

Efimova Victoria

R6813SA

OBSERVATIONS AT: RUSSIAN
CELEBRATION IN
“ANTTOLANHOVI”

Bachelor’s Thesis
Hospitality Management


May 2014



MAMK

University of Applied Sciences

DESCRIPTION

 <p>MIKKELIN AMMATTIKORKEAKOULU Mikkeli University of Applied Sciences</p>	Date of the bachelor's thesis	
Author(s) Victoria Efimova	Degree programme and option Double Degree Program in Hospitality Management	
Name of the bachelor's thesis Observations at: Russian Celebration in "Anttolanhovi" hotel and restaurant		
Abstract Finland is the top direction for Russian tourists. Russian tourists introduce great deal finances in Finnish economy altogether and big beneficial opportunities for each Finnish organization. The thesis is concentrated on the particular place of hospitality business in Finland and satisfaction of Russian customers in the period of the highest demand. The place for organizing the research was chosen very unique and luxury – the hotel "Anttolanhovi", which has big popularity between Russian customers. The thesis emphasizes importance of well connection between personnel and foreign customers, understanding expectations of Russian customers for Finnish organizations, significance of high quality event organization at the period of the highest demand and necessity of leading and controlling skills during all events last on an example of the hotel "Anttolanhovi". Furthermore, the thesis identifies spheres for improvements in the hotel, appeals to Russian customers' opinion and finds out the hotel employees' forwardness to make changes. The thesis process is required and commissioned by the "Anttolanhovi" management and can have useful influence on future work of the hotel, what is the main goal of the thesis. The theoretical part of the thesis supports the idea of the thesis to be useful for Finnish organization. It concentrates on specifics field as organizing winter event for Russians in Finland in theory and presents the key characteristics of this subject and topics, which are involved in the process of organizing events. It finds out classical scientific literature about management and hospitality business and modern articles about communication between the two countries. The theoretical background exposes organization of events for foreign customers, economical dependence of customers' satisfaction, Russian understanding of travel and Finnish offers in tourism. Moreover, there is knowledge about techniques to motivate personnel, to satisfy customers and to increase profit. The practical part of the thesis works concretely with the winter 2014 events. It identifies Russian customers' expectations, analyzes causes of negative and positive results and presents future winter events as the best sphere for improvements. Interview, observation and analysis of the questionnaire were chosen as research methods, because of the direct contact with the participants of the process from both sides – service producers and consumers. The thesis ends with planning chapter. The last chapter presents a list of suggestions for future winter events how to satisfy Russian customers. Suggestions are based on customers' interview answers and theoretical background of the thesis. Suggestions draw attention to list of the most important points and some little things, which compose the full picture of events. They also remove mistakes after events 2014 and offer a few more useful ideas in organizing future events.		
Subject headings, (keywords) Event management; Finnish hospitality; Russian tourists; Celebration; Hotel Anttolanhovi		
Pages 39p.+ app. 1p.	Language English	URN
Remarks, notes on appendices		
Tutor Eliisa Korto	Employer of the bachelor's thesis "Anttolanhovi"	

CONTENTS

1 INTRODUCTION	1
2 MANAGEMENT IN HOSPITALITY SPHERE	2
2.1 Historical definition of management.....	2
2.2 Hospitality	3
2.3 Management in hospitality	3
2.3.1 Motivation	4
2.3.2 Leading.....	5
2.4 Event organization.....	7
3 SERVICE SKILLS	11
3.1 Customer satisfaction	11
3.2 Upselling	12
4 TOURISM BETWEEN RUSSIA AND FINLAND.....	13
4.1 Russian tourists	13
4.2 Finnish hospitality	15
4.3 Attracting Russian customers.....	15
4.4 Weaknesses of Finnish tourism for Russians.....	17
5 THE COMMISSIONER.....	18
6 METHODS OF RESEARCH AND REALIZING THE RESEARCH	19
6.1 Observation	20
6.2 Interview.....	20
6.3 Questionnaire	24
7 DESCRIPTION AND OBSERVATION OF 2014 YEAR WINTER EVENTS	26
7.1 New Year night	27
7.2 Christmas dinner	29
8 ANALYSIS OF THE RESULTS	30
9 PLANNING WINTER EVENTS FOR 2015 YEAR	33
BIBLIOGRAPHY	37
APPENDIX/APPENDICES	
1 Appendix on one page	

1 INTRODUCTION

It is impossible to overestimate the importance of international relations. The support of good business, politic and economic relations are especially important between neighboring countries, for instance, Russia and Finland. Despite policy's influence on every day life of society, it is easier for people to travel to closest areas, as a result of good communications between countries. It is caused by people's wish to economize money and time for travelling. Understanding and using this experience can work successfully for every business sphere. Particularly, it has a value in hospitality. From this point, every Finnish entrepreneur in hospitality business has to take into consideration the meaning of Russian customers in his/her company.

Nowadays, Russian tourists perform as a great part of tourism segment in Finland. By the data of official Finnish Tourism Board, winter holidays are period with the highest level of visits from Russia. It is 400 000 Russian tourists and 200 millions euro that Russians brought to Finnish economy in the first 2 weeks of 2013.

It all constitutes specific field, when tourism and business, management and planning, national habits and events interact to each other. It is field of wide erudition in all of these spheres. However, books and articles exactly about organizing events for the season of high demand are missed in libraries and stores in both countries. The significance of coordination of national, tourism, service and event management skills is unspoken and still not emphasized.

Winter 2014 holidays impressed to analyze knowledge field of event management in hospitality sphere, to organize research, to collect information and to read scientific books and articles to write thesis about "Russian celebrating in Anttolanhovi". The target of the present research is to reveal the best area for improvement in hospitality sphere of particular place. The results of this development work are required, needed, useful and expected. The company that has commissioned research work is "Anttolanhovi", the hotel, which is absolutely special and unique business in Finland. It is determined by nature specifications. The hotel is located on the biggest and the most famous lake in Finland called Saimaa. A place, what is 99% full of Russian clients in New Year period.

The content of this bachelor's thesis will describe and analyze strengths and weaknesses of past winter events and plan new ones in "Anttolanhovi". The main goals that should be achieved during this thesis work is to:

- Identify wishes of “Anttolanhovi’s” clients
- Support loyal clients
- Explore and collect scientific literature about event service and management
- Emphasize importance of event management
- Prepare development work for “Anttolanhovi” hotel and restaurant for New Year and Russian Christmas dinners

2 MANAGEMENT IN HOSPITALITY SPHERE

2.1 Historical definition of management

The following information is presented as a kind of exclusive knowledge by researches of an expert of etymology in St. Petersburg State Economic University. Etymology is the field of linguistics, study of the history of words, their origins, and how their forms and meaning have changed in time. Etymology is used to refer to the source word of a given word. Contemporary languages are full of borrowings and words, which had lost their historical meaning. Today “management” is known at international understanding as field of science, process and action and the word, that came from English language. There is a major study of management as process and skills, but not every manager knows, where from the roots of the word have come. Understanding the history of the word helps to use the word in our every day life and business.

Latin word “manus” (Eng. hand) has gave the first meaning of Italian “menagiarre” and English “to manage” – to control a horse, to ride a horse and French “manege”. In England in Renaissance time the communication between settlements existed in riding horses. The transportation of people was realized in carriage with horses. It was dangerous for lots of reason: wild forests, animals, bandits, bad roads and unpredictability of horses. Organizing transportation business required having a special license from English government. A person, who has a license, was called “manager”. He had to employ people, plan time and direction, calculate money, promote a trip for clients, and predict weather terms. The example of this old profession showed all responsibilities of modern manager – to plan, to organize, to staff, to lead and to control. (Dudko 2013)

2.2 Hospitality

Hospitality has taken its beginning from the ancient times. It has existed in variety of forms as long as Homo sapiens have organized communities. Hospitality complex is an essential part of social and economic activities of most countries. There is a wide range of services that are involved such as restaurants, cafeterias, buffet, hotels, motels and villas. All of these types are based on the same principle – the provision of commercial hospitality (Nailon 1981, 135-143).

The main specification of business in hospitality industry is that the time of production and realization is the same. Hospitality companies sell services. Services can't be produced before customers order it. Services are provided face to face or by telephone, Internet connection between customer and seller. Empty rooms in hotel and tables in restaurant produce nothing. Every time, when the table is empty, a company loses its profit and can't compensate it if another is full. Number of rooms in hotel or chairs in restaurant are counted before opening business with prognostication of future demand. It is impossible to expect 100% utilization of all rooms all the time. It's not enough for every entrepreneur if his/her business only pays itself. The target of every company is to have more profit. To achieve that selling should be high and upselling techniques also have to be taken into attention. (Kabushkin 2013, 19-21).

2.3 Management in hospitality

The success of whole organization depends on professional skills of a person, who is responsible for all processes in organization, in another words, manager. Hospitality management can be considered as science and skills, but more important management is an activity to react on occasions, analyze causes and organize subordinates. Management in hospitality has a lot of different aspects, but the most important point for every manager is skill of effective guidance personnel. It involves being an expert in merchandise and services and leading characteristics of manager. To be a leader is personal skill, which is given as a gift.

However, there is a great knowledge field of how to become a respectable manager. If looking at hospitality management as at business activity it causes including to management education subjects like accounting, purchasing, economics, food science and behavioral technics. Pro-

Professional employees can be recruited for each subject, except for behavioral part. Manager is a person, who mostly leads and organizes others' work.

The sequence of management activities is known as following steps to coordinate the effort of people to achieve organization goals and objectives with using available human and material resources effectively.

- Top management establishes goals and objectives of the whole organization
- Realizing strategy in working life:
 1. Planning
 2. Organizing
 3. Staffing
 4. Leading
 5. Controlling
- Accomplishing goals and objectives, which are established by top management

The definition is taken from Russian science book about management in restaurants and hotels. (Kabushkin 2013)

2.3.1 Motivation

This paragraph is based on a book, which is the latest available resource about hospitality management. The book was published in 2013. The author of the book is Kabushkin. Motivation is a process of forcing workers' activities to react effectively to achieve company's goals. Motivation is a great challenge in hospitality industry. Skills of motivation personnel to work effectively are essential part of manager's success. Moreover, the success of hospitality industry depends on individual relationships between customer and staff very much. Even if evaluation of service's quality is subjective from point of view of each individual customer, there is an objective reason of customer's dissatisfaction - poor quality of service. Researches show, a wish of customer to be back to a hotel depends on service's quality.

There are plenty of ways to attract new customers and increase demand, such as new advertisement, but it is manager's responsibility to use available resources and human resources effectively. For example, even if all tasks and targets are clear for personnel, they can do their work without making their best. This problem is very actual for everywhere hospitality company. A successful manager has to motivate employees in different ways – material or not. At first time a customer can be attracted by bright advertisement, luxury interior or variable

menu, but if a company wants this customer to be back, a company's personnel has to show high level of service, comfort and satisfaction of customer's needs. Therefore, motivation is an essential part of hospitality business for economical benefits. The quality of service consists not only on abilities of personnel to work. The quality of service can be formulated like:

$$\text{Service} = \text{abilities of employee} + \text{motivation of abilities}$$

The conception of personnel motivation is based on inside capacity of each individual employee. A manager has to motivate employees to involve all their inside capacity at work. It's impossible to motivate an employee to do things that an employee isn't able to do. Consequently, there is a necessity of preparation or trainings before motivation. Moreover, well done job should be encouraged. There is a plus of hospitality industry for management and personnel – usually a good service is greeted by tips and personnel are reasonably motivated by it. Unfortunately, it gives only short effect.

Motivation should rely on employee's expectations and needs in career. Motivation opens employee's potential. Therefore, personnel should feel job satisfaction. Every individual has his or her own motive and job expectations. There are different classifications of motives. The basic classification divides motivation to internal and external.

External motivation consists on “palpable” remuneration, for instance finance bonus, more comfortable working terms, subsidies for nutrition. **Internal motivation** encompasses “psychological” remuneration. It addresses to employee's feelings: personal satisfaction, honor of high valuable and careful and respectable relation from management.

2.3.2 Leading

“Leading” heading is based on article from Harvard Business Review. The “Tipping Point Leadership” article is written by W. Chan Kim and Renee Mauborgne and comprises to 10 Harvard Business Review MUST READS. Leading characteristics have considerable significance for a person at manager's position. The article takes into account situation, which always has place in business. The article tells about problem periods in companies' life cycle, because there is no company that can keep status quo, and how leader should react on it. The articles describes perfect behavior model of leader. Situation, which is discussed in the article,

presents leader, who see clearly companies' targets and problems and has to share this vision with his/her colleges and employees.

By the authors' opinion, if the situation in organization isn't satisfied, changes should be organized carefully, purposefully and providently by company's leader. In the article it is suggested to divide leaders' technics by hurdles, which every organization faces in the way of change to four main types in sequence:

1. Break through the cognitive hurdle

In many cases, the hardest hurdle is to let people realize, that some changes need to be. When manager's skills are quite poor, and company faces some kinds of problems, personnel more likely feel the need to scan job market, than to try to solve company's problems. A leader will discuss with employees why the present situation can't go anymore and how changes can really help. A leader will share his opinion with employees in the easiest way for them to believe and realize the favor of changes.

2. Sidestep the resource hurdle

Once employees of an organization agree with the necessity of changes, the problem that appears to organization's leaders is limited resources. Lack of resources can be different – finance, material or human resources. Ambitions to changes aren't totally enough. What should be done to achieve company's goal without spending extra resources is to concentrate the most part of available to the places of system that need changes more, than others. Nevertheless, a leader has to appeal to employees to analyze their operational actions to find what is doing wrong and less effective. These leader techniques of distribution of resources takes time, results can't appear at very first time of changing process.

3. Jump the motivation hurdle

Workers' agreement with the need of changes doesn't equal their wish of change. It's not enough to organize change once – the change in company should totally change a list of organizational principles, employees' behavior and vision. Achievement of the new vision can't go without employees' want. People must want it to do all well. It is a mistake to try to input change incentives trough all the company at once. The process of motivation takes long time and requires finding keys to each worker. There's no universal key to motivate every individual by the same incentive at work immediately, especially if an organization is quite huge. Company's leaders' target and skill are to identify informal leaders in collective, stakeholders.

These people play role of influencers at the whole collective. Informal leaders are in every social group and working place doesn't make an exception. The technique consists of identifying informal leaders in the collective, have talks with him/her, motivate for the change and to work together for the company's goals. The target of talks with informal leaders for managers is to use their influence skills on collective in order of company's purposes and to let them feel more responsible and more valuable at the same time.

4. Knock over the political hurdle

Every organization has its own policy, which should be inescapable for every worker. Company's leader responds for every worker's behavior in frame of organization policy. The arrangements to workers should be the same, tribute and sanctions are for everybody from point of organization's policy.

Back to definition of leader: leader is a person in group, who has recognized authority and influence, which appears as controlling actions. It's important to keep "person in group" sentence, because a person becomes a leader only inside a social community. It is somebody, whom people follow. But leader doesn't equal manager. Manager is a profession; leading is a talent or skill. Leading means being charismatic person, having special influence on people, oratorical skills and opinion that is followed by others. Leader shares his/her opinion and position clearly and carefully to people, so people want to follow leader's ideas. People follow managers because of career hierarchy, quite often without understanding company's targets and doing their best to achieve it. For success of whole organization it is extremely important to employ manager, who has leading skills for others to listen him/her, trust and follow. Leading skills for manager also can be used in motivation process. From point of view of W. Chan and Renee Mouborgne, formula of hurdles can help every manager to behave like leader and lead company to success.

2.4 Event organization

This heading is based on information from Event Management Handbook, which is written and edited by experts in management. To progress starting points in event organization it's important to sort out definitions of event. Academic definitions assist in engaging and discussing with the subject matter. "Events are temporary occurrences... They have a finite length, and for planned events this is usually fixed and publicized. Events are transient, and every event is a unique blending on its duration, setting, management, and people". (Getz

1997). One more definition is given by Goldblatt (2011) – “A unique moment in time celebrated with ceremony and ritual to satisfy specific needs.” It is suggested not to standardize very specific events by one definition. “To the consumer or guest, a special event opportunity for a leisure, social, or cultural experience outside the normal range of choices or beyond everyday experience.” (Getz 1997, 4) “Special events are that phenomenon arising from those non-routine occasions, which have leisure, cultural, personal or organizational objectives set apart from the normal activity of daily life, whose purpose is to enlighten, celebrate, entertain or challenge the experience of group of people” (Shone & Perry 2004, 3). The following figure 1 shows the quote easily for understanding:

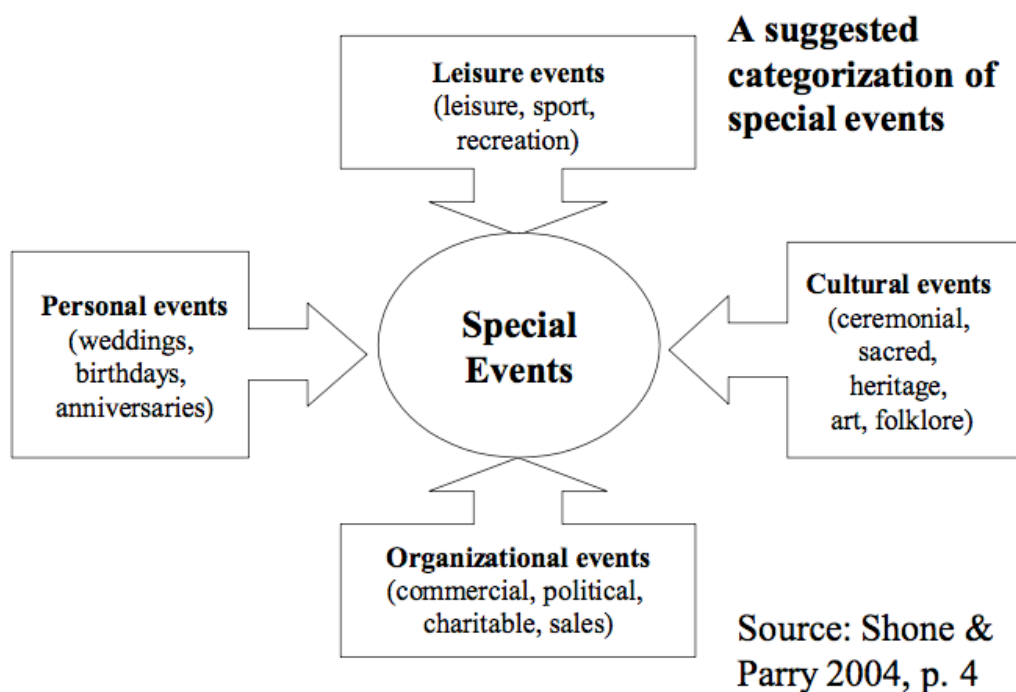


FIGURE 1. A suggested categorization of special events (Shone & Perry 2004)

Events have long played an important role in human society. The tedium of daily life, with its constant toil and efforts, was broken up by events of all kinds. The hospitality area has to be welcome to customers by providing a possibility to escape from everyday routine. Tourism and going out have become the reflection of ‘legitimate art of living’ (Reed-Danahay 1996) during influence of lots of factors such as historical and cultural factors, economic and political trend, seasonal reasoning and modern values. Routine daily activities are interspersed with holidays and weekends. Role of events in society was, and is, of considerable importance.

In spite of traditional celebrations, people are looking for reasons to celebrate. However, despite personal reasons to celebrate, traditional habits are the period of the highest demand in the entire world. It increases sells in global market. Nevertheless, events have no less influence on hospitality industry. People hoard finances to pay for new impressions, entertainment, service and change of scenery. Usually, traditional holidays are time when people have free days by federal approval. Many of these events play a contemporary role by attracting tourists to a particular place. Every entrepreneur has to use this time to increase his/her profit. Counting possible benefits of right using special events in business and costs for providing something peculiar should be done before the event. The plan of event has to be based on expectations of target customer. Otherwise, costs of dinner can exceed the profit (Shone, Parry 2004).

The experience of hospitality and event management consists of right understanding the correlation between time and place. Time and place assist quite a lot in understanding consumers' way of expectations. (Tressider, Craig 2012) It is obvious that every nation has its own view how thing should be organized. But learning of some principal points of national specification for each holiday helps a lot. It is a know practice in wide use where hospitality organizations employ another companies who are experts in making celebrations.

To assist in preparing a successful event, an organization should compose clear Event Management Plan, which will be available for all voluntary assistances. This document should include all the detail if event, framework, required settings and timetable. (CPR Group 2012) Moreover, benefits of planning are: responsibilities of staff are clarified in document, it's easier to detect and solve problems and minimize the resistance of changes.

To devise the strategy of event it has to open a list of simple questions like: what – where – when - who - why. The most important question is *Why?* Why it should be organized? In point not to loose time and money, clear reason to organize event should be found. Then it should be discussed in *What form?* or *What kind?* of event it is. Next question has to be answered with taking into account specification of the event – do some medicines or big empty space or equipment is needed? – is *Where?* There is a variety where to celebrate inside one particular hotel - lobby, hall, dinning room or rooms – it is important to chose the right place. *When* can be determined by the variety of reasons, however it is recommended to follow national, international or local calendars. All attempts will be failed if nobody needs the event. There is a question – “*What for?*” to see the purpose and benefits of organizing the event. “*Under whose auspices?*” question assists to determine responsible and strong group of peo-

ple or individual *who* will lead the processes. Nevertheless, one more question is “*Who will watch?*” is about mentality, social characteristics, some basic personal information and expectations of the audience. After all, the last, but not the least, it’s significantly to count – “*How much will it coast?*” and “*Who will pay?*”. The sense of harmony between price and quality is clear from customer side, but it also should be carefully count from point of organization – the harmony of expenses and services. This question is about to plan event expenses in frame of budget. (Beloviene, Kinderis, Williamsin, Ivanov, Ostin 2013)

Small celebration firms can have their owner and management in one person. In spite of the size of a company, they should have actors, toastmaster, musicians and special costumes and equipment to organize games, competitions or dances. Skills of acting with people should be high because toastmasters are one of the main figures at event – they are leaders of whole event. They are responsible for every guest at an event. The target of each toastmaster is to force guest to participate in mutual fun, have pleasure and relax. Notwithstanding, there is independent management in these companies, they should cooperate with hotel or restaurant management to identify target customers and discuss program of the event. Involving all available resources of a celebration company and making all the best aren’t the right decisions sometimes. Every option, that is added, has influence on price for event. The price should be in harmony with customer’s wishes. Accordingly, the tone and ambience of event has to be well planned to satisfy all event members: customers, management and celebration company.

To summarize following next model of suggestions can be formulated:

1. To employ an event manager (a person, who plan and control the event organization)
2. To employ a host of the event – toast masters, actors etc. (people, who lead the event)
3. To employ assistants for event (students, who will help with necessary language)
4. To organize atmosphere (music, TV Show, Fire work etc.)
5. To work with personnel (to make special instructions for event, motivate and control people)
6. To make something for a good memory (to employ a photographer for photo shoot during the event, to make souvenirs with company’s logo etc.)
7. To check all the equipment (everything has to be at its’ place and in right time, ready to be used)

3 SERVICE SKILLS

3.1 Customer satisfaction

The historical and cultural factors, economic and political trend, seasonal reasoning and modern values form expectations of contemporary society. Psychological comfort and security may be provided by staff in the form of service, it takes place in a built environment and culminates in a meal on a plate. Hospitality management is concentrated on linking the menu to the sociological, economic and cultural expectations of the customer (Tresidder, Craig 2012, 5). As for every business, customers are the most important persons for hospitality firms. Customers are the sole purpose of hospitality firms' work. "Customer does us a favor when he comes, in. We aren't doing a favor by waiting him on" – said Sam Walton, founder of famous trade chain "Wal-Mart". Moreover, customers' satisfaction is the main target for every manager and personnel in hospitality sphere. There is a special knowledge section "customer service". Remarkable service is welcoming, friendly and courteous, knowledgeable, efficient, well-timed, flexible, consistent, communicates efficiently, instills trust and exceeds expectations. (Wiley 2001) Servers must not only cater to the expressed needs of the guests, but anticipate unspoken wishes as well.

In basics of education about customer satisfaction the following principles are mentioned:

- It is necessary to find out how customers feel
- Feedback should be as timely as possible
- You should offer rewards for honest feedback
- The most important thing in process is what you do with responses

((Beloviene, Kinderis, Williamsin, Ivanov, Ostin 2013)

It is highly important to do more than is expected by customers. The perfect customer service is unexceptional. Remarkable service can have mistakes. It's not possible to do everything without mistakes all the time, but it is a great goal to try to avoid making mistakes. Nevertheless, when you try to fix mistakes, mistakes are ability to show your best.

To begin with customer service it's important to remember 4 basic principles of it from "Customer Service Training" book (Evenson 2011):

- 1 First impression matters.
- 2 Courtesy counts
- 3 Attitude is everything. Present positive attitude to everybody
- 4 Do the right thing.

There is only one chance to make the first impression. A person has to be always ready to do a nice first impression. The first impression includes a person's appearance and attitude. Grooming appearance, cleanliness, body language, voice tone and posture do matter. All these elements are basis of professional style. People see first, hear second. An employee should make sure, that clothing is suitable according to the dress code of organization, hair is styled and overall image is professional. Moreover, visible emotions should show a customer that employee is calm, positive, welcoming and ready to help. Attitude to client always has to be polite. Using Sir and Ma'am words shows a sign of respect. Personnel aren't completely dressed without a smile. Using courtesy words and phrases and smile are extremely important. One more point that matters is doing the right things. Following ethical code means to be honest and accountable for actions, you should keep promises and never blame somebody else.

3.2 Upselling

Dinner is not only about to provide food. Some wishes of clients can appear during the event and there should be sellers and servers who can hear, understand, carry out and anticipate customers' needs. Moreover, sometimes a customer doesn't feel a need to order more. There is a difference between seller and server. Server serve customers, but seller serve and a little bit force to buy more. It's included to personnel's responsibility to create an ambience of fine dinner. Customers will stay longer and order more if they feel comfortable. Additionally, it is personnel's responsibility to offer customers as much as possible. There is a special technic to increase company's profit called upselling. It is a sales strategy, used in stores and restaurants, when a seller provides opportunity to buy more products or services, for example drinks for dishes or chewing gum at cashbox. The character of the technic is to offer suitable products. It has to be in friendly ambience. Furthermore, a seller should familiarize his or herself with product variety as often as possible to be ready to answer all customers' questions and do fine suggestions. Unfortunately, the power of upselling skills is undervalued quite often. Some personnel don't feel the sense and main purpose of attempts to make offers. For instant, in restaurants it's important for sellers to describe menu items in very delicious way, but

don't lie. A seller should give food suggestions honestly; it is a mistake to offer dishes, which are expensive, but not very tasty. All suggestions have to be logical. There is almost no sense to try to sell meat dish to a customer after dessert. It is common for most restaurants to divide desserts and drink to its own menu list, not together with the main course, because desserts and drink are best categories for upselling. If a customer chooses a dish, waiter can offer a glass of wine, tea, coffee, juice, etc. A customer can feel full after main course, but a waiter can correctly ask to take a look to dessert menu, which usually has very bright and alluring pictures of desserts. Pictures or good suggestion of desserts can have influence on a customer's choice, what will give to a restaurant more profit. If a customer is ready for dessert, it is time for one more upselling: desserts usually go better with drinks. Sometimes customers have personal reasons not to order some items from menu list. Even if some items are suitable for them, they usually aren't familiar with all variety of dishes in a restaurant. It's one more opportunity for a waiter\waitress to make his/her best for upselling. A seller can make nice suggestions about low calories desserts or vegetarian salads or discuss with chef to remove some allergic components from a dish. (Thompson 2013)

4 TOURISM BETWEEN RUSSIA AND FINLAND

The success of information management is to collect, analyze and operate the latest data. The process of writing, approval, printing and selling books is usually very slow. Nowadays, it's easier to have the latest information from articles, Internet and right from the target audience. This is the explanation why this chapter is based on Internet sources of articles, specifically from Russian Internet Sources.

4.1 Russian tourists

Tourism expenses are a good indicator of the country's welfare. If citizens are ready to spend finances abroad, everything is fine inside the country. After international finance crisis in 2008 year Russians have started to travel more and more. They choose Finland, Turkey, Egypt, Spain, Thailand, China, Arabian Emirates, Italy and German. Obviously, Finland is the one most popular north direction for Russian customers. Moreover, Official Russian Source of Statistics (RossStat) mentioned, that Finland is the top choice for Russians. By the statistic of The World Bank in 2012 Russia is in the 5th place in World's biggest tourists list. 42,8 billion dollars was spent by Russian tourists in 2012.

Official international statistics shared, that in 2009 Russians spent 500 million Euros, in 2010 750 million Euros, in 2011 1 billion euros in Finland. Finland attracts Russians, especially from St. Petersburg, with its wonderful nature and high quality of products. The way from St. Petersburg to Finland takes about 4 hours by car or bus. Even if nowadays it is a myth that Finnish products are cheaper, better and more varied than in Russia, people still like to have shopping trips. About 10 years ago, there were no international trade companies in Russia such as H&M, Zara, Sepala and etc. It was common that few years ago European brands and products were much more expensive and had less more variety. The same cosmetic and cloth brand had big difference in price between Russia and Europe. Notwithstanding costs for trip, buying items outside was much more economical and interesting. Finnish malls have provided a range of attractive and useful things for interior, children toys, accessorizes, fashionable apparel and new medicines, which have inspired Russian customers tired from every day routine very much. In consequence of development and marketing Russian trade companies, today everything is absolutely available in big Russian cities.

Nevertheless, Finnish cloth brands, nutritious products are highly popular by the taste of Russian customers. It became a tradition to bring fish, coffee and dairy products from Finland or ask friends to bring it. The amount of Russians, who always make stuff shopping in Finland, is still increasing every year. Constantly, Lappeenranta is one of the final directions for this type of customers – Lappeenranta is enough complete with shopping malls and close to the borderline between countries. Helsinki is suitable for customers looking for the most fashionable brands, glamorous European restaurants and historical buildings.

Some tourists prefer visiting Finland for weekends and realizing hobbies, using services and entertaining children. Finland is known for fine skiing facilities. It keeps high quality with cheaper prices than in Switzerland. Skiing, cycling, swimming are good types to interact with children and whole family as well. Despite there are a lot of new aqua parks in St. Petersburg, “Serena” is still very demanded by Russians. Sauna and spa service is also one of key points of rest in Finland.

One more indisputable reason to travel to Finland is to open Schengen visa, because it is Finnish embassy, which provides Schengen visas for St. Petersburg citizens. By international law it is necessary to travel to Finland if you have visa. Moreover, Russians believe that travelling to other European countries and flights to distant regions is cheaper through Finland, than

straight from Russia. However, it's not an absolutely right opinion. There is very small difference between costs for road to Finland and economy on tickets to final direction.

Furthermore, one of the important points of choice is different variety of accommodation in Finland. Despite the popularity of modern hotels in Helsinki, rent of cottages and villas is attractive as well. Russians relate to Finland like weekend and holiday place for trip, spa and rest. Russians find pleasure in nature of small and quiet towns in Finland. Moreover, it is a wide practice, that Russians rent houses for a month or the whole summer.

4.2 Finnish hospitality

In Nordic countries the economic significance of tourism has increased considerably in last years. Tourism commonly has favorable influence on economic and social impact, introducing new and external sources of finance income. Nowadays, big part of public money is in use for tourism development in different regions of Finland (Saarinen 2003). For instance, Finland tourism web sites are supported very well. All necessary basic knowledge about tourism in Finland is available there. Such as brief geographical description: "Finland is located between East and West, with snowy winters and warm, light-filled summers, Finland offers a number of fascinating contrasts. Finland's unspoiled forests and thousands of islands and lakes offer plenty of opportunities for visitors to enjoy beautiful natural surroundings." (www.visitfinland.com 2014). Foreign tourists can easily find information about Customs Regulations, Finnish cities, best directions and transport ways to travel. Finnish official tourism site helps to plan travel in all seasons and with variety of typical Finnish activities. Despite wide vocations program, one-day tours in Finland for shopping are also highly popular in Russia. In February 2014 the amount of sells has increased by 38% compared February 2013 (Global Blue 2013).

4.3 Attracting Russian customers

Even if there are a lot of reasons for Russians to choose Finland, Finns are looking for new ways to make travelling between these countries easier. These innovations affect transportation, advertisement and shopping offers as well.

Trips to Finland are available by car, bus, train and ship. There are 3 trains from Helsinki going every day to Russia: one to Moscow and 2 to St. Petersburg. It's planned to organize new

lines between St. Petersburg and Imatra in May 2014. A few years ago “St Peter Line” company has presented a new type of travelling to Finland. There are 2 ships going from St. Petersburg to Helsinki. Using this type of transportation is entertainment by itself. Ships are equipped with lots of restaurants and shops, swimming pool and casino. The great amount of tourists complicates working process of customhouses. It makes going through borderline exhausting for tourists everyday. It is known a new rule is already in project – tourists can go through customs control in car without leaving car and staying in line. Russian Prime Minister Dmitry Medvedev argued in favor of visa-free entry between countries of The Barents Region at meeting of premiers in 2013 year. This regional cooperation was officially formed in January 1993 and includes parts of Norway, Sweden, Finland and Russia.

Finland used to be known as a country, where people usually don't work a lot at weekends and holidays. Actually, this time has the biggest appearance of tourists from Russia. However, habits are changing. Museums and shopping malls have started to have open hours longer. Finns develop a building project of shopping mall, concentrated on Russian tourists at 13 ha space.

In 2013 year Finland has put forward a new marketing concept to promote Finnish tourism abilities for Russian tourists, said Arto Asikainen, Director of The Department of Tourism in Finland. The new marketing concept divides Finland to 12 regions. 13 groups of 25-45 Russians will visit Finland with the target to observe Finnish abilities and quality of hospitality service. In the frame of concept groups will have free tickets to Finland, accommodation and city guidance. “All of our researches show that the determining factor when choosing a trip for Russians is their own experience, so this time we wanted to focus on the possibility of personal rest in Finland and self evaluation resorts of the country”, said Arto Asikainen. The target of concept is to promote regions of whole country, to show Russians Finland from different type of accommodation, such as hotel and cottages, in different seasons. Moreover, Arto Asikainen emphasized, that St. Petersburg will be full of beautiful billboards with photos of Finnish ski resorts. The information is found on international web source of articles – www.newsland.com

Russian language is more and more popular in Finland. And it's not only tourists. There is great deal of Russians living in Finland, about 50 thousand in Finland. By the prognosis this amount will be increased to double in 10 years. The amount of Russian tourists in a year exceeds a half of whole Finnish population. (smartnews.ru)

4.4 Weaknesses of Finnish tourism for Russians

Developing strengths isn't a 100% key to succeed. It is important to fix weaknesses as well. Different factors can influence on hospitality. From 2009 the inflow of Russian tourists in Finland has always been increasing until today. The situation in Ukraine, sanction against Russia and Ruble fall compared to Euro has a great influence on Finnish economy in segment of Hospitality. In 2014 year Finland loses 30% of tourism business income. Some little Finnish companies already have declared limitation of wastes and downsizing.

Negative information about tourism in Finland can't be ignored. Truth it or not, Finland should take it into account to destroy negative points of reputation. From the article of Sergey Artemenko, who is an expert of questions of regional development at neighboring countries to Russia, family travel to Finland can be very dangerous. It's determined by Finnish low and social service. Sergey Artemenko mentioned, that happy laugh and scream of children are interpreted in Finland as scream of pain. After somebody's complaint Finnish social workers feel free to take a child and send parents to a prison. A link for this article is founded one of the first, when looking for information for "Finland" word in Russian. The article's title can be translated to English like "Finland is dangerous for Russian tourists with children". It can be found at web article's source "www.iarex.ru"

It is difficult to prove the information from this article now, but it has no big sense. The most important that people can believe and trust in this kind of propaganda and it will have bad influence on Finland's reputation. RG.RU is a web site, Internet version of newspaper, which name is translated like "Russian newspaper". On the web site it is written, "Russian Newspaper" is a newspaper of the Government of the Russian Federation, the official publisher of documents". The web site has a category of articles, called "Finland takes Russian children". Marriages between Russians and Finns can be an explanation. They aren't a rarity. It is explainable, after divorce children has to choose between mother and father, and a decision of court of a low will look unfairly for one of the sides. It's important for Finland to control critical propaganda and don't let rumors talk for whole country's reputation.

5 THE COMMISSIONER

“Anttolanhovi” is a complex of villas and hotels. There is a huge territory in hotel’s usage. The services of the complex are suitable for different types of social circles. It can be European classic of simple hotel rooms and expensive and exclusive Art & Designed villas, decorated by Finnish artists. Moreover, there is also the middle way also – row house apartments. The hotel follows slogans “luxury”, “wellbeing”, “fresh country tastes” and “charms of Saimaa”. It describes “Anttolanhovi” very well. If this place is the one of the best places to enjoy typical Finnish peacefulness and silence deep in forest with high quality service, the location and great lake view establish “Anttolanhovi” as one place in Finnish hospitality segment out of competition.

The hotel functions are clear and effective. The hotel has the main entrance, where there is hotel’s lobby and reception. Reception’s workers compose the first impression. Usually, it is few hostesses, who answer internal and external calls, organize accommodation, collect documents and meet guests. They provide and sell all services, such as snacks and drinks in small lobby’s bar. They sell spa tickets, give towels, swimsuits and answer questions. If customer needs to order some equipment, it is in hostesses’ responsibility to realize it. There is no precise security office in the hotel. Cameras transfer the picture of public places to lobby’s monitors, where hostesses observe the situation at the monitors at reception.

The hotel is protected by official emergency. The hotel reception is connected to police department and fire department. If something is going wrong, experts will be informed in the shortest time and come to check the situation. Fire department will attend customers after automatic call from smoke parser. Even if it was mistaken call, the appearance of fire department is unavoidable. Customer has to pay for fire department arrival in any case.

There is special personnel who provide specific type of service – beautician. This expert is responsible for massage, health, recreational and visage procedures in the spa room. Furthermore, there is a special person who observes water pool and controls compliance of the safety. There is separate administration for restaurant (Figure 2 shows entrance to the restaurant) and reception. The organization inside the restaurant is simple and common. It has chiefs, waitresses and management. It is also available for student to have practical trainings in “Anttolanhovi”.



FIGURE 2. The entrance of “Anttolanhovi’s” restaurant (photography by Efimova Victoria)

6 METHODS OF RESEARCH AND REALIZING THE RESEARCH

The required information to plan development in hospitality organization should be divided by spheres of development. The goal of present development is to remove misunderstanding between Russian customers and Finnish personnel and to change view at the same events. Customers’ feedback is rather and easier to collect by asking right from themselves to avoid distortion of true data about customers’ complaint and satisfaction. Basically, research methods are divided to qualitative and quantitative. The major difference between these 2 is: Quantitative research consists of attitude or opinion, based on numerical or analytical ratings system. Qualitative research is more depth. It is more time consuming and more interpretive. Qualitative methodology is extremely effective during the event itself. (Kusheva 2013)

“You will need to determine which may be the best method, given your timing, group characteristics, and type of information needed.” (Masterman 2006) The type of key method that

was chosen for “Anttolanhovi” is analyzing Qualitative Data. Qualitative data is data that approximates or characterizes but does not measure the attributes characteristics, properties, etc., of a thing or phenomenon. Qualitative data describes whereas quantitative data defines.

This method asks broad questions and collects word data from participants. The researcher looks for themes and describes the information in themes and patterns exclusive to that set of participants. The most right way to collect information about customers’ satisfaction is to organize an interview. Interview is a meeting or conversation in which a writer or reporter asks questions of one or more persons from whom material is sought for a news paper story, television broadcast, etc.

This method can also be used to analyze the management point of view at the same situation. Consequently, research will collect and provide results from both sides of the process – seller and customer, what is really important to take into account to develop hotel’s work (Kusheva 2013). Besides, Quantitative method is also used.

6.1 Observation

One more of the easiest ways to collect data about investigated actions is to participate and observe the situation. Observation gives basic information about how everything was planned, organized and realized. Moreover, the concept of dinners in “Anttolanhovi” was to entertain customers. This is type of events involve emotional expressions from clients’ side, which are usually visible during the observation. Observation is an act or instance of regarding attentively or watching. (American Heritage Dictionary) The combination of observation and conversation with guest provides complete and full picture of events, because people are answering right in time of experience, they don’t have time to think and change their opinion or to forget summoned emotions about causes. (Kusheva 2013)

6.2 Interview

One of the most valuable parts of the research is based on interview of the general director of Russian travel company and guide Marina, who has leads a group of 50 Russians to “Anttolanhovi” all the time. Marina’s words speak for big amount of Russian tourists who with she works in last years. Marina was interviewed during the Christmas dinner. She shared wishes of clients that were revealed by internal survey, which is organized every

year in “Uncle Nick” travel agency. Marina noticed, that wishes don’t change in time, but they aren’t completely satisfied year by year. As director and professional guide, Marina mentioned 3 important reasons, which guide Russia clients to make a choice of a tour:

- Toast Master and Russian Santa 100%
- Games and activities 100%
- Live music and dance 100%

The interview with Marina was organized consistently, firstly to know about her working experience, then more and more exactly to “Anttolanhovi’s” deal. Marina told everything by her own initiative, but the sequence of conversation is provided. Marina was glad to be interviewed about Russian customers’ needs because she’s sure her messages and asks about games, musicians and activities are ignored by “Anttolanhovi’s|” management.

The sequence of interview with Marina:

1. Telling Marina about the aims of the research and interview
2. Asking for Marina’s permission to publish her words
3. Asking Marina to introduce herself and to tell about her working experience in tourism
4. “Why Marina’s travel company chooses Finland like main direction?”
5. “Why it’s very popular direction for Russian customers”?
6. “Why “Uncle Nick” agency works with “Anttolanhovi”?”
7. “Who is typical client of Marina’s agency?”
8. “How many clients choose “Anttolanhovi” and Why?”
9. “What suggestions Marina’s clients have?”

The interview was organized in form of trusting friendly conversation before Christmas dinner. Marina said she likes to work with “Anttolanhovi” because for lots of positive points: courtesy personnel, calming ambience, high service quality and variety and despite some defects in event organization. By Marina’s words, elder customers choose this hotel also because lack of language skills. From point of buffet style service for breakfast and dinner it is simpler than to talk to waitresses and order food. She wishes the research to obtain the results with the target to influence on “Anttonalhovi’s” management decisions about winter events.

As main reasons to choose Finland for winter holidays Marina mentioned significant nature and closed location to Russia. This part of the research is provided in details in Chapter 4.

Actors (Russian Santa Claus at New Year and Finnish Santa Claus at Christmas dinner performance) and Disk Jokey were also interviewed. Russian speaking Santa said, he had a call and invitation to work in the hotel in the last hours before New Year. He is an Russian student of “Mikkeli University of Applied Sciences. Student also mentioned, that it was his first working experience in the role of actor, but he had a Santa costume. There is a reason why he decided to place advert of his service. Furthermore, he honestly said, it was difficult for him to act with the audience.

Finnish Santa Claus of Christmas dinner reassured his professional actor, promised to do his best, but he almost failed and he felt it. He didn’t prepare any speech in any language. He said, it was not his first role in “Anttolanhovi” with Russian guests, but he knows nothing about Russian Christmas and New Year celebrating.

In the interview with Finnish DJ Kimmo, he shared with few valuable facts: these 2 dinners was the second time of work for “Anttolanhovi”. He has been 12 years in music business. He presents a little music brand and he was contacted as a part of this brand. He would be very pleased to work more with “Anttolanhovi’s” clients and he is ready to develop his music program for customers. Moreover, DJ told he had no suggestions and information about the evening ambience from “Anttolanhovi’s management. From Kimmo’s point of view, the hotel should organize some sort of research to analyze customers’ expectations and wishes to be prepared to satisfy them. “Do a little bit more work and do not expect that regular thing will do.” Kimmo strongly believe, if he had known more about customers at the evening he would have done better with the dinners’ program. At Christmas dinner DJ recognized that evening finished early because music wasn’t suitable to the audience.

The hotel manager has noted, that it is in company’s interests to develop and involve business from customers’ point of view and Russian customers make big significance for the hotel. Manager has commissioned the research actions, of course if customers are ready and agree to participate in it. Manager carefully wrote down all the results of the interview and observation.

Customer interview was organized in time, when it was comfortable for customers. Customers felt honor to answer questions and to advice for future winter events, especially because they mostly plan to visit “Anttolanhovi” more. One member of family was ready to present the whole family’s opinion. Opinions can be divided to types by families. Further, opinions and expectations are mostly the same. Discussing a few concrete opinions is enough, interview results are presented by different samples of families. 10 different Russian families were interview.

One Russian tourist from Saint Petersburg, Maryanna Khohrikova, mother of 2 young girls, consider, that it’s better to book row house apartments for next winter in this winter, because later it can be already booked by somebody else. Maryanna and her family are loyal customers of “Anttolanhovi”. She told they like to visit the hotel twice for a few days – in summer and in winter, because of wonderful nature, high quality service, Finnish shopping and great terms for family vacations. In 2014 she lived with her daughters in hotel room because she was late with booking row houses. Usually, they travel with family’s father. Maryanna’s family always attends New Year dinner in the hotel, and she said, this time it failed. Aside from concretely dinner, it’s necessary to have winter group activities and program for days. For instance, last year, as Maryanna remembers, in the New Year morning, Russian actors Santa and Santa’s granddaughter (in Russian tradition Santa has granddaughter) walked with tourists to forest to decorate Christmas tree and do some sort of celebrating activities, for instance, dancing, singing and playing in Russian style. Maryanna noted that her family expected to repeat it in 2014 year and more the same actions at dinner as well. Their target is to be closer to other people, to do group activities and follow hotel’s plan for holidays. Young girls were very disappointed with holidays in this year.

One more loyal family with 2 little sons from Saint Petersburg find pleasure in trying to live in all available houses and villas in “Anttolanhovi”. Family’s father Mr. Usachev, said, this time it was the sixth year for his family in “Anttolanhovi”. They try to attend in every season. They prefer “Anttolanhovi” because of big difference between St. Petersburg and Anttola, unique location and similar families in “Anttolanhovi” as they are. They usually book a villa together with one more family among friends. They don’t attend celebratory dinner, because they don’t find it interesting. They organize dinner and celebration at villa. From their point of view at this question, it costs the same, but they feel they can influence on their celebration themselves. Even so, this type of family expects lots of day activities. They want to leave

children with professional actors or people, who can engage kids for few hours when adults can have a rest without children.

Finally, the last type of discussed tourists: older people or older couples. They travel without children, they don't have a lot of power to do daily activities, but they visit "Anttolanhovi" to celebrate New Year (or Orthodox Christmas) at dinner in group of the same people, to spend time, to socialize and etc. This age category won't do some very active type of entertainment, but they would like to hear toasts, wishes, see some performance and dance a little bit.

6.3 Questionnaire

"Anttolanhovi" always offers to customers to participate voluntary in the internal questionnaire. The questionnaire collects information about customers' impressions and evaluation after accommodation time in "Anttolanhovi" hotel. The questionnaire is in Russian language. Analysis of answers helps to see the picture of target audience without observing the hotel, only by fact of answers. After winter holidays the hotel shared with random samples of answers. There are answers of 20 people, which are presented in table 1 (a. All participants are from St. Petersburg.

Anttolanhovi
Wellness Village

Дорогие гости нашего отеля, в целях улучшения качества и расширения спектра предоставляемых услуг, мы хотели бы узнать Ваше мнение. Для Вашего удобства и экономии времени, мы подготовили анкету, состоящую из 18 вопросов.

Мы гарантируем конфиденциальность и заранее благодарим за участие!

1. Ваш возраст:

<18 18-25 26-35 35-45 45<

2. В каком городе в России Вы проживаете

Saint-Peterburg

3. Как Вы узнали о нашем отеле?

Туристическая фирма
 Рекомендации знакомых
 Интернет
 Другое _____

4. В какое время года Вы отдыхали в Анттоланхови?

Зима Весна Лето Осень

5. Какова была цель Вашего визита?

Отдых
 Спа процедуры
 Переговоры, бизнес встреча
 Особое мероприятие (свадьба, день рождения)
 Другое _____

FIGURE 3. The example of questionnaire for Russian guests.

Sometimes customers' loyalty is not about a place, but about a seller. Good workers are one of the most important key points of success of hospitality industry. (Thompson, 2013) One of valuable findings in human resources in "Anttolanhovi" is Pekkanen family: Russian woman Marina and her adult son half Finnish Mark. Marina has lived in Finland lots of years and speaks both languages - Russian and Finnish fluent. Marina has worked in "Anttolanhovi" around 10 years at reception. Mark is a Finnish student. In every vacations he has practice in "Anttolanhovi". It is difficult to say what language is closer to him – Mark speaks very well Russian, Finnish and English too. All Russian customers know Marina and Mark. Obviously, that Marina is great funding for "Anttolanhovi" because a wide range of reasons, but the most important thing is that Marina and Mark speaks few languages. They play the role of communication bridge between Finnish personnel and Russian customers, what is really important for this kind of business. Unfortunately, Marina and Mark had no working hours at New Year and Russian Christmas, their involvement could have helped a lot.

Moreover, customers feel big trust and friendship with Marina and her son. It can be explained by lots of years of loyalty. Russian guests see Marina as part of their celebration. For example, this winter holidays Marina came to work in “Anttolanhovi” from St. Petersburg together with Russian customers in their car. Marina knows all Russian loyal customers personally. There are about 10 families who have made friends with Marina. Customers don’t hide any personal information from her. They prepare presents for Pekkanen family. For instance, last year these families asked Marina to book a few houses and villas. What is amazing, some families from loyal customers made friends with each other long ago. They meet each other at particular time in “Anttolanhovi”, for example every New Year celebration. These families book a few villas by the same last name and only at reception in Finland they decide who will live in what villa for this time. It is a sort of competition for them who will come first and take the best villa. Nevertheless, they discuss booking villas for next year, because it’s common for “Anttolanhovi” to book placement long before winter holiday. It’s a season of high demand. Marina can tell lots of stories about these families, of course in frame of their privacy. She knows what they need and what they expect. Despite Marina’s nice person, she is a professional worker. She is great in combination of friendship and work. There is high probability that Marina and friendship between families support the faithfulness to the hotel. Loyal customers feel in “Anttolanhovi” like at home. This experience is also motivated by loyalty program of the hotel – loyal customers have big discounts.

7 DESCRIPTION AND OBSERVATION OF 2014 YEAR WINTER EVENTS

There is an special celebratory dinner annually for New Year and Russian Christmas in “Anttolanhovi’s” restaurant. It costs three times more expensive than everyday dinner. It is common for Europe to celebrate Christmas on 25th December. Russians are mostly Orthodox Christians. 7th January is the day of Russian Christmas. Year by year there is a lot of organized tours to visit “Anttolanhovi” at winter holidays for Russians, in which there is included option to visit one or two of these celebrating dinners. Absolutely obvious is that only Russian clients attend Russian Christmas dinner, but that New Year dinner was also ordered exclusively by Russians. An evident observation of restaurant room was enough to identify target audience for these events.

A type of service for dinners, what was chosen for all winter vacations was buffet style. The dining room was specially designed for holiday time with lights on the roof, what was greeted by clients very well. Loyal customers noticed it as first time, when dining room is so attractive for celebration. (Figure 3 presents winter decorations of the restaurant)



FIGURE 4. The decoration of “Anttolanhovi’s” restaurant (photography by Efimova Victoria)

7.1 New Year night

The dinner started at 20 o'clock with meeting guests and giving one free champagne glass. There was also a glass of champagne without alcohol for children. The tables were already served by cutlery. There was nothing especial in buffet and only two types of beverages such as home beer and water, what is a wrong choice for children. Apple juice was free, but personnel forgot to put carafes of juice on buffet table. “Anttolanhovi’s” management invited a Disc Jockey for dinner and a party after official part. It was planned, that great firework finalizes the New Year party.

To entertain guests there was an organized congratulations and presents delivery with hotel logo for adults and children by Russian speaking Santa Claus. This was a first trouble of event

– Russian actor had felt sick and reception workers found somebody else at the very last moment. The new actor had a costume, but not professional scene skills. His performance failed. Nobody gave him a microphone. Moreover, his voice was quieter than normal people do. It was really hard to hear him. There was an option for adults to bring their presents for children for Santa to hand them during the show, but Santa forgot to do so. He left a dining room after 5 minute scanty performance and left guests absolutely unsatisfied with their expectations of great celebration.

Moreover, there was a confused situation to congratulate forgotten children by students because Santa was already out. Parents were a little bit annoyed and kids were disappointed as well. Back to Santa's show it must be taken into attention that presents for adults had a visible difference in quality. The content of gifts was the same, but some guests had beautiful silver gift bags and others had their presents in cheap brown paper pack that also brought feeling of difference in attitude to guests. Guests had started to ask – “Why we all have different presents” and “How do you define whom to present the best ones?” After the show it was seen that there were definitely enough silver bags for all guests, there was no sense to present brown ones. The picture of event looked totally failed.

One noticeable plus of Santa's performance was the option to make photographs together with Santa. Even it looks like children amusement, adults also enjoyed it. Unfortunately, Santa felt so uncomfortable, not all guests had time to make nice photos. Guests started to worry about dinner program, but they knew nobody whom to ask. Russian president's speech live stream was planned and provided, but guests weren't informed about it. It was in a separate room, even if there were a few TV boxes right in dining room. It causes awkward situation when guests had to leave their places to go and watch president's show. Some guests started to ask questions such as “is it available” or “how much is it to watch president speech” even if it was absolutely free for them.

Dick Jockey had no suitable music for that evening. He wasn't well prepared. There was no winter hits or best party songs from average years of youth of customers in his disc collection. It was really important to observe guests' age and line up right music, because people expected to dance as it was promised in dinner plan, but everybody decided to leave restaurant long before midnight. DJ had too modern or too rocking music for that elegant dinner and this music scared people away. Actually, he didn't do something special or professional. DJ

played songs one by one, just like old stereo system can play from CD-disc. Money spent for DJ's attendance is questionable. Nobody danced that night.

The party ended with wonderful and impressive firework. Fireworks are in great demand in Russia. Fireworks in Russia, accompany all celebrations and notably, New Year party too. New Year and Christmas are family holidays for Russians, but most people leave their houses to watch free fireworks or to organize their own amateur firework. That's why Russian clients, as experts in watching fireworks, evaluated "Anttolanhovi's" firework with the highest degree.

7.2 Christmas dinner

In comparing with New Year party Russian Christmas dinner was planned a little bit modestly, customers were older, music louder and more modern. The variety of menu was fairly similar. Dick Jockey and Santa Claus performances were included as well, but without firework and translation of Russian TV channel. Price for dinner is also three times more expensive, than commonly – 57 euro. Unfortunately, Santa Claus was Finnish. It looked rather senseless, because Russian elder people absolutely don't speak any foreign languages. Actor promised to use a few Russian words or English, but he forgot to speak at all. He kept awkward silence, shaking hands and unselfconfident moves. Customers organized one dance in the circle with Santa. Fortunately, guests found pleasure in making photography with Santa Claus. It was really crowded around Santa to make photos with him. People used all available resources to make photos – smartphones, cameras, video cameras, tablets and mobile phones. Somebody had professional photo camera, somebody didn't. After it everybody decided to leave the dining room because there was no more entertainment for them.



FIGURE 5. Santa Claus at Orthodox Christmas in “Anttolanhovi”

8 ANALYSIS OF THE RESULTS

This chapter shares the inferences, which are based on observation and interview. *Observation* is an act of noting, recording and watching the subject of the research and making inferences about the subject of observation. (American Heritage Dictionary) *Interview* is a conversation, such as one conducted by a reporter, in which facts or statements are elicited from another. (American Heritage Dictionary)

The business can't keep status quo. Development of competitors, new market offers, seasonal factors, deterioration and aging, bad marketing always influence on every business project

even if it is successful. There is always a space for improvements. Making successful improvement decisions are key point of keeping a company profitable. Despite the fact, that “Anttolanhovi’s” deal is great, brief observation and interview have reflected that there are a few more customers’ wishes that were unheeded by hotel’s organization. The specification of this work was concretized by already chosen criteria for improvement – Delight of Russian customers during winter holidays. It is easier and more effective to start fixing weaknesses, which are on the surface. Theoretical knowledge is inseparable part of education and gives answers for all known causes in hospitality industry.

In spite of high quality service in hotel, there was a great deal of organizational mistakes during dinner events. These mistakes are results of absence of a person in charge for these dinners. Dinners were planned before the events and all personnel worked by themselves following plan. Waitresses took care of plates and dishes, but guests were left by their own. Nobody managed the situation and personnel actions during dinners were going on, as it was needed: there was no control and no leading.

Special guests like Disk Jokey and Santa Claus were also by themselves. Music and show weren’t organically to each other and to events’ specification, because both didn’t have straight guidance and instructions. Furthermore, DJ and Santa Claus had support and cooperation from nobody. Customers had already paid for the service and personnel weren’t really motivated to entertain and elate guests. Therefore, customers left dinner early and they didn’t order drinks for money. It causes loses of profit.

There is still a quite poor connection between guests of hotel and people who carry out the events. “Anttolanhovi” hotel is known as a place for great family rest and relax with quite expensive price of service, which is appropriate mostly for adults and elder people. Russians are known as people with bad foreign language skills. Especially, this age category, what is target audience of “Anttolanhovi”. However, personnel don’t speak Russian. There is no need to employ professional personnel only by criteria does they have skills of Russian language, because the agio of Russians is not all the time in “Anttolanhovi”. Generally, employees, who already work in “Anttolanhovi” and speak both languages, are enough, but it is very important to use them in periods of high demand. It would be very useful to employ a few Russian speaking helpers or Russian trainees for this kind of events, for instance, Russian students.

Winter holidays were recognized like period of the highest demand for Russian customers, what is based on theoretical background of the thesis. All official statistic sources mention and prove winter holiday like the highest demand period of arrival Russian customers to Finland. It is explained by long vacation period in whole Russia, national meaning of winter holidays and allure of Finnish nature and typical entertainment. For every entrepreneur and organizations, it is important to take into account New Year and Christmas are the most favorite holidays for Russians.

Even if customers were a little bit dissatisfied with New Year or Christmas dinners, they promised to be back in summer or winter again. "Anttolanhovi" hotel has big loyalty from Russian customers. Customers have pleasure to stay in "Anttolanhovi" for a family rest. Russian guests agree with "Anttolanhovi" prices. They find "Anttolanhovi's" service and quality very high, but there is a problem of organizing New Year and Orthodox Christmas. "Anttolanhovi's" guests were glad to share their expectations and "Anttolanhovi" management is ready to listen for it. Moreover, the hotel's management feels big significance in satisfying Russian customers' needs. Establishing best communication to identify customers' wishes is one of the targets of the hotel. "Anttolanhovi" is ready to make some alterations to attract Russian customers with best offers. Personnel of "Anttolanhovi" is ready to satisfy customers as well, but they consider, mistakes of events were made because of lack of understanding national habits and some points of organizing events. Personnel would like to be more informed about even organization and service for Russians.

It can be concluded, from Russian customers' point of view, there is only one sphere for improvement in hotel – New Year dinner and Orthodox Christmas dinner. To summarize causes of negative results at winter events 2014 following problems can be formulated:

- No management on events
- No personnel effort and no well competence to work with foreign customers
- No customer satisfaction
- No upselling
- No understanding of events' importance
- No involving Russian speaking personnel

9 PLANNING WINTER EVENTS FOR 2015 YEAR

As the research showed, winter holidays in “Anttolanhovi” should have changes only in sphere of event organization. The target of this chapter is to offer improvements for success of future winter holidays in “Anttolanhovi” and to avoid repeating mistakes, which had place. Planning for future events in “Anttolanhovi” chapter is a list of suggestions, based on the results of customers’ interview and observation of New Year and Orthodox Christmas Events 2014. The list is the easiest for understanding model of presentation the ideas. The suggestions are in sequence from the most important to the less, but still useful.

1. *To appoint a person, who will play a role of event manager*

It should be essential point in organizing New Year and Christmas events. This person should be responsible to control the situation at the diners and coordinate working processes at all stages – music, guests, waitresses, actor performance and buffet. It is extremely important for event manager to have Russian language skills. This person will also provide communication between guests and personnel. It’s impossible to control Russian celebration if you don’t understand Russian.

2. *To order a few actors – Russian Santa Claus and his granddaughter*

Only Russian actors can cope with this part of events, because of fluent language and following Russian folklore. They will carry about all the guests. It’s important to organize entertainment for the whole audience, but special attention to children. Ceremonial presentation of gifts, roundelay and time for making photos with Santa Claus and his granddaughter should be included to the program. Actors should prepare speech, games and dances before events, because attempts to improvise is totally not enough as previous winter holidays showed. Performance should be around one hour. Santa and his granddaughter are key part of New Year and Christmas parties. Their participating emphasizes the difference between winter celebrations and all the rest holidays. They will also substitute the role of toast master, which was founded in research as significant. And remember about the existence of microphone.

3. *To order musicians*

Choice between live music band and DJ depends on hotel's finance situation. Customers voted more for live music, what can be more expensive for the hotel, but if DJ will prepare better this time, he can also manage.

For example, it can be difference between New Year and Christmas – DJ is rather for New Year, but Christmas guests are older, they would really prefer live music band.

Music list for the evening should be suitable for the taste and age of Russian guests, for dancing and for eating. Some consultation about typical winter songs is needed, especially Russian songs, if DJ works with customers. Music in time of Santa's performance should be also planned and discussed before the events. Santa's arrival can be more spectacular, if special sounds are used.

4. *To employ a few Russian students*

One Russian speaking event manager isn't enough. It is planned, that customers' amount will be very big and every table will expect some attention and help. Students can be involved in the process all the time. They can translate between languages and support customers. Perhaps, students can wear something funny like red hats to improve the atmosphere of celebration.

5. *To organize a live stream of Russian president speech at New Year.*

Last times guest felt awkward about watching. Personnel should let people know before the event where it is available or try to provide speech right to dining room.

6. *“Anttolanhovi” special presents for guest should be totally the same.*

7. *To motivate restaurant personnel*

Personnel have to participate more in the ambience, not only plates. Serve customers more personally and use upselling technics.

8. *To check all buffet items – not to forget to put something special or important*

9. To order firework for New Year party.

10. Photography

Russian customers love to make photos. (Figure 6 as example) Professional photographer can be employed, for example, to organize photo session right at evenings, free for customers. Usually photographer's service at photo session costs around 50-100 euros. Photos can be published in Internet on official pages of the hotel, where customers can find their photos. It will help to promote the web site more. For instance, photography service can be available during all the winter holidays. Shooting, editing and printing photos can be additional service for customers.

11. Marketing

"Anttolanhovi" already has an account in one of the most famous Russian social network. (www.vk.com) However, the page looks a little bit not "alive". Russian employees of "Anttolanhovi" should care more about it, because it is a great and modern way to attract new customers and promote your business absolutely for free. What is required – to publish esthetic photos, organize competition for discounts between account's followers and another new techniques, that are in huge use nowadays. There also can be publication of New Year/Christmas photos of customers, if a photographer is invited.



FIGURE 6. Customers organized making photographs with Santa Claus

12. Presents service

Every year the chiefs of restaurant in “Anttolanhovi” prepare decorated figures from ginger bread. Ginger bread houses, hearts, stars and people are absolutely eatable and even tasty. The target of cooking them is to decorate the hotel and organize one more profitable service for customers – to buy a house or a star. However, if all shelves are usually full, the service doesn’t use popularity for customers. It is better to try to use it in any case, then to put it to rubbish, when the holidays end. As example, it can have another sense of service.

For instance, it is available for parents to give Santa Claus some gift for their children to deliver at dinners, but not everybody knows it. This service should be more promoted and also presented like some small samples of gifts Santa already has for parents to choose and pay – it can be ginger bread figures. Furthermore, houses and stars can be involved in celebration games with Santa as a gift for a winner. It will increase a little bit competition between guests and makes games more funny and interesting for guests.

BIBLIOGRAPHY

Anttolanhovi, 2014. WWW document. <http://www.anttolanhovi.fi/> No update information available

Artemenko, Sergey, 2012. WWW document. <http://newsland.com/news/detail/id/1133973/> No update information available. Referred 09.10.2012.

Batur', Yulia, 2012. WWW document. <http://newsland.com/news/detail/id/1086003> No update information available. Referred 05.12.2012.

Beloviene, Asta, Kinderis, Remigijus, Williamsin, Phil, Ivanov, Tilcho, Ostin, Carmen, Anton 2013. Event Management Handbook.

CPR Group 2012. Planning and Running Sporting Events.

Dudko, Sergey 2013. Business Planning Management course.

Evenson, Renee 2011. Customer Service Training.

Federal State Statistic Service, 2014. WWW document. http://www.gks.ru/wps/wcm/connect/rosstat_main/rosstat/en/main/ No update information available

Finnish Tourism Broad, 2014. WWW document. <http://www.stat.fi> No update information available.

Getz D. 1997. Event Management and Event Tourism.

Goldblatt J, 2011. Special Events a New Generation and the Next Frontier.

Gorbacheva, Elena 2014. WWW document. <http://smartnews.ru/politics/world/6637.html> No update information available. Referred 05.15.2014.

The American Heritage Dictionary of the English Language. Published by Houghton Mifflin Harcourt 1969.

Kabushkin 2013. Менеджмент Гостиниц и Ресторанов.

Kim W., Chan, Mauborgne, Renee 2003. Tipping Points Leadership.

Kusheva, Natalia 2013. Research and Development work course.

Kusheva, Natalia 2014. Selling and Customer Relationship Management.

Marina, CEO of “Uncle Nick” travel agency, address: 191119, St. Petersburg, Pravda 4, office 48.

Masterman, Guy 2006. Strategic Sports Event Management.

Nailon, Philip 1982. International Journal of Hospitality Management.

Nelson, 2005.

Newsland.com, 2013. WWW document. <http://newsland.com/news/detail/id/1133973/> No update information available. Referred 28.02.2013.

Reed-Danahay, Deborah 1996. Champagne and Chocolate.

Rodichenko, Nadejda 2012. WWW document. <http://newsland.com/news/detail/id/1098786/> No update information available. Referred 28.12.2012.

Russian Newspaper, 2014. <http://www.rg.ru/> No update information available. No refer information available.

Saarinen, Jaarkko 2003. The Regional Economics of Tourism in Northern Finland. Referred 26.05.2010.

Shone, Anton, Parry, Bryn 2010. Successful Event Management: A Practical Handbook.

Tresidder, Richard, Hirst, Craig 2012. Marketing in Food, Hospitality, Tourism and Events: A Critical Approach.

Vestifinance.ru, 2014. WWW document. <http://www.vestifinance.ru/articles/41970> No update information available. Referred 21.04.2014.

Visit Finland, 2014. WWW document. <http://www.visitfinland.com> No update information available. No refer information available.

Wiley, John 2001. Remarkable Service.

TABLE 1. Number of results of internal questionnaire in “Anttolanhovi”

When you visit us?	Winter	Summer	Spring	Autumn	
	20	6	4	2	
Who with do you come?	Family	Friends	Both		
	8	8	4		
Evaluation of food and service	Good	Great			
	4	16			
Harmony of price and quality	Optimal	Great			
	18	2			
Age	Less than 18	18-25	26-35	36-45	More than 45
	2	2	2	10	12