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**THE OPPORTUNITIES OF KIINALAISEN KULTTUURIN  
YHTEISTYON KESKUS IN FINNISH MARKET**

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## ABSTRACT

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All foreign capital investment by foreign investors, in accordingly, all of the profits of enterprises owned by foreign investors, risks and losses are borne by foreign investors independently. Foreign investors may be companies, enterprises and other economic organizations or individuals.

The purpose of this bachelor thesis is to find a nice chance or opportunity to promote KKYK company in Finnish market by having long term relationship with local Finnish companies as well as develop and enlarge the business. The aim of the thesis is by thorough analysis company 's merit and demerit and developing opportunities in Finnish business marketplace to find out power competitiveness which can carry out more business activities and make KKYK company out of the other culture promotion company. In addition, this thesis will focus on Finnish market analysis to find out the suitable and especial market share for KKYK company and how to advertise KKYK company firstly in Oulu region or Finland. This is qualitative research which will more concentrate on desk research with descriptive survey.

As a result, it is difficult for a start up company to entrance one market, especially a foreign company, so this thesis will meet both merit and demerit of KKYK company and help finding a better method to enhance their own business.

Keywords: Travel resources, Development plan, desk research

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## 1 INTRODUCTION

The topic of this bachelor thesis is about the opportunities of Kiinalaisen Kulttuurin Yhteistyön Keskus company in Finnish market. Kiinalaisen Kulttuurin Yhteistyön Keskus (afterwards it will be mentioned as KKYK) is a company which founded in December 2013 Oulu for advertise Chinese culture and travel. The company was established for promoting Chinese Culture & Wisdom in Finland. Main target of KKYK is looking for a cooperation with Chinese living in Finland as well as Finnish locals. For travel, KKYK designed both Finnish and Chinese travel package, they are going to provide Chinese travel choices to Finnish people as well as let other countries people travel to Finland.

The purpose of this thesis is to analysis KKYK company market in Finland, advertise themselves through effective approach and try to have a long term relationship with credible local Finnish enterprises. The objective of the thesis is to determine primary client base to KKYK company meanwhile try to find potential customers and plan to attract them, whereas seek out competitors, analysis their advantages and disadvantages which can make KKYK company express their superiority.

There is several research problems need to be answered as below:

1. How to attract overseas/ Finnish people travel to Finland/ China?
2. How to promote KKYK? Media channels?

Through finding those answers to questions can make KKYK company more know their strength and those questions might be a guide for company development in Finnish market.

Finland is a Northern Europe which has 1100 km coastline, inland water area accounted for 10% of the area, there are about 179,000 islands, around 188,000 lakes, Finland also can be called as "Country of thousand lakes". Finland has beautiful natural landscape, aurora, hometown of Santa Claus that Chinese or even Asian people is unfamiliar with it, Lots of Asian countries becomes modernization therefore they are willing to travel in Finland, enjoy natural and original breath, it is potential advantages to Finnish tourism. At the same time, with the rapidly development of China, there are some Finnish want to visit China as well, To climb The Great Wall, visit The Imperial Palace, enjoy the Bund night, experience Chinese living style, etc. KKYK company designed travel packages for both countries, at present there is only Lapland region package of Finland and Chengdu-Chongqing package of China, but later, they may focus on more cities.

With the frequent communication of China and Finland, there is a large amount Finnish study Chinese, KKYK company open Chinese language course for them, and their also open Chinese calligraphy course, paper-cut, tea ceremony course for Finnish people, hope that may increase popularity of KKYK company.

This topic is connect to internship, when doing internship it was quite familiar to do the market research and company development plan, there are plenty of data and experiences to start with this topic which can gain more benefits.

There is short introduction for me before begin my thesis, I am Chinese student studying in Oulu University of Applied Sciences for 3,5 years in Finland, therefore i am learning Finnish culture with Chinese background.

## 2 COMPANY BUSINESS MARKETING

Business market brings the greatest impact to the enterprise which market changes original product-centred to customer-centred, enterprise customer relationship management from the original scale production become one of today's personalized service. Today, many companies have recognized that customer-centred is the only way to compete in today's market, Marketing is a series of activities creation, communication, dissemination and exchange of products, to bring value to customers, clients, partners, and society as a whole, processes and systems. Marketing personnel need to carry out business for the market, sales activity (Baiké, 2014).

Kiinalaisen Kulttuurin Yhteistyön Keskus company prefer business to customer form which emphasis customers' emotion, for example, When customer interested in Chinese travel packages, but they intend to special Chinese experiences, like additional traditional Chinese dinner, enjoy Beijing Opera or other activities, company will change their travel plan to meet customers' interest. KKYK is going to design a delicate travel to customers.

A company which start a business needs to have own mission, objective, strategy, etc. especially have their own product. Customers or buyers in business marketing willing to buy the goods which can make them achieve higher quality and lower costs, if company want to gain more profits they need to deal with this problem, but also sales force, price and the quality of company's reputation are the most factors make customer would like to consume (Kotler & Keller 2006, 11).

For KKYK company, their are going to promote Chinese culture to Finland also foreign countries, their objective is trying to have collaboration with Finnish as well as Chinese living in Finland. They mainly hope providing suitable way that Finns get to Chinese culture joyful, for example, if Finns wish to have their own Chinese zodiac introduction, KKYK company can provide a kind of booklet, on

the cover there is animal name write in Chinese and when open this booklet, on the left side it is animal painting and right side is the description of that animal in Finnish. It is a special offer for Finns, especially for person

who would like to learn Chinese culture but they do not speak English. This kind of product might make KKYK company have a really good image, the nice quality of the Chinese zodiac booklet it is a small also full sincerity product.

## 2.1 Chinese and Finnish business behavior

Since the world's economy has become increasingly connected during the process of globalization there is a need to understand and interact with different cultures. Especially in business this need occurs when having negotiations with international partners.

Since business rules are deeply influenced by the overall culture of China, it is worth starting with analyzing it in comparison to a European country. One of the most important cultural researchers called Geert Hofstede has investigated different cultures according to six different dimensions: Power distance, individualism, masculinity, uncertainty avoidance, pragmatism and indulgence. This approach can be seen in the below diagram which compares Chinese with Finnish culture.

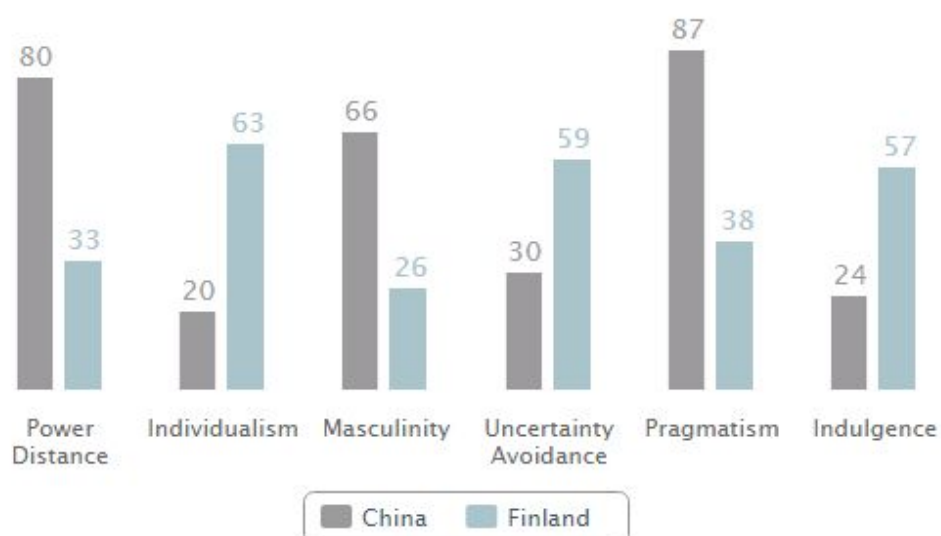


Diagram 1. A comparison of China ' s and Finland ' s culture by Geert Hofstede

In order to analyze the above findings of Hofstede the six different dimensions have to be explained. Firstly, power distance investigates the aspect how a culture deals with the fact of different power levels. Countries with a high score, such as China (80 score), tend to accept the inequality of power much more than countries with low scores (Finland 33 score). If a Chinese who is a manager in one company, then his subordinates will show the respect to him and his voice is powerful. One characteristic of high power distance can be the establishment of high hierarchies but also leadership tends to be more autocratic rather than democratic.

Individualism is used by Hofstede to measure “the degree of interdependence a society maintains among its members” (Geert Hofstede, Individualism). While China seems to be more collectivistic (only got 20 score), more like group work, that means the group ' s well-being is more important than individuals, Finland is a rather individualistic culture which have 63 score of individualism.

On top of that masculinity indicates how much a society is influenced by male values such as competition, rivalry, success and achievements. As seen in Diagram 1, China tends to be rather a masculine culture than Finland. That means that for Chinese achievements have high priority while in Finland people care more about each other and their quality of life.

Uncertainty avoidance describes “the extent to which the members of a culture feel threatened by ambiguous or unknown situations” (Geert Hofstede, Uncertainty avoidance). That means that for example the use of laws can be much more flexible compared to Finnish culture which tends to be rather strict about rules and regulations. Also the situation of ambiguous situations is rather accepted by a Chinese than a Fin.

The dimension pragmatism describes how a culture deals with its past and faces challenges of its future. While nations with low scores tend to maintain traditions and mostly face problems in adapting them for future needs and changes, cultures such as China handle cultures very flexible and are more likely to adapt to future situations.

The last dimension of Hofstede' s approach is indulgence. It describes “ the extent to which people try to control their desires and impulses ” (Geert Hofstede, Indulgence). That means that cultures such as China may not value leisure time that much than for example Fins. Additionally, Chinese tend to be rather cynical and pessimistic.

## 2.2 Product Concept

Product refers the ability to provide goods to the market that people use and consumption, and to meet the demand of some people. It including tangible goods, intangible services, organizations, ideas, or a combination. Products can generally be divided into three levels, core products, modal products, extended product. Social needs are constantly changing, it also makes variety of products, specifications, models changed accordingly. New products continue to appear, the continuous improvement of product quality, increasing the number of products, it is a remarkable feature of modern social and economic development (Kotler Philip, 2006).



Kiinalaisen Kulttuurin Yhteistyön Keskus classified their products into 4 sections. First section is Chinese language, including teaching daily and business

Chinese, Finnish names written in Chinese, How to write strokes of a Chinese character, origin of Chinese language. Second section is art, including Fengshui, calligraphy, Chinese painting, Gu qin and paper cut, this section mostly shows ancient Chinese culture to customers, especially Fengshui, Feng Shui is the philosophy of a research environment and the law of the universe, it has a long history of a mysterious art for Chinese Han dynasty, its through the various processes in the activities of traditional Chinese architecture. From site planning, single building, garden ornaments, indoor and outdoor decoration design to construction or create. Ancient Chinese medication is third section, herbal medicine, acupuncture, Qigong and Taiji are including parts the fourth section is travel which is described as follows (KKYK, 2014).

Business is an important way for cultural exchange. When traders trade activities, not only through the exchange of commodities but also the exchange of goods in the inherent cultural richness, and cultural exchanges through the process of interaction between people.

At the beginning of KKYK, Chinese courses providing are their main focus business, it is a basic step to publicize Chinese culture with several Chinese festival exhibitions. With the rapidly development of the world, Finnish government has more contact with Chinese government, they have plenty of business communications that provide opportunity to understand each culture, those years there are a part of Chinese students study in Finland, this kind of academic communication also makes them recognize Finnish culture, Finns may get certain information of China. Depend on this situation, KKYK adds a new project which is travel. Overseas travel is a short time cross-cultural communication or culture shock, visit a country which have different backgrounds, different languages, different beliefs, etc. When travel in this country, directly contact their culture, it is a best experience that will be not learnt from the book. Since the improvement of living standard, lots of people willing to go abroad. There is a table which shows below.

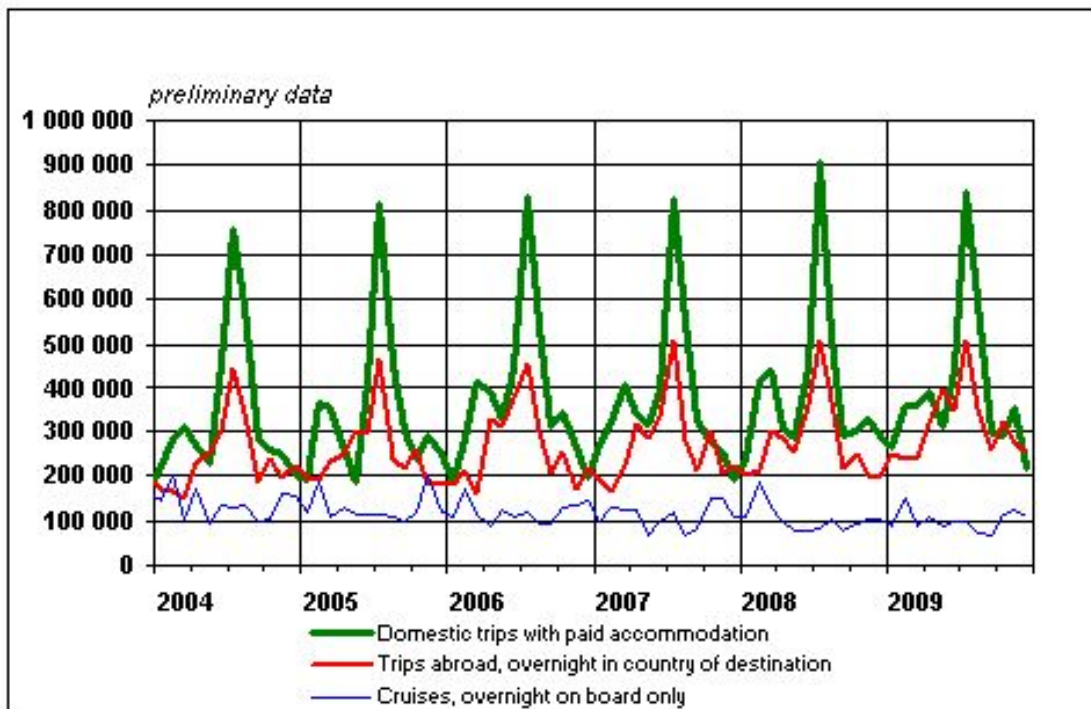


Diagram 2. Finnish residents' leisure trips by month 2004-2009, preliminary data

As we can see from the table, it is Finns journey from month 2004 to 2009, the green line is travel inland with paid accommodation, red line shows travel to overseas spend night time in overseas and the blue one is travel by ferry as well as overnight on board. There is quit many Finns would like to travel during their holiday, most (around 800000, from 2004-2009) Finns prefer domestic trip, trips abroad is approximately 53% of domestic trip (about 400000). For the last one, travel by ferry that only has approximately 150000 people prefer in those 5 years, So it is an opportunity to advertise Chinese travel in Finland with provide suitable schedule, interest attractions, delicious foods and satisfied services.

Kiinalaisen Kulttuurin Yhteistyön Keskus designed two travel packages of Finland, summer time (Ruka region)and winter time(Rovaniemi region)in Finland, one travel package of China (Chongqing- Chengdu region). When talk about food, there are so many foods in China, so they just divide food into two parts: general introduction of Chinese food, hotpot, small steamed buns, dumplings. Fengshui is in sixth section, it is really old Chinese principals and methods to choose Palace, village location, cemetery construction. The final

section which is entertainment, that introduce Chinese TV programs, music and news to Finnish make them get familiar with China.

## **2.3 Selling Concept**

Sales is an function of organization and procedures to create the value of communicate and convey to the customer, and manage the customer relationship in order to benefits the organization and stakeholder. Sales introduced the benefits of goods to meet the specific needs of customers in the process. It including the tangible commodity goods and intangible services to meet specific customer needs which means customer-specific desire or customer-specific issues are resolved. For this particular, to meet customer demands rely on special interests by merchandise offered (Kotler&Keller 2006, 15).

KKYK company their products are more close to intangible products, such as Chinese language course which not exactly the real product, they provide a kind of knowledge transmit service, it is the same function as teacher, and travel packages are also intangible products when tourists travel to one place they may wish to have some special experiences for that place not the tangible products.

For selling product to customers, if company do not pay more attention about selling, they will have a bad effect of their business, all company need to have ambitious about selling their products to customers, find the way to attractive customers and promote their product. As Sergio Zyman, Coca-Cola's marketing previous vice president thinking :” The purpose of marketing is to sell more stuff to more people more often for more money in order to make more profits” (Kotler&Keller 2006, 15).

Providing courses selling knowledge to customers, they can learn more

Chinese and Chinese living behaviors, travels enrich customers' experience, online shop is KKYK only products in selling channel, they sell some ink-stone, writing brush for calligraphy course, Taiji clothes for Taiji course as well as some Chinese accessories stuff which can decorate room or bags. They are going to change their services to meet different customers needs, Chinese language course also can be improved depend on different level of customers.

The travel packages keep on updating, Chinese packages such as Shanghai, Beijing, Xi'an will be designed in the future. Finnish packages also going to design Helsinki, Turku, Tampere those cities packages. Chengdu-Chongqing travel package will be the initial product currently in KKYK company, when company first start the tour group, the income, expense will follow this package to design more products. KKYK focus on products which customers want to buy rather than what they make.

### 3 ANALYSIS

Business analysis mainly consists of the following components(Baike, 2014):

- 1 Population size and characteristics: The population of Finland is lesser than China (careful population comparison and analysis is putted in 4.1.1Macro-environment Analysis), from statistics of Finland, the number of births continuous decline and from the year before, it is can clearly see the decrease. In 2013, one women born 1.75 child averagely, the number of fertility rate is 1.8 in 2012, from 1969 the rate of fertility decreased sostenuto.

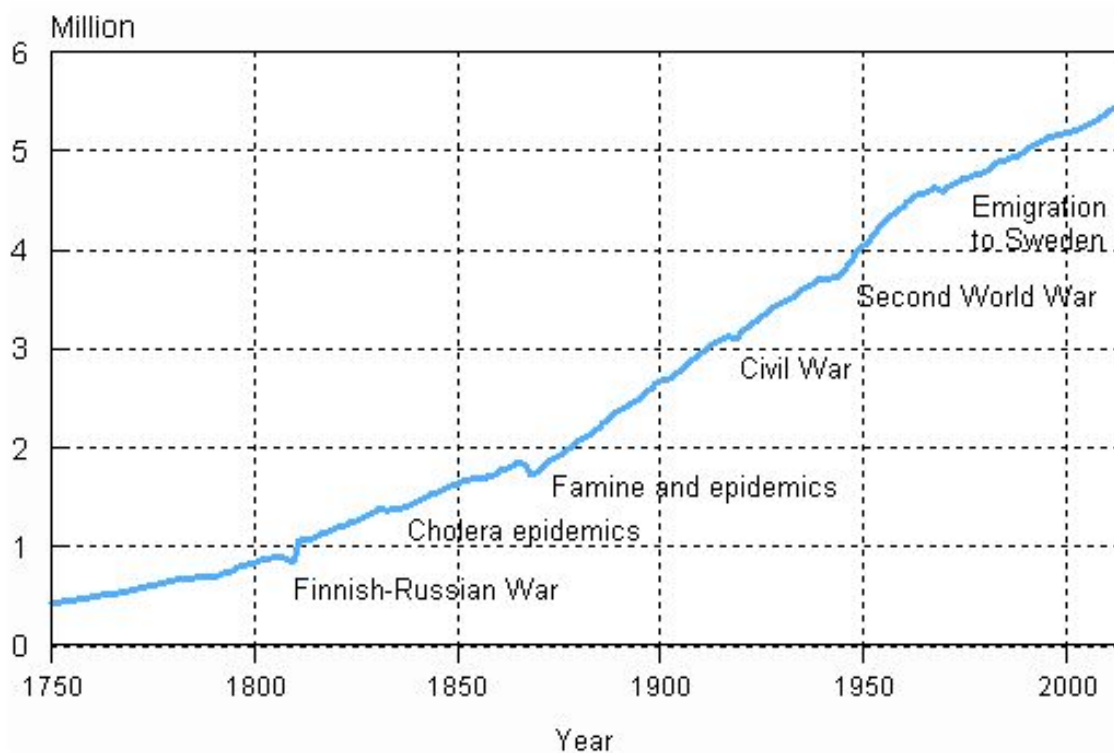


Diagram 3. Population in Finland 1750–2013

There is chart of population in Finland, it shows between 1750 and 2013 years, the number of population has signally increased from 1.5 million people to 6.5 million people, even during those important events (Finnish-Russian War,

Famine and epidemics, etc), there is not sharply decrease in population of Finland (around 0.1 million people), however, the number of birth fleetly decrease, it is do not affect the increase population of Finland. There are several reasons give explanation: Finland allows plenty of refugees immigrant, most of them from Africa and the Middle East. They also hire numerous foreigners employer to work in Finland and also adoptions take a part of the reason, biggest adoption group of children are from China and South Africa.

Above those reasons make Finnish population rise up, it is a good situation for KKYK company starting business in Finland, when doing business in a country, company may need more customers to try their products, a huge group of customers might have different interests and also company can receive further advice for promotion business.

### **Promotion**

Promotion is delivered to consumers by a variety of information about the enterprise and products, persuade or attract consumers to buy their products, in order to achieve the purpose of expanding sales. Promotional activity is essentially a communication that marketers (information providers or sender) issued a variety of information as to stimulate consumption, to pass information to one or more of the target object (ie, information recipients, as listeners, viewers readers, consumer or user, etc.), in order to influence their attitudes and behavior(Mulhern, Frank, 2009).

Kiinalaisen Kulttuurin Yhteistyön Keskus company promote product on their own website as well as Facebook (Now here is 129 users like website and 131 users liked Facebook page), frequently manage for updating. Likewise, they put products on online shop, if customer wants to buy goods, they can easily go to online shop and find the items.

For expanding advertisement, KKYK decides open Chinese Weibo and Wechat

company account, Weibo can be abbreviate as MicroBlog, it is a relationship based on user information sharing, communication and a platform for obtaining data. Users can set up individual communities through WEB, WAP and other clients, including 140 words (cover punctuation) text updates, and instant sharing. It much as Twitter. Wechat is an offer instant messaging services for intelligent terminal free application micro-channel support cross-communications operators, cross-operating system platform to quickly send free (need to consume a small amount of network traffic) voice messaging, video, pictures and text over the network, but also can be used by sharing information streaming media content and location-based social plug-in "shake," "drift bottles", "circle of friends", "public platform", "Voice Notepad" and other services plugin. It much like the whatsapp. Weibo and Wechat are the popular application program in China, in March 2013, Weibo number of registered users reached 503 million, in July 25, 2013, Wechat has more than 400 million domestic users; August 15, Wechat users exceeded 100 million overseas(Baike, 2015).

Due to this situation, Opening Weibo and Wechat are necessary step for KKYK company, firstly, having reputation on Weibo and Wechat that can make business goes more easy, customers will see the process of company growing,

Well-known companies recognize and react from an unpredictable environment, they have a plan for deal with this kind of situation (Kotler&Keller 2006, 76). As a start-up company how to analysis it's strength and weakness, where can define their future business, there is Macro-environment and Micro-environment can apply to it.

### **3.1 Macro-environment Analysis**

Macro marketing environment refers to corporate marketing activities cause the major social forces of the market opportunities and environmental threats. Analysis of macro-environment aims to better understand of the environment,

achieve corporate marketing objectives by corporate marketing efforts adapting to changes in the social environment (Baidu, 2013).

KKYK company aim to advertise Chinese culture, in the social environment point, this company might create a favourable cultural communication to Finns that they can learn some knowledge of China in Finland, at some point, KKYK company provide Chinese learning opportunities in Finnish social environment.

### The demographic Environment

Population increase by month 2012–2014\*

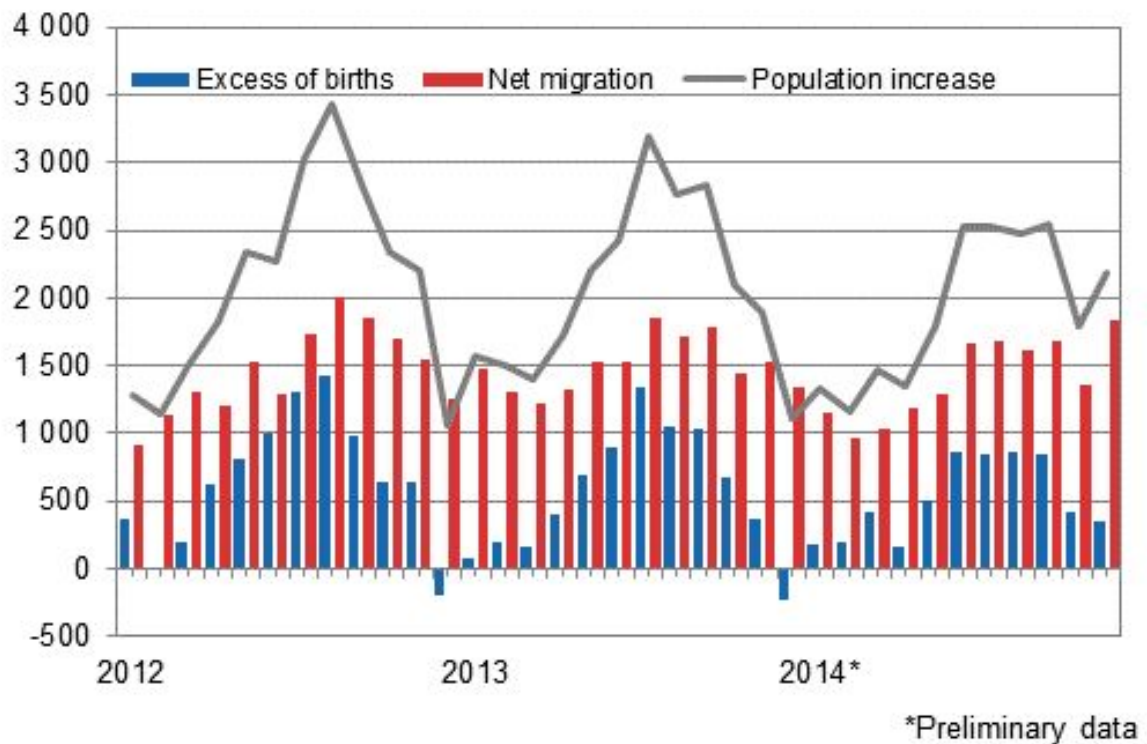


Diagram 4. Finland's preliminary population figure 5,472,421 at the end of November 2014.

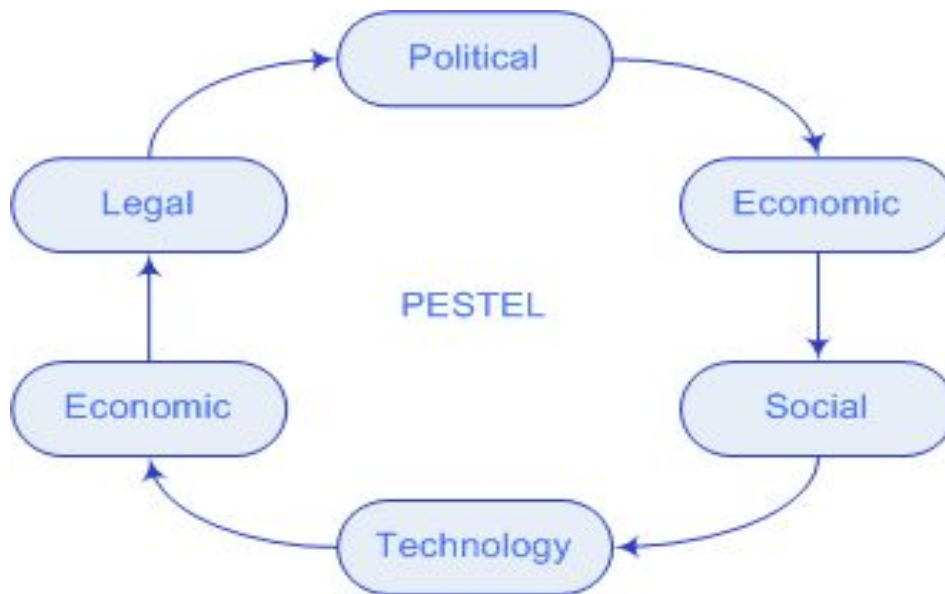
As we can see from the table, this is elementary population figure in Finland, the blue line is outnumber of birth, red line is immigration and the gray line is rose up population. If see the line chart, from 2012 to the mid of 2013, the population of Finland increased sharply(rose around 3500), but between the middle of 2013 to 2014, the table fluctuated (the lowest population is around 1100 and the highest population is approximately 3200), after 2014 years population of Finland rose up slightly. At present, the population of Finland

increased around 2000 person. And for migration, in those three years(2012-2014) the increase person keep stable(approximately 1550). However the excess of births decreased to around 500 person.

From the chart, the main population of Finland sequentially rose up, it gives opportunities for KKYK, because when company start business they need more customers. Depend on Finnish national conditions, they only have 5550000 population, however Chinese population (13607200000) occupied 2451.7 of Finnish' , therefore, due to huge different of population KKYK can not have a plan which may implement in China, and the population of Oulu is only 2000000, but there is 559,330 population in Helsinki, so compare to other Chinese education or tourism property,KKYK only can gain a small group of customers, so they need to find a suitable plan for small sized group rather than amount of group like China. Adapting to another countries, company really need to depend on different issue to make appropriate method.

### **3.2 Finnish PESTAL Analysis**

In order to analysis marketing environment, PESTEL is a better way giving comprehensive analysis of Macro marketing environment, it also known as the big environmental analysis, it is an effective tool for analyzing the macroeconomic environment, not only to analyze the external environment, but also be able to identify all of the organization's impact on the role of force. It is a method of investigation of factors external to the organization, each letter represents a factor that can be divided into six major factors: Political, Economic, Social, technological, Environmental and Legal( Jim Makos, 2013).



Picture 1 PESTAL Analysis

### Economic Environment

Purchasing power is a method to identify the economic environment is good or bad, the income, price and credit etc are included in purchasing power, when doing a business it is important to pay more attention about the purchasing power, cause it is have huge impact on business market, especially for companies whose have high-quality and focus on high levels of purchasing customers(Kotler&Keller 2006, 87).

### Inflation indicators in Finland, December 2014

	Point figure	Year-on-year change	Change on one month
Consumer Price Index 2010=100	109,0	0,5 %	-0,1 %
Cost-of-living Index 1951:10=100	1 910		
Harmonised Index of Consumer Prices 2005=100	121,9	0,6 %	-0,1 %
Harmonised Index of Consumer Prices at Constant Taxes 2005=100	118,7	0,1 %	-0,2 %

Diagram 5. Inflation indicators in Finland, December 2014

This is consumer price index in December 2014, the year-on-year change was 0.5% and there is -0.1% change monthly, the slowly inflate because of the price of petrol and fuel decreased. As report written, from previous year with the risen of rent, tobacco's price, maintenance services of flat, those pushed consumer price up, but the slumped price of entertainment electronics, second-hand cars and liquid fuels control the rising of consumer price in December since the year before last. Mainly with the declines of liquid fuel, Consumer price decreased 0.1%, from November to December ([www.stat.fi](http://www.stat.fi)).

Slowly increase of inflation can provide opportunities to company, they can more easy ask bank for a loan, it is better for develop their business, and there is extra fund for customers which can use for their entertainment activities. However, abidingly increase consumer price that makes the decreasing of consumption level, it is blocks the development of company as well.

### **Political-Legal Environment**

Refers to the political system, institutions, policies, laws and regulations of a country or region. These factors are often restricted and affecting business activities of enterprises, especially on longer-term corporate investment behavior. The impact on the business and political environment is characterized by: 1.directness. That is a direct impact on the country's political environment, business situation. 2. unpredictability. For businesses, it is difficult to predict the trend of the country's political environment. 3. Irreversibility. When the political environment factors affect the enterprise, that will have very quickly and significant change to enterprise, and it cannot manageable for enterprise.

In 24.03.2014 President of China Xi Jinping met with the President of Finland Paganini Manchester in the Netherlands, Xi Jinping said that during Sauli Niinist visit to China in April last year, they agreed to enhance Chinese-Finnish relations as for the future of the new partnership will invest in environmental protection, innovation, urbanization as key areas of cooperation. Sauli Niinist

said that under the new partnership with Finland leading the cooperation is progressing well. Finland hopes to work with China as soon as possible to reach a political documents concerning bilateral relations continue to move forward. Finland welcomes China to actively participate in Arctic affairs and is willing to cooperate. President Xi Jinping's upcoming visit to the EU headquarters is historic that will bring new opportunities for cooperation in Finland and Europe. Finland is willing to actively promote the development of EU-China relations (Xinhua, 2014).

Political environment is the external political situation in corporate marketing activities. The political of a country is stability or not, that will have a huge impact on corporate marketing activities. If political stability, people have good level of live and work create a favorable environment for business marketing. Instead, political instability, social contradiction, public disorder, it will affect the economic development and stability of the market. Enterprises in marketing, especially in foreign trade activities, it is better to consider changes in political and social stability of the host country may cause (Baiké, 2013).

Finland is a free trade country, Finnish government encourage citizen to start a business or innovations, if entrepreneur writes business planning report to government and the idea is quit valuable, they may provide a kind of operation fund for entrepreneur, offer financial assistance. Therefor start a business in Finland is a good choice firstly at political point of view.

### **Social-cultural Environment**

Social and cultural environment are most complex and important variable which affect the marketing. Social culture is a particular form of human society in its long history of the development process, which is mainly composed of specific values, behaviors, code of ethics, aesthetic ideas, religion and customs, and other contents. It affect and restrict people's consumption concept, desire of demand and characteristics, buying behaviors and lifestyles, have a direct

impact on the behavior of corporate marketing (Kotler&Keller , 2006, 87-89).

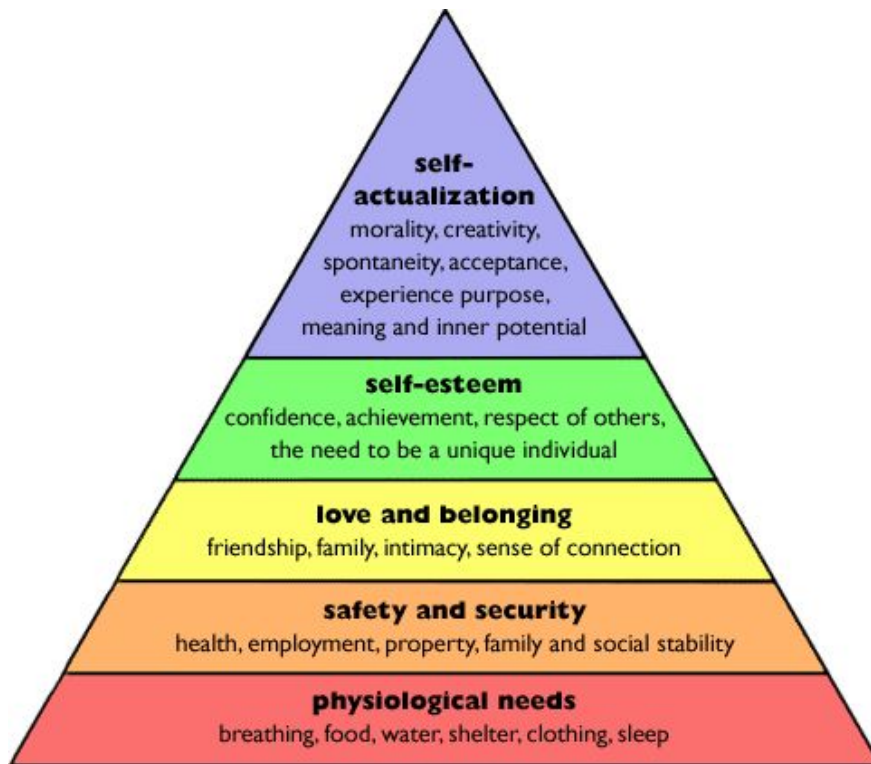
Asian culture is different from European countries', lots of Finns are interested in Japanese culture, such as Japanese animation, language, food, etc. To some extent, Chinese culture is similar with Japanese' (Japan still use some of Chinese letters in daily life) that Finns may get familiar with Chinese culture, in addition, Fengshui is original from China and there are a big group of Finns are curious about Fengshui, they have a little knowledge about the meaning of Fengshui and they are willing to know how can good Fengshui affect people's daily life also on the other contrary.

Any business in a certain social and cultural environment, corporate marketing activities will be affected and restricted from the social and cultural environment. For this reason, companies should understand and analyze the social and cultural environment, to develop different marketing strategies for different cultural environments and organize different marketing activities.

Nowadays, Finland has more business cooperation with Chinese companies, due to the commercial depression of Europe, Finland invest their business into Chinese market, according to political environment China and Finland establish a long term friendly cooperation bridge, it is good for the development of Finnish companies and their products can go international easily.

The level of educational attainment, affecting the difference of consumer's demanding to goods functions, styles, packages and services. A number of articles shows that Finnish education occupied the first in the world, The objectives of Finnish education policy is going to give all citizens equal chance to be educated. During study life, the tuition fee is free, education do not bring any pressure to students, on the other hand, there is a rule for citizens, when they are students no matter how old they are, they can get 500 € fund per month, it is a kind of policy which encourage Finns to have a higher education.

As for product, High educational level of customers need elegant and luxury goods, for additional features they also have certain requirements.



Graph 2 Levels of needs in the Maslow hierarchy

Maslow hierarchy refers to personal is a unified, organized individual, the majority of personal desires and impulses are interrelated. Driven by a number of human beings is always the same, genetic and instinctive needs, these needs is not just physical, there are psychological, they are inherent in human nature, culture can not stifle them, only to suppress them. Human needs are in the form of hierarchy, starting from the low-level needs, step by step up to the senior level needs. When a group needs are met, it is no longer a need to set up incentives (Ian, 2010, 16-17)

To synthesize Finns' level of needs in the Maslow hierarchy, they already met basic needs, such as physiological needs, safety and security needs, the major level which Finns hope to reach, might be self-esteem level, it is the highest level of demand, including demand for the highest realm of life get in the good

and the beautiful, therefore it is able to meet the needs of the front four, the highest level of demand can have been produced, it is a derivative of demand, such as: self-realization, their potential, etc (Ian, 2010, 16-17). If a person feel that his lives are empty, he want to do something as a "person" should be done in this world, there is an urgent need to make him more things to enrich themselves. Hence, lots of people choose take a holiday when they gain much pressure or feel empty for their life. Others might willing to learn another stuff that will transfer their attention or might let them have a new interest.KKYK company is based on Finns hobby to provide them a suitable entertainment (classes, travel, exercise, etc)

Therefore, to carry out market development of corporate market, pricing and promotional activities must take into account, depend on different level of education of consumers design a different strategy.

### **Natural Environment**

Natural Environment refers to the sum of the various natural conditions in natural environment for human survival and development. The natural environment is the sum of the natural conditions which direct and indirect impacts human society. With the development of productive forces, science and technology, there will be more and more natural conditions which take effect to society, The scope of the natural environment will gradually expand (Kotler&Keller 2006, 89-91).

Finland located in northern Europe, borders on Sweden, Norway, Russia, South of Finland nears the Gulf of Finland, and the west is close to Gulf of Bothnia. It has 1100 km coastline and inland water area accounted for 10% of the whole area, there are islands of about 179,000, about 188,000 lakes, it known as "Country of thousand lakes". Finland is located between 60 degrees north latitude to 70 degrees, with an area of 33.8145 square kilometers, it is the seventh largest country in Europe. Finland has the world's second highest

latitude Helsinki, second only to Iceland's capital Reykjavik. Finnish winter is cold, only milder in south. 1/3 of the country's land in the Arctic Circle, it is a temperate maritime climate. From south to north, the average January temperature is about -4--16 °C ; July temperature of 16-13 °C . Annual precipitation is about 400-600 mm (one-third of sleet and snow)(City of Oulu)

Finland is far from China, In Chinese people point of view, Finland seems like a mysterious country, there is very few information for Finland, almost Chinese only know that country is frozen and peaceful, only a few people know Santa Claus is from Finland. On the other hand, China is a large developing country, With the rapid social development, the primary cities (Shanghai, Beijing, Guangzhou)are polluted by air, water, environment, etc. Chinese people live in modern city with high buildings and large mansions, there is not enough virescence in the city and too much traffic jam as well. Living in the developing city for a long time, they are easily attracted by Finnish natural environment. For example, when people on the way from city center to their home in China, they would never saw a large forest, because China have big population so each filed in China is useful, Chinese do not leave any filed free especially the field which close to city center. In Finland, they may surprised by perfect protecting vegetation, Many Chinese people have been to Finland and say everywhere if take a picture it is like a painting.

### **Technological Environment**

Technology environment is a national and regional level of technology, technical policy, new product development capability and technical developments, etc. Oulu is the largest city in northern Finland, it is Finland's sixth largest city which was founded by King Charles IX of Sweden in 1605. From the beginning of 1776, the city became the capital of Oulu, Oulu province. Oulu is a small town from known for tar and salmon has evolved into a modern technology center, with prestigious universities and technical schools. With these technologies, and reputation as well as its close to nature environment, Oulu City provides a good

living, learning and working environment (Oulu Guide Finland, 2013).

The impact of technology on business is multifaceted, enterprise technological advances will make the changes of demand for the company's products or services, and thus to provide a favorable development opportunities to enterprise. There is so many Information Technology companies established in Oulu, KKYK company also hire Business information technology students from Oulu university of applied sciences to work with them, they designed KKYK's web page as well as take care web operation, update. Actually there are not much technical parts KKYK need to deal with, at present, technical part is in the process.

However, another important issue for business strategy design are: invention or the application of a new technology may also means "destruction". Since the invention and application of a new technology will lead to the rise of a number of new industries, they may damage other industries, such as the development of electronic printing, making the copier industry has been developed, that decline the carbon paper industry. Stable network makes as far as companies doing business through internet, there is language online course promote in Oulu, students can log in and register Chinese course on internet, it is immediate affect the business of KKYK language sector. Winter in Finland is freezing, most students might prefer study at home especially for optional course, therefor this kind of innovation impact original business, for doing with those problems, KKYK is going to open online course soon.

### **3.3 Company SWOT Analysis**

Kiinalaisen Kulttuurin Yhteistyön Keskus as a Chinese company established in Finland, it looks like Chinese company entrance Finnish market, but compare with other really native Chinese companies, KKYK has more favorable strengths.

SWOT analysis is used to determine their own competitive strength, competitive

weakness, opportunity and threats, thus to combine the company's strategy and the company's internal resources (Kotler&Keller 2006, 52).

Kiinalaisen Kulttuurin Yhteistyön Keskus as a company located in Oulu region, founder is Chinese and she worked in China and Malaysia for several years, other employees (Chinese) also worked in China around 2 years, so they have got so many experiences about job and especially works in different countries. They intent to design Finnish travel packages for other countries tourists, according to founder job experiences, they can easily contact with Chinese travel agencies and Malaysia travel agencies as well. Nowadays, China has lots of connections with Finland, they have plenty of business communications, more Finnish is willing to study Chinese or come into contact with Chinese culture, Chinese business behavior, Chinese negotiation behavior, etc. if Finnish want to learn some Chinese in their own country, KKYK company can solve this wish.

For competitive disadvantages, KKYK just has a few partnership with some Finnish institutions and they do not have exact strategy for advertising company in Finnish market, for advertisement there is company website and facebook page can be followed, but only 123 person praise the facebook page. On the other hand, with the analysis of demographic environment of Finland, KKYK located in Oulu city, in fact a company which located in Helsinki, they may face to more customers than a company located in Oulu.

Opportunities can be treated as many forms, KKYK may provide more information and advice to customer (Kotler&Keller 2006, 52). The most member of this company are Chinese, Finnish people may direct and clearly get some information about what is Chinese culture, they cannot going to abroad to learn Chinese, also it is nice to have a Chinese teacher teaching Chinese rather than Finnish locals. Those days there are plenty of Chinese want to go abroad, lots of Chinese choose going to Europe, like France, Germany, Greece, etc. Finland more like an un-development resource which Chinese people or overseas

people want to have visit there. As a Chinese culture company in Finland, they have more information about Finland compare with other agencies in China, they get used to know attractions of Finland, Finnish language and Finnish daily life, if customers travel in Finland, they can quickly make customer blend in Finnish culture that would be a wonderful travel experience.

Doing business in Finland not that easy, as we know there are some competitors (Chinese travel agencies) in Helsinki which customer can contact with them about travel in Finland, especially in Rovaniemi, The Santa Claus village is in Rovaniemi, therefore some of travel agencies located in there which can easily attract customer choose their agency. For other aspect, Helsinki has Confucius Institute and every year, Confucius Institute sends exchange Chinese teacher to every city of Finland, they teach Finnish student in University, it will sharply decrease company ' s customer, because Chinese course in Oulu University is free, but their course need to pay.

### **3.4 Micro-environment Analysis**

Micro-marketing environment is the direct control and influence of forces and factors of corporate marketing activities. Enterprises must analyze the micro-environment of marketing. Microscopic analysis of the marketing environment aims to better coordinate the relationship between business and these related groups, and contribute to the achievement of corporate marketing objectives.

Micro-environment is the ability of the various forces of the enterprise services directly to their customers a direct impact, including the company itself and its marketing channels to enterprises, markets, competitors and various public.

Enterprise sectors analysis

Company marketing activities are fully consider about the environmental forces and internal factors. Enterprise is the management units which organize manufacture and operate, it is a system of organization. In company, it establish

internal general plan, technical, procurement, production, marketing, quality, finance, logistics and other departments. Coordination between the various departments within the enterprise work and each other, directly affect the company's overall marketing activities.

For cultural exchange, KKYK company is going to advertise Finland in China as well as China. Finland has more beautiful landscapes and scenic attractions which KKYK is going to advertise. Suomenlinna, Rovaniemi, castle ruins, Mariehamn, World Heritage are included in Finnish scenic attractions, Rovaniemi is the only capital in the Arctic Circle all over the world, it is the center of political, economic, cultural and tourist. Santa Claus Village is located eight kilometers north of the Arctic Circle at Rovaniemi. A steady stream of tourists visit here every year from around the world to get a glimpse of Santa's style. In the Santa Claus Village's gift shop, passengers can buy with Finnish characteristics Beautiful and designed gifts to friends and family. You can also get a certificate of across the Arctic Circle.

From Childrens' fairy tale, Santa Claus is Childs' dream during Christmas time, they hope Santa Claus can come into their home and put gift in their shoes which hang on the head of a bed, when they grow up they may regard it as dream, Santa Claus not exist in the world, but in Finland, there is real Santa Claus stay in his village, taking photo with visitors and welcome them, it brings happiness feeling to visitors makes them believe there still lots of good deeds exist in the world. Nowadays Finnish tourist administration devote more efforts to developing the tourism sector which attract more Asian (Such as Japanese and South Korean) visitors spend their holiday in Finland. There is might be a potential large group in China wants to take a trip in Finland, KKYK company has more opportunities to enhance their travel sector.

Marketing agency analysis

Marketing agency is collectively to provide a variety of services for corporate marketing activities of the enterprise or department. As introduction mentioned, KKYK company mainly focus on travel sector at present, they connected with travel agency both in China and Malaysia, Chinese company is located in Chengdu, there is direct flight to Helsinki which located in Chongqing where can be reached by car around 2-3 hours, it is a old travel agency which helps customers travel in mainland China and overseas as well, if Chinese people travels to Finland they need firstly get a visa, this agency also responsible for helping customer get their visa. This is a full set of service, when customers got visa and they can book flight for customers decide exactly date for travel in Finland.

There is a significant and direct impact on business marketing by marketing agency, only through the provide services of agency, enterprises can successfully deliver the product to reach target consumers. The main function of the marketing agency that helps companies market and distribute products.

## 4 Company Strategic Plan

Corporate strategy is collectively corporate strategies, including both competitive strategy, including marketing strategy, development strategy, brand strategy, financing strategy, technology development strategy, talent development strategy, resource development strategy, etc.

At the beginning, the important thing which KKYK focus is advertising their company. KKYK company first sent email to some institutions or companies which willing provide chance to cooperate with them. For example: Taiji Fan Club allowed KKYK to advertise their company during the Taiji course, because the student who like studying Taiji they may also have some knowledge about China, learnt Taiji history or cultural history. KKYK company first is going to find cooperation opportunities with other Finnish companies. By a series of advertising they will have their own customer group after that KKYK company can manage and divide customer into different groups, such as adults more like travel and Taiji those two parts and teenagers interested Chinese food and calligraphy, and then after classified the groups design and promote their product to meet their special customer needs.

Most Finns can speak English fluently in the business area, but in the previous Chinese business market, interpreter is the important personnel which businessman need. Having negotiation with Chinese, Guanxi is the most important part, they feel uncomfortable if doing business with stranger, even though you have a little bit Guanxi with Chinese businessman, it can makes business goes well, but in Finnish situation, they may get used to work with businessman who they do not really know, and hire employee based on their strength (Richard R, 2012, 195).

Based on this reason, it is free for KKYK company contacting to other Finnish companies even though there is no Guanxi between them. Compare to Chinese business partners, Finnish partners more care about the real ability for partners, professional operation, special products those can enhance the competitiveness on the other hand, it may attract new partners. For development strategy, KKYK company is focus on the culture spread which may helpful for Finnish companies which want to start their business in China, the employees from KKYK company are almost Chinese, they have some Guanxi with Chinese company which located in China and they can help Finnish company become partnership with that Chinese company that more help KKYK company develop their business, however it is a preliminary plan in the near future.

#### **4.1 Future Product Management**

A common definition of product management are the business part (usually a series of products) come up as a "virtual enterprise" to manage it. From the process point of view, the product management is the product life-cycle management. In order, it should include four aspects, namely product strategy management, product marketing management (also known as product marketing and management), product development management and product life cycle management. In essence, the product is the responsibility of management under the authority of a mechanism, similar to that we often referred to the "contract responsibility system." From the organizational model, It needs to fully rely on the resource sector and the use of vertical and professional competence. Product management can also have other different angles to understand (Kenny Chan, 2010).

In this field KKYK company only explain their product marketing management. First of all, they take Chinese language course as their first step, most of Finns

study foreign languages with pleasure, from this product KKYK company might easier take part in Finnish market compare to others. Then, along with the promotion of Taiji Fan club, some of Finns studied Taiji on the other hand, they perhaps have a little history knowledge about China, based on this reason, it is quit a beneficial factor that company can promote calligraphy course, because calligraphy is historic product before understand the original Chinese calligraphy, this course can be started. Certainly, travel packages are promoted individually, according to the previous chart (Diagram 2. Finnish residents' leisure trips by month 2004-2009, preliminary data) which is in 2.2 product concept section, there are a portion of Finns prefer to go abroad, hence, this is a majority department for KKYK company bring more interests in the future.

Due to both internal and external causes, enterprise product management is an urgent need. Firstly, for external causes, changes in market demand become more fast, more competitive, technology needs to continuous update, product - especially the core technology behind the product has become the key to winning. With the complicated and changeable external environment, companies need to subdivide market and product, choose their own market segments, providing constantly updated product based on target customers' needs. Then a different product management team from beginning to end focus on different needs of customers is needed, effective know well of the market and competitive changes and provide products to meet market needs. From the internal causes, when the company's product line grows to the excess extent of the original functions of the division's organizational structure, then product management is needed.

Based on travel point of view, at present there are so many Asian students intend to find internship in Europe, however it is not easy get entrance, so in the future KKYK will design a kind of internship programme which helping overseas people find internship opportunities in Finland (they are also responsible for visa) and when interns are in the Finland, KKYK can arrange leisure activities for interns, for example, when weekend is coming, they can take interns go fishing

or picking blue berry to experience local Finnish living style, they also can provide travel chance to interns when they have finished their internship then have time travel in Europe. It might be a nice message for overseas students whereas before doing this programme KKYK need to have a really solid relationship with Finnish enterprises as well as Finnish market have a huge demand of foreign labors.

## **4.2 Customer Relationship Management Strategies**

Definition of customer relationship management are by using of appropriate information technology companies and Internet technology to coordinate the interaction between companies and customers in the sales, marketing and services, to enhance their management and provide customers with innovative and personalized customer interactions and service process. The ultimate goal is to attract new customers, retain old customers and existing customers will be converted to loyal customers.

The official language of Finland is Finnish, but Finns study Swedish, English and German in school and some of Finns also can speak French or other languages as well, compare to other countries in Europe, the average level of their English is high, they have excellent English grammar knowledge and large vocabulary (Richard R, 2012, 345).KKYK has both Finnish and English webpage, for satisfied other Finns who do not speak English, in Chinese courses, almost teacher can use Finnish to teach. Thus, adapt for different customers' language level,KKYK can provide special teaching language, it may bring more convenient to Finns which would like to study Chinese by Finnish teaching.

Emphasis on customer relationship management from business customers long-term management of the concept, the idea believe the customer is the

most important asset. Successful customer autonomy right will generate a competitive advantage as well increase customer loyalty finally it improves the company's profit margins. Customer relationship management approach focusing on the key elements of 4p (Product, Price, Place, Promotion), while reflecting the combination of a variety of cross-functional marketing system, the focus is to win customers(Cuiyangxing, 2015). Kiinalaisen Kulttuurin Yhteistyön Keskus is a start up company which do not really have long-term relationship customer groups, however nowadays, some of Finns get to know this company and they are interested in travel packages, calligraphy as well,

### 4.3 Partnership Relationship Management

Interest is the basis of partnership, without interest, it is impossible to establish partnerships. parties must strengthen the sense of cooperation and cooperative spirit of education and training, so that every employee from the height of their own interests and the overall interests of enterprises starting to form internal and external sense of cooperation and team spirit. It must periodically audit own cooperation resources and formulate development plans, there are plans to enhance cooperation with foreign training set, the ability to integrate partner resources(Stephen M. Dent, 2006).



**Kiinan Keski-Syksyn Kuujuhla**

La: 20.9  
 Klo: 13-16  
 Paikka: Kalevalantie 5, Linnanmaa, Oulu

**Ohjelma**

13:00 - 13:20	Tapahtuman Avaus: Kiinan Keski-Syksyn Kuujuhlan Esittely
13:20 - 13:50	Feng Shui Esittely
13:50 - 14:20	Vapaata ohjelmaa; Dumbling, Kuukakku, Teetä, Shoppailua.
14:20 - 14:50	Taiji luento & Taiji-Viuhka Esitys - Oulun Taijiseura Ry
14:50 - 15:20	Tee Seremonian Esittelyä
15:20 - 15:50	Luento ja Esittely: Kiinalainen Kalligrafia vs. Masennus
15:50-16:00	Vapaata ohjelmaa. Tapahtuman päätös.

LISÄTIETOA: [www.kkyk.fi](http://www.kkyk.fi), [www.facebook.com/kkyk](https://www.facebook.com/kkyk)

 Kiinalaisen Kulttuurin Yhteistyön Keskus



Last year, KKYK held a Chinese culture event in Muhos school, and school was invited them to take part in the school ' s culture exchange festival, it is advertise company to other students on another hand, it is enhance the relationship between Muhos and them, Muhos school needs different kind of culture to enrich students' knowledge and KKYK can promote their company to students that's may gain more business chance for them. Consider for the better long term relationship KKYK company planed provide free choice trial class for Muhos school.

In establishing and maintaining partnerships must be avoided to regulate the legal relationship of cooperation interest criterion, but only with the law as the bottom line, it can not always mention the rights and obligations. Before form partnerships and cooperate in the implementation process, everything must be judged by reason, through establishing and maintaining reasonable relationship to deepen and consolidate the interests of cooperation. Respect partner representative personality, understand each other's situation, in addition to being honest and trustworthy, giving each other with more care. Often emotional contact, ask the other party to understand the difficulties and problems in the process of implementing the cooperation agreement exists, and to discuss the

responses (yeshen. 2013).

Kiinalaisen Kulttuurin Yhteistyön Keskus have a partner which is Taiji Fan club, the founder of Taiji club is Finnish, but he learnt Taiji in Wudang mountain(China) for approximately 10 years, it is an opportunity for them having a good relationship with Taiji club. Therefore, in the category ofKKYK company, Taiji course was taught by Taiji club members, sometimes they also take part in Taiji club festival and Taiji Fan club sometimes promote KKYK advertisement encouraged students study Chinese as interests.

## **5 CONCLUSIONS**

Throughout the thesis at the beginning research problems lead the important role, in this report there are answers for two main research problems. The first question is, How to attract overseas/ Finnish people travel to Finland/ China? Finland is a Northern Europe which also can be called as "Country of thousand lakes". It has beautiful natural landscape, aurora, hometown of Santa Claus that Chinese or even Asian people is unfamiliar with it, so from the overseas people point of view, they would like to travel to Finland and try different life style. However Finnish tourism administration is lack of promotion, to some extent, it bring opportunity to KKYK company to build their business. On the other hand, how to attract Finns travel to China? On the basis of current years, Finland and China have a long term relationship not only in the political field but also in the business, academic and living field, China and Finland getting more closer that promote culture exchange, in addition as previous chart (Diagram 2. which is in 2.2 product concept section) , there are a portion of Finns prefer to go abroad, hence, depend on those reason KKYK company pay more attention about travel package that can bring more interests in the future. China has a portion of historic relics that might attract Finnish tourists, such as The Great Wall, The Imperial Palace, Temple of Heaven, etc.

How to promote KKYK? Media channels? The promote way actually is the same as their objective which is trying to have collaboration with Finnish as well as Chinese living in Finland. They wish to promote their company through their partners, such as Muhos school, Taiji Fan Club, etc. In general, they used to hold an special event to advertise their company as well as seek for their customers. KKYK company promote product on their own website as well as Facebook. For expanding promotion, KKYK decides open Chinese Weibo and Wechat company account, both are the popular application programs in China

that is necessary step for KKYK company, firstly, having reputation on Weibo and Wechat that can make business goes more easy, customers will see the process of company growing.

KKYK company classified their products into 7 sections. First section is teaching Chinese language, Second section is art, including Fengshui, calligraphy, Chinese painting, Gu qin and paper cut, this section mostly shows ancient Chinese culture to customers, especially Fengshui, Feng Shui is the philosophy of a research environment and the law of the universe, it has a long history of a mysterious art for Chinese Han nationality, its through the various processes in the activities of traditional Chinese architecture. Ancient Chinese medication is third section, herbal medicine, acupuncture, Qigong and Taiji are included, the fourth section is travel, current this only Finland and Chengdu-Chongqing (travel package).

Before start a business, the initial matter is to analysis current situation in Finland and company as well. Analysis for Finland by PESTAL analysis, In political situation, last year President of China Xi Jinping met with the President of Finland Paganini Manchester in the Netherlands, they agreed to enhance Chinese-Finnish relations as for the future of the new partnership will invest in environmental protection, innovation, urbanization as key areas of cooperation (Xinhua, 2014). In Economic field, slowly increase of inflation can provide opportunities to company, they can more easy ask bank for a loan, it is better for develop their business, the depression of Finnish economy makes local companies attempt to go international for decreasing their economic crisis.

In society point of view, Finns interested in Japanese culture in reality and to some extent, Chinese culture is familiar with Japanese' that makes Finns easier to accept this culture, in addition, Fengshui is original from China and there are a big group of Finns are curious about Fengshui, so some of they are willing to know how can good Fengshui affect people's daily life also on the other contrary. In natural environment, as the answers of research problems before, Finland is a country with well natural resources even though it is far from China, but

Finland seems like a mysterious country in Chinese' eyes, they will be easily attracted by Finnish natural environment, due to the rapidly development of society, there is no enough vegetation exist. In Finland, online course is usual, KKYK company students can log in and register Chinese course on internet that is technological section, because winter in Finland is freezing, most students might prefer study at home especially for optional course, therefor this kind of innovation impact original business and also provide more methods for doing business.

KKYK as a Chinese company established in Finland, it looks like Chinese company entrance Finnish market, but compare with other really native Chinese companies, KKYK has more favorable strengths. KKYK as a company located in Oulu region, founder is Chinese and she have got so many experiences about works in different countries. Company intent to design Finnish travel packages for other countries tourists, according to founder job experiences, they can easily contact with Chinese travel agencies and Malaysia travel agencies as well. Nowadays, China has lots of connections with Finland, they have plenty of business communications, more Finnish is willing to study Chinese or come into contact with Chinese culture, Chinese business behavior, Chinese negotiation behavior, etc. if Finnish want to learn some Chinese in their own country, KKYK company can solve this wish.

For competitive disadvantages, KKYK just has a few partnership with some Finnish institutions, for advertisement there is company website and facebook page can be followed, but only 123 person praise the facebook page. On the other hand, with the analysis of demographic environment of Finland, KKYK located in Oulu city, in fact a company which located in Helsinki, they may face to more customers than a company located in Oulu.

Those days there are plenty of Chinese want to go abroad, lots of Chinese choose going to Europe, like France, Germany, Greece, etc. Finland more like an un-development resource which Chinese people or overseas people want to

have visit there. As a Chinese culture company in Finland, they have more information about Finland compare with other agencies in China, they get used to know attractions of Finland, Finnish language and Finnish daily life, if customers travel in Finland, they can quickly make customer blend in Finnish culture that would be a wonderful travel experience.

KKYK company their marketing strategic plan as follows : first contact to institutions or companies to cooperate with them. By a series of advertising they will have their own customer group after that KKYK company can manage and divide customer into different groups, after classified the groups design and promote their product to meet their special customer needs. For the product management, First of all, they take Chinese language course as their first step, most of Finns study foreign languages with pleasure and based on their partner Taiji Fan Club, there is might be customer who is interested Chinese history, calligraphy is very historic product which need to be introduced. Certainly, travel packages are promoted individually, there are a portion of Finns prefer to go abroad, hence, this is a majority department for KKYK company bring more interests in the future.

There are both Finnish and English webpage in KKYK company, for satisfied other Finnish customer who do not speak English, in Chinese courses, almost teacher can use Finnish to teach. Thus, adapt for different customers' language level, KKYK can provide special teaching language, it may bring more convenient to Finns which would like to study Chinese by Finnish teaching. For partnership management, KKYK held a Chinese culture event in Muhos school, it meets school's multi-culture exchange need so KKYK company was invited to take part in the school ' s culture exchange festival, it is enhance their relationship, consider for the better long term relationship KKYK company planed provide free choice trial class for Muhos school.



## 6 DISCUSSION

This project was the nice experience in my study life to understand KKYK company's operation in Finnish market. During the project i learned a lot about how to promote KKYK company in Finnish market. At the beginning of this topic, it seemed to be easy, however the concept of thesis needed to add diagrams, pictures and descriptions, etc. The catalog of thesis was not simply to be defined, KKYK is a start-up company at times there was not enough example or affair prove the theoretical knowledge, or It was difficult to find the theories which was suitable for the examples, so some of the sections have to be removed, this thesis did not have interview or questionnaire that i could more focus on the academic books. I had complete this thesis within a quite short time, if got enough time this thesis will be more careful.

The products of KKYK company actually was not that integrated, some of products have just created such as Guqin, it was also really hard to find a Chinese in Oulu who could play Guqin. KKYK company did not have the exact product which i could exhibit it in the thesis, the way which i could show to customer by describing, about what kind of the course we were going to provide and the detail of the course. This kind of foreign culture exchange company was kind of hard to develop even though there were some partners in oulu. Fortunately, idea of travel package was useful for KKYK company, this summer they will lead the first tour group to China, in the future travel section might become the leading section for KKYK company.

This was the first kind of project i was doing it alone, the advantage: i could follow my thinking to defined sections in the thesis and time schedule was made by me. The disadvantage: in some parts i was lack of the knowledge that i had to read lots of books or search the internet resources to understand, on the other hand, doing the thesis widen my knowledge.

The dialog could have been more clear, at the beginning of each chapter gives more illustration. If more diagrams or pictures could be added that will be more persuasion makes thesis plentiful, so there is space for this work to improve.

To start writing is really difficult that need to consider about the words using, grammars, sometimes also need to think about the length of page for one chapter and also managed other chapters. However, some of the chapter only have a less example in it, knowledge seemed took a big part.

Finally, in this thesis work the main two research problems mainly be solved and the company's development process seemed more clear, they were recognized their merits and demerits that could drive their business into a correct market. Through thesis work, i knew more knowledge which would be never taught in school, to work together with KKYK company I knew the fundamental process of running a business that i will combine the academic studies and practice into my future work life.

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## Figure and Graph sources

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## LIST OF COMPANIES OR INSTITUTIONS USED IN THE PARTNERS

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- Taiji Fan Club