 components, that helped to describe the business and its organization. That is a visual simplified description.



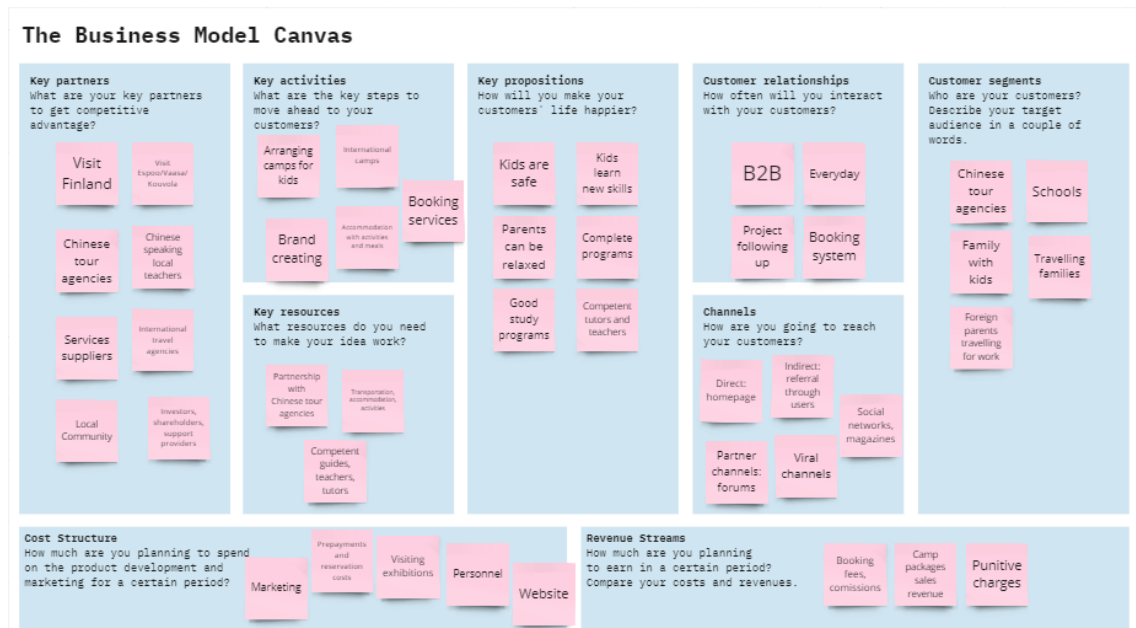


Figure 6: Business Model Canvas / Scandic Way Oy

Most of the time, a business is a huge organization with a lot of different processes which have influences on each other and BMC development helps for better understanding all the processes. The nine building blocks present in the BMC are: Activities, Partners, Values, Customers, Channels, Customer Relationships, Revenue, Key Resources, Costs.

The first important building block is Key Activities. That is one of the most important parts of the BMC. Key Activities are actions that make business work as that generates the company's income. In this scenario the company is making, selling, and supporting. By creating unique camp programs, the tour operator provides variety of options to the customers. The tasks to be performed in the business are creating good camp ideas, for example for any season, gaining partnerships and developing packages and the prices for the camps. Thinking about customers' needs leads to book services: carers in English or the native language, transportation for specific days, food services for breakfast, lunch and dinner, accommodation, in-camp activities, and activities outside of the camp. Brand creating should be considered as a business activity from the beginning as a marketing strategy needs to be followed.

Figure 7 of BMC / Key activities illustrates the example of the key activities for kids camp: arranging camps for kids, international camps, accommodation with activities and meals, booking services and brand creating.



Figure 7: BMC / Key activities

Managing each camp stay: making sure the times and activities are booked, calling the carer or carers to check how the children and teenagers are doing (any injuries or illnesses) or visiting; have available customer service telephone and email for parents, institutions, services used in the camp and carers; advertising and marketing; handling the financial transactions; create merchandise such as t-shirts to wear on activities done outside the camp.

Next important block is a Key Propositions. Every business owner should always keep in mind what benefits his organization has created for customers. When a customer thinks about the company, he must be sure that the company will take good care of their kids and they are in a safe place.

Value of the camp is to create a safe, educational, and fun environment for international young people, so they feel welcome in Finland and create memories and unforgettable experiences. The camp is providing a place for people under 18 so they feel included, are treated equally and respectfully and have the opportunity to participate in activities and experiences created just for them and not be neglected by companies whose services are not appropriate for them. The camp organizers create a new destination for young people to spend holidays in a safe manner with the goal to share Finnish culture and knowledge and bring value and income to local services throughout Finland, depending on where the accommodation is located.

Figure 8 of BMC / Key Propositions illustrates the example of the key propositions for kid's camp: parents can be relaxed, kids learn new skills, kids are safe, good study programs as well as complete programs with the support of quality teachers and competent tutors.

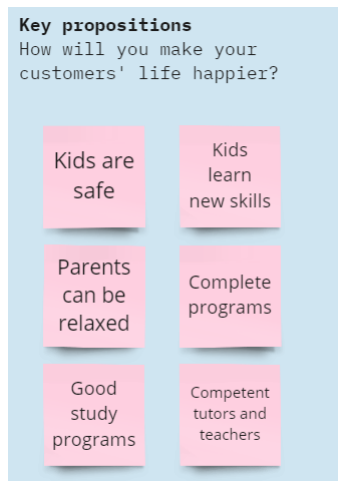


Figure 8: BMC / Key Propositions

Safety is on the first place, so the organizers should solve the problem that parents and families can feel that their kids are safe and enjoying their time while handling their own busy lives.

The business cannot exist without paying customers. That is one of the most important parts of every organization. It is important to understand who your customer is, what are their expectations and what is their needs for better service. The kids camp customer segment is composed of international parents and families with children and teenagers, children and teenagers of all genders, educational and other institutions.

Figure 9 shows the BMC / Customer segments, illustrating the example of the customer segments for kids camp: Chinese tourism companies, schools, family with kids, travelling families, foreign parents travelling for work.



Figure 9: BMC / Customer segments

The service is aimed at people who are responsible for younger people who wish to entertain them for a set period of time. The services in the camp are aimed at young people and the travel agency services are aimed for adults as they will pay for the camp. Therefore, the customers are the adults who choose, book, and pay for the services and the children and teenagers are the ones using the services, they are the consumers and the parents are the customers.

Next block is Channels. Channels are for information dissemination among clients. Channel's tool will help to create awareness, customers may evaluate the service, they can make a choice and make a buying decision. With different channels getting the values through to customers and they can also find reviews about the camp.

As social media has grown in the past years and has become a hub for companies to advertise their products and services, creating pages in social media channels such as Instagram, Facebook, TikTok and LinkedIn. Posting regularly in social media about the camps and services allows future customers and present customers to understand that the main goal is to bring happiness to guests and focus on their well-being. As paid marketing channels, aiming to stay in the online realm for the beginning of the business. Purchasing Facebook and Instagram ads and paid ad-runs which will be advertised according to collected user data meaning, to people who have searched for similar terms to our services. Other paid marketing campaigns might be done through the partners and collaborators, mainly worldwide as that is the aim of the business, to attract international participants. The intent is to be an active participant in different international travel fairs with the local partners and planning to find partners and customers at the travel fairs.

Figure 10 of BMC / Channels illustrates examples of channels for kids camp: homepage, referral through users, social networks and magazines, partners channels, viral channels.



Figure 10: BMC / Channels

It is good to follow the time and create a website with a private booking system in order to book the services directly, without having to be redirected to another party's website or booking system.

Resources is an important business component. Everyone who is supporting business might be include in this block: guides, personnel, tour operators, agencies, service providers etc. All companies and individuals that helped the idea to work and gain profit. It is also about a healthy balance between financial and human, intellectual and material value propositions. Competent distribution of resources leads to the success of the company; this component cannot be ignored, and it is necessary to understand which contacts and connections are of great value for the development of the company.

Figure 11 presents BMC / Key resources as an example of the key resources for kid's camp: connections with Chinese tour companies, partnerships, transportation, accommodation and activities providers, competent teachers, guides and tutors.



Figure 11: BMC / Key resources

The next important block is regarding partners and connections. Partners help the business to be more effective. To make camp arrangements easier, creating partnerships and B2B (business to business) relationships are necessity. Partners might find in needed areas such as accommodation facilities, transportation services, food catering services, local activity providers and partner. Also, partnerships with the guides and teachers, especially foreign language speakers to rely on them for the international participants. Partners are a wide segment it is also include advisors, support providers, banks, investors and even competitors.

From a broader perspective it is helpful to obtain partnerships with Visit Finland, not only for marketing but also to grow the business to foreign tourists and make a huge advertising effort all over the world, to represent as a country's camps for kids. Support from locals is very

important factor for successful development. Visit Finland is a well-known brand and its partnership with the travel agency would give trustworthiness to the camp services.

From an international perspective, the company might advertise the services in partnership with other travel agencies and tourism companies globally to sell camp packages. For example, a partnership with a Chinese travel agency to create connections and have services recommended.

Figure 12 presents the BMC / Key partners as an example of the key partners for kids' camp: Visit Finland, Visit Vaasa/Kouvola/Espoo any other Finnish city that might be a good place for the camp arrangement, Chinese tour agencies, services suppliers, Chinese speaking local teachers and professionals, local community, investors, shareholders and international travel agencies.



Figure 12: BMC / Key partners

Business owners should have a clear imagination of what type of relationship customer prefer. A children's company might be more trustworthy with a personal attitude. As then, customers might use services again and share a positive experience to their circle.

Figure 13 shows BMC/ Customer Relationship as an example of the customer relationships for kids camp: B2B, every day communication, booking system, project follow-up via emails and calls.

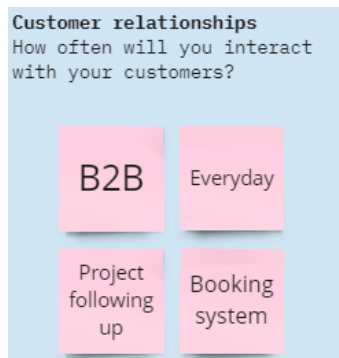


Figure 13: BMC/ Customer Relationship

The customers of the camp service are adults and the users of the camp services are the children and teenagers who are using the camp services. Customers can expect a close relationship with the providers as there is always a chance to deal with minors which requires higher safety manners. Kids are, of course, having a close relationship with the guides and carers as they will be together constantly throughout the camp period. Managing and checking the camps' services regularly to ensure the safety and enjoyment of the users. Reaching online through the website, email, mobile and telephone and in person should be always available 24/7. Through these tools it is also possible to conduct a "project follow-up" where survey might be created so customers can give honest anonymous services feedback.

Financial equilibrium is a crucial part that need to be considered as one of the important in business building. This planning is the base of each business. Personnel, marketing, advertising, website as well as attending on the exhibition and suppliers' pre-payments and reservation fees is a part of the next important block - cost.

Exploring the ways of the income when planning a business is difficult and all details need to be observed in detail. Good relationships and correct communications with local suppliers may help to decrease punitive charges and booking fees. But still, these details must be considered when counting the revenue streams. Revenue streams are demonstrated on figure 14: BMC / Cost and Revenue Structures: tours sales revenue, commission based as well as cross selling commissions.



Figure 14: BMC / Cost and Revenue Structures

As Goeldner and Ritchie (2008) said tourism is a process that includes a lot of different components such as a huge amount of a stakeholders that deliver tourism related services such as: tourism suppliers, hosts, communities, transportation, service providers and many

others. It is a process that includes different activities, interactions, and outcomes. The Business Model Canvas that we have created demonstrates how many people, companies, partners, suppliers, and processes are included for a successful business creating. Many details should be taken into consideration. The development of such businesses requires trustful communication and strong relationships. As well as a clear understanding of the key propositions.

5.2 Service Design Tool: Customer Journey Map

As Holmid, Raijmakers and Segelström (2009) said, service design is a user centric design discipline. The customer is going through certain stages to get the experience, and the process is more difficult than simply “see-buy”. There are a lot of steps and motions that the consumer is making. Service design has its own logic and as a result, we understand that the customer is giving the value for the service through the system of actions: each step they are making and interactions through different touchpoints. Designers are thinking carefully and creating a service experience while also considering user emotions, views, opinions, preferences. At the beginning, there is a customer need or desire, in the middle there are actions that create value plus emotional reactions and the result is customer satisfaction.

The concepts of tourism and service design, as Andrades and Dimanche (2014) said, are in perfect harmony and balance with each other, and we propose to consider what benefits they can bring together for the customers and for the company. Paying attention even to small details can bring a huge result. Using service design methods and tools may help to create an outstanding travel experience for travelers.

When a customer purchases a product or a service they go through a series of steps until they acquire their purchased item. These steps can include searching for the product, comparing alternatives, asking for opinions, visiting an online or physical store, requesting help from sales staff and finally the purchasing transaction. During these steps, the customer has been in contact with a business, whether it is direct or indirect contact, and every interaction, step and contact that has happened results in the customer experience. Service providers and travel field managers need to keep Service Design in tourism as an important discipline helping for a future development.

Gibbon Sarah (2018) wrote that the customer journey map is a service design tool that helps to find gaps in customer experience and create solutions. Below in figure 15 is the example of the map that shows every step of the experience of the customer. This is a human-centered tool, that is used to visualize existing experience or potential future. There are a lot of positive aspects as to why we could use this tool. The most important meaning of the map is to make a visual story, which helps us to see a wide picture of the process. Not only the customer experience and path, but also small details which will help us to find gaps, what

could have the possibility to go wrong and what needs to be taken into consideration and fixed.

Customer journey map may also combine various perspectives. By using the tool, we may compare different experiences and see the researched journey from different point of views. The map that we developed demonstrates a positive experience that the company may strive for. A journey map can come in different sizes, giving a complete picture of the whole experience. It helps designers look closely at each step, making sure they pay attention to every action the customer takes.

The customer journey map, focusing on the customer, shows the stages the customer has. Figure 15 shows Customer Journey Map / Scandic Way Oy as an example of the positive customer journey map, based on the idea of camp creating. It might be also called a “small journey” or “journey phases” of the customer.

Customer journey map was designed with the guidance of the CEO of the company and data from Business Model Canvas was also taken into consideration.

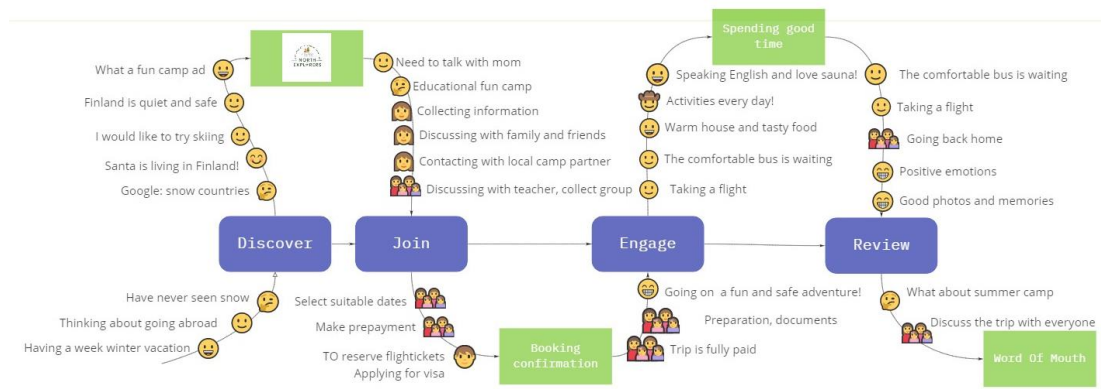


Figure 15: Customer Journey Map / Scandic Way Oy

The first step is Discover. The customer may hear about the camp in Finland perhaps on TV or at school or maybe a kid may start to think that they have never seen snow. Then parents or the children independently will search for camps in Nordic country, in their own native language and they might easily find information about the camp in Finland. That leads to asking parents for permission to participate and contacting the camp services.

In the Join section the parents pay for the camp, prepare travel documents and choose the dates. Then comes the engaging part: the time when kid is enjoying his vacation in the camp.

And in the review section: the participant loved the experience and is excited to ask the parents to return another time and share the experience with friends.

The customer journey map shows that everything happening in a customer-focused business affects the customer's experience. This means how customers perceive the company, its staff, and its products or services is influenced by their experiences. Therefore, focusing on and investing in customer experiences should be a priority for businesses. Creating effective and satisfying customer experiences is crucial to ensure that customers have a great time, come back for more, and become loyal supporters of the business.

5.3 Survey Implementation

Surveys are helpful when creating a service or a new project to gather more information about the topic and the customer group's opinion. Creating a survey and analysing information can be a straightforward way to creating a product or service that the customer would actually use. It is a way to work with the customer and showing them that a company values customer's opinions and insights and is eager to change the idea into something more suitable for the specific target group, which in turn can increase usability and sales. Surveys are a reliable data collection method which can be acquired fast and be showcased in quantitative or qualitative data making it easier to process. (Moilanen, Ojasalo and Ritalahti 2022)

When creating a survey, there should be a clear goal in mind and a target group that makes sense for that goal. A time period should be applied, survey length should be determined, and the questions should be created to extract the most amount of information.

In our case, we created an online survey to better reach our target group in China. We wanted to gather as much data as possible, and in the beginning, we pondered if we should expand our target group which could lead us to many different paths for the children's camp. During the survey making process, we decided it would be best if we focused only on Chinese people that have children, are associated in some way with the partner travel agency company, who have used their services or plan to use their services and could possibly be interested in participating in such a project as consumers. This way we have narrowed down the survey to only the crucial questions we would like to know about, instead of gathering information about demographics when we already have a demographic in mind.

Knowing our target group, we created a survey using Google Surveys with 14 questions. Our aim for responses was minimum twenty and the survey was available online to answer from 30th of August 2023 until 19th of September 2023. In the end, we have received 21 responses. We distributed the survey directly through our partner company and personal contacts as well. We mainly focused on the target group's opinions, some basic information about their

children such as their age, their travel habits and their children’s habits, some information regarding if their children have been to camps, if they would like to go and what type of activities would be best suitable for them. We also asked if they have used travel agencies to plan their travel plans, if they have visited Finland and if they would be interested in sending their children to Finland.

We believe by gathering the answers to these questions we were able to understand what the parents are looking for if the project would be suitable for their needs and if it is viable and profitable for the partner company. All the surveys questions and responses will be attached in the appendix.

5.3.1 Survey Questions and Results

We divided the survey into several groups so to make it easier for the user to follow and answer. There are five groups in total. The first section is about the customer group’s children’s demographics and there are two questions. Figures 16 and 17 show these questions and answers we received.

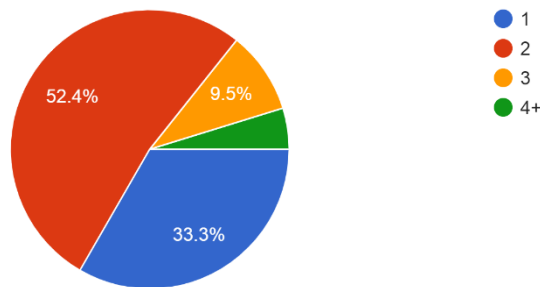


Figure 16: The number of children of the participants

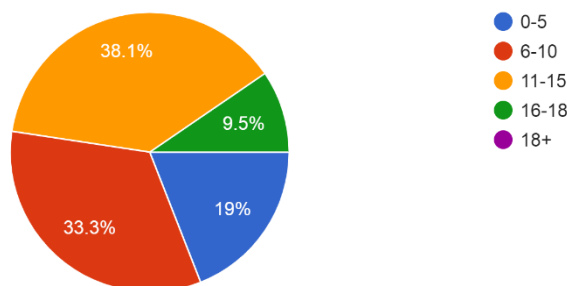


Figure 17: Percentage of the age range of the children

More than half of the respondents said they had 2 children and a third of them said they are between the ages of 6 to 10 years old.



In the second group, we asked about the respondent’s travel habits to understand how they travel as a family unit. In this group there are two questions, as shown in figures 18 and 19.

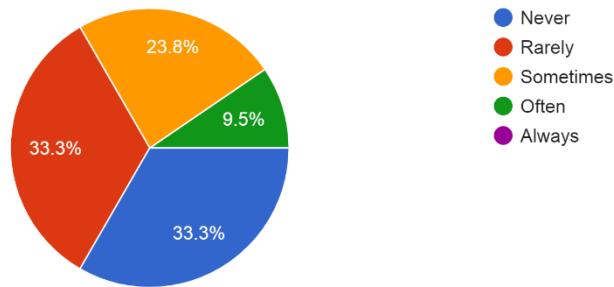


Figure 18: The participants were ask how often do they use travel agency services

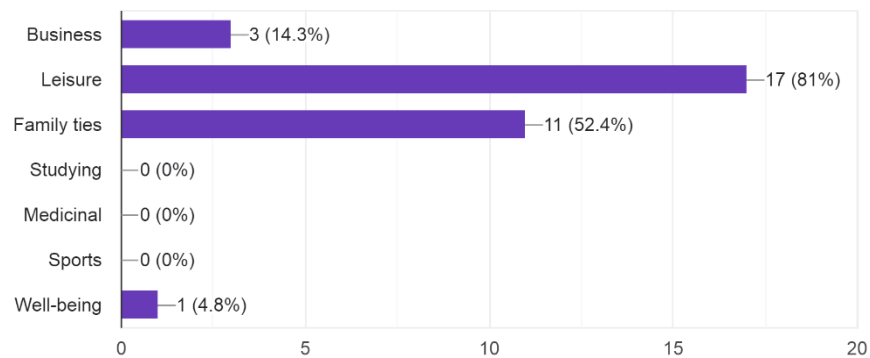


Figure 19: The different motives for traveling

A third of the respondents said they never use travel agencies when planning their traveling and another third said they rarely do use them. The most common motive for traveling are leisure and family ties.

In the third group, we asked about their children’s travel habits. In this group there are two questions as well shown on figures 20 and 21.

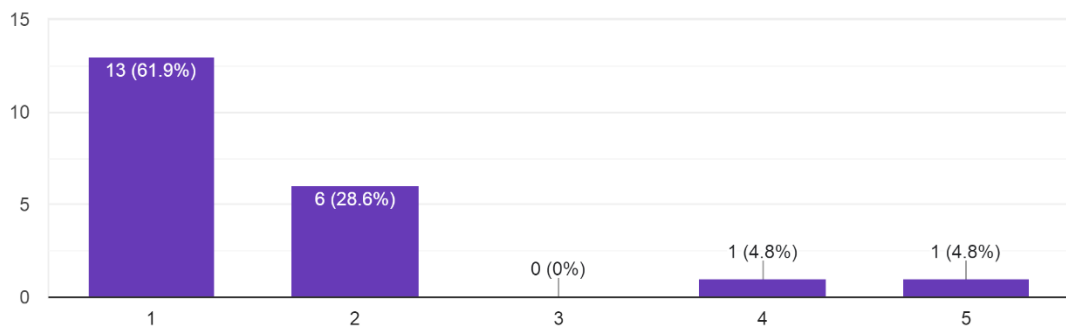


Figure 20: On a scale of 1 to 5, the participants were asked if their children enjoy traveling



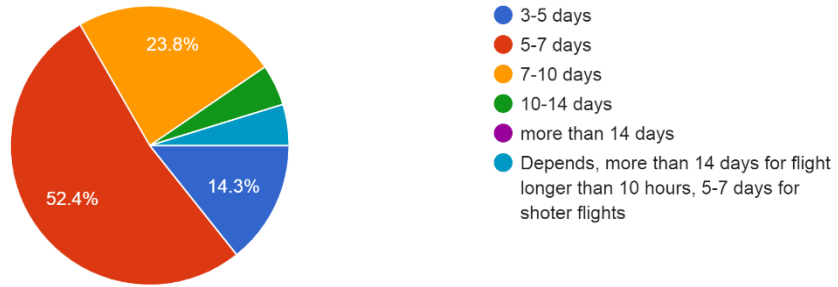


Figure 21: The most suitable travel duration for the children

On a scale of 1-5, 1 being the option that their children love to travel and 5 being they hate it, over 60% of the respondents chose option 1, that they love it. Regarding the duration of the trips, 52% said the most suitable time period is 5 to 7 days.

In figures 22 to 25, you can see in the fourth group, we asked general questions about children’s camp relating to their own children:

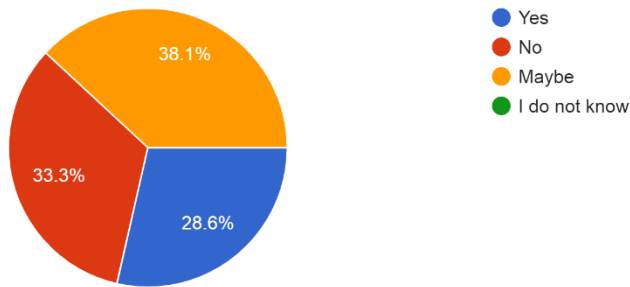


Figure 22: The participants were asked if they have thought about sending their children to a camp abroad

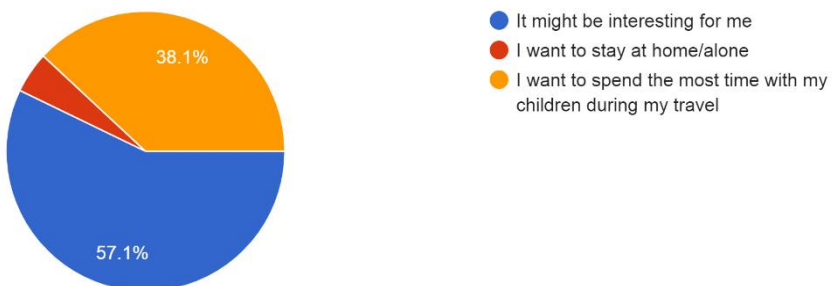


Figure 23: The parents were asked if they would like to spend time alone while their children are in a camp



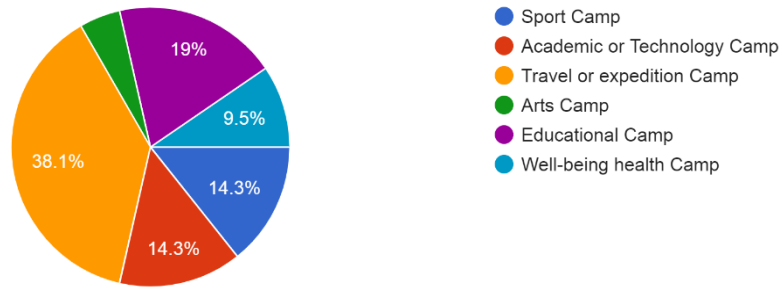


Figure 24: Different camp directions preferences

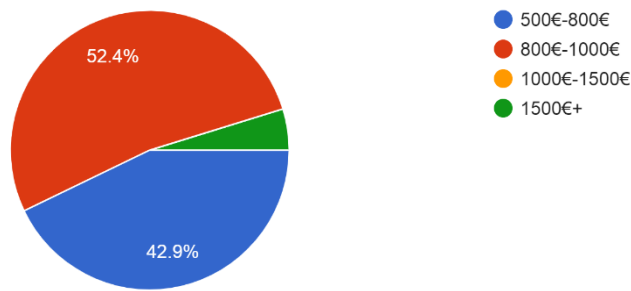


Figure 25: The amount of money the parents are willing to spend to send their children to a camp abroad, excluding flights

The parents answered differently regarding sending their children to a camp, 38% said “maybe”. Again, a pretty divided response if parents want to spend time with their kids during travel or not, more than half responded that it might be an interesting option but the other half responded that they want to spend the most time with their kids. Parents would prefer that their kids participate in a travel/expedition camp, educational, technology or sports camp, respectively. The parents answered that the most suitable amount of money to spend would be 500€ to 1000€, with one person answering over 1500€.

In the fifth group, there are four questions regarding the destination of children’s activity camps. Figures 26 to 29 show our results.

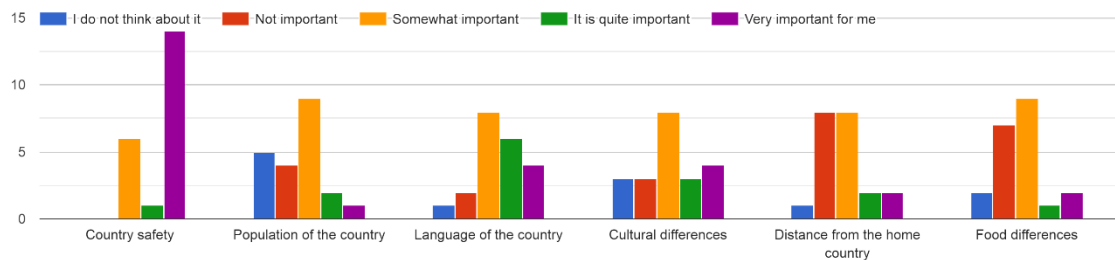


Figure 26: Different parameters of choosing a country for a camp and their importance



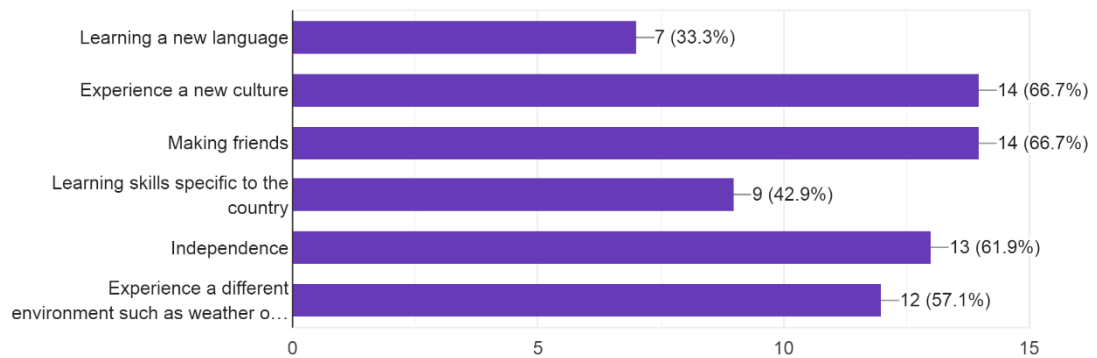


Figure 27: The most important experiences and outcomes for the children

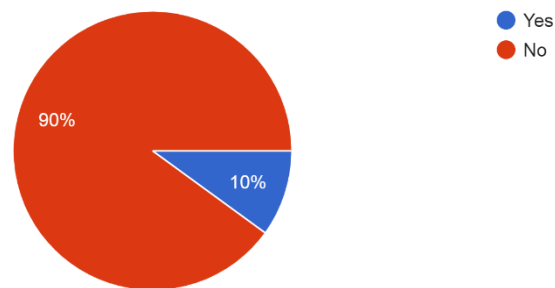


Figure 28: The participants were asked if they have visited Finland

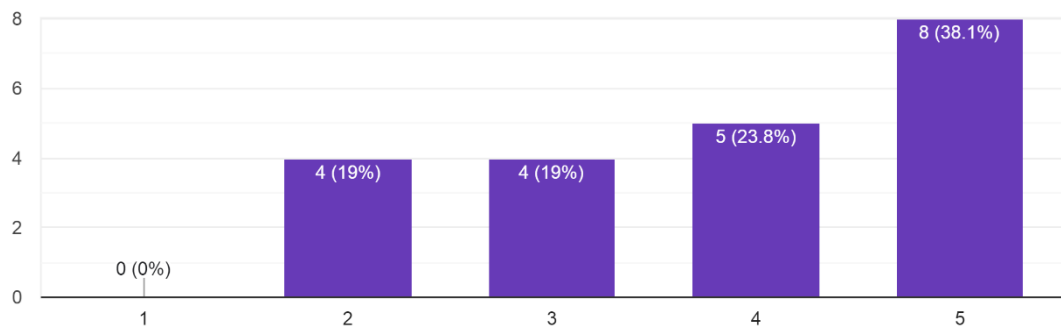


Figure 29: The participants were asked if they are interested in sending their children to a camp in Finland, on a scale of 1 to 5

Regarding the parameters about choosing a destination country, most parents think the safety of the country is the most important, population and cultural differences are somewhat important, language is somewhat or quite important and distance from home and food differences are somewhat or not important. The most important experiences parents want their children to take from the camp are making friends, experience a new culture, be independent and to live in a different environment. 18 people answered that they have not

visited Finland and 38% said they would be interested in sending their children to a camp in Finland.

According to the survey conducted, most parents are interested to send their kids aged 6-10 to a camp in Finland, for 5-7 days with a cost between 500€ to a 1000€. They would prefer for their kids to participate in a travel or educational camp and what to take into account the safety of the country. They are more focused on their children having new experiences and making friends. Although most of the respondents answered they have not visited Finland and they do not use travel agencies, they might use them to send their kids to a Finnish camp.

5.4 Camp implementing summary

For the research we used three methods. With the help of the CEO of the company business model canvas was created, customer journey map was designed, and a survey was conducted. All these three methods are in harmony with each other. The business model canvas (BMC) serves as a visual representation, offering insights into the operational dynamics of the company. This strategic framework demonstrates the key considerations essential for the successful implementation of the business plan and the organization of a new business idea direction from the business side is considered. The creation of a customer journey map facilitated our understanding of the optimal functioning of the service from the client's perspective. It revealed the positive operation of the service and highlighted the potential for delivering a positive and enriching experience for guests. The survey helped us gather important data about our intended customers - the people to whom this new business idea is meant for.

Based on the attitude towards children - Asians expect that children will be treated with great respect and care, enveloping them with attention, but at the same time not forgetting about discipline and useful development programmes in the camp arrangements. It is also necessary to take into account that today's youth are looking for new emotions and impressions, for this it would be great to include a unique experience for an Asian child in the program. It might be things they have never done before: maybe skiing, seeing the northern lights or seeing bears in real life.

The camp should have a focus based on the child's preferences. When planning a camp, it is essential to remember that everyone is different and people's expectations from the camp are also different. To give guests an unforgettable, rewarding experience, it should be considered the wishes and expectations of each parent and help them to choose an appropriate program. As an option: several different camp programs might be prepared and parents themselves will choose which camp is suitable for their child. Based on our research respondents mostly interested in educational and travel camps. Parents must have a choice - offering only one program will not be enough. After the camp, it is worth getting feedback

from both the child and the parent in order to have a clear direction for camp program development and business improvements. We have compiled a list of different activities in Finland that are available for children, in the appendix.

Charity might be also used for advertising and selling tours: choosing a charity and announcing that part of the money from camp sales will go to a good cause. Also, it must be remembered that everyone should have equal conditions when purchasing: the same price for a ticket, the same accommodation, food, insurance. Group discounts could be added.

To advertise the camp, it might be a good idea to invite a famous Asian blogger or a popstar to advertise the trip and talk about it, and most importantly, show photos and videos from the place online, making livestreams and have a direct contact with the audience, since the current generation trusts their idols and their recommendations.

6 Conclusion

The main goal for this thesis was to understand the connection between Asian countries and Finland and to provide the partner company with customer understanding. To help the travel agency expand in new ways, we wanted to understand if creating a children's camp in Finland would be an interesting idea and appealing to their current customer base.

The thesis was divided into two parts: theory and research. The thesis looked at cultural differences, expectation theory, and the implementation of a new business idea. Data was sourced not only from the company's CEO but also directly from respondents, forming the basis on which our conclusions were drawn. Finland is an attractive country for visitors from Asia. They are interested and attracted by nature, culture, local customs, peace, and calm. Adult travellers trust the country and with our research we wanted to understand how to attract younger travellers. To achieve this, several disciplines were considered: event planning and service design. When organizing tourist trips for children from Asia, it is important to take into account other cultures and expectations.

Through theoretical research we have observed the bond between Finland and China and the importance of creating safe and creative spaces for children to learn new cultures and enjoy traveling. Just as traveling is important for adults for several reasons such as relaxation or curiosity, children should also have the same opportunities to grow with more knowledge while at the same time to interact with others in the same situation. Such experiences can have great impact on young minds and bring a sense of belonging and worthiness.

For the research, we have conducted a survey for the customers to collect data on their opinions and important subject variables. After conducting the survey, we can conclude that

most current customers of Scandic Way Oy are interested in participating in a children's camp in Finland and would book such activities through the travel agency. This would expand the travel company's business and could bring them into the scene of children's tourism and acquire more customers in this way. Therefore, we can conclude that the camps would be a viable business opportunity for Scandic Way Oy.



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[yo?gad_source=1&gclid=CjwKCAiAvJarBhA1EiwAGgZl0L4gVbzMFSwOrNuSWbLLP2M6H8T7l0DUr5TdFaF-gZMo4jyWREHSzhoC9rwQAvD_BwE](https://femaleswitch.com/playbook/tpost/zxaenku0h1-what-is-business-model-canvas-and-why?gad_source=1&gclid=CjwKCAiAvJarBhA1EiwAGgZl0L4gVbzMFSwOrNuSWbLLP2M6H8T7l0DUr5TdFaF-gZMo4jyWREHSzhoC9rwQAvD_BwE)
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Appendices

Appendix 1: Activities for kids' camp in Finland

Activity	Location	Aimed for	Price	Description	Source
Suomenlinna	Helsinki	Everyone	Free entrance	Old fortress island in the south of Helsinki. With old ruins, caves, beaches, parks and several museums and cafés.	https://www.suomenlinnatours.com/en/home-en
Toy Museum	Suomenlinna Helsinki	Everyone	Adults: 7€ Children: 3€	Collections of different toys like cars, dolls and teddy bears since 1830's.	https://lelumuseo.fi/en/welcome-to-the-toy-museum/
Seurasaari	Helsinki	Everyone	Adults: 10€ Under 18: 0€	Old cabins in a rural village. Great for exploring in open air and learn about Finnish culture.	https://www.kansallismuseo.fi/en/seurasaarenlukomuseo/tutustumuseoon
Linnanmäki	Pasila, Helsinki	Everyone	47€ for day ticket	Amusement park that includes rides for small children as well.	https://www.linnanmaki.fi/fi/
Santa Claus Village	Rovaniemi, Lapland	Everyone	Free entrance	Visit Santa Claus' house, post office, animal farms and fun snow activities with the possibility to see aurora borealis.	https://santaclausvillage.info/
Allas Sea Pool	Helsinki	2+	Over 13: 18€ 3-12 years old: 10€ 0-2: free	Sauna, heated pool, children's pool and sea pool in center of Helsinki.	https://allasseapool.fi/?lang=en
Porvoo Old Town	Porvoo	Everyone	Free entrance	Old timey village surrounded by Finnish nature and with traditional stores such as candy stores and toy stores.	https://www.visitporvoo.fi/nahtavydyet/vanha-porvoo/
Moomin Museum	Tampere	Everyone	18+: 14,50€ 8-17 years old: 7€ 0-7: free	Learn about the history of Moomins and Tove Jansson with interactive exhibitions.	https://www.muuminuseo.fi/en/etusivu/
Moomin World	Naantali, Turku	Everyone	35€/ day pass Under 2: free	Meet the Moomin characters, their homes and live their stories in the themed park.	https://www.moominworld.fi/tickets-and-prices/
Arctic Snow Hotel and Glass Igloos	Rovaniemi, Lapland	Everyone	Adults: 24€ Children: 15€	Visit the hotel rooms made entirely of snow and igloos made of	https://arcticsnowhotel.fi/snow-activities/

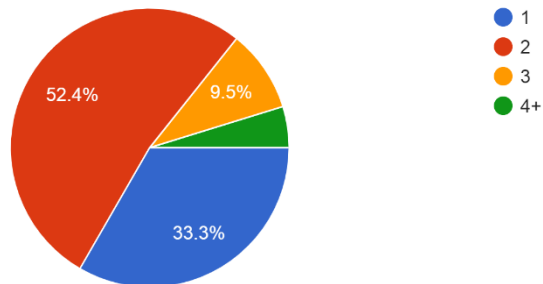
				glass, with the possibility to eat in a snow restaurant.	
Turku Castle	Turku	+2	Adults: 12/14€ 7-15 year olds: 5€ Under 7: free	Medieval castle, with dedicated children's interactive activities.	https://www.turku.fi/en/turkucastle
Nuukio Park	Espoo	Everyone	Free	Big park, perfect for hiking and a picnic outdoors.	https://www.nationalparks.fi/nuukio-park
Sibelius Park	Helsinki	Everyone	Free	Natural park with lakes and an interesting sculpture.	https://vihreasyliet.fi/en/sibeliuksenpuisto/
Heureka Science Museum	Vantaa	2+	Adults: 24€ 5-18: 17€ Under 5: Free	Big interactive science museum with mind blowing experiments.	https://www.heureka.fi/?lang=en
Ice skating	Tapiola, Espoo	3+	Free + skates rental	Big ice rink with a cafe, skating aids available and colorful surroundings.	https://www.visitespoo.fi/en/service/tapiola-ice-garden/surroundings
Sledding	Many locations (Kaivopuisto, Kaisaniemi puisto, Alppipuisto)	Everyone	Free	Sightseeing through Helsinki parks and big hills to go down. You can buy sleds for an affordable price.	https://www.myhelsinki.fi/en/see-and-do/activities/sledding-hills-in-helsinki
Skiing - Vihti Ski Center	Ojakkala	5+	Adults: 39€/whole day Under 11: 34€/whole day	Learn how to ski with courses for children or enjoy the different slopes and tracks.	https://www.vihtiskii.fi/english
Husky and Reindeer Farm Safari Tour	Rovaniemi, Lapland	2+	From 159€ (guided tour)	Travel by sled pulled by reindeers or huskies and meet the Finnish winter animals.	https://nordicactivities.com/finland/rovaniemi-tours/
Korkeasaari Zoo	Helsinki	4+	Adult: 18€ 4-17 years old: 12€	Diverse outdoor zoo on the coast of Helsinki	https://www.korkeasaari.fi/
Juku park	Turku	Everyone	Adults and kids: 25€ Under 3: free	Water park with big slides, play areas and food court.	https://jukupark.fi/en/
Blueberry and Mushroom picking	Many locations (Available at Nuukio, for example)	Everyone	Free	Pick your own food in the Finnish wilderness.	https://www.nationalparks.fi/berryandmushroom-picking

Flamingo Swimming Park	Vantaa	+3	3 to 9 years old: 10€ Over 10: 17€	Waterpark with water attractions, slides, obstacle courses, sports pool and water sports.	https://www.flamingospa.fi/en/home-2/experience-water-park/
Flamingo Fun Park	Vantaa	0-17 year old	0-17 year old: 10/15€ 0-3 year old: 5/15€	Jungle indoor playground with different activities.	https://www.flamingospa.fi/en/funpark/
Hop Lop	Pasila, Helsinki	2+	2-15 year old: 20,90€ Adults: free, accompanied by paying child	Trampoline park with attractions and obstacle courses.	https://www.hoplopp.fi/en/
Rock climbing (Kiipeilyareena)	Kalasadama, Helsinki	12+	75€/ ten lessons	Beginners course for adventure lovers in rock climbing.	https://kiipeilyareena.com/en/kalasadama/beginners-course-in-bouldering/

Appendix 2: Survey results

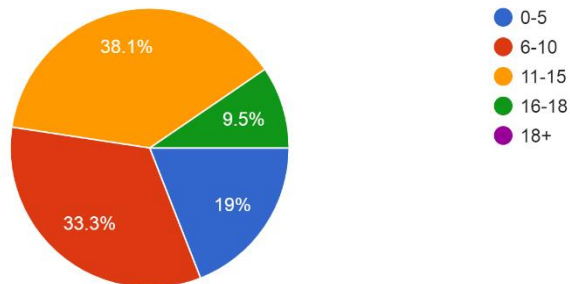
How many children do you have?

21 responses



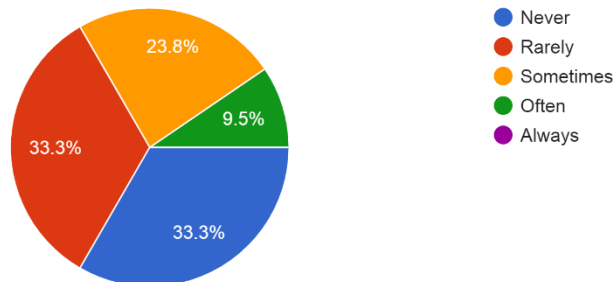
What is the age range of your children?

21 responses



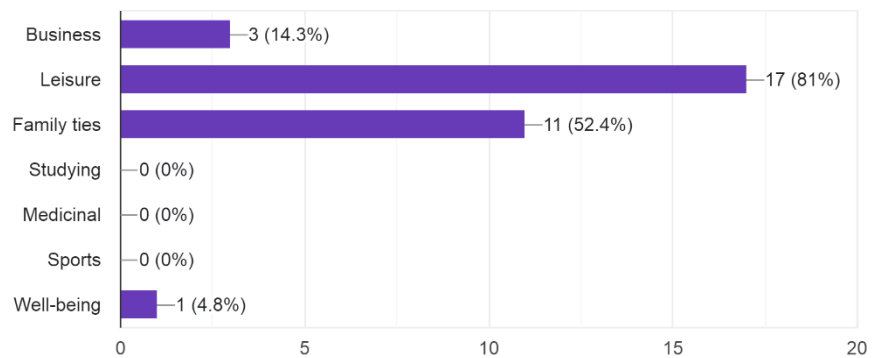
When you plan your traveling: how often do you use travel agency services?

21 responses



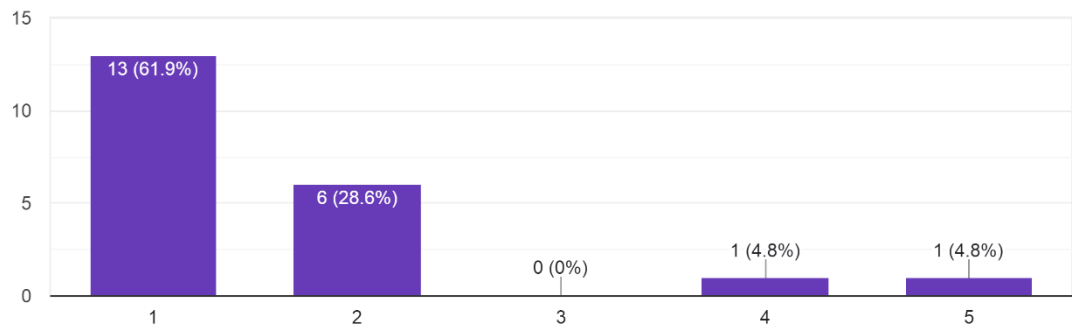
What are your motives for traveling?

21 responses



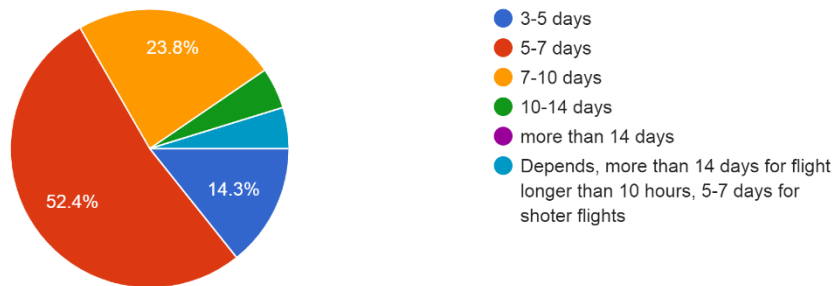
Do your children enjoy traveling?

21 responses



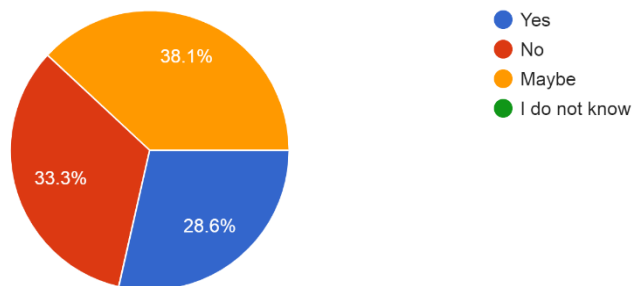
What duration is best suitable for your children's trips?

21 responses



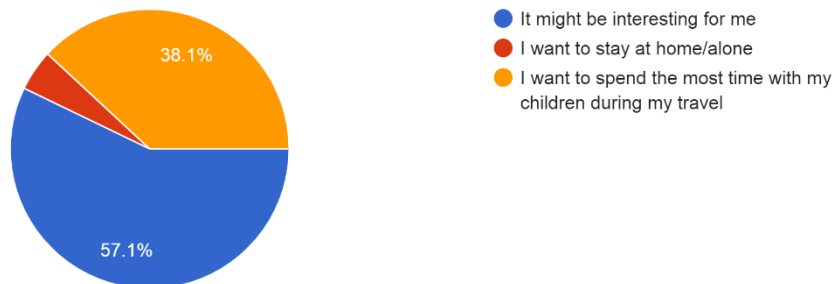
Have you ever thought about sending your children abroad to summer/winter camp?

21 responses



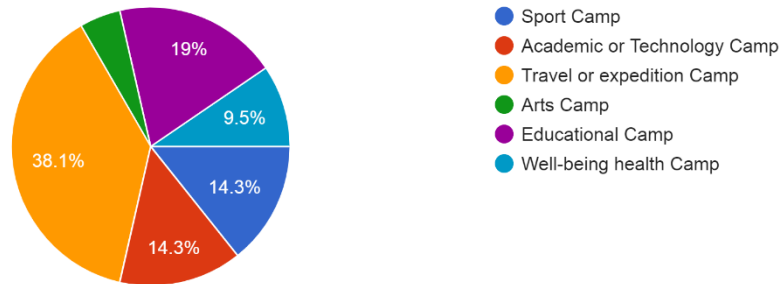
What do you think about going abroad with your children and spend time on your own while they are in the camp?

21 responses



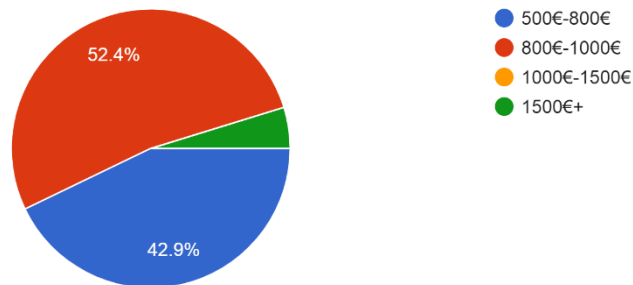
What camp direction is the most interesting for you as a parent?

21 responses

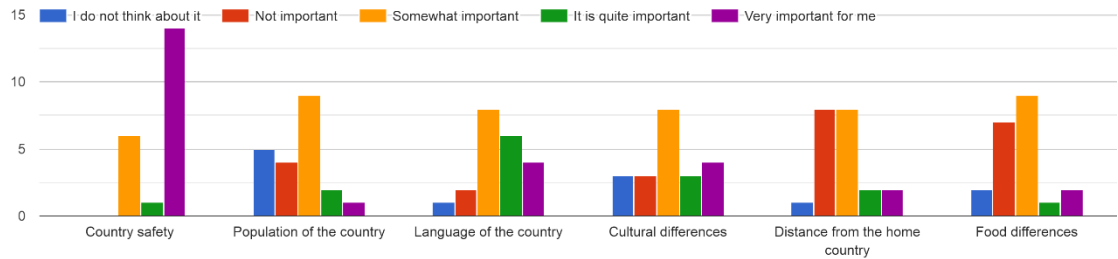


How much money would you pay to send your children to a camp abroad (not including flights)?

21 responses

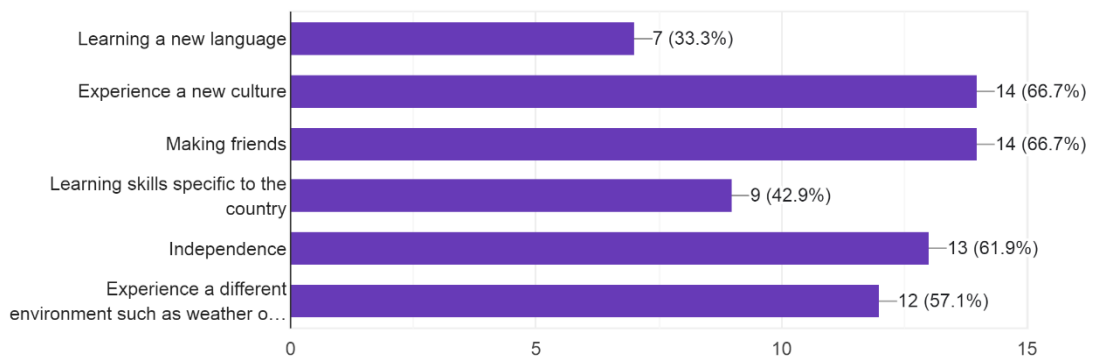


When choosing a country to send your children to a camp, please think how these parameters are important to you



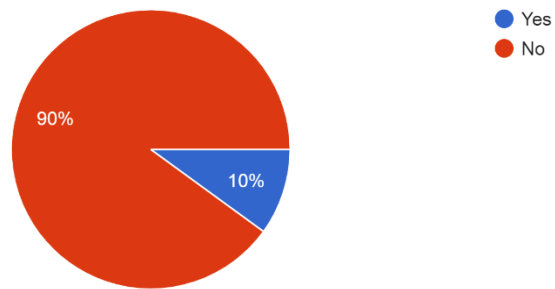
What is the most important experience you want your children to take from a camp abroad?

21 responses



Have you ever visited Finland?

20 responses



On a scale of 1-5, how interested are you to send your children on a camp to Finland?

21 responses

