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New Tourism Product Development: New Year Event for Russian Tourists in Finland.

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<p>The development and creation of a product is an integral part that every company faces. When it comes to customers it is of utmost importance to gather all the information starting from buying behavior and traditions and ending up with the preferences about the product. Following the path, the aim of this thesis is creating the New Year product for Russian tourists in Finland.</p> <p>The theoretical part of this work goes through the model of step-by-step development of the product, as well as the vital aspects of its each stage. Also the culture and traditions of Russian customers as well as their buying behavior are dealt with. The combination of these studies allowed the authors to create a simple but comprehensive theoretical framework and also to provide the readers with the information about developing a product for Russian consumers.</p> <p>The methodology used in the research includes both qualitative and quantitative approaches in order to collect all the necessary data. Presented are the opinions of potential customers about the product features and key elements of product marketing. In order to examine the characteristics of the product interviews, questionnaires, and concept analysis were used.</p> <p>The outcome is the description of the product concerning New Year celebration. The developed product is assumed to attract a greater amount of customers who can also choose other products offered by the company, and consequently increase the turnover.</p>	
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PREFACE

This work had been accomplished with a great support from a wide range of persons. First of all, the authors bless own parents, who believed in us and provided support during the whole studying process; your help and counsels helped us in difficult moments. The trust of the parents had been the strongest motivation for the authors.

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Contents

1. INTRODUCTION.....	1
2. TOURISM PRODUCT DEVELOPMENT	4
2.1. Idea generation.....	5
2.2. Idea screening.....	7
2.3. Concept development and testing.....	8
2.4. Marketing strategy development.....	9
2.5. Business analyzes	11
2.6. Product development.....	12
2.7. Test marketing.....	13
2.8. Commercialization.....	14
3. RUSSIAN CONSUMER BUYING BEHAVIOR	16
3.1 Russians as a tourist.....	19
3.1 Russian New Year.....	21
4. RESEARCH METHODOLOGY	23
4.1 Research design.....	23
4.3 Information collection procedure	25
4.2 Population and sample.....	26
4.4 Information analysis	27
4.5 Validity.....	27
5. NEW YEAR EVENT DEVELOPMENT PROCESS IN PRACTICE	29
5.1 Tourism industry in Finland.....	29
5.1.1 Christmas tourism in Finland.....	31
5.1.2 Tourism in Kuusamo	32
5.1.3 Nordic Holidays Services Ltd Oy.....	32
5.2 Idea generation process	33
5.3 Idea screening and concept development process.....	34
5.4 Development of marketing strategy.....	46
5.5 Main findings.....	51
5.6 Product development.....	52
6. CONCLUSION AND RECOMMENDATIONS.....	58
SOURCES.....	60
APPENDIXES	

1. INTRODUCTION

Every year, many Russians choose Finland as the tourism destination, therefore they play a big role in the Finnish tourism industry and the economy in general. Greater amount of Russian tourists can bring extra benefits to Finland, however additional attractions are needed. New attractions can be created by changing the existing or creating new tourism products. The need to upgrade is of current interest to the organizations in the tourism industry and therefore new services are to be created in order to support and enhance the number of customers.

People believe that the new tourism product could increase the amount of new Russian visitors as well as save the number of existing ones. The purpose of this thesis, consequently, is to create a new tourism product for the New Year time, when the Russians have holidays.

The current situation in Russia when the value of the ruble is decreasing and several big tour operators went bankrupt leads to worry about the decreasing number of Russian tourists in Finland. Therefore, this work is more essential, due to a new product may reduce the level of the risk of losing Russian customers by Finnish tourism companies.

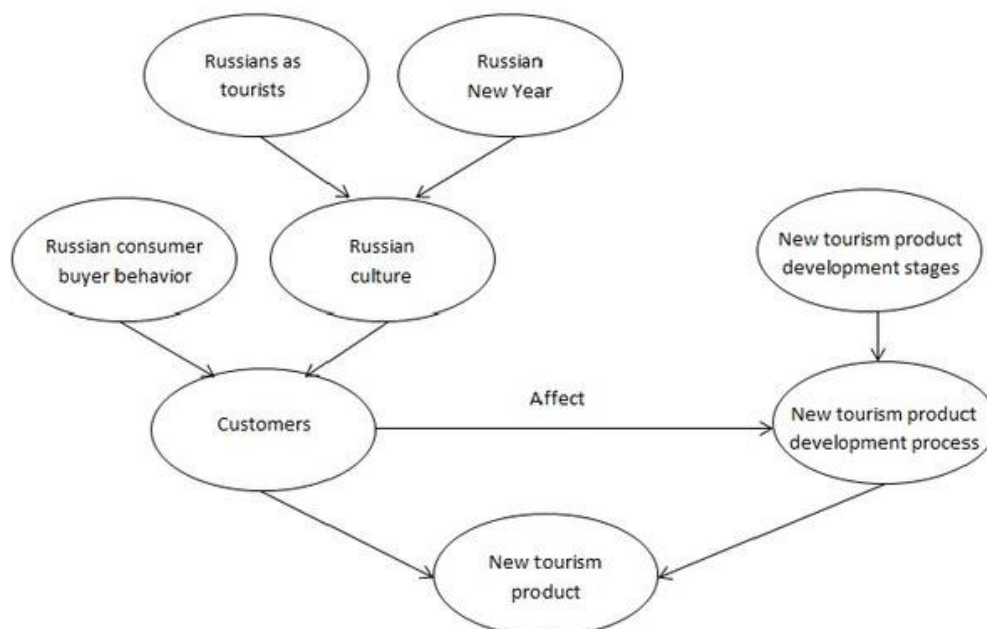


Figure 1. Theoretical framework of the work

The creation of a new tourism product requires the knowledge of certain subjects that are reviewed in this work. The theoretical framework (Figure 1) illustrates studied topics and their interdependence. In case when the product is constructed for the Russians, Russians as a customers and tourism product development process are the main topics needed to be covered.

The new tourism product development process assumes the vital facts and steps ought to be taken in the creation process. Several methods of product development exist, however, in this work step-by-step construction model is contemplated. Such model supposes clear division of the whole work and allocates tasks to the different departments of a company. This model is suitable for the work with a limitation, as the product already may be presented in early development stage in the form of an idea or concept. As far as the tourism product is a service, this approach allows visualizing it, therefore it can be easily presented.

Understanding the consumers and discovering their needs are significant parts in the product development process as they have power over the demand for the product. The culture and buying behavior of the targeted customers are the key aspects of understanding them. Different existing generations and consumer classes are going to be encompassed under the Russian consumer buying behavior. It will be found out how different groups behave, what they are expecting from a product and how it is possible to attract them.

The Russian culture is also included in the theoretical part as it provides weighty information that will be used in the product creation process. Becoming familiar with the Russians as the tourists will help to understand how they behave when abroad and highlight critical aspects that may lead to the difficulties while working with them.

Since the developing product is connected with the New Year, Russian traditions of celebrating this event are taken into account. Further questions “Why this feast is important for them?”, “How they prefer to celebrate it?”, and “What are the main symbols associated with this day?” will be studied.

The research done by the authors is divided into the several steps: overview of industry, resources and facilities; generation of ideas; testing the ideas; concept development; marketing strategy development, business analyzes and product development. Different research designs have been used at each step: interviews provided inspiration for the ideas and infor-

mation about industry and business; surveys explained needs and expectations of the potential customers; content analyses gathered secondary data used in the whole process.

The outcome of this work will be a scenario for a new product that can be offered to the Russian consumer – New Year celebration event. The authors place confidence in that this result will be applicable for the commissioning party as also for the other organizations operating in the tourism industry.

The research problem of this work is as follows: how to develop a new New Year tourism product for the Russian tourists. The work is aimed to create a new product that could fulfill Russian tourists' expectations and can be consumed in Finland during the New Year night. The research questions are: how to develop a new tourism product? What are the needs and expectations of Russian consumers of the new product?

2. TOURISM PRODUCT DEVELOPMENT

Tourism product can be defined in several ways. In general this term can be defined as follows: “A product is an offering that can satisfy needs or wants of consumers. It may consist of one or a combination of components, including physical goods, services, experiences, events, persons, places, properties, organizations, information and ideas. A tourism product includes a combination of those components that contribute to the satisfaction of travelers” (Devashish 2011, 153).

A tourism product consists of two parts: attractions and facilities. Attractions are human made or natural tricks that stimulate humans to visit a place. Events, historical places, beautiful landscapes, rivers, mountains, museums are common examples of sights. Facilities satisfy visitors and the resident’s needs; it can be: roads, airports, railway stations, restaurants and hotels. Together, this part creates “a set of intangible subjective experiences for tourists” (Devashish 2011, 154) also known as a tourism product. Thus, before developing a new tourism product, destination has to be overlooked. It is essential to understand what attractions and facilities are provided by the potential destination (Devashish 2011, 153-155).

Before real product development process the planning phase has to be completed. During this phase it is needed to analyze the opportunities and the market. This process will help to define market needs that are essential part of the product portfolio. (Bramklew 2007, 13)

“Product development is the creation of products with new or different characteristics that offer new or additional benefits to the customer. Product development may involve modification of an existing product or its presentation, or formulation of an entirely new product that satisfies a newly defined customer want or market niche.” (Business on-line dictionary).

In the tourism industry, the process of product/service development process is similar to the universal product development method. In contrast, the contribution of the customers in different product development stages is differentiating this process. Often the needs of the customers are the reasons to develop a new or existing tourism product. (Haakana 2006, 10-11)

Several product development processes have been described by scientists before, nevertheless this work will describe eight product development stages named by Amue and Kenneth (2012). According to them the whole process can be divided into the 8 stages: “idea genera-

tion; idea screening; concept development and testing; marketing strategy development; business analyzes; product development; test marketing; commercialization” (Amue & Kenneth 2012, 99)

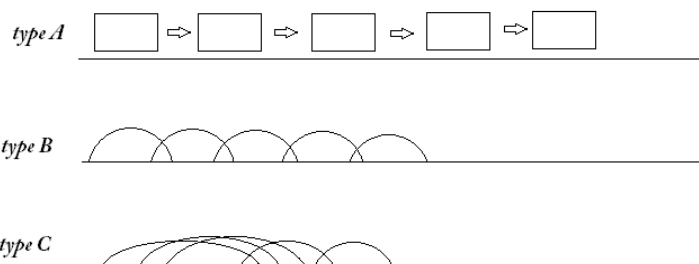


Figure 2. Sequential (A) vs. overlapping phases (B and C) (Takeuchi & Nonaka 1986, 2).

There are three principles how this process can be done and they are divided into old and modern approach (Figure 2). In the old approach (A) all product development process stages were strictly divided and work in the following stage cannot start until previous stage is completed. Work had also been divided between the teams and only the results were passed from team to team, thus the process was time and capital consuming. To reduce costs and time spent for development, overlapping phases were applied. Overlapping approaches can be subdivided into two types (B and C) according to how allied is cooperation between development teams. In so called modern types, work in the several stages can be done at the same time. In the type B work can be done at the same time only on two stages, but in the type C on the several stages (Takeuchi & Nonaka 1986, 2-3).

2.1. Idea generation

The starting point of the product development process is the idea generation. Usually a company has to create several ideas with the purpose to select the best ones. The sources of an idea may be external (customers, competitors, suppliers) or internal (staff). To create valuable ideas, companies may use various sources. An idea generation process, which can be done by an individual or in a team, requires few essential components, such as innovation and creativity. Creative and innovative capabilities are also key factors that help the idea to survive in today's competitive environment (Amue & Kenneth 2012, 100).

Idea generation phase requires less capital investment than other steps of the product development process, thus it is suggested to maximize this phase outcomes by creating a big amount of ideas for future development. A large number of ideas at the first stage will increase chances to develop successful product at the end. It is needed to remember, than during the following steps many ideas can be thrown away due to several factors such as research results, impossibility to apply, high costs and other (Amue & Kenneth 2012, 100).

Due to the need to maximize the number of ideas, many idea generation techniques were developed. These techniques classify the tools used by creative professionals that stimulate creative thinking. Regardless of the fact that many techniques were identified, a number of studies that could explain them and prove their effectiveness is limited. Knowledge about creation methodology is essential for an individual or a company due to today only few techniques are used frequently (Herring, Jones & Bailey 2009, 3).

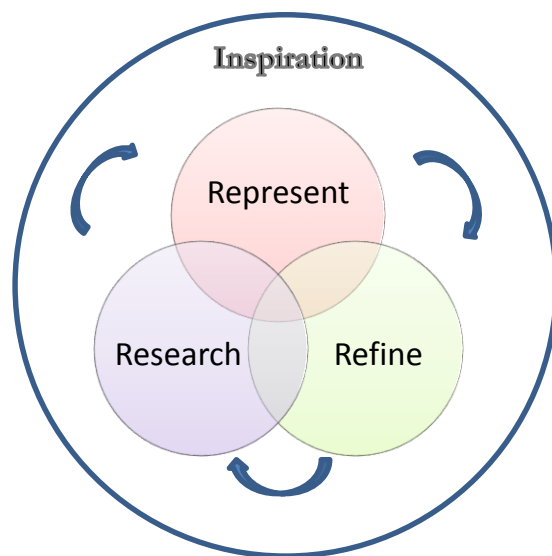


Figure 3. Idea Generation Process Model (Herring, Jones & Bailey 2009, 5-6)

Idea generation process can be subdivided into 4 phases: inspiration, research, representation, refinement (Figure 3). At the each of the subdivision different tools are used. Generally, 19 different idea generation tools can be classified: “role playing, active search, attribute list, brainstorm, collaborate, concrete stimuli, critique, documenting, expert opinion, empathy/user research, encompass, forced analogy, incubate, passive searching, prototyping, reflect, sketching, socializing, storyboards” (Herring, Jones & Bailey 2009, 5).

As the idea generation process model shows that inspiration is needed not only at the beginning of the idea generation process, but also during the whole process, thus all 19 tools can be useful for inspiring. Inspiration can be counted as a motivation in the whole process and is essential at the beginning of the action. One of the best tools to get inspiration is passive searching that is looking through materials such as books and web pages without specific reason. Also, socializing or talking with others about the topics that are not relevant to work. This tool helps to switch focus from the work, thus new ideas can come spontaneously (Herring, Jones & Bailey 2009, 5-6).

The aim of the research phase in this process is to provide additional information and identify potential solutions. One of the tools that is helpful in information gaining is active searching when sources are looked through to find concrete information. Putting ideas on the paper – documenting or sketching, will assist to find problems and areas that shall be developed (Herring, Jones & Bailey 2009, 5-6).

Representation of idea mostly is done with the purpose to get opinions about it from the outside. In such way the critique tool can be implemented. The critique may help to develop an idea or can be a source of inspiration for a new idea. To display idea in a more representative way, visualization or transforming idea into something physical is needed thus sketching, documenting or prototyping tools may be used (Herring, Jones & Bailey 2009, 5-6).

Refining phase is a key element in the idea generation process due to the possibility to improve idea before submission and forwarding to the following product development stages. It is essential to analyze suggestions and experience got at the representing stage. To save resources during the product development process, it is suggested to evaluate ideas on this phase and reduce a number of them by throwing away less valuable (Herring, Jones & Bailey 2009, 5-7).

2.2. Idea screening

Idea screening is similar to the refining phase of the idea generation stage, only the evaluation process is done deeper. This stage asks to analyze ideas of potential interest at the market and profitability in order to spot only the ideas that can turn into the profit (Amue & Kenneth 2012, 100).

To evaluate the idea, several methods and analyses can be applied, one of them is the consumer and consumption analysis. In the business environment an idea is developed and turned into a product for a consumer, thus it is practicable to select good ideas based on the opinions of target consumers. Various empirical studies confirm that added value offered by a new product to customers is the success factor of this product. The added value is the element that attracts buyers, thus it is valuable to know their opinion about the idea and how they evaluate the added value (Ozer 2002, 17-18).

The first step in the consumer and consumption analyses is the identification of target consumers, second – data collection and the last- data analyses. One of the popular ways how to collect data is a survey due to lower expenses and possibility to know what aspects of the new product they like or dislike and get suggestions for improving the product. A survey has to provide general information about the new product to the potential buyers and ask them to evaluate how likely they would buy this product. Additionally, it is recommended to ask several questions about the features of the product or variations, thus it will be possible to evaluate several ideas concerning the product (Ozer 2002, 18).

In this approach customers are seen as the center of product developing process that is important especially for services. Based on the results of the survey, predictions about potential demand in the market have to be done. Later only valuable ideas have to be turned into a concept and tested. During the screening step, ideas still can be improved according to evaluation results, and the results can be a source to generate new ideas as well (Ozer 2002, 19).

2. 3. Concept development and testing

A product concept is a visualization and a deep description of the idea that had been selected previously. At the early stage it can be a simple description of the core idea, however, at the end concept has to be representable and include information also about key elements such as added value, potential and consumer opinion. The concept is a tool of communication between consumer and development team; features of the product, benefits for consumers and other specification have to be agreed on this phase (Brody & Lord 2000, 104).

In tourism a product concept can be seen as “the idea of the experience, activities in a destination, which are to satisfy the primary and the secondary needs of the traveler” (Komppula 2001, 7). In this case it is essential to describe a formal product and benefits due in many cases this is the only tool to differentiate a product. Most understandable description forms

for the customers are an offer or brochure when for the company and staff – script. The script shall provide step-by-step information about activities in the consumer and production process. Activities can be classified as customers and employee actions and support process. Customer actions are the work done by them during the purchasing, consuming and evaluating the service/product. In turn employees' actions, steps done by a company, are split into visible to customers or onstage and not visible – backstage. Support process is all activities that help to deliver the service (Komppula 2001, 7-8).

The concept of the tourism product also includes the organization and control of resources needed for realizing the service: customer, staff and equipment. Staff and clients are elements who create the element of hospitality and all elements of concept respond for the tourist experience that will or will not satisfy their expectations. Fulfilled visitors' expectations are determinative of the success of the product, thus customers have to be involved in this phase (Komppula 2001, 7-8).

Testing of the concept is needed due to several factors. Testing process allows settling the size of the potential market and segmenting it. During the process it will be possible to underline areas that have to be improved and find a solution or cancel the product development process if it was found out that the idea is weak. Testing is necessary also for choosing the right positioning strategy and understanding an impact of competitors (Fraser 1994, 5).

The concept may be tested in several ways and analysis is the deepest and commonly used method. To make analysis, primary data, such as customer opinions, has to be collected. In many cases part of the primary data can be taken from the surveys launched in the idea screening process. Questions that have to be answered during the analysis are how big potential market is and how percent of the potential consumers would assume to buy the product. Due to the limitation of the resources, only a sample, that represents the population, can be involved in the testing process and human psychology (there are more likely to answer neutrally or positively than negatively to the theoretical questions concerning buying a product), thus it is recommended to proceed products only if 80 or more percent of the samples are supporting (will buy or probably will buy) the product (Fraser 1994, 8).

2.4. Marketing strategy development

At this stage a company has to define the target market, plan product positioning, set the price as well as long and short term profit objectives (Amue & Kenneth 2012, 100).

For defining the target market, it is essential to understand the difference between market and target market. The market includes all consumers who can benefit from your or your competitor's product, at the same time the target market is narrowed segments where the marketing strategy will be implemented (Lodato 2008, 1-2).

To choose correct segments, market segmentation and segment analysis have to be done. The segmentation is a process of dividing the market into sections according to consumer common characteristic: demographic, geographic, behavioral, psychographic and benefit. Even that a segment is a piece of the market, it has to be great enough to supply profit. (Lodato 2008, 3-6).

Several studies about segment analysis can be found. Different authorities have developed a variety of questions that have to be answered during this process. While comparing Lodato (2008, 14) and Thomas (2007, 3-4) ideas, it is possible to say that segment analysis shall provide a basic overview of a segment, and the most important elements are the size, risks, competitors and the future changes. Both authors suggest that the results of the analysis have to be written in table format, it will help to precede the selection of target market. According to the results of the analyses, by selecting the most perspective segments the target market can be defined.

Product positioning is closely related to marketing studies and can be retrieved from segmentation process. It is of utmost importance when considering the influence on the market's perception of your products. Positioning is "The proper placing of one's own product among products already available on the market. An efficient product positioning should guarantee the highest possible potential number of buyers by its clear appearance on the market." (Business on-line dictionary).

Following the Porter's concept of "generic strategies" there are three main positioning strategies: Cost leadership - the company achieves advantage through the reduction of the prices. Differentiation- the product offered is distinguished from the others existing on the market. Niche strategies - the company operates in one niche where they can put all their effort that in turn makes an advantage due to the strong knowledge. The successful product positioning is used to ensure that the marketing premises will be accepted by target consumers (Grimm & Malschinger 2010).

Pricing of a new product is always a complex process, even that certain theories about pricing strategy can be found; there are not any guidelines to choose which one of them is appropriate for a product. In the tourism industry, it is essential to set up several price levels: net price and published price. In this case net price is a price that satisfies the companies' objectives and the published price is the net price plus commissions. In this industry large amount of sales is done through travel agents, wholesalers, booking and inbound agencies, thus by partnering with all of them 30-40 percent overprice will cover proper commissions (Northwest territories 2013, 100-101).

2.5. Business analyzes

During this stage the product concept is considered from the financial perspective. It requires the evaluation of sales, return – on – investment, and profit projections. The following abstracts will describe the most common tools and techniques to make business analysis.

The Expected Commercial Value method measures the importance of the idea of its commercial benefit from the financial perspective. This measurement includes such factors as a future stream of earnings, chances of commercial and technical achievements as well as finances for development and commercialization of the product. By ranking the expected commercial value of different projects it is possible to highlight the most perspective ones (Bhuiyan 2011, 758).

Net Present Value method compares planned investments into the idea with possible revenues in the present value. If this value has a positive meaning (incomes are bigger than outcomes), then the product is expected to be profitable and the development of the product should be continued and the other way round – if the value has a negative meaning, then the product is considered as unprofitable. In case when the present value of incomes equals to the present value of outcomes, then making a decision, it is suggested to take into account the results of other tests and analysis (Bhuiyan 2011, 758).

The Internal rate of return shows the equation of the expected values of the present after-tax cash inflows and outflows. It is suggested to set the allowable rate for the company and approve only the products that satisfy the rate or exceed it (Bhuiyan 2011, 758 – 759).

The profitability Index is the relationship between the present values of the after-tax cash flows and investments. If the ratio is bigger than 1 then the project is going to be profitable and shall be proceeded (Bhuiyan 2011, 759).

Considering the data to be used in calculations is only preliminary, it is suggested that the final decision is about to proceed the product development according to the results of the several tools. Each of the tools mentioned above has its own cons and pros, thus the final results based on the combined usage of several tools will be clearer and more trustful (Bhuiyan 2011, 757).

2.6. Product development

This stage infers transforming of the product concept into the product prototype. The prototype provides information about product benefits, technical parameters and costs, thus previous steps in the product development process shall be completed before starting this phase. The result of transforming process is so cold “customer-ready” prototype, that allows discovering disorders and facilities lost out on concept development point (Dahan & Mendelson 1998, 1).

This stage requires a lot of efforts and resources, up to 40 percent of the total time needed for the new product development process are consumed at this point. Thus, it is literally important that the previous stages were completed with the high accuracy to ensure that only the most appropriate projects will turn into the product prototype (Bhuiyan 2011, 759).

Development of the prototype takes time, several product development processes may require even several years. Due to the fact that the market is in constant change, the market trends and size, customer needs and behavior also change. During this time the competitors can also issue the same product. Reducing development time is a critical for the company that allows it to gain the competitive advantage. Abbreviating the construction time will minimize the influence of changing environment as well as it will lower the development costs, which will allow offering more attractive price (Bhuiyan 2011, 759).

When considering the services, prototyping is of a great value and difficulty, due to it turns an intangible product into a tangible prototype. Only a few studies about service prototyping exist and mostly offer the basic overview. Notwithstanding, it can be highlighted that emotional impact is the core of the prototype: “Good service prototypes appeal to the emotions

and avoid drawing attention to features, costs, and applications that can clutter the conversation and derail the excitement factor. Services are usually prototyped through scenario-building and role-playing” (Rae 2007). Service prototype allows showing and explaining the service without launching it. Consequently, it can be considered as a communicative tool (Blomkvist 2011, 26).

Communication with customers is essential at this step; therefore prototype as a communication tool is needed. Customers' feedback will allow accelerate discovering weaknesses of the product and adapt it to the defined target market (Blomkvist 2011, 26)

2.7. Test marketing

Once the prototype is ready the next step to be taken is test marketing that construes trialing the prototype and marketing plan in a more realistic marketing environment. This step is essential as it reduces the chances of misfortune launching since testing shows up defects that may lead to the market failure. During the test product functionality is to be studied and it is a critical aspect of this activity due to it will be possible to figure out whether all claimed characteristics had been produced (Bhuiyan 2011, 763).

Following the path it is essential to set purchase intent by acquiring customer acceptance. It is critical to assemble all the necessary information concerning the customer's satisfaction. On one hand it is important to know how the product works in the laboratory on the developing stage. On the other hand it is vital to see whether the product works in a realistic environment: to know if the product satisfies the customer's expectations and how the customer responds to all the benefits and features of the product (Bhuiyan 2011, 763).

The test marketing process can be divided in two ways: Simulated test markets and Sell-in tests. Sell-in test implies limited launching of the product into certain area. Furthermore, it can be split into the traditional and controlled test. The traditional sell-in test is done in the regular market environment with the use of full sales and promotional force. In controlled tests several variables, such as distribution, advertising and consumers are under control of the company. Controlled testing reduce the ability of test failure itself and test costs, nevertheless the results are not as realistic as in traditional sell-in test (Brody & Lord 2000, 458-460).

In the simulated test marketing all variables are modeled by a company. This way of testing is cheaper and faster comparing with a sell-in test and allows simulating “what if” situations by changing the variables. Even though this method has certain big advantages one position is missing – the test is done in a competitive vacuum, thus it is not possible to analyze the influence of competition to the product (Brody & Lord 2000, 460).

Since the key component in tourism product is experience gathered by a client, the focus group is needed to test the reaction of the customer. During the focus group test it is possible to identify the key message of the promotion that is needed at the commercialization step (Kompulla 2001, 18). The best method for the focus group testing is simulated test since the sell-in test in many cases is not possible by the description. The human factor plays a big role in all services and this creates the experience that is inconsistent. By making any test the results will be inconstant, therefore resource saving test is suggested (Brody & Lord 2000, 461).

After analyzing the results, product can be forwarded to the next stage or the development process can be continued. Marketing plan, product design, and other facilities can be improved and retested again for the better result (Brody & Lord 2000, 461). The test marketing has to be connected with the product development stage and by optimizing collaboration between development and testing teams the whole process will become faster and less expensive (Takeuchi & Nonaka 1986, 3).

2.8. Commercialization

This is the final stage, when, after the preceding of all product development stages, the product is introduced to the market. The first thing that needed to be decided – the way of commercialization: by own company or through others by licensing the product or selling the idea. Thus the vision of the company is important here and is the starting point in the decision making process (Servo 1998, 37).

The commercialization ways can be divided into two groups: linear and functional models. The linear models offer step by step instructions while functional models highline important activities to be taken and describe the connection between them without prescribing the steps. All models concern the following topics: marketplace, product, process and strategy. The company has to be ensured that during this stage clear plan for each topic will be developed and the product can be launched (Ferguson 2008, 3-4).

One of the linear models is offered by Cleveland Clinic (Figure 4) and the following abstracts will describe the most essential points of the process.

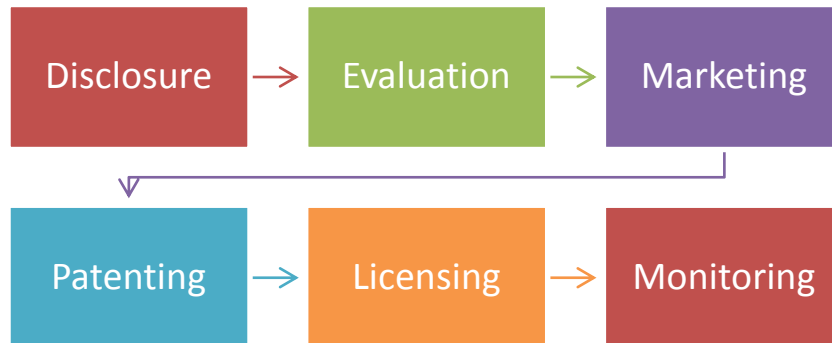


Figure 4. Commercialization Process (Cleveland Clinic, 1)

First two phases of commercialization process: disclosure and evaluation can be escape during the new development process. The aim of these stages is to overlook and evaluate the idea of the product that had been done on the previous development stages. These commercialization phases are useful only in case of buying or investing in new products developed by the other parties. During the marketing step the developed marketing plan is reviewed, especially it is needed if there was a long interval between the test marketing and commercialization, due to a marketing situation could change (Cleveland Clinic, 3).

It is essential to protect your product, particularly when the product includes new technologies, materials or information, this is what patenting stage involves and operates in. It is vital to underline that this step takes a lot of time and resources, giving the patent can last up to several years. Licensing in turn helps to protect the copyrights. This step is needed when the company allows the other parties to produce their product. This stage includes the negotiations with the partners about the conditions of the license agreement, in this case the legal assistance is needed (Cleveland Clinic, 4).

The last stage – monitoring is not only the part of the commercialization process, but also is the continuation of a product lifecycle. It involves controlling over sales, positioning, market situation, contracts, license agreements, and other. At this point it is essential to improve communications between customers and the company by collecting the feedbacks. It will make monitoring process more completed (Cleveland Clinic, 6).

3. RUSSIAN CONSUMER BUYING BEHAVIOR

“Consumer behavior is the study of individuals, groups, or organizations and the processes they use to select, secure, and dispose of products, services, experiences, or ideas to satisfy the needs and the impacts that these processes have on the consumer and society” (Kuester 2012, 110). Continuing to develop this topic, there is a vast variety of cultures and even a cursory familiarity with different cultures reveals many differences between them. As long as this topic is about Russian culture, further information will only contain the facts and fictions about Russian Society, Russian Culture and Russian Consumer buyer behavior.

There are different generations of Russian consumers if to have a closer look at the history: Baby Boomers (Boomers, Demographic explosion) who born between the year 1943 and 1963; X (Unknown generation, Thirteenth generation, Latchkey kids) - 1964-1983; Y (Generation network, Millennium Generation, Noughties, Generation Next) - 1984 – 2003; Z (Digital generation, Generation XD (Digital children of generation X)) born after the year 2003. The following chart shows the distribution of the generations (Pesu 2013, 3-4).

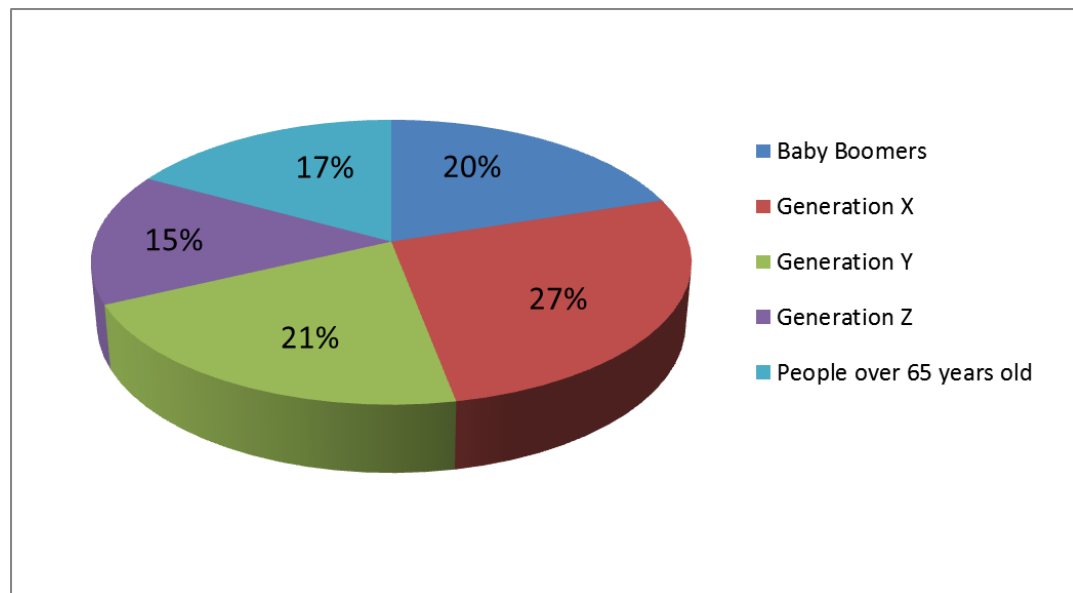


Chart 1. Generations in Russia (Pesu 2013,4).

The Y generation has huge buying power; they are demanding and have great expectation from the product. They have good knowledge's about technologies; therefore can be targeted as a key of the viral advertising. Generation X, which is one step back, can be described

as highly ambitious and materialistic, they have a need for individualism; they can be defined as very critical, nevertheless high spending also is a characteristic of this generation. Last, but not least are the baby boomers who are seeking for luxury and high quality products. They are not as judicious as generation X and Y (Pelsmacker, Geuens & Bergh 2013, 125-126).

It is possible to classify Russian consumers into 7 types: Innovators, Achieved, Stable, Spontaneous, Upwardly Oriented, Traditionalists, and Saving-Oriented. Type Traditionalist is the biggest category (Chart 2). People under this category are more traditionally oriented. They do not follow the path where there is a chase after latest products focusing their attention on established goods. The influence of changes is low as well as consumption potential. These people are choosing the moderate lifestyle that implies involvement in leisure and hobbies. Usually under this category are pensioners and people with low income (Pesu 2013, 5-7).

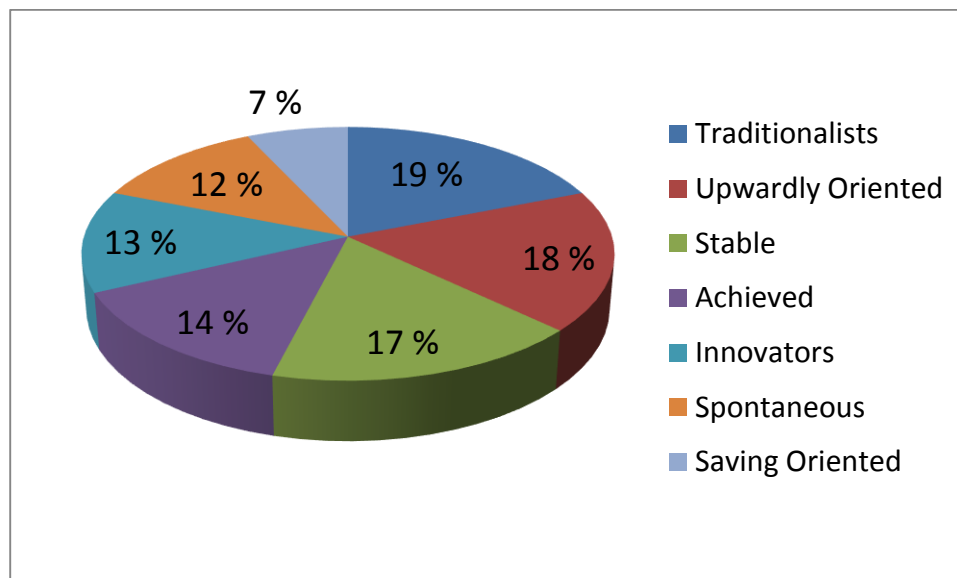


Chart 2. Types of Russian Consumers (Pesu 2013, 7).

The second biggest type is Upwardly Oriented. The consumption potential is low due to several facts. The preferences of this class are on prestige and advertised products. These are the people who are self-confident, about thirty years old with assurance in the future (Pesu 2013, 8).

Stable is the type of consumers that are brand loyal and as such there is no chase after the novelties. The quality of life and planned leisure is common for this type. Consequently the consumption potential is in the middle position or a bit higher than average (Pesu 2013, 9).

Achieved type customers focus on product quality and to reach the best, they are ready to try many options until they find it. Health care is also important for them. They mostly prefer famous brand from a mid-range price category and give precedence to traditional quality products thus avoiding novelty. Consumers under this type have high consumer potential (Pesu 2013, 10).

Innovators are the customers with high consumer potential and who involve almost every positive quality written above. These customers require quality of products. Novelty is the aspect that they do not ignore. Continuing the path status and prestige are the characteristics that they follow by buying famous brands that they trust. When travelling they make an accent on opening something that is completely new to them. They look for adventure and experience (Pesu 2013, 12).

The customers that are hard to control due to the fact that their decisions cannot be foreseen bear the name Spontaneous. Nevertheless, there are some factors that are stable, for instance, leisure, favorite activities and things (food, music). Even though they are unprompted, discounts and low prices are still valuable for them. All in all – average consumption potential (Pesu 2013, 13).

The consumers opposite to Innovators titled Saving-oriented. These customers are not in chase for status, brands and travelling experience. They do not seek for quality of products and mostly prefer to wait until there is a discount time. Consequently the consumer potential is above the average (Pesu 2013, 13-14).

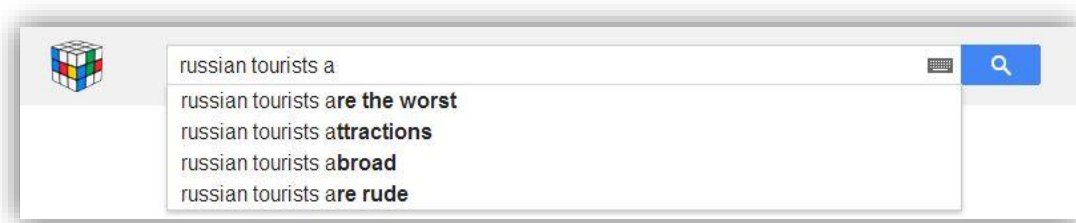
According to the research that was held by a strategic brand consulting and design firm LANDOR, Russians significantly changed the habits concerning the buyer behavior. The issue is that today Russian customer strives to purchase domestic goods more than Western or any other. The main idea is that Russian customers believe that native brands and products are more suitable for the local market. Forty five percent of Russians believe that Russian brands understand customers' needs more than extrinsic brands do. Nevertheless, while still believing that Russian brands are better placed to satisfy customers' needs and expectations, foreign brands are still more advanced in key metrics like innovation, style, and quality (LANDOR2014).

To further narrow this field, there are some findings going through which it will be easier to understand the behavior of Russians of twenty first century. These finding can be used for

our research and practical issues further, when applying them in real life. Considering the fact, that thirty four percent of Russian customers are not brand loyal, it does not mean that there is no brand loyalty. The most important fact that among Russian customers brand loyalty is divided into categories and in some categories it is higher “with electronic goods, cosmetics, and health and beauty—particularly with Western products—proving “sticky” for over half of Russians” (Landor 2014). More than Seventy percent of Russian customers prefer to pay more for quality of the food and about ninety percent said that they would prefer domestic food and dairy products. Russian, while shopping have revulsion to the words “cheap” and “budget” and only less than twenty percent were positive to budget brands. The reactions to questions concerning about comfort in buying cheap products and budget brands were negative, however, only 17.5 percent of Russians have a preference for premium and luxury brands (Landor 2014).

3.1 Russians as a tourist

If a person opens the browser and types “Russian tourist” the most common search results, offered by Google search describe Russian tourists in an unpleasant way (picture 1).



Picture 1. Search results (Google search 2014)

The tourism for the Russian people is now more common and spread than it was several years ago. One of the first big waves was the one that happened after the disintegrations of the Soviet Union. Russian as tourists are already kind of a brand with characteristics separated into two parts, if to speak generally. Those parts equalize each other if to speak from a physical point of view when considering the flow of money. On the other hand ethical and moral principles affect the rest of the world in a negative and offensive way. The brand itself has a strong image which describes not only the behavior of Russian tourists but in addition the stereotypes about Russian lifestyle (Rudya 2009).

As many people say it is very easy to recognize Russian tourist abroad. The most spread fact is the eternal discontent. Always being with the unsatisfied expression on the face appears to be not only domestic characteristic or even an attribute, but also abroad. Probably it is due to the circumstance that they are always looking for the best when spending huge amounts of money on their needs and requiring everything on a principal level back. Another trait is the disregard to the local rules of conduct. It shows during many activities. The most common thing that comes to the mind is queues, when having no respect to the people around Russian tourists go around the whole line and without any apologies impertinently stand in front of everybody. Moreover, if to continue with not obeying the rules they can smoke, eat and do whatever they want where it is prohibited to do so (Rudya 2009).

Another significant factor that affects the respect and estimation of the Russian tourists is the alcohol. The stereotype of drinking vodka in the replacement of water is not just words. Behaving the way they do at home is natural and anyone can mention that (Rudya 2009).

The article "The 10 Countries with Notoriously Bad Tourists" places Russian tourist in the 3rd place. According to the survey Russian tourists are difficult and drunk travelers. Also Russian tourists think the same way about themselves as being most ill-behaved when traveling, 42 percent of Russian tourists responded as that (Triposo 2013).

But the situation is changing with every year and generation. As it was described earlier about the definition and existing range of generations the characteristics of those are very different and cannot be applied to every Russian tourist. Moreover, social determinants play crucial role in the behavior of a person. With the development of technology, economy and social factors such as education, employment, etc. The way of perception and the interaction with the world is changing significantly (Triposo 2013).

Taking into account the situation in the Ukraine the fall in number replaced Russian tourists from position three to position four considering the biggest spenders in the UK. The fall was 17 percent by comparing with the previous year. If this situation continues, hotels and shops can significantly lose, particularly in the luxury end of the market, which is mostly preferred by Russians. "The unstable situation in Russia has shown its effect on tourism spend this year as the weakening economy leaves shoppers disinclined to travel."(Gordon 2014). Nevertheless, the UK still stands as one of the most attractive countries to visit for Russian tourist. One of the reasons is the range of luxury brands offered (Gordon 2014).

3.1 Russian New Year

One of the most famous and beloved holidays in Russia is the New Year. The history of this holiday tells that Russian society was late to switch to the Gregorian calendar and this became a reason for two New Year's celebration: the first is from December 31 to January 1 and the second is from January 13 to January 14. The latter is the Old New Year. The New Year as we know it today started to be celebrated under the reign of Peter the Great in 1699 by parity of reasoning with Europe according to the Julian calendar. In 1919 New Year began to be celebrated in accordance with the Gregorian calendar that continues to this day (Romendik 2013).

The main symbols of the New Year are Father Frost and Christmas tree. Father Frost (Ded Moroz) is a Fairytale character of East Slavic folklore, personifying winter frosts. Father Frost and his granddaughter the Snow Maiden (Snegurochka) are working together during the night from the 31 of December to 1 of January and are giving presents to children who were acting well during the year. The analogy can be made with Santa Clause. Nevertheless, there are some differences in clothes, language speaking and beard. For instance Father Frost has long and straight beard, while Santa has short and full. The coat worn by Santa is short, red with white trim and leather belt with buckle, while Father Frost is wearing a long coat, usually blue, red or white color with embroidery and pattern. The difference in hats and canes is also to be mentioned. While Father Frost has Boyar's Hat, Santa has a red stocking hat with white pompom. The Santa's cane is a stick with curved top while the cane of Father Frost is straight with a knob or star on top. Despite these differences the main ideology is the same (Romendik 2013).

The preparations for the New Year are starting at least a week before the celebration. Usually the celebration is in the form of a costume party where children are wearing costumes of animals from fairy tales and trying to find Snow Maiden (Snegurochka), because she was abducted by the forces of evil, usually, or Father Frost, depending on a fairy tale that is performed during the event. These representations are usually held in special places like theatres or recreation centers. But also they can be held in a common apartment, because parent wants their children to believe in a miracle and at the end children always get presents from Father Frost (How to Celebrate Russian New Year).

The other essential factor is the New Year's feast. Russian holiday spreads are quite famous for their appetizers. The iconic Russian Salad Olivier that was originally invented in 1860 by a Belgian chef, Lucien Olivier, working at a Moscow restaurant "the Hermitage" is the main dish without which literally there would be no celebration. The other important thing, which bears the same characteristics of mandatory presence, is Sovetskoye Shampanskoye (translated as Soviet Champagne) that is today not so famous due to the simple fact that "the name champagne can now be applied only to specific sparkling wines produced in the Champagne region of France" (Romendik 2013).

4. RESEARCH METHODOLOGY

The research phase had been done in four parts: understanding the needs of this work, proper data collection, data analysis, and data interpretation. Research methodology was chosen by the authors according to the needs and expectations to find out the best possible results for the commissioning party as well as for potential customers. The authors of this thesis have set values for both qualitative and quantitative research as different problems had been settled to solve.

There is a significant difference between qualitative and quantitative research methods; nevertheless each of them possesses the values the authors need for this research. Furthermore, it is good to mention those differences as well as to show that the combination of these methods will allow the authors to find out the best possible solutions for the problems set at the beginning of this work.

Qualitative method is useful for this work due to it gives an advantage in getting more open and deeper answers from the respondent as well as it gives the latter ones the opportunity mostly for open –ended questions and to express themselves in their own words (Hall & Roussel 2012, 23-24)

Quantitative method in turn provides the authors with the opportunity to compare the results due to the number of the respondents are mostly large and the questions are usually closed-ended and in a structured order (Hall & Roussel 2012, 3-4).

The main difference between those two is that qualitative method is suppose for the authors in such aspects as getting more detailed answers and it allows setting the theory while quantitative method allows proving this theory in real environment.

4.1 Research design

As this research is aimed to answer a few questions – several designs had been chosen to get clearer answers and use more proper tool for each question. Content analyses, interviews, questionnaires and correlation are the research designs chosen by authors that allow collecting primary and secondary quantitative and qualitative data needed in this work.

The content analyses allows finding out if there was any previous research about the same topics and availability of secondary data can reduce research time and investments needed. The other researches, related books and articles as well as internet sources had been reviewed in this research (Hall & Roussel 2012, 26). In this work content analysis had been used to find information about the tourism industry and alternative product with aim to develop ideas

The authors believe that interviews can provide with deeper information about the research questions. This kind of communication allows clarifying information, taking into account emotional aspects and seeing the non-verbal side of communication that in turn allows making the decision about verity about gathering information (Hall & Roussel 2012, 91). For this research it was important to have interviews with commissioning party, hereby information about their needs and resources available were collected. The interviews also had been used to analyze settled ideas and turn them into the concept.

The questionnaires had been chosen due to big amount of responds needed to be collected to provide an overview about potential customer needs and opinions. This method allows integrating Likert scale and asking closed-ended question, thus the outcomes come in easy to analyze form (Hall & Roussel 2012, 68). Survey allowed to collect potential customers' opinions about the new product.

The correlation research had been used due to it helps to understand if there is any connection between variables, in this case between parameters, such as age, gender, of respondents and their answers. For new product it is essentially how buying decisions are affected by several parameters, thus it will allow to adapt the product to the target market or choose the right target market for the product (Mitzi & Calantonic 1994, 400)

By combining all methods mentioned above, the authors created a practical process (Figure 5) of product concept development according to wishes of company, expectations and needs of customers and resources available.

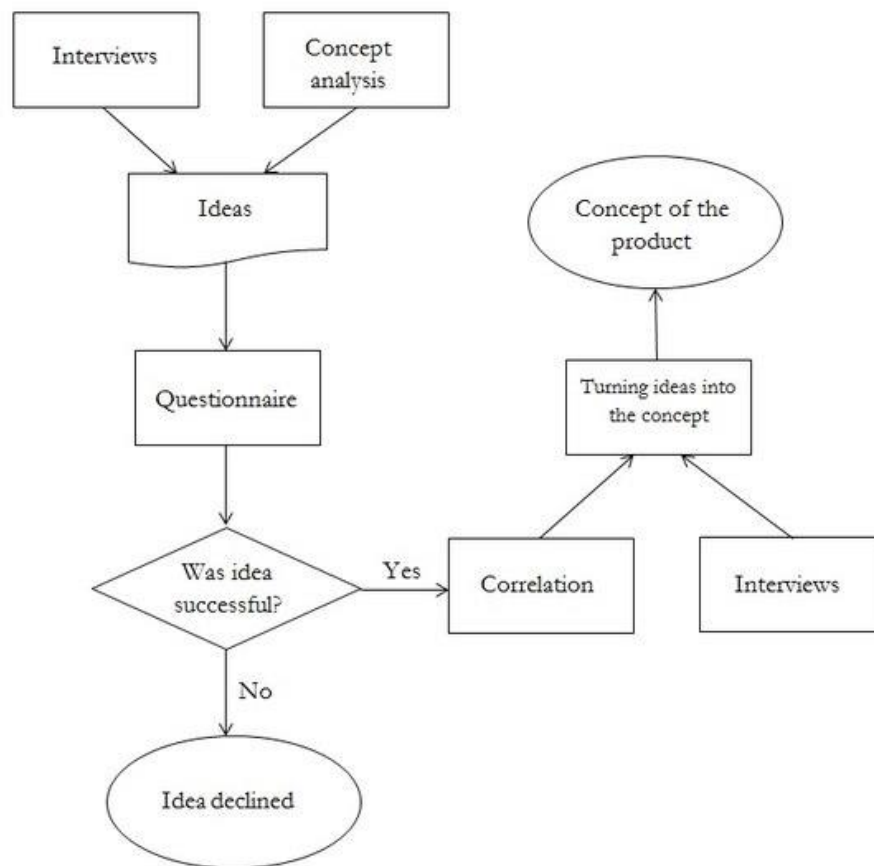


Figure 5. Research process framework.

The interviews and concept analysis provided the inspiration for idea generation process, as the outcome the list of possible ideas had been created. To gather the opinions about ideas and parameters of potential customers, the questionnaire was created and furthermore only supported by respondents' ideas had been forwarded to the next step. The correlation and interviews helped to turn ideas into the concept that is based on the needs of the consumers and preferences of the company and further present the concept of the product.

4.3 Information collection procedure

The data collection process was held in electronic form as well as in the form of face-to-face conversations. The very first thing was organizing the meetings with the owners and employees of companies operating in the tourism industry in Kuusamo area. The semi-structured type of interview, the type chosen by the writers of this work allowed to gather more detailed information needed for this work due to open-ended questions and the possibility of improvisation during the discussion.

Face to face meetings took place in Kajaani in May 2014 when the authors interviewed employee of Kainuun Yrityspalvelu Ky and Santa's Holding Ltd and the conversation had been audiotaped. During this interview information about alternative products and industry had been gathered, as well as inspiration for new ideas. Interviews with the representatives of Nordic Holidays Services Ltd and Pac Group tour operator had been made distantly via e-mails and phone calls, and the information had been written down. These interviews had been made frequently during the whole research process from May 2014 until November 2014 and in total 8 interviews with Nordic Holiday Services Ltd employees and owners and 2 with Pac Group employee had been made. The gathered information is about the expectations of the commissioning party from the product and the resources available to build up it.

While creating the survey, the questions had been constructed in the way to gather information about parameters, such as age, gender, social class of the respondents and their opinions about possible features of the new product. The survey had been built with the help of the Google Documents tool due to simplicity and accessibility as well as strong analytical software. This tool allowed to publish the form into the internet and collecting answers from the individuals. Once the questionnaire was completed (attachment 1) it was first launched on the Russian social network vk.com from the 1st of July until 20th of July. The authors addressed specialized groups, the main target audience of which is Russian tourists interested in Finland, who published this survey on their pages. The survey was launched again from the 1st of August until 10th of September on the same platform and also on the international social network facebook.com for increasing the number of respondents. At the end of this process the data file had been transferred into tables to analyze it.

4.2 Population and sample

In this research two populations had been settled, one for interviews and the other for the survey. Population for the interview had been defined as owners and employees of companies operating in the tourism industry in Lapland and Oulu region area. Three companies and five persons working with them had been defined as a sample.

The other sample population for the survey was defined as Russians. The size of this simple is 317 persons that had been chosen randomly via internet. The questionnaire had been published in social pages vk.com and Facebook, where had been distributed with the help of public groups and the respondents had been reached randomly. For some questions the

population had been narrowed to those who consider Finland as a potential place for celebrating New Year and in this case the size is 248 persons.

4.4 Information analysis

The quantitative data was proceed and analyzed in electronic form with the help of SPSS program. It allowed the authors not only collect, store, and compare the results, but also to reach as precise and detailed information as it was needed.

The data were analyzed in such aspects as the correlation between age, gender, and opinions as well as cross-table dependence between the customer preferences and their physical divisions. The graphs allowed to represent these dependencies and divisions in a visual form that is clear and intelligible.

During the process of data analysis the authors eliminated inappropriate information such as persons outside the population that was set. It allowed to see only targeted customers' needs and expectations and based on that creating a new prototype. Also, some filters were applied due to increase the amount of reliable and beneficial information.

The qualitative data was recorded in a form of interviews and also it was gathered in a form of literature that later was analyzed and interpreted. During the analysis of the interviews the main factors were underlined and later connected with the work. The gathered data were compared between each other and with the secondary data gathered during case analysis to reduce the suspicious data.

4.5 Validity

It is essential to consider that several aspects that may lead to the false outcomes have a place in this work. Firstly, it is the validity of the sample used for surveys, due to limitation of time and resources, sample had been chosen randomly via the use of the internet and with the size 317 persons. The fact that the survey had been available only on-line made impossible to include in sample people who do not use social media or do not have access to the internet, therefore the Russians are not represented wholesome in it. The sampling process had been done without any injury or control; consequently subpopulations may be represented not equally. Considering that, the outcomes of this work are fully valid only for the selected sample and cannot be generalized.

Secondly, the chosen data collecting and analyzing methods may not be the best ones and the other methods can provide sparkle outcomes. Each method has own pros and cons, thus embody different mistakes. Narrow variety of methods used in this work does not exclude the chance of mistakes.

Last, but not least, respondents can provide erroneous opinions during the interviews and survey. It can be explained by several reasons: competitors are not willing to share information; therefore they can give untrue information on purpose, and from the other side potential customers may not take the survey seriously and give spontaneous answers. Also, due to constant change of environment, the opinions could be various in different time.

5. NEW YEAR EVENT DEVELOPMENT PROCESS IN PRACTICE

The need for the new New Year event had been understood after the analyzing current situation. A majority of foreigner tourists in Finland are Russians, for whom the New Year is a big feast and they are willing to pay for it, therefore tourism companies already offering such events. Unfortunately, these events are simple, and include only dinner and in some cases small performance and transfer. To increase the amount of Russian tourists during the winter season and the level of satisfaction, the new event is needed. The following chapter describes Finnish tourism industry and shows the importance of Russian tourists in that, as well as it provides an overlook at winter tourism. According to Devashish (2011), such overlook is needed to understand the market where a new product is going to be presented.

5.1 Tourism industry in Finland

Tourism is an important industry in any country's economy. According to Finish Tourist Board and Statistics Finland, during the year 2012 turnover in the Finnish tourism industry was 13,3 billion euros, from them 32% or 4,2 billion euros came from foreign travelers. Value added generated by the tourism industry was 2,7% of Finland's GDP, and it is higher than food industry, agriculture and game industry. Tourism also creates new jobs; in the year 2007 63944 people were employed in this industry (Official Statistics of Finland a).

Besides the economy, tourism industry represents a country globally, thus it is important to develop the country as a brand. The Finnish tourism brand is stated by the Finland Promotion Board (FPB) and it has four main dimensions: Cool, Contrast, Credible, and Creative. The FPB has to define the Finnish brand strategy and implement the annual action plans. The aim of the activities is to ensure the consistency and long-term perspective of Finland's country branding efforts. Outside Finland, the FPB promotes Finnish tourism under "Visit Finland" name. Logo of "Visit Finland" takes inspiration from nature and combines most attractive things: rocky banks of Finnish archipelago, movement of water, auroras, midnight sun and snow. (Lehtonen 2010)

All promotional programs realized by the FPB and private companies that works in the tourism industry, had successful impact. The statistics show that the number of foreign visitors who stayed overnight in Finland grows up yearly (Table 1). Exception is the year 2009,

when the number of foreign visitors' decreased, the main reason for that was economic crises that took a place in the years 2008-2010 (Official Statistics of Finland b).

Year	1995	1997	1998	1999	2000	2001
Visitors from foreign countries	1586886	1606576	1643106	1600393	1735378	1756814
Year	2002	2003	2005	2006	2007	2008
Visitors from foreign countries	1777661	1778725	1792731	2010552	2151105	2186467
Year	2009	2010	2011	2012		
Visitors from foreign countries	1924100	2016575	2294304	2435114		

Table 1. Visitors from foreign counties stayed overnight in Finland (Official Statistics of Finland b).

The biggest part of foreign visitors in recent years were Russians. During the year 2013 1,6 million Russians visited Finland and stayed here overnight; then follows Sweden with 531 000 visitors, Germany – 502 000, United Kingdom – 456 000 and France with 214 000 visitors. The most attractive place for them was Southern Finland and the archipelago, 55 % of total overnight was registered here. This area has international ports, airports and railway stations, thus this easy accessible for foreign visitors. Biggest Finnish cities, such as Lahti, Helsinki and Turku, also are located in Southern Finland, and offer more possibilities for tourists. The Lakeland area and Finnish Lapland have also become attractive for visitors, during the year 2013 25 % and 20% overnight were registered there (Tourism in Finland).

Finland attracts tourists due to a variety of factors. One of them is nature, climate and geographical position; all these factors together create beautiful landscapes and orgy of opportunities for visitors. Different seasons and regions offers different opportunities; e.g. in Finnish Lapland is possible to enjoy winter sports and activities such as skiing, snowmobiling, ice fishing etc. and a chance to see the aurora from autumn until late spring due to cold climate, but during the summer it is possible to hiking and rafting there as well as see the sun during the midnight. The Lakeland attracts visitors, mostly with beautiful landscapes, fishing

and water sport opportunities. The big cities are located in the South of Finland thus more urban possibilities are provided (Why come to Finland?).

The other thing that attracts visitors and makes Finland well known over the world, had been created and promoted by people – fairytale heroes. Most known of them are Moomins, Angry Birds and Santa Claus. In whole Finland are located Angry Bird parks, Moomins lands and Santa`s villages (Why come to Finland?).

5.1.1 Christmas tourism in Finland

Christmas tourism in Finland starts from the year 1980, when the new tourism strategy was founded by Finnish tourism authorities. This industry begins with establishing of “Santa Claus Land” in Rovaniemi. By this “intangible attraction of Christmas” become a commodity that allows “consuming intangible concept such as Christmas” (Pretes 1994, 1-6).

The positive results of this innovation had been seen over short time. The number of foreign overnight stays in the Finnish Lapland increased from 156495 to 228812 just in 10 years after the program had been launched (Pretes 1994, 6).

The idea to use Santa Claus had been developed long time, the first time it was mentioned in the year 1927, when it was announced that Santa Claus`s home was found on Korvatunturi. Even that Finland had the own traditional Christmas symbol “Joulupukki”, which means “Christmas Goat”, the image of the Santa Claus village Santa was adopted from the USA (Pretes 1994, 6).

'An essential element of this strategy was convincing the rest of the world that Finland was the real home of Santa Claus - against rival claimants in Alaska, Sweden, Norway, and Greenland' (Pretes 1994,9), thus the Finnish Tourist Board created the workgroup with the aim to create and control marketing activities. Following that, governor of Lapland declared the entire province as "Santa Claus Land" (Pretes 1994, 9).

In the year 1989 the Santa Clause Land Association “Joulumaa ry” were established. Under this association 16 Finnish SME and largest businesses in the country had been joined. The goal of the Joulumaa ry was to promote the Santa Claus. Nevertheless, after a few years the Santa Claus Land Association faced financial problems and had been acquitted by the privately owned company Santa Claus International Oy. Today this company owns the rights to

Santa Claus marketing and is responsible for tourists' attraction for the Santa Clause village (Pretes 1994, 9-10).

The Santa Claus Village is a valuable example of developing a new idea and tourism product to attract new customers. Due to the origin of Santa Claus was unidentified this idea had been risky; however, it worked through well-planned marketing activities and investments. More than that, this idea explained in whole Finland and several touristic places established own Santa Claus Villages (Pretes 1994, 11-12).

5.1.2 Tourism in Kuusamo

Kuusamo is located in the Northern Ostrobothnia region of Finland. The area of this city is 5805 square kilometers; from them 799 is water and 60% - water. It is highland area where the waters flow to five different directions, but highest hills rise 200m above the surrounding area and 500 m above the sea level (Facts about Kuusamo).

Tourism is one of the main income industries in Kuusamo, with the income of 100 million euros per year. Over 700 workplaces are provided by this sector and about one million tourist visits this area every year. Additionally, so cold "shopping tourism" are well developed in this city and brings additional income (Facts about Kuusamo).

The winter in Kuusamo is long, cold and snowy. Owing to climate and landscape winter services can be provided here. In the Kuusamo is located one of the biggest winter sport center – Ruka. This winter sport resort has 28 slopes for downhill skiing and 17 ski lifts. H-142 and K-64m ski jumping hills also are located in this sport center. Several cross-country skiing tracks are located in Kuusamo, with the total length 500km, of which 40km are light-ed tracks. Ruka is famous not only among tourists, but also between professional sportsmen's. Few worldwide skiing competitions take place in Ruka every year (Tourist attractions Kuusamo).

5.1.3 Nordic Holidays Services Ltd Oy.

Nordic Holidays Services Ltd Oy is an income Tourism Company in Kuusamo. The company was founded in the 1999 and the first charter organized by company arrived in the year 2000. Today Nordic Holidays organize charters from several countries: Russia, Ukraine, Spain, Australia and Great Britain. In cooperation with other local business they arrange accommodation for visitors and offering a variety of tourism products (Tarnovskaya 2013, 11).

Due to the long winter season, the biggest part of services are developed in the winter and Christmas tourism. They organize trips to the Rovaniemi Santa Claus Village; Ranua Zoo; reindeer, husky and snowmobile safaris. Products are offered for both – private groups and common tourists. The company have also own Santa and the Santa Claus Village in Kuusamo, and can compete with Rovaniemi due to near location from biggest hotels in Kuusamo, well organized program and a number of languages spoken by the Santa. In the recent year's trip to Santa Claus Village in Kuusamo, become a popular tourist attraction way (Tarnovskaya 2013, 11).

During the Christmas and New Year time, a company has high season, and additional employees are employed. Between 27th of December and 11th of January main customers of the Nordic Holidays Services Ltd Oy are Russian speaking persons from Russia and Ukraine. For this period company organizes charter connections between Moscow, Samara, Kiev and Kuusamo. One of the extra services for Russians provided by the company is the New Year celebration. Organized celebrations include transfer from hotel to restaurant and food, some of the programs offer also visit of the Santa Claus (Tarnovskaya 2013, 12-13).

5.2 Idea generation process

The product development process started with the generation of ideas concerning the possible features of a new product. At this step it was important to write down as many options as possible, due to during the posterior steps some of them are going to be rejected. A simple New Year dinner that includes transfer and meal and that is currently offered in the market is taken as a base for the product that will be developed in this work.

The first impressions and ideas had been generated from external sources during the winter season 2013 - 2014, when the negotiations with customers and interviews with the commissioning party took place. While supervising the alternative event, the authors spoke to the customers to understand their wishes, later they had been discussed with the employers of Nordic Holidays Services Ltd. At this stage it was ascertained that there is a need for a new event for both company and customer parties, and several ideas had been listed. These ideas were connected with Santa Claus – the possibility to meet him during the new event as well as to get presents and involve him and Mrs. Claus in other activities such as baking gingerbread together with the audience. The other idea that had been developed at this step was to include the showmen presence into the product.

Furthermore, these ideas were developed and new ones had been created by using active search and brainstorming. Active search implies searching for alternative products offered in different regions to find characteristics that can be adapted for developing a new product. The ideas of having fireworks at midnight; the ability to visit the event with the kids and building the ice bar was obtained by this method. Brainstorming had been done only between authors by thinking about possible features that could be demanded by the consumers. Own experience, knowledge and views concerning the current products had been used by the authors for listing the following ideas: pre-order of alcohol drinks, during the event booking; music during the event; organized games and competitions; organizing the event, according to some fairy tale; riding the reindeers; snowmobile safaris; karaoke.

The ideas had been written down for easier processing during the future stages. The subsequent refining phase had been allocated, ideas had been improved and the less valuable had been removed. The ideas had been overthought concerning the suggestions from the commissioning party and theoretical background of this work. Karaoke singing had been rejected due to it may lead to listeners' negative experience if a singer has a bad voice or the chosen song does not satisfy the audience. Baking gingerbread with Mrs. Claus also had been crossed out from the list, if to concern available resources: Santa Claus and Mrs. Claus can attend the event only short time. Same reason broad for striking out riding the reindeers – it would be challenging to find instructor during the New Year night as well as the reindeers have to be funded and brought from a farm. In turn snowmobile safaris had been declined after getting acquainted with the Russian tourist behavior and traditions of celebrating the New Year. Usually a celebration involves usage of alcohol, while driving the vehicle under the alcohol intoxication is strictly forbidden. The rest ideas had been accepted and forwarded for testing.

5.3 Idea screening and concept development process

The screening phase required the involvement of the customers, who are able to test the ideas, therefore their expectation of the new product can be found. In this case questionnaire had been used to collect opinions of Russians about previously developed ideas. The following paragraphs provide outcomes of the research.

The very first thing to be found is dependence between parameters of respondents and their opinion (Appendix 6). The contingency coefficient (C) had been chosen for this purpose

due to one of the variables is categorical. This coefficient shows how significant an outcome is and the probability to predict a value if a parameter is known. The level of dependence can be divided into seven classes: none ($C=0$); negligible ($C=0,01-0,09$); weak ($C=0,1-0,29$); moderate ($C=0,3-0,59$); strong ($C=0,6-0,74$); very strong ($C=0,75-0,99$) and perfect ($C=1$) (Blaikie 2003, 100). The results (Table 2) show, that there is a dependence between certain activities and variables, thus it is essential to consider the age and gender of targeted customers while concept is developed. Moreover, the deeper analyze of these activities is done in order to clearly see the distribution of opinions by gender and age group.

	Gender of respondents	Age of respondents
The ability to meet the real Santa Claus	0,360	0,628
Fireworks during the performance	0,248	0,561
Pre-order of alcohol	0,492	0,514
Music during the performance	0,244	0,499
Showmen presence	0,325	0,541
Organized games during the performance	0,197	0,503
Ice Bar	0,471	0,561
The ability to attend the performance with children	0,339	0,693
Presents to children from Santa	0,336	0,675

Table 2. The values of the contingency coefficient between offered activities and parameters (age and gender) of respondents.

It can be seen that there is a greater dependence between age and opinion than between gender and opinion. Strong dependence can be seen if to look at the following features: the ability to meet the real Santa Claus, the ability to attend the performance with children, presents to children from Santa. The existence of the correlation between opinions and variables is highly important during the product development as it helps to predict target market reaction on the added features and to make decisions shall they be included in the product or not. The following paragraphs describe and evaluate ideas according to results of analyses.

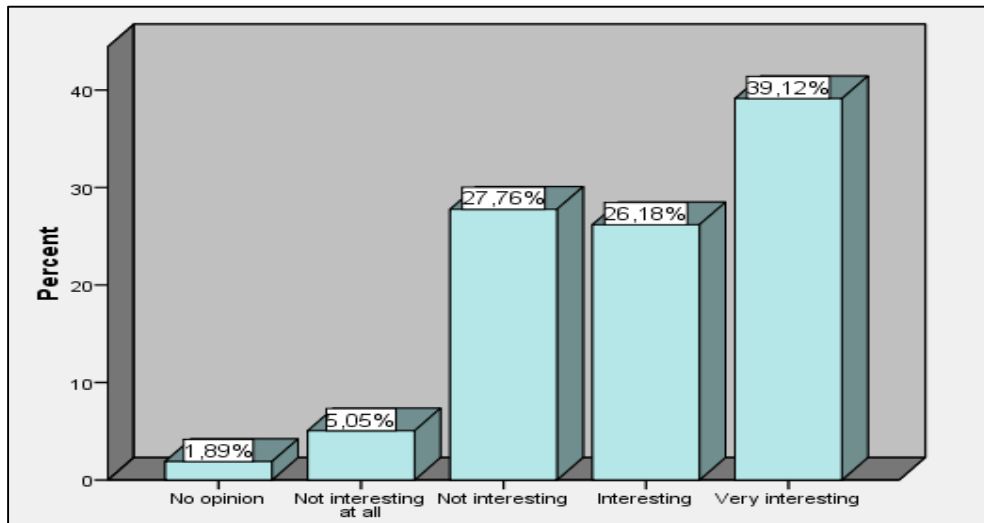


Chart 3. Respondent’s opinion about the ability to meet the real Santa Claus during the event.

The ability to meet the real Santa Claus is an activity that implies the attendance of Santa Claus during the event. The company possesses their own Santa, thus external resources are not needed. Nevertheless, the fact that the Santa has to attend at the several other events during the New Year night, have to be considered as well as salary to be paid to him. This fact puts time limitation, thus the Santa can visit the event only for a short time and all activities that involve him need to be well planned. The research shows that the biggest number of the respondents assumes this possibility as interesting or very interesting (Chart 3), nonetheless 27,76 percent of them do not think that it could be an interesting activity for them.

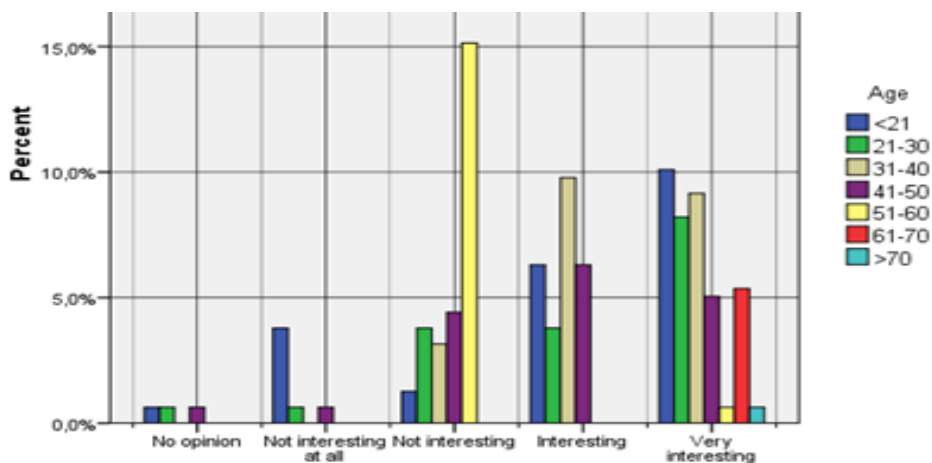


Chart 4. Respondent’s opinion about the ability to meet the real Santa Claus during the event according to the age.

If to have a look at the answers by age groups (Chart 4), it can be mentioned that the majority of those, who do not consider this possibility as interesting are people between 51 and 60 years old, the rest have the positive opinion about this activity. It can be derived that this activity can be accepted only if the 51-60 years old customers are not the main target, as well as the program is well overthought according to time that Santa can attend this event.

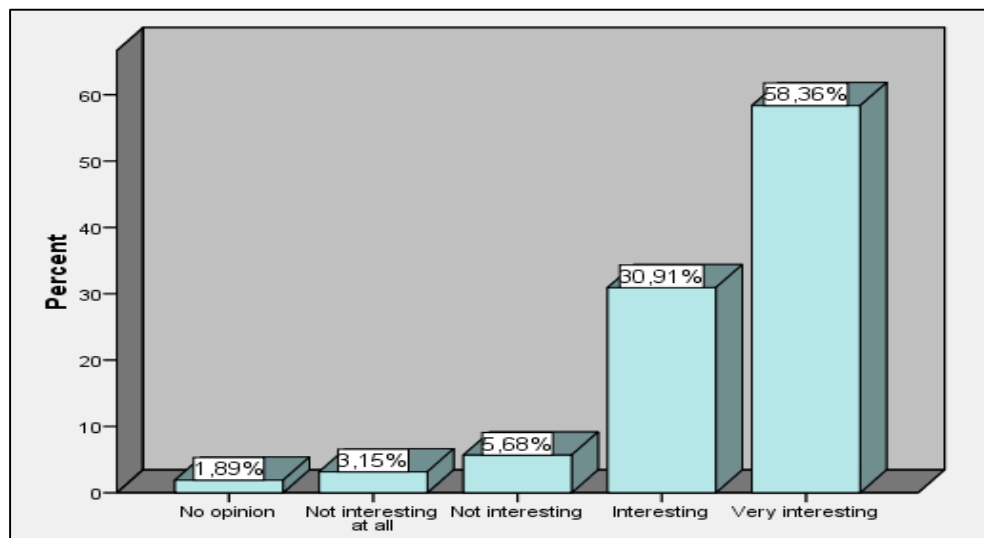


Chart 5. Respondent's opinion about the fireworks usage during the performance.

Fireworks during the performance mean shooting the pyrotechnics at midnight, as a symbol that the new year has started. It was found out (Chart 5), more than half of respondents evaluate this activity as very interesting and third of them as interesting. As the result, 89 percent of respondents have a positive attitude towards this activity. This performance requires human resources – person who will launch and control the show, and proper area, due to safety rules, such as distance and fire prevention. The capital is needed as well, prices for fireworks varies from 150 up to 500 euros (Suomen Ilotulitus Oy).

The ice bar implies the bar outside made of ice or snow to give the opportunity to the customers to go outside and have a rest as well as it gives abilities to perform several activities, for example serving the campaign during the midnight, outside games and other. This bar allows to enjoy not only the atmosphere of warmth and coziness, but also charming winter nights while people going out for having a smoke or to breath fresh air. Chart 6 shows that more than half respondents believe that the ice bar could be interesting to them. In turn chart 7 shows that males are more interested in it than females, and this fact is to be taken into account when the decision about the variety of alcohol offered is taken. Ability to have

an ice bar requires presence of an alcohol selling license, a person, who will build the bar and a barman.

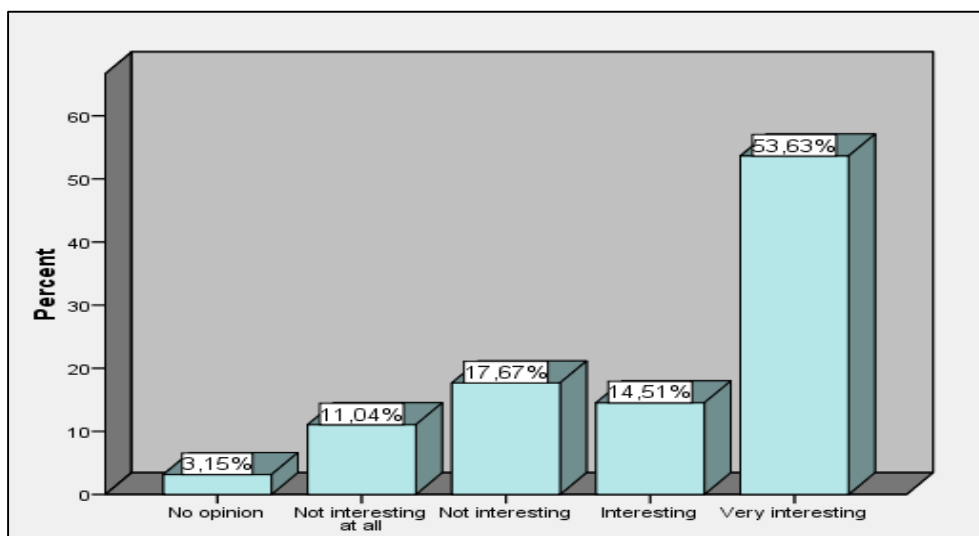


Chart 6. Respondent's opinion about the ice bar possibility during the performance

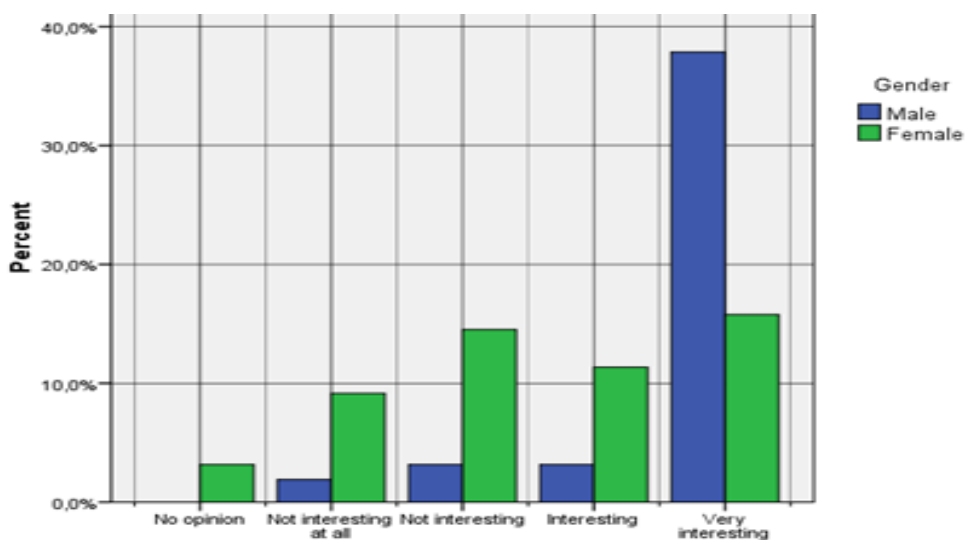


Chart 7. The division of answers on the grander scale according to the activity of having the Ice Bar.

The other activity connected to alcohol is pre-ordering of drinks. Based on the authors' experience, usually the variety of alcohol drinks in potential event places, such as family owned cafes, is limited and the customers cannot get desired drink; it is also forbidden to bring own drinks. Possibility to pre-order drinks will reduce the number of cases when customers do not get wishful drink and in such way level of customer satisfaction will be increased. The results of research (Chart 8) display the same tendency as opinions about ice bar: the males are more interested in this possibility than females.

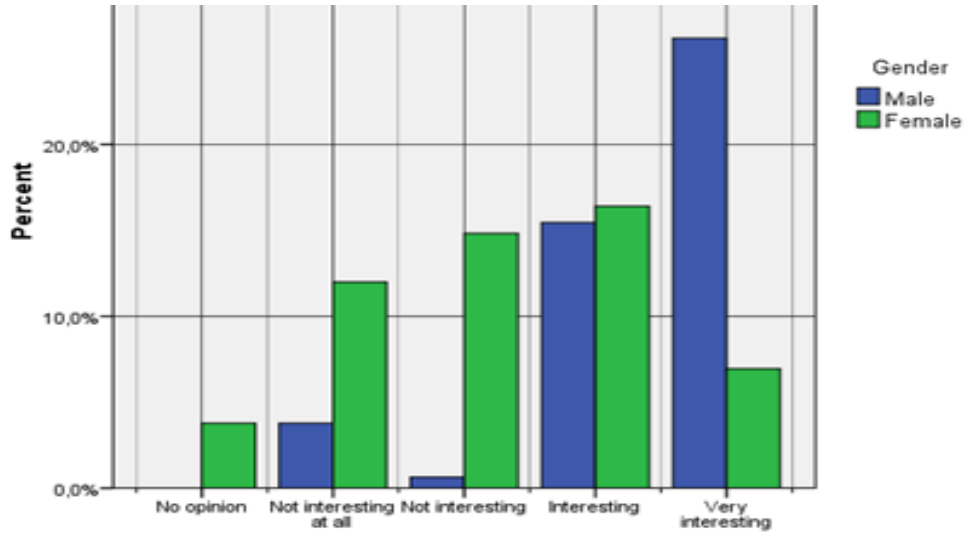


Chart 8. The division of answers on the gender scale according to the activity of pre-ordering of alcohol.

According to the respondents' opinions' (Chart 9) the interest in pre-ordering of alcohol is proceeding from 65 percent of all the respondents, thereupon this feature can be evaluated as important. Nevertheless a few barriers occur. For instance the pre ordered alcohol can be sold to other persons, who did not or forgot to mention the specific kind of what they would like to drink or simply customers changed their mind and are not willing to buy the alcohol according to their preferences. In such cases the company should consider the pre-payment for such an activity.

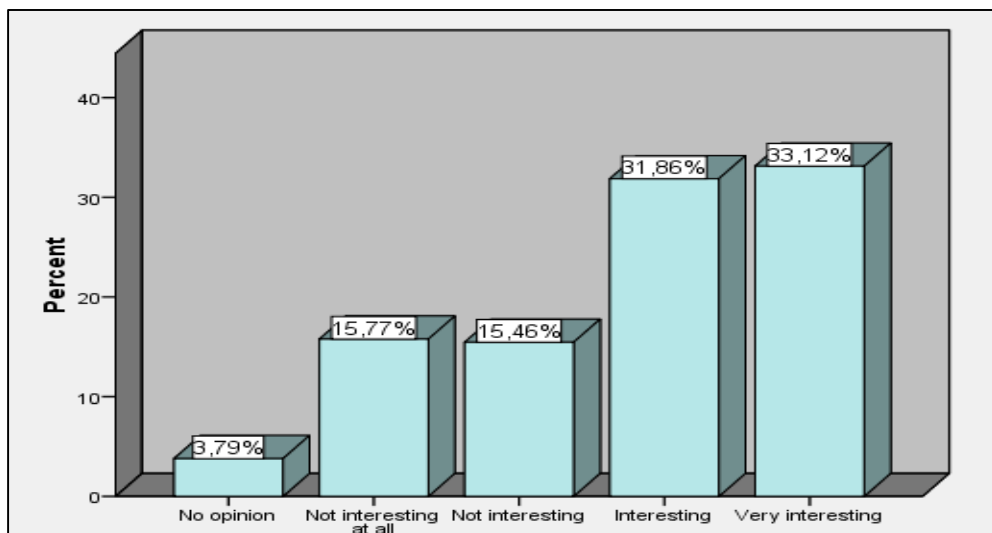


Chart 9. Respondent's opinion about pre-ordering alcohol.

From the chart 10 it can be concluded that the music during the event is important for the people, 49,84 percent of respondents answered that they are very interested in it and 43,22

percent that they are interested in listening to music during the evening. Nevertheless, age group of customers plays a big role as well, as the chart 11 shows that people over 40 consider the music less important than people before 40. To playback music during the event it is essential to deal with different preferences of individuals, thus wide library of music has to be collected. Playback volume and playlist shall be overthought in the way that it does not lead to customers' negative experience.

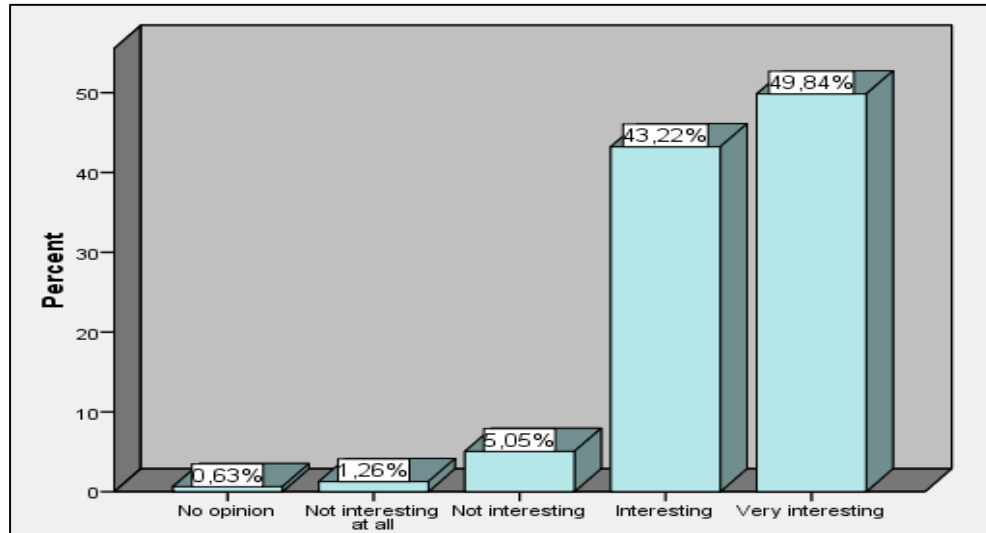


Chart 10. Respondent's opinion about music during the performance.

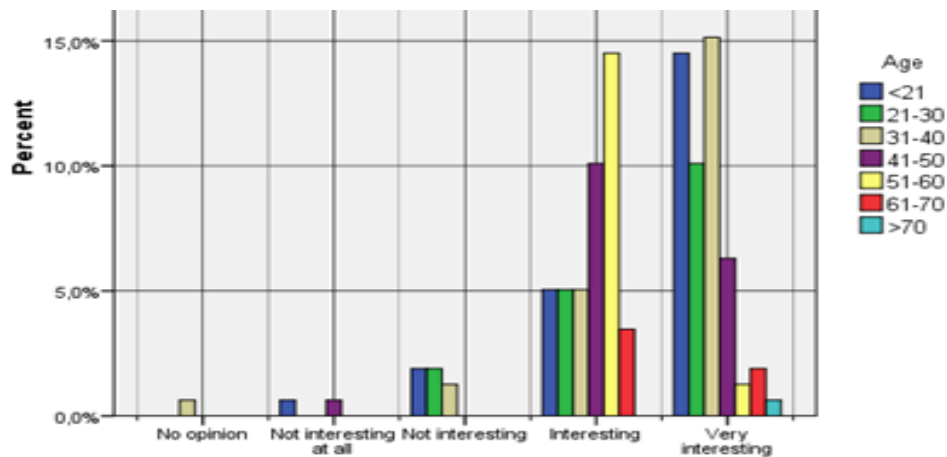


Chart 11. Respondent's opinion about the music during the event according to age

Showman presence assumes attendance of the person who will entertain customers during the event. The results of the research shows (Chart 12) that this idea was not supported and if to have a closer look, this activity seems to be fully supported only by people who are older than 60 years old (Chart 13). It can be interpreted that Russians prefer to celebrate the New Year without interfere of external persons. Concerning that presence of showmen is

not needed or has to be abridged. Nevertheless the person who supervises the event and organizes games is needed; such work can be done by showmen or companies' staff.

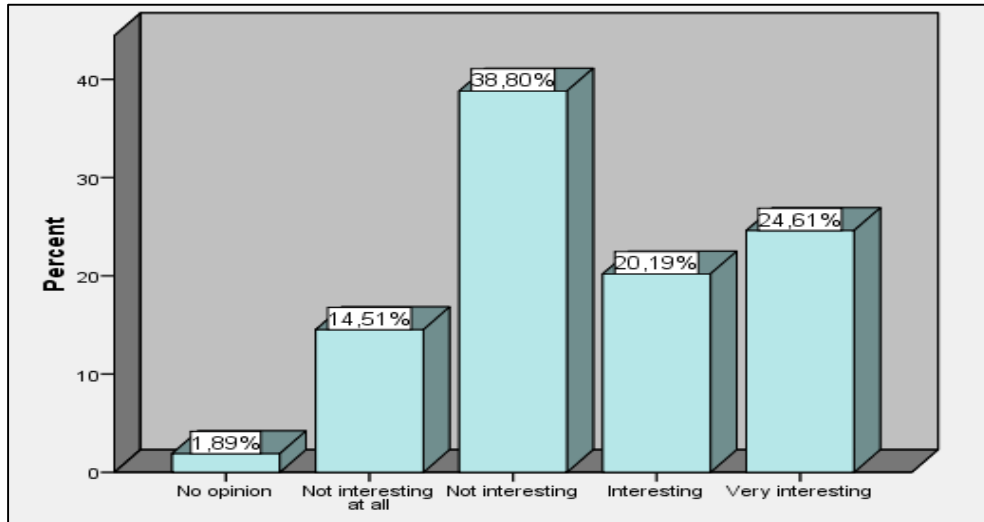


Chart 12. Respondent's opinion about showmen presence during the performance.

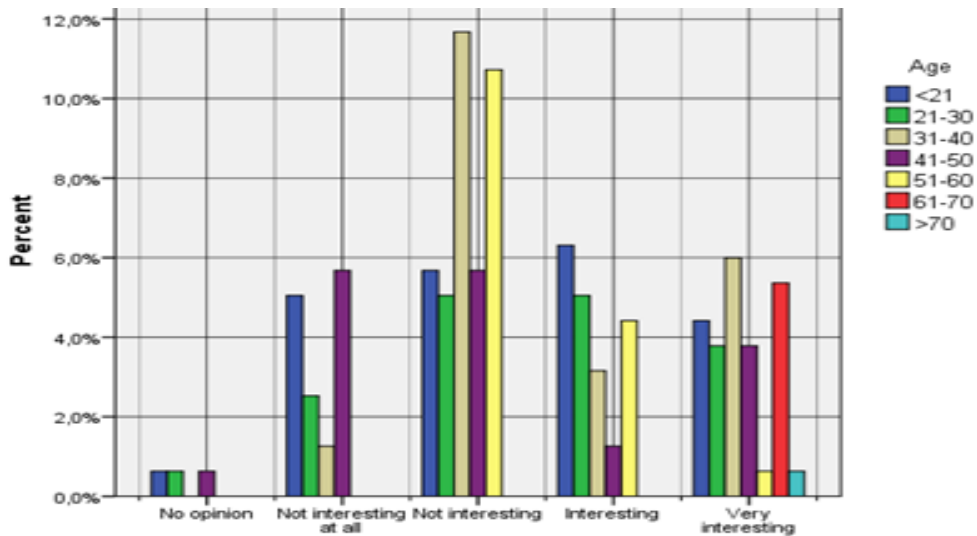


Chart 13. Respondent's opinion about showmen presence during the event, according to age.

An organized game during the performance involves different fun activities that entertain clients. It can be quizzes, word games, role games, action-orientated games, ice breaking activities and other. The research shows the same results as above – only elder people are likely to be interpreted, thus this idea was fully supported only by them (Chart 14). If to consider solely opinions of respondents who are younger than 50, there are small overbalance of supporting opinions. Thus, it is vital not to disturb customers all the time, but periodically,

to dilute the atmosphere and to entertain the customers in order to get positive feedback and after effect.

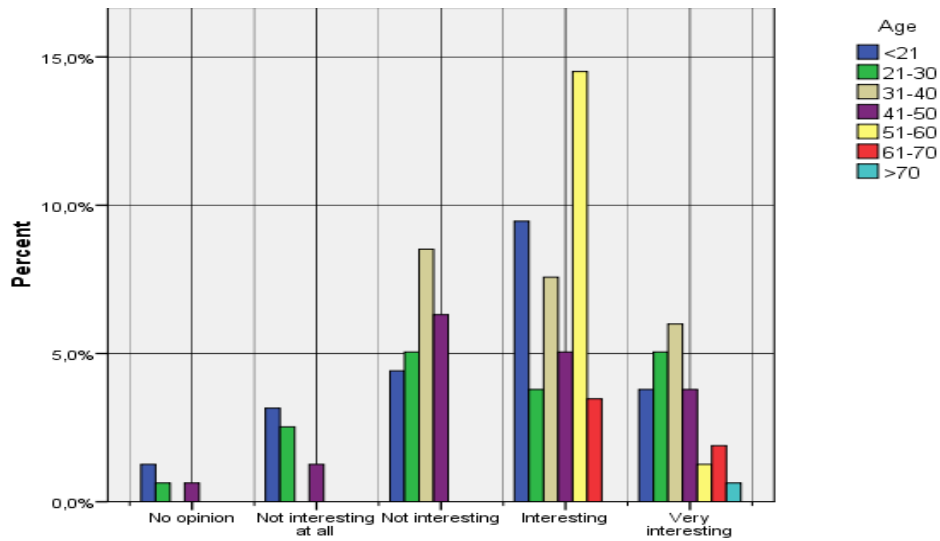


Chart 14. Respondent's opinion about organized games during the performance according to age.

During the similar event overlook, it was found out that events can be classified as possible to attend with children and forbidden to attend with children. Such difference exists due to stricter regulations and grater liability that company faces if youngsters are present at any event. If to take extra responsibility, the reason for it has to exist, thus this topic also had been exanimated. It can be noted (Chart 15) that one third of respondents see this ability as interesting and one third as very interesting.

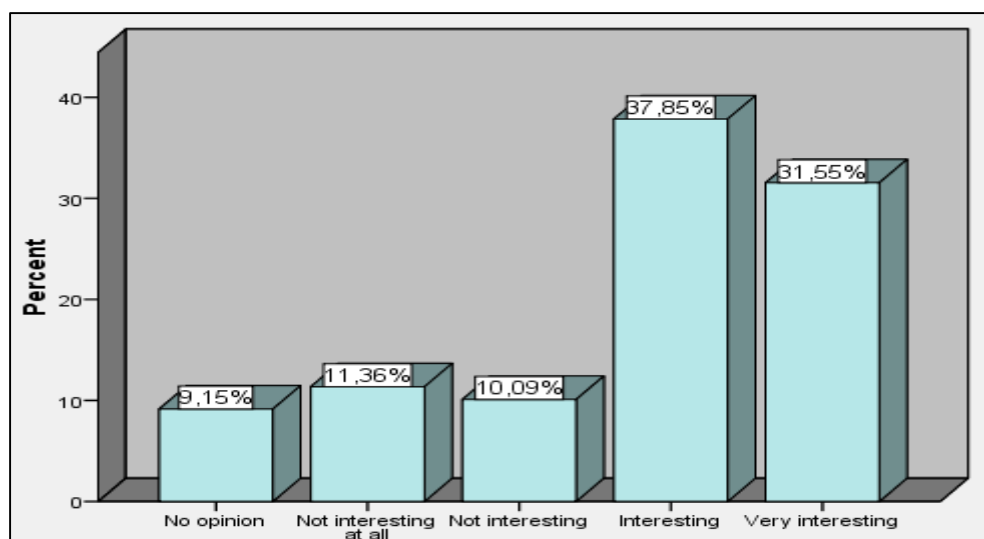


Chart 15. Respondent's opinion about the ability to attend the performance with children.

If to take a closer look (Chart 16), then it is recognized that mostly younger are persons who are not interested in the ability attend event with kids, due to probably they do not have own children jet. By organizing the event which children can attend the elements for them have to be created. Consequently the next step is to find out whether the program for the event will be common or separate.

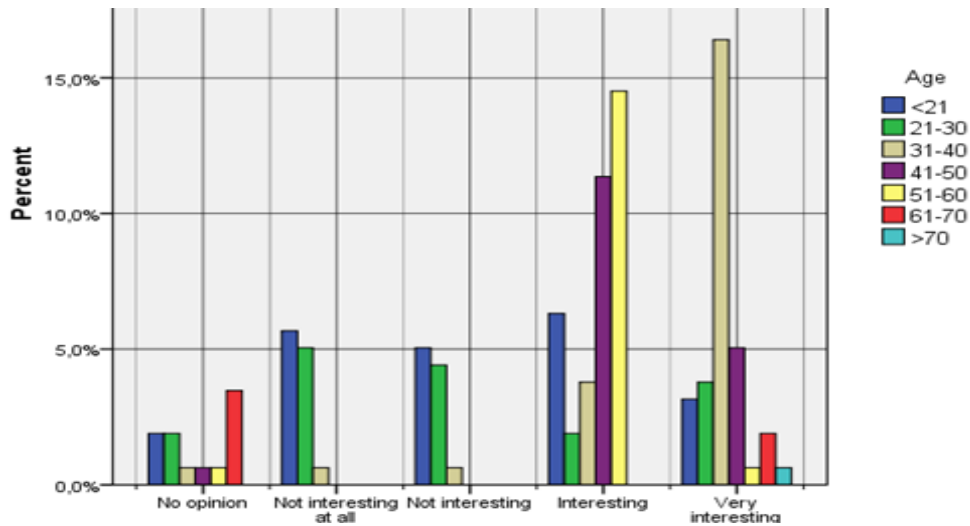


Chart 16. Respondent's opinion about the ability to attend the performance with children according to age.

One of the elements for children can be present from the Santa Claus. As it can be seen from the chart 17 this option is equally interesting and very interesting for the respondents, each of the both answers got 38,49 percent. This feature is connected to Santa's attendance, thus the time limitation has to be concerned. The price and type of the gift also have to be settled; due to it will have the impact to the event costs.

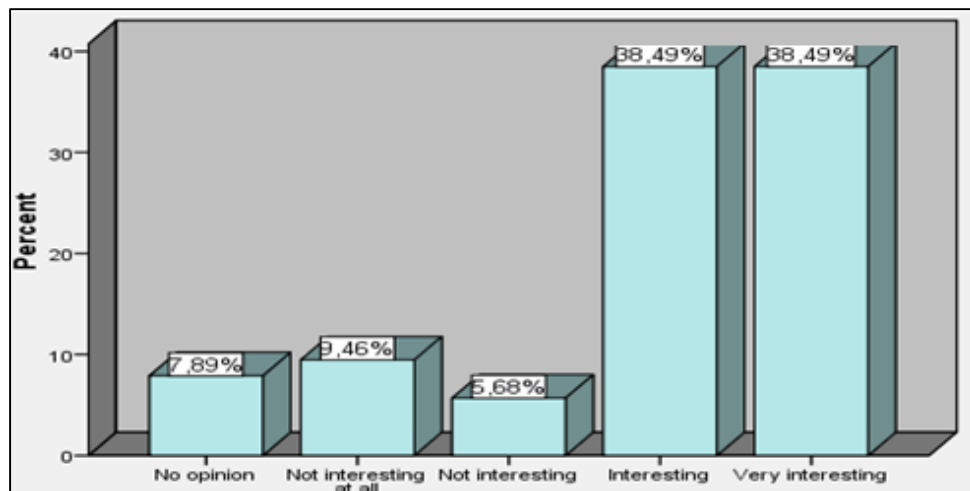


Chart 17. Respondent's opinion about presents to children from Santa.

Taking into consideration the question concerning the ability to visit the event with children there was another separate question asking the respondents whether the program for children and adults has to be common or divided. The results (Chart 18) show that there is almost same amount of people who would like common program and those who prefer separate. However, by clarifying the results, it can be noticed (Chart 19) that more than half from respondents who tend to separate program are people under 30 years.

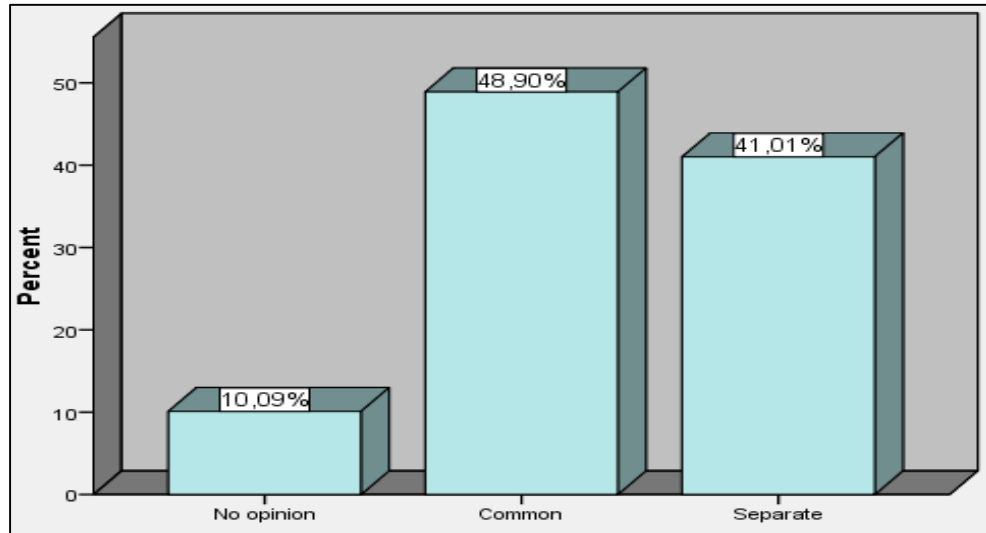


Chart 18. Respondent's opinion whether the program for children and adults has to be common or separate.

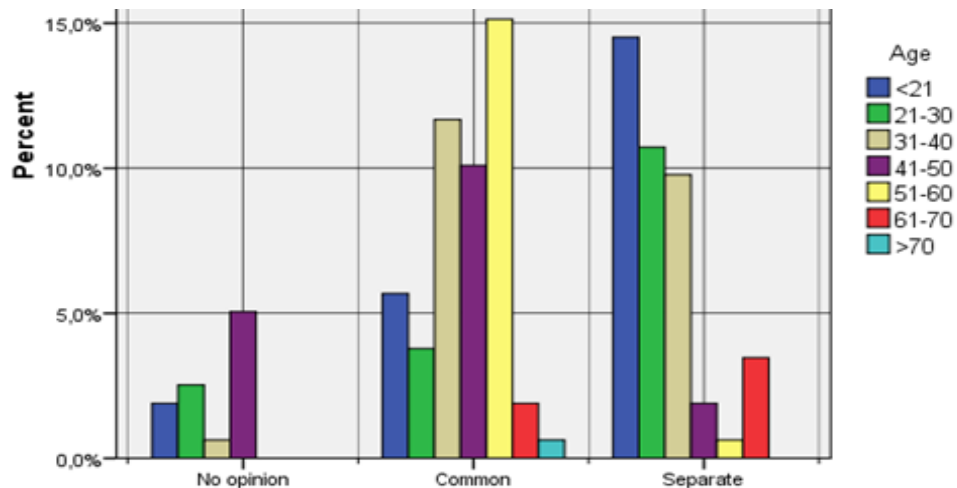


Chart 19. Respondent's opinion whether the program for children and adults has to be common or separate according to age.

It was assumed that scenario could be written according to some Christmas fairy tale, by including only few elements or making full performance. There are three ways of doing it – by actively involving customers; making only performance where the customers act as a passive

audience or combining them both. The first conclusion from the research (Chart 20) is that people fully supported this idea and just 10 percent of respondents believe that such scenario would not be interested for them.

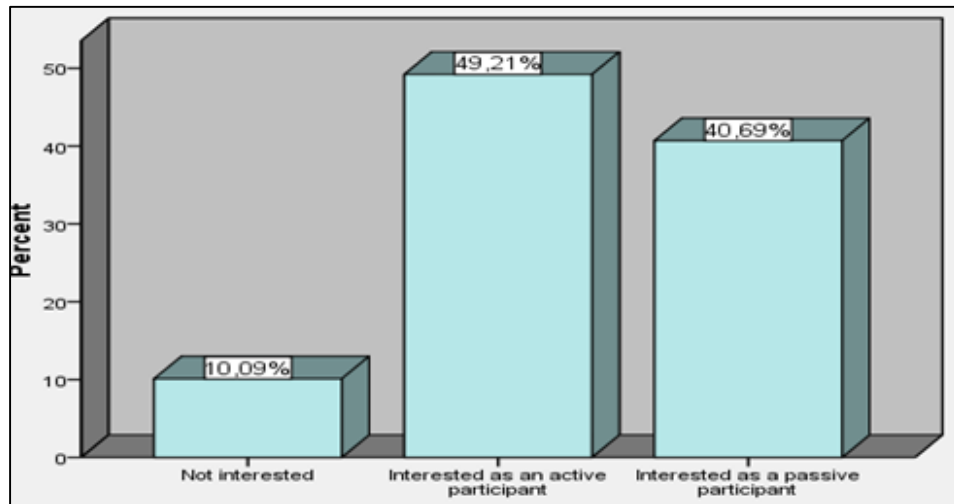


Chart 20. Respondent's opinion whether the program is organized according to the scenario of a fairy tale

Nevertheless, there is no clear opinion about shall it be a scenario where the audience is actively involved or not. 49,21 percent of polled thinks that they could actively participate when 40,69 percent assume passive participating. The answers did not depend from the age group of respondent, but dependence from the gender is clearly seen (Chart 21). It can be determined that females more likely could take an active role than males, and it has to be considered while the roles and activities are prepared.

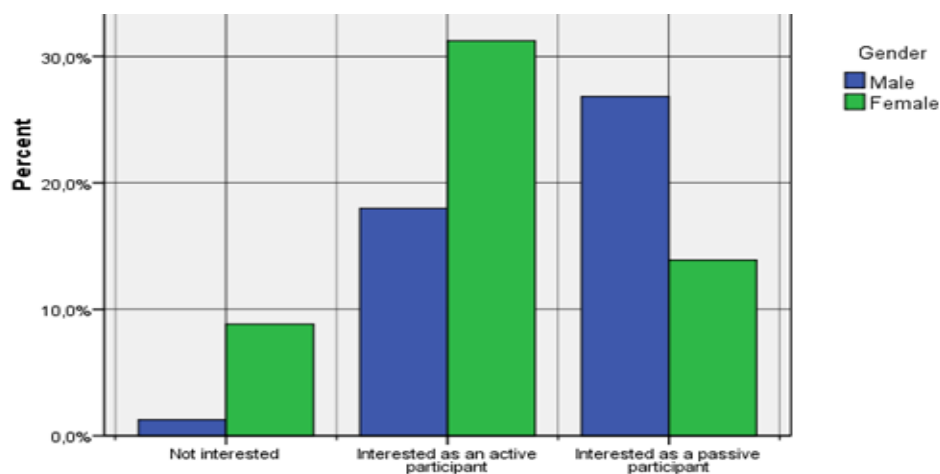


Chart 21. The division of answers on a grander scale, whether the program is organized according to the scenario of fairy tale

After analyzing results concerning each idea, the concept of the product had been created. During this process all preferences of potential customers and the company had been assumed. Through the interview with Nordic Holidays staff, it was found out that the age of customers of the previous product was broad, starting with infants and ending with grandparents. At the same time decisions and ordering had been made by couples (parents) or singles aged from 30 to 45, and these facts also had been considered. As it is an intangible product, the concept had been developed in the form of script.

5.4 Development of marketing strategy

The next step in this research is to decide how to sell the product. At this step several potential product distribution ways as well as promotional material will be overlooked.

It is assumed that the same way how the Nordic Holidays Services Ltd Oy. is selling excursions and other programs during the winter can be adapted also for the new product. The sales can be divided between pre-sales and on the place sales. Pre sales that are done directly and via partners – tour operators in Russia, means that the product is offered to the customer during the vacation booking. For this purpose descriptive materials (brochures for customers and a script for the tour operator) of the product have to be sent to the tour operators in advance. There has to be good communication between company and resellers to monitor the sales and stop them at the right moment to avoid overbooking. For this distribution way it is vital to remember that intermediate will ask compensation for their work.

The other selling method is in the place sales that are done in companies' office and at the sales points in hotels. These sales are done only starting with the 27th of December, when the tourists are arriving, therefore there are only 5 days to sell the product and the risk that sales will not be good enough exists. The sales are done by the companies' staff, therefore from the promotional materials only the brochures are needed, due to the employees would be already familiar with the product, and there is no need for a script.

According to the experience of the company, on the place sales usually are efficient and all places for the similar products (New Year dinner) are sold. This method also is more profitable than pre-sales, due to commission are not paid. Nevertheless, in a such fluctuating market situation as today, the combination of the both methods could guarantee the forward result. The limited (only certain amount allowed to be sold) pre-sales could guarantee the

audience for the event in advance and the on the place sales will enhance profitability of this product.

The next step is to set the target market. As it was written before Russian tourists in Kuusamo and the area that include Ruka and Posio and Russians persons who are only planning to spend winter holidays there, are the market for this product. In this case the segmentation can be done by following parameters: age, social class, income level, New Year celebrating preferences and other. According to these parameters, the beneficial segments had been chosen, and they form the target market, that are defined as follows: the Russian speaking tourists who are visiting Kuusamo during the New Year, with more than average income level, who like active celebration and with good attitude to the presence of random persons at the event. Furthermore, even that product can be consumed by a wide age rank; age segmentation can be applied according to Russian consumer buying behavior and the company's experience. It can be noted that the final decision is done by males aged from 30 to 45. To set the targeted age segments, it is essential also to understand who influence the decision maker, and mostly they are wives aged from 25 to 40 and kids from 8 to 12 (Pelsmacker, Geuens & Bergh 2013).

Product positioning is an essential part and a hard step since it is a vital not only in the product's life, but also it plays a significant role in a company's life. For the product the differentiation strategy was chosen. If to take a closer look at what competitors do it was clear, that they have similar programs. Therefore the information gathered during the interviews and surveys allowed the writers of this thesis seeing the problem from the other angle. As a consequence the program was created in accordance with customers' needs and expectations, which, in turn, allowed the authors creating the program with huge competitive advantage. Therefore the differentiation strategy is suitable for this product.

For the purpose to promote this product a4 size brochure (attachment 4) that can be used as dispensing or informative material had been created. The brochure includes basic information about the product as well as visualization of few program elements and it is adapted to the targeted market. Additional feature created by authors – specially designed voucher (attachment 4) that will be given with the ordinal one. The idea of this voucher is not only that it proves payment, but also that it can be used as a present for friends or relatives.

The social media also could be used for promoting the product and company. Author's experience and information collection process via facebook.com and vk.com shows that Russians are active users of this page. Presence of crowd of communities concerning traveling to Finland proves existence of demand for Finland as a tourism destination. Such advertising way does not require big financial investment, only the personal with a proper skills and language knowledge have to be hired by the company.

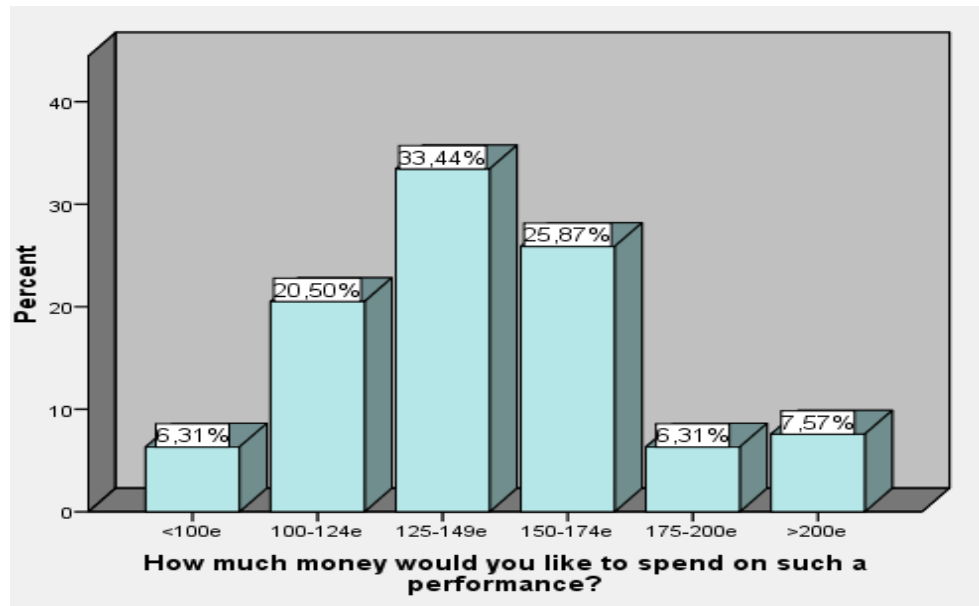


Chart 22. Respondent's opinion about the suitable price for this event.

There are several components that have an influence on the price; nevertheless they can be changed with aim to control the costs and price. It is important to know the acceptable price for the potential customers to discover the components that can be included into the product. During the research several suitable for respondent's price level had been figured out. Taking a stand believes that respondents who had not been in Finland as well as who do not consider Finland as a potential place to celebrate New Year may not provide subjective opinion, they had been excluded at this step. If to take general overview (Chart 22), the majority of customers are willing to pay for such event from 125 to 175 euros; this range is too broad to take any decisions. On this account, the authors decide to predict the demand, according to the outcomes of the research and create supply and predicted demand graph (Figure 6). From this graphic we can see that supply is limited due to limitations of the places in the buss and celebration place and it cross demand line near to 175 euros, nevertheless taking into account all errors that can be in this research, as well as size of sample, it can be

highlighted that the suitable price that can create needed demand is between 150 and 175 euros.

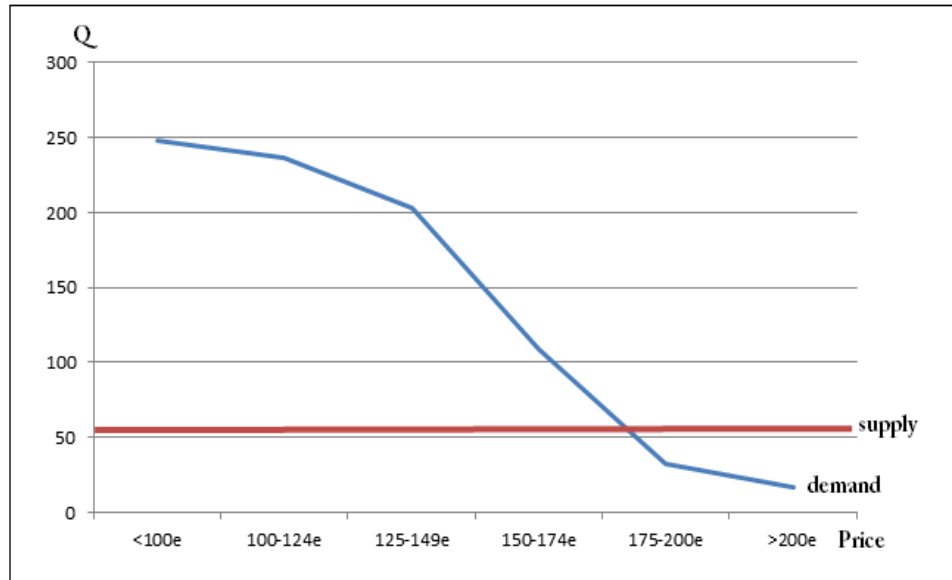


Figure 6. Predicted demand and supply graph for the product.

By overlooking prices of the existing New Year events (attachment 3), that includes two way transfers from the hotel to celebration place and dinner (buffet table) – the price ranges are wide – from 50 to 200 euros for adults and from 25 to 90 euros for children until 12 years, if they are allowed to be present. More expensive programs (from 100 euros) also include some extras, such as one or a few glasses of free champagne, more luxury food, fireworks. There is no diversity in the prices according to the region; approximately the same programs are priced equally. Some companies also offer alternative products that do not include any meals, as the example – New Year disco, and these programs are priced lower, starting with 15 euros.

The information about the costs of each feature of the existing programs is companies commercial secret, therefore it is not available. Total expenses (Table 3) for each potential feature that new developed product may have had been calculated according to the information provided by Nordic Holidays Services Ltd and Pac Group tour operator. The costs of features per person cannot be calculated due to impossibility to predict the amount of real customers, therefore during the price calculation there is a risk of miscalculating by setting very high or low amount of visitors, nevertheless the costs of some features vary, that allows having a leverage of all budgets and reduce the risk.

Feature	Costs
The ability to meet the real Santa Claus	250€ / 30min 500€/ 1h
Fireworks during the performance	From 150€ to 500€
Pre-order of alcohol	No additional costs
Music during the performance	Included in showmen price
Organized games during the performance	40€ for the prizes and equipment
Ice Bar	200€
Presents to children from Santa	5 € /gift
Glass of champagne (150 ml)	1 bottle (0,75L) 10€ (for 5 adults)
Organizing the event, according to the fairy tale	40€ -80€ for the equipment

Table 3. Costs of possible features

Due to the limitation of time and needed information, to discover what features developed product may have and still fit in the suitable for a customer price range, the price of “basic event” will be used. The “basic event” includes only dinner, transfer as well as profit and commissions (5%), according to the Nordic Holidays Services experience and attachment 3, the average price for it can be from 80 to 100 euros/person for the 40-60 person big group. The several factors, such as menu offered and distance from the hotel to a restaurant, affect the “basic event” price, therefore wide range of the price is used in the following calculation. Considering the fact, that previously analog products had been sold successfully, to test the ability of including developed features in the new product, the authors made calculations on the assumption of 40 consumers, that is 73% of maximal capacity of the event.

By counting the higher price for “basic event” and maximal costs of the added features (per person), the new product could be priced as follows: $100€ + 36€ \times 1.05 = 137,8€$ (1,05 is the multiplier that adding agent commission 5%). This price fits to the limitations set before; therefore all components may be added to the new product. Moreover, there is a space for adding higher profit margin due to predicted price that can gather needed demand is between 150€ and 175€, consequently the new product is more profitable comparing with the previous. Besides, the new product will create new experiences and as the result will attract

new customers who may consume other products offered by the company and the total turnover of the season will increase.

5.5 Main findings

For the Russians the New Year is one of the most important celebrations, and they are willing to pay for the celebration and products connected with the New Year. The research shows that participants of the research are willing to celebrate New Year in Finland; 92,4% of total randomly choose respondents would choose Finland as a potential place for celebration, and 96,1% of those who already had been in Finland would come again, consequently it is an industry with good potential to operate in, therefore there is a sense to develop new tourism product for Russians.

Several difficulties may appear while targeting Russian consumers. Existing stereotypes concerning Russians lead to possible declining of offers to stay in the same hotel with Russians by others. Therefore the new product has to be offered only for Russians and to take a place in a separate area, such as countryside restaurant rented only for the event. Lack of knowledge of English language between Russians creates a need for Russian speaking staff during the event.

The essential component of the product is targeting, as the research shows that different age and gender groups have various preferences. This research studied preferences connected with the New Year event of Russian consumers. It was detected that the essential variable is the age, due to opinions of differently aged respondents had been diverse (Appendix 5), while the gender do not play a major role. When only the important for the group features are included into the product, the level of satisfaction will be increased.

When the product is targeting several age groups as the product developed in this work, the content has to be overthought by reason of appearing of negative experience. In such case it is vital to understand who makes the buying decision and who influence the decision making process. When the families are targeted, the buyers are fathers/husbands and the wives are the strongest influences, nevertheless the child also may influence the decision.

The new product features that are supported by respondents mostly are traditional for Russians during the New Year celebration. Dinner with friends and family, inviting or dressing up as Santa Clause, dancing, consuming alcoholic drinks and launching fireworks during

the midnight – is the way how Russians celebrate New Year at home (Romendik 2013). This fact also can be connected with types of Russian consumers state by Pesu, as the biggest groups of them can be described as people who prefer traditional, stabile, known and proven goods. A product that will include these characteristics will attract traditional, stable and upwardly oriented consumer types which are 54 percent of the total Russian consumers. Uncommon celebration place – countryside restaurant, may also attract other consumer types who are willing to try something new, therefore the targeted audience will be greater than 54 percent. Consequently, it can be said that there are potential customers for the new product.

Actualization of the new product can create several advantages for the company. The research shows that consumers are willing to pay more for the new product than for substitutes. The price that can create needed demand is between 150€ - 175€. Novel experiences created by the new product may attract greater amounts of clients, who in turn might purchase at the same time other products offered by the company, therefore increasing the turnover.

5.6 Product development

The last stage of this research is turning the concept into the product, considering all nuances lined in the work. Due to intangibles of this product, it had been decided to present it in the form of scenario, with front and backstage actions as well as some elements are presented in the form of process and blueprints.

The event is going to be held each year during the New Year night and any back country private restaurant in Kuusamo area, that is able to take 55 persons, can host the event. Potential places in Kuusamo suggested by authors are Pohjolan Pirtti (Santa's cottage), Konti-oluola, Iisakin Talo, Honkakota.

The pre-story for this product have been developed after being inspired by the interviews with Nordic Holiday Services Ltd personnel and acceptance of the idea by the respondents during the research. According to the pre-story, hundred years Elves kept in the secret the formula of success and happiness. The formula has been passed through generations to announce it when the people will be ready for that. And now this day came! The secret can be opened, but only the Santa Claus can announce it. Nevertheless, only chosen persons may get an access to this formula, and during our New Year celebrations we will go through few

assignments, to prove that each of us desired to be the chosen one. The smiles on the faces, ringing laugh and warm hearts are all that you will need during our trip.

The fairy tale line appears during the whole program. After announcing the pre-story, the first task is to answer quizzes concerned the Christmas and New Year. Questions are asked during the bus trip, the person provided correct answer gets symbolic gift – candy or cookie made by Mrs. Claus. Before arriving to the place, the lights in the bus turn off, and magical environment is created by accompanying person's speech. Therefore, during the ride clients are entertained in a way where those who wish can take an active role and the rest are involved passively. It will create a positive experience due to transfer services are done in a more comfortable atmosphere than it is used to be.

The fairy tale will appear also in the menu. All dishes will have magical names connected with winter and Christmas fairy tales. The examples of such menu are: "North Pole", "Aurora", "Snowflakes", "Magic powder", "Santa's sledges". The menu will have the explanation of these dishes to avoid the confusions. This small feature is an advantage due to all other competitors offer ordinal names.

The games and competitions will support the same theme. Souvenirs from the Santa's market will be as prizes: toys in the form of elves and dwarves, sweets, and Christmas cards with a signature of Santa Claus. The games will be chosen by the accompanying person in accordance with the auditoria's mood. Furthermore, all the games will also be in a form of a fairy tale, to continue the atmosphere of magic. One of the games can be a lottery and to get the ticket a customer has to provide either toast or the answer to the riddle, or to create an interesting celebrating speech.

The culmination step of this program is the arrival of Santa Claus, who comes before midnight to congratulate people with the New Year. Santa will also present one more task to the audience. It will be a simple question "Are you feeling happy right now?" And the expected answer is "Yes". After the answer Santa will offer saving this feeling for a long time by opening the secret formula of success and happiness. He will then ask everyone to join him outside, where the secret drink (Champaign and juice) in the ice bar will be offered. According to Santa's speech, it is the drink with magic ingredient that works only on the New Year midnight and brings happiness as well as it can make one cherished dream become true. After Santa's speech the fireworks are launched, symbolizing that the New Year has come and

the magic liquor is consumed. Before leaving the event Santa will give small present to children.

The whole product is divided in the several stages and each of them have front and back stage activities. Actions before and after the event also are considered. The script of product is provided below.

Time	Front-stage activities	Backstage activities
In advance	Sales, pre-order of alcohol	Step I. Booking the restaurant and buses. Step II. Accepting the final program Step III. Hiring the Santa Claus, ordering the needed stuff Step IV. Setting the price, starting and controlling the sales process, Step V. Forwarding request about alcohol to the restaurant.
19:00		Last check, printing the name list of customers; dividing and labeling the seats in the restaurant – families and friends must have seats near to each other.
20:00	Bus departure from Sokos Hotel;	Check in control, according to the name list
20:15	Bus departure from Kuusamon Tropiikki Hotel	Check in control, according to the name list
20:45	Bus departure from Ruka Rantasipi Hotel	Check in control, according to the name list
20:50	Performance on the bus:	Flaming the candles next to the res-

	<ul style="list-style-type: none"> - Explaining the program (trip duration, guidelines, essential information) - Telling the pre-story of fairy tale - Christmas quizzes 	restaurant
21:20	Creating the magical environment by switching off the lights to see burning candles.	Informing the restaurant about soon arrival. Preparing warm drinks at the ice bar.
21:25	Arrival to the destination point	Final preparations at restaurant
21:30	Welcoming words and drinks (warm juice) at the ice bar.	Labeling the seats.
21:40	Getting inside the restaurant. Introducing the personnel and menu to the customers.	Switching on the music.
21:50	Starting the dinner.	Monitoring the situation: helping customers with the menu, bringing more food if needed.
22:30	Starting the passive performance – the quizzes and some simple games are offered to the clients, while the dinner continues.	Monitoring the atmosphere – solving problems if they appear.
23:00	The audience is involved in the actions more actionably. Games and competitions are provided. Team competitions can be organized. Possibility to dance shall be provided.	Turning the music louder.
23:40	Gathering people outside.	Preparing the champagne and other drinks at the Ice Bar

23:50	The Santa Claus arrives. He congratulates everyone and read the speech with the last task. Clients get the drinks from Ice Bar.	Preparing for the firework show
00:00	Fireworks	Checking that the clients do not come too close to the lightning place.
00:05	Possibility to take photos with the Santa outside; clients start to return back inside	
00:15	Santa comes into the restaurant, where give presents for kids. Possibility to take a photo with him is provided. After a farewell speech Santa is leaving.	Serving the dessert table
00:20	Warm drinks and dessert (cake) is offered to the audience	Analyzing the success of the event, collecting oral feedbacks
1:00	Closing the celebration ceremony, preparing to leave	Ensuring that the bus is ready for departure. Check that clients did not forget any personal items in the restaurant.
1:20	Bus departure. Activities on the bus may be done, according to the mood of customers. The most common activity for the Russians after consuming the alcohol is singing. Bus stops at Ruka, Sokos hotel and Kuusamon Tropicke.	Check in control, according to the name list. If some persons left by taxi or own transport, they have to be crossed out in advance. Before leaving the bus, supervising person check is there any forgotten items.
After the event	Collecting the feedbacks and suggestions.	Analyzing the product and making corrections. Starting promoting and selling product for the next season.

The most important thing during the whole event is monitoring the situation; all problems have to be solved as quickly as possible. The unsolved problems may make clients disappointed. All aspects that may lead to customer negative experience have to be reduced; therefore checking and ensuring before and after every stage of the program are needed. It is essential to remember that behaving of some clients may be unacceptable for others, especially when the alcohol is consumed, therefore restaurant personnel and supervising person from the company have to be trained to deal with such problem.

6. CONCLUSION AND RECOMMENDATIONS

A combination of theoretical studies about new product development and Russian consumer buying behavior with practical research about Russian customer interests and expectations of a New Year event allowed accomplishing the aim of this work – creating the new product that can attract Russian tourists. In the real life product development process requires widespread consumption of time and efforts, therefore due to resource limitation, the test marketing and commercialization of the product are skipped in this work and total research and development time was seven months.

It was found out that the New Year is one of the most celebrated events in Russia, therefore, offered organized event, that assumes New Year celebration, can attract Russian tourists. Russian consumers are demanding and they do not have good reputation abroad, therefore it can be challenging for the company to work with them. Nevertheless, the Russians are willing to pay for good services, and positive experience will make them loyal to the company. It was discovered that great amount of respondents would choose Finland as a potential destination for celebrating New Year, which proves the potential of this market.

From the theory and research it was discovered that the features of the final product should be traditional and common for the Russian customer to ensure that it will be interesting for major Russian consumer types. The new product created in this work includes these characteristics and allow targeting big consumer group that includes several customers' types. Based on the expectations and interests of Russian consumers the product is modified to the extent of high satisfaction of consumer needs. By applying this product the commissioning party may attract existing and new customers; that is essential in today's situation, when the political and economic situation in Russia and Ukraine are working against the Finnish tourism industry.

After analyzing marketing campaigns and sales processes of the Nordic Holidays Services Ltd, the authors strongly stand by explaining the use of social media in the marketing process through improving the Facebook page and creating the companies account in the Russian social media vk.com.

This work can be useful not only for the commissioning party; the other companies and researchers can find valuable information in it. Gathered data may lie down in any future re-

search concerning product development, Russian consumers and Russian tourists. Companies can use provided information for developing own product due to deep description of several development phases and possible product features is provided. However, errors may appear in this work, therefore the authors recommend to be critical while using the outcomes.

The limitations can also be seen in the financial part of this work. The authors recommend conducting deeper research to set the price and calculate the profitability, due to the current situation with an unstable rate of the Russian rouble has a great effect on the demand.

The authors will continue to work on developed product also after this research. Components of the product and later the whole product will be tested in the real environment, and if the results will be successful the product is going to be commercialized.

While producing this work, the authors had the possibility to improve own knowledge in product development and Finnish tourism industry fields. Language, research, reporting and communication skills also had been bolstered up. Such knowledge will allow them to ease and proper create new products and projects in the future as well as will create competitive advantages in the labor market.

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Interview with the employee from Kainuun Yrityspalvelu Ky and Santa's Holding Ltd on 23.05.2014

APPENDIXES

Appendix 1. Questionnaire translated to English

Ladies and gentlemen,

As students of Kajaani University of Applied Sciences, Finland, we are writing the thesis - a study for the company Nordic Holiday Services Ltd. The aim of our work is to expand the range of services offered by the company. We ask you to share views on the New Year event by answering the questions below.

The answers are anonymous and the questionnaire is valid until 10.09.2014.

Thank you in advance,

Yours faithfully,

Students at the Kajaani University of Applied Sciences, Edgars and Ruslan

1. Gender

- *Male*
- *Female*

2. Age

- *<21*
- *21-30*
- *31-40*
- *41-50*
- *51-60*
- *61-70*
- *>70*

3. Have you ever been to Finland?

- *Yes*
- *No*

4. If the answer to the previous question was yes, then indicate how many times you were in Finland

- *1*
- *2-5*
- *5-10*
- *>10*

5. Occupation

- *Pupil*
- *Student*

- *Workman*
- *Specialist*
- *Manager*
- *Top manager*
- *Entrepreneur*
- *Housekeeper*
- *Retired*
- *Other*

6. Do you consider Finland as a potential place to celebrate New Year?

- *Yes*
- *No*

7. The following beliefs include possible activities during the organized New Year event. Please rate them on a scale from 0 to 4, where 1 is an activity that is absolutely not interesting to you, 2- an activity that is not interesting to you, 3- an activity that is interesting to you, 4- an activity that is very interesting to you, 0 - Difficult to answer.

The Organized New Year event includes: transfer (hotel-restaurant-hotel), festive buffet, and evening program.

	1	2	3	4	0
The ability to meet the real Santa Claus					
Fireworks at midnight					
The ability to pre-order alcohol					
Music during the event					
The showmen presence					
Organized games during the performance					
The availability of Ice Bar (outside)					
The ability to attend this event with children					
Presents for children from Santa Claus					

8. In your opinion, should the program for children and adults be common or separate?

- *Common*
- *Separate*
- *Difficult to answer*

9. Would it be interesting for you if the program is organized according to the scenario of a fairy tale and everyone is offered the ability to be an active participant?

- Yes, as an active participant
- Yes, as a passive participant (observer)
- Not interested

10. What is an optimal price, in your opinion, for the New Year event that includes transfer, meal, evening entertainment, and the visit of Santa Claus with approximate duration 6 hours?

- <100 €
- 100-124 €
- 125-149 €
- 150 - 174 €
- 175-200 €
- 200 €

11. Do you have any suggestions for the New Year event?

Appendix 2. Questionnaire in original language.

Дамы и Господа,

Будучи студентами Университета прикладных наук г. Каяни, Финляндия, мы пишем дипломную работу - исследование для компании Nordic Holiday Services Ltd. Целью нашей работы является расширение спектра услуг предлагаемых компанией. Мы просим Вас поделиться мнением относительно новогоднего мероприятия ответив на вопросы представленные ниже.

Ответы являются анонимными; опрос действителен до 10.09.2014

Заранее спасибо,

С Уважением,

Студенты Университета прикладных наук г. Каяни, Эдгарс и Руслан.

1. Пол

- Мужской
- Женский

2. Возраст:

3. Были ли Вы в Финляндии?

- Да
- Нет

4. Если на предыдущий вопрос Вы ответили "Да", то укажите сколько раз Вы были в Финляндии:

5. Род занятий

- Школьник
- Студент
- Рабочий
- Специалист
- Руководитель среднего звена / подразделения
- Руководитель (директор) предприятия

- Владелец бизнеса / ИП, собственник
- Домохозяйин/-ка
- Пенсионер
- Другой вариант ответа

6. Рассматриваете ли Вы Финляндию, как потенциальное место где встретить Новый Год :

- Да
- Нет

7. Следующие убеждения включают в себя возможные занятия во время организованного новогоднего мероприятия. Пожалуйста, оцените их по шкале от 0 до 4, где 1- Данное занятие абсолютно не интересно Вам, 2- Данное занятие не интересно Вам, 3- Данное занятие интересно Вам, 4- Данное занятие очень интересно Вам, 0 - Затрудняетесь ответить.

Организованное Новогоднее мероприятие включает в себя : трансфер (отель-ресторан-отель), праздничный шведский стол, вечернюю программу

	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>0</i>
Возможность встретиться с настоящим Санта-Клаусом во время мероприятия					
Пиротехническое шоу в полночь					
Возможность предварительного заказа алкогольных напитков в ресторане					
Наличие музыки во время мероприятия					
Наличие ведущего вечера					
Организованные игры и конкурсы					
Наличие "ледяного бара" (на улице)					
Возможность посетить данное мероприятие вместе с детьми					
Подарок детям(от Санта-Клауса)					

8. По Вашему мнению, для детей и взрослых должна быть организована общая или отдельная программа?

- Общая
- Отдельная
- Затрудняюсь ответить

9. Интересно ли Вам новогоднее мероприятие, организованное по сценарию новогодней сказки, где каждому предлагается принять участие в определённой роли?

- Да, интересно в качестве активного участника
- Да, интересно в качестве пассивного участника (наблюдателя)
- Нет, не интересно

10. По Вашему мнению, какова оптимальная стоимость новогоднего мероприятия, которая включает в себя трансфер, еду, вечернюю программу и визит Санта-Клауса :

- <100 €
- 100-124 €
- 125-149 €
- 150 - 174 €
- 175-200 €
- 200 €

11. Есть ли у вас дополнительные пожелания/ идеи для новогоднего мероприятия?

Appendix 3. Description of competitor offers.

Program Name/ Place/ Organizer/ year	Price	Description
New Year's Eve gala dinner/ Ruka/ Restaurant Ruka Peak/ 2013-2014	From 18:00-22:00 79€ From 22:00-2:00 98€	Included: meal; glass of champagne; possibility to see fireworks from the Ruka hill due to the location
New Year's buffet dinner in Kontioluola/ Ruka/ Rukasa- faris/ 2013-2014	50 € - adult 25€ children 4-12 y.o.	Included: meal and transfer only. Duration from 18:00 to 22:00
Band Sweet Freaks New Year's party/ restaurant Rukahovi/Rantasipi Rukahovi/ 2013-2014	Enterance 15€ Table reservation: 18€	Included: Live music (Disco). Duration: 20:00-3:00
New Year in the Lappish Restaurant/ Kuusamo/ Pac Group/ 2014-2015	112€ Max 80 persons	Included: Meal, transfer, glass of champagne, animator Duration: 22:00-2:00
New Year celebration in Val- demar restaurant/ Rovanie- mi/ Pac Group/ 2014-2015	160€ - adult 95 € - child 4-12 yo. Max 80 persons	Included: Meal, transfer, possibility to see fireworks from Rovaniemi city due to the location, gifts to the parti- cipants. Duration: 21:30-1:00
New Year Eve in Rovanie- mi/ Rovaniemi/ Safarica/ 2014-2015	Party with dinner from 20:00-1:30 189€ Party without din- ner from 22:30-1:30 91€	Included: Meal, transfer, fireworks, tin melting, Santa Claus visit, disco, activities at snowhotel. Extras: overnight at snowhotel 125€
New Year party in Rovanie- mi at shaman's Lapland vil- lage/Rovaniemi/Mibs Group/ 2013-2014	Party with dinner from 21:00 – 00:30 125€ - adult 70€ - child 4-12yo.	Included: Meal, transfer, shaman, Santa Claus visit, and sliding.
New Year dinner in Levi at Pihvipirtti restaurant / Levi/ Mibs Group/2013-2014	90€ - adult 50€ - child 4-12yo. Max. 120 persons	Included: Meal, transfer Duration: 22:30 – 04:00 Extras: Ability to visit disco nearby/ 20€ per person (adults only)
New Year dinner in Levi at Golden Dear restaurant/ So- kos hotel in Levi/ Mibs Group/2013-2014	110€ - adult 65€ - child 4-12 yo. Max. 60 persons	Included: Meal, transfer, Santa Claus visit Duration: 22:30 – 04:00 Extras: Ability to visit night club nearby/ 20€ per person (adults only)

Appendix 4. Marketing material.



Waucher. Front view



Waucher. Back view



Сказочное мероприятие в новогоднюю ночь

В новогоднюю ночь каждый, хотя бы раз в жизни, хотел оказаться в сказке, повеселиться с эльфами и другими волшебными существами, а еще больше воплотить свою заветную мечту в реальность и увидеть настоящего Санта Клауса. Мы готовы предложить Вам билет в сказку, которая останется в Ваших сердцах навсегда!

Вы окажетесь в удивительном мире ровно в 21:25. На место назначения Вас доставят комфортабельные автобусы, которые выезжают из отеля Сокок в 20:00, Тропикки 20:15, Рукахови 20:45 соответственно.

По приезде Вас будут ожидать хозяева с приветственными напитками, после чего начнется пир.

В 23:45 Прибудет Санта Клаус

Меню:

Цена:



Бронирование мест у помощников Санта Клауса:

tanja.pohjola@nordicholidays.com

tatjana.heiskanen@nordicholidays.com

incoming@nordicholidays.com

или по телефонам:

+358 207 551 850

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Appendix 5. Most frequently given answers about product facilities, according to the age groups.

Feature/age	<21	21-30	31-40	41-50	51-60	61-70
The ability to meet the real Santa Claus	4	4	3-4	3	2	4
Fireworks during the performance	4	3	3-4	4	4	3
Pre-order of alcohol	1	2-3	3	3-4	4	2
Music during the performance	4	4	4	3	3	3
Showmen presence	1-2-3	2-3-4	2	1-2	2-3	4
Organized games during the performance	3	2-3-4	2-3	2	3	3
Ice Bar	3	2-4	4	4	4	1
The ability to attend the performance with children	2-3-4	2-3	4	3	3	0
Presents to children from Santa	3-4	1	4	3	3	0
1- absolutely not interesting; 2- not interesting; 3- interesting; 4 - very interesting; 0 – do not have an opinion.						

Appendix 6. Calculations of Chi-square and Contingency coefficient

Gender * The ability to meet the real Santa Claus**Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	47,318 ^a	4	,000
Likelihood Ratio	48,864	4	,000
Linear-by-Linear Association	11,370	1	,001
N of Valid Cases	317		

a. 2 cells (20,0%) have expected count less than 5. The minimum expected count is 2,76.

Symmetric Measures

		Value	Asymp. Std. Error ^a
Nominal by Nominal	Contingency Coefficient	,360	
Interval by Interval	Pearson's R	,190	,056
Ordinal by Ordinal	Spearman Correlation	,239	,055
N of Valid Cases		317	

a. Not assuming the null hypothesis.

Gender * Fireworks during the performance**Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	20,813 ^a	4	,000
Likelihood Ratio	21,477	4	,000
Linear-by-Linear Association	9,129	1	,003
N of Valid Cases	317		

a. 3 cells (30,0%) have expected count less than 5. The minimum expected count is 2,76.

Symmetric Measures

		Value	Asymp. Std. Error ^a
Nominal by Nominal	Contingency Coefficient	,248	
Interval by Interval	Pearson's R	-,170	,057
Ordinal by Ordinal	Spearman Correlation	-,225	,054
N of Valid Cases		317	

a. Not assuming the null hypothesis.

Gender * Pre-order of alcohol**Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	101,030 ^a	4	,000
Likelihood Ratio	117,937	4	,000
Linear-by-Linear Association	79,981	1	,000
N of Valid Cases	317		

a. 0 cells (,0%) have expected count less than 5. The minimum expected count is 5,53.

Symmetric Measures

		Value	Asymp. Std. Error ^a
Nominal by Nominal	Contingency Coefficient	,492	
Interval by Interval	Pearson's R	-,503	,042
Ordinal by Ordinal	Spearman Correlation	-,528	,044
	N of Valid Cases	317	

a. Not assuming the null hypothesis.

Gender * Music during the performance**Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	20,067 ^a	4	,000
Likelihood Ratio	23,410	4	,000
Linear-by-Linear Association	,654	1	,419
N of Valid Cases	317		

a. 4 cells (40,0%) have expected count less than 5. The minimum expected count is ,92.

Symmetric Measures

		Value	Asymp. Std. Error ^a
Nominal by Nominal	Contingency Coefficient	,244	
Interval by Interval	Pearson's R	-,045	,053
Ordinal by Ordinal	Spearman Correlation	,027	,056
	N of Valid Cases	317	

a. Not assuming the null hypothesis.

Gender * The presence of showmen**Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	37,432 ^a	4	,000
Likelihood Ratio	38,398	4	,000
Linear-by-Linear Association	13,234	1	,000
N of Valid Cases	317		

a. 2 cells (20,0%) have expected count less than 5. The minimum expected count is 2,76.

Symmetric Measures

		Value	Asymp. Std. Error ^a
Nominal by Nominal	Contingency Coefficient	,325	
Interval by Interval	Pearson's R	,205	,055
Ordinal by Ordinal	Spearman Correlation	,220	,055
N of Valid Cases		317	

a. Not assuming the null hypothesis.

Gender * Organized games during the performance**Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	12,807 ^a	4	,012
Likelihood Ratio	13,041	4	,011
Linear-by-Linear Association	1,358	1	,244
N of Valid Cases	317		

a. 2 cells (20,0%) have expected count less than 5. The minimum expected count is 3,68.

Symmetric Measures

		Value	Asymp. Std. Error ^a
Nominal by Nominal	Contingency Coefficient	,197	
Interval by Interval	Pearson's R	,066	,056
Ordinal by Ordinal	Spearman Correlation	,104	,056
N of Valid Cases		317	

a. Not assuming the null hypothesis.

Gender * The Ice Bar**Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	90,367 ^a	4	,000
Likelihood Ratio	98,718	4	,000
Linear-by-Linear Association	73,851	1	,000
N of Valid Cases	317		

a. 1 cells (10,0%) have expected count less than 5. The minimum expected count is 4,61.

Symmetric Measures

		Value	Asymp. Std. Error ^a
Nominal by Nominal	Contingency Coefficient	,471	
Interval by Interval	Pearson's R	-,483	,042
Ordinal by Ordinal	Spearman Correlation	-,517	,045
	N of Valid Cases	317	

a. Not assuming the null hypothesis.

Gender * The ability to attend the performance with children**Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	41,136 ^a	4	,000
Likelihood Ratio	43,737	4	,000
Linear-by-Linear Association	24,552	1	,000
N of Valid Cases	317		

a. 0 cells (,0%) have expected count less than 5. The minimum expected count is 13,36.

Symmetric Measures

		Value	Asymp. Std. Error ^a
Nominal by Nominal	Contingency Coefficient	,339	
Interval by Interval	Pearson's R	-,279	,049
Ordinal by Ordinal	Spearman Correlation	-,234	,054
	N of Valid Cases	317	

a. Not assuming the null hypothesis.

Gender * Presents to children from Santa Claus**Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	40,472 ^a	4	,000
Likelihood Ratio	45,270	4	,000
Linear-by-Linear Association	19,403	1	,000
N of Valid Cases	317		

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 8,29.

Symmetric Measures

		Value	Asymp. Std. Error ^a
Nominal by Nominal	Contingency Coefficient	,336	
Interval by Interval	Pearson's R	-,248	,047
Ordinal by Ordinal	Spearman Correlation	-,153	,055
N of Valid Cases		317	

a. Not assuming the null hypothesis.

Age * The ability to meet the real Santa Claus**Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	205,926 ^a	24	,000
Likelihood Ratio	207,589	24	,000
Linear-by-Linear Association	2,005	1	,157
N of Valid Cases	317		

a. 19 cells (54,3%) have expected count less than 5. The minimum expected count is ,04.

Symmetric Measures

		Value	Asymp. Std. Error ^a
Nominal by Nominal	Contingency Coefficient	,628	
Interval by Interval	Pearson's R	-,080	,062
Ordinal by Ordinal	Spearman Correlation	-,143	,062
N of Valid Cases		317	

a. Not assuming the null hypothesis.

Age * Fireworks during the performance**Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	145,750 ^a	24	,000
Likelihood Ratio	159,915	24	,000
Linear-by-Linear Association	25,032	1	,000
N of Valid Cases	317		

a. 23 cells (65,7%) have expected count less than 5. The minimum expected count is ,04.

Symmetric Measures

		Value	Asymp. Std. Error ^a
Nominal by Nominal	Contingency Coefficient	,561	
Interval by Interval	Pearson's R	,281	,047
Ordinal by Ordinal	Spearman Correlation	,314	,051
N of Valid Cases		317	

a. Not assuming the null hypothesis.

Age * Pre-order of alcohol**Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	113,959 ^a	24	,000
Likelihood Ratio	119,942	24	,000
Linear-by-Linear Association	37,734	1	,000
N of Valid Cases	317		

a. 13 cells (37,1%) have expected count less than 5. The minimum expected count is ,08.

Symmetric Measures

		Value	Asymp. Std. Error ^a
Nominal by Nominal	Contingency Coefficient	,514	
Interval by Interval	Pearson's R	,346	,050
Ordinal by Ordinal	Spearman Correlation	,353	,052
N of Valid Cases		317	

a. Not assuming the null hypothesis.

Age * Music during the performance**Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	105,042 ^a	24	,000
Likelihood Ratio	115,445	24	,000
Linear-by-Linear Association	8,117	1	,004
N of Valid Cases	317		

a. 23 cells (65,7%) have expected count less than 5. The minimum expected count is ,01.

Symmetric Measures

		Value	Asymp. Std. Error ^a
Nominal by Nominal	Contingency Coefficient	,499	
Interval by Interval	Pearson's R	-,160	,054
Ordinal by Ordinal	Spearman Correlation	-,258	,056
N of Valid Cases		317	

a. Not assuming the null hypothesis.

Age * The presence of showmen**Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	131,040 ^a	24	,000
Likelihood Ratio	135,929	24	,000
Linear-by-Linear Association	4,953	1	,026
N of Valid Cases	317		

a. 14 cells (40,0%) have expected count less than 5. The minimum expected count is ,04.

Symmetric Measures

		Value	Asymp. Std. Error ^a
Nominal by Nominal	Contingency Coefficient	,541	
Interval by Interval	Pearson's R	,125	,056
Ordinal by Ordinal	Spearman Correlation	,086	,058
N of Valid Cases		317	

a. Not assuming the null hypothesis.

Age * Organized games during the performance

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	107,096 ^a	24	,000
Likelihood Ratio	127,022	24	,000
Linear-by-Linear Association	15,953	1	,000
N of Valid Cases	317		

a. 19 cells (54,3%) have expected count less than 5. The minimum expected count is ,05.

Symmetric Measures

		Value	Asymp. Std. Error ^a
Nominal by Nominal	Contingency Coefficient	,503	
Interval by Interval	Pearson's R	,225	,049
Ordinal by Ordinal	Spearman Correlation	,191	,052
	N of Valid Cases	317	

a. Not assuming the null hypothesis.

Age * The Ice Bar

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	145,599 ^a	24	,000
Likelihood Ratio	137,224	24	,000
Linear-by-Linear Association	2,541	1	,111
N of Valid Cases	317		

a. 14 cells (40,0%) have expected count less than 5. The minimum expected count is ,06.

Symmetric Measures

		Value	Asymp. Std. Error ^a
Nominal by Nominal	Contingency Coefficient	,561	
Interval by Interval	Pearson's R	,090	,060
Ordinal by Ordinal	Spearman Correlation	,158	,060
	N of Valid Cases	317	

a. Not assuming the null hypothesis.

Age * The ability to attend the performance with children

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	293,032 ^a	24	,000
Likelihood Ratio	273,101	24	,000
Linear-by-Linear Association	9,082	1	,003
N of Valid Cases	317		

a. 11 cells (31,4%) have expected count less than 5. The minimum expected count is ,18.

Symmetric Measures

		Value	Asymp. Std. Error ^a
Nominal by Nominal	Contingency Coefficient	,693	
Interval by Interval	Pearson's R	,170	,065
Ordinal by Ordinal	Spearman Correlation	,200	,059
N of Valid Cases		317	

a. Not assuming the null hypothesis.

Age * Presents to children from Santa Claus

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	265,821 ^a	24	,000
Likelihood Ratio	236,237	24	,000
Linear-by-Linear Association	,140	1	,708
N of Valid Cases	317		

a. 17 cells (48,6%) have expected count less than 5. The minimum expected count is ,11.

Symmetric Measures

		Value	Asymp. Std. Error ^a
Nominal by Nominal	Contingency Coefficient	,675	
Interval by Interval	Pearson's R	,021	,065
Ordinal by Ordinal	Spearman Correlation	,015	,060
N of Valid Cases		317	

a. Not assuming the null hypothesis.

Frequency Tables

Fireworks during the performance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No opinion	6	1,9	1,9	1,9
	Not interesting at all	10	3,2	3,2	5,0
	Not interesting	18	5,7	5,7	10,7
	Interesting	98	30,9	30,9	41,6
	Very interesting	185	58,4	58,4	100,0
	Total	317	100,0	100,0	

The ability to meet the real Santa Claus

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No opinion	6	1,9	1,9	1,9
	Not interesting at all	16	5,0	5,0	6,9
	Not interesting	88	27,8	27,8	34,7
	Interesting	83	26,2	26,2	60,9
	Very interesting	124	39,1	39,1	100,0
	Total	317	100,0	100,0	

Pre-order of alcohol

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No opinion	12	3,8	3,8	3,8
	Not interesting at all	50	15,8	15,8	19,6
	Not interesting	49	15,5	15,5	35,0
	Interesting	101	31,9	31,9	66,9
	Very interesting	105	33,1	33,1	100,0
	Total	317	100,0	100,0	

Music during the performance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No opinion	2	,6	,6	,6
	Not interesting at all	4	1,3	1,3	1,9
	Not interesting	16	5,0	5,0	6,9
	Interesting	137	43,2	43,2	50,2
	Very interesting	158	49,8	49,8	100,0
	Total	317	100,0	100,0	

The presence of showmen

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No opinion	6	1,9	1,9	1,9
	Not interesting at all	46	14,5	14,5	16,4
	Not interesting	123	38,8	38,8	55,2
	Interesting	64	20,2	20,2	75,4
	Very interesting	78	24,6	24,6	100,0
	Total	317	100,0	100,0	

Organized games during the performance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No opinion	8	2,5	2,5	2,5
	Not interesting at all	22	6,9	6,9	9,5
	Not interesting	77	24,3	24,3	33,8
	Interesting	139	43,8	43,8	77,6
	Very interesting	71	22,4	22,4	100,0
	Total	317	100,0	100,0	

The Ice Bar

		Frequency	Percent	Valid Percent	Cumulative Percent
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Valid	No opinion	10	3,2	3,2	3,2
	Not interesting at all	35	11,0	11,0	14,2
	Not interesting	56	17,7	17,7	31,9
	Interesting	46	14,5	14,5	46,4
	Very interesting	170	53,6	53,6	100,0
	Total	317	100,0	100,0	

The ability to attend the performance with children

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No opinion	29	9,1	9,1	9,1
	Not interesting at all	36	11,4	11,4	20,5
	Not interesting	32	10,1	10,1	30,6
	Interesting	120	37,9	37,9	68,5
	Very interesting	100	31,5	31,5	100,0
	Total	317	100,0	100,0	

Presents to children from Santa Claus

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No opinion	25	7,9	7,9	7,9
	Not interesting at all	30	9,5	9,5	17,4
	Not interesting	18	5,7	5,7	23,0
	Interesting	122	38,5	38,5	61,5
	Very interesting	122	38,5	38,5	100,0
	Total	317	100,0	100,0	

Gender * Presents to children from Santa Claus Crosstabulation

Count

	Presents to children from Santa Claus					Total
	No opinion	Not interesting at all	Not interesting	Interesting	Very interesting	

Gender	Male	2	4	8	76	56	146
	Female	23	26	10	46	66	171
Total		25	30	18	122	122	317

Gender * The Ice Bar Crosstabulation

		The Ice Bar				Total	
		No opinion	Not interesting at all	Not interesting	Interesting		Very interesting
Gender	Male	0	6	10	10	120	146
	Female	10	29	46	36	50	171
Total		10	35	56	46	170	317

Age * Pre-order of alcohol Crosstabulation

Count

		Pre-order of alcohol				Total	
		No opinion	Not interesting at all	Not interesting	Interesting		Very interesting
Age	<21	4	24	10	16	16	70
	21-30	4	10	14	20	6	54
	31-40	2	8	12	27	21	70
	41-50	2	6	0	24	22	54
	51-60	0	2	2	14	32	50
	61-70	0	0	11	0	6	17
	>70	0	0	0	0	2	2
Total		12	50	49	101	105	317

Age * Music during the performance Crosstabulation

Count

		Music during the performance				Total
		No opinion	Not interesting at all	Not interesting	Interesting	

Age	<21	0	2	6	16	46	70
	21-30	0	0	6	16	32	54
	31-40	2	0	4	16	48	70
	41-50	0	2	0	32	20	54
	51-60	0	0	0	46	4	50
	61-70	0	0	0	11	6	17
	>70	0	0	0	0	2	2
Total		2	4	16	137	158	317

Age * The presence of showmen Crosstabulation

Count

		The presence of showmen					Total
		No opinion	Not interesting at all	Not interesting	Interesting	Very interesting	
Age	<21	2	16	18	20	14	70
	21-30	2	8	16	16	12	54
	31-40	0	4	37	10	19	70
	41-50	2	18	18	4	12	54
	51-60	0	0	34	14	2	50
	61-70	0	0	0	0	17	17
	>70	0	0	0	0	2	2
Total		6	46	123	64	78	317

Age * Organized games during the performance Crosstabulation

Count

		Organized games during the performance					Total
		No opinion	Not interesting at all	Not interesting	Interesting	Very interesting	
Age	<21	4	10	14	30	12	70
	21-30	2	8	16	12	16	54
	31-40	0	0	27	24	19	70

41-50	2	4	20	16	12	54
51-60	0	0	0	46	4	50
61-70	0	0	0	11	6	17
>70	0	0	0	0	2	2
Total	8	22	77	139	71	317

Age * The ability to attend the performance with children Crosstabulation

Count

		The ability to attend the performance with children					Total
		No opinion	Not interesting at all	Not interesting	Interesting	Very interesting	
Age	<21	6	18	16	20	10	70
	21-30	6	16	14	6	12	54
	31-40	2	2	2	12	52	70
	41-50	2	0	0	36	16	54
	51-60	2	0	0	46	2	50
	61-70	11	0	0	0	6	17
	>70	0	0	0	0	2	2
Total		29	36	32	120	100	317

Age * The Ice Bar Crosstabulation

Count

		The Ice Bar					Total
		No opinion	Not interesting at all	Not interesting	Interesting	Very interesting	
Age	<21	4	8	8	28	22	70
	21-30	2	10	14	10	18	54
	31-40	2	0	12	6	50	70
	41-50	2	4	6	2	40	54
	51-60	0	2	16	0	32	50
	61-70	0	11	0	0	6	17

>70	0	0	0	0	2	2
Total	10	35	56	46	170	317

Gender * The ability to meet the real Santa Claus Crosstabulation

Count

		The ability to meet the real Santa Claus					Total
		No opinion	Not interesting at all	Not interesting	Interesting	Very interesting	
Gender	Male	2	4	54	55	31	146
	Female	4	12	34	28	93	171
	Total	6	16	88	83	124	317

Gender * Fireworks during the performance Crosstabulation

Count

		Fireworks during the performance					Total
		No opinion	Not interesting at all	Not interesting	Interesting	Very interesting	
Gender	Male	4	2	4	33	103	146
	Female	2	8	14	65	82	171
	Total	6	10	18	98	185	317

Gender * Pre-order of alcohol Crosstabulation

Count

		Pre-order of alcohol					Total
		No opinion	Not interesting at all	Not interesting	Interesting	Very interesting	
Gender	Male	0	12	2	49	83	146
	Female	12	38	47	52	22	171
	Total	12	50	49	101	105	317

Gender * Music during the performance Crosstabulation

Count

		Music during the performance					Total
		No opinion	Not interesting at all	Not interesting	Interesting	Very interesting	
Gender	Male	0	0	2	78	66	146
	Female	2	4	14	59	92	171
Total		2	4	16	137	158	317

Gender * Organized games during the performance Crosstabulation

Count

		Organized games during the performance					Total
		No opinion	Not interesting at all	Not interesting	Interesting	Very interesting	
Gender	Male	2	8	45	68	23	146
	Female	6	14	32	71	48	171
Total		8	22	77	139	71	317

Gender * The ability to attend the performance with children Crosstabulation

Count

		The ability to attend the performance with children					Total
		No opinion	Not interesting at all	Not interesting	Interesting	Very interesting	
Gender	Male	4	8	8	76	50	146
	Female	25	28	24	44	50	171
Total		29	36	32	120	100	317