

## **Promoting Hard Rock Cafe Helsinki to Cruise Line Passengers**

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| <p><b>Supervisors</b><br/>Tuula Ryhänen<br/>Tanja Vesala-Varttala</p> <p>International cruise business has increased in the last decade in the Baltic Sea. Helsinki is one of the harbour cities that a majority of the cruise ships visit. For companies in the business segment of hospitality and retail, international cruise passengers has a great potential in bringing substantial revenue. For 2014, an estimated 390,000 cruise passengers visited Helsinki on around 260 ships.</p> <p>For this thesis, our objectives are to plan promotional tools for Hard Rock Cafe Helsinki directed at Cruise Passengers using theory and relevant studies. In turn, we try and increase retail revenue in the Hard Rock Cafe Rock Shop during the summer season of 2014. As part of the thesis we also showcase the current cruise market of Helsinki and we introduce the operators in the destination management of Helsinki.</p> <p>Using theories on advertising, destination marketing, consumer behaviour, promotion and marketing, and surveys on cruise passenger we strategically plan and evaluate the promotional campaign to attract Helsinki cruise passengers to Hard Rock Cafe Helsinki.</p> <p>Key revenue figures are shown to illustrate the increase of €31.7K in retail sales at the Hard Rock Cafe Helsinki between 2013 and 2014. It can be argued that is part down to the implementation of the 3 new marketing initiatives developed as part of this thesis. We use our findings to compare our theory to our practical implementation and recommend future promotions for Hard Rock Cafe. In turn we pose future research to be conducted to benefit Hard Rock Cafe Helsinki and the cruise market of Helsinki.</p> |  |
| <p><b>Keywords</b><br/>Hard Rock Cafe Helsinki, Cruise, Marketing Initiatives, Cruise Passenger, Helsinki, Tourism, Destination marketing, Advertising</p>  |  |

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## Introduction

Helsinki has increased its mark as an attractive location to travel in the last decade. The opportunities to visit Helsinki have become easier and more common. One of the reasons is the increased prevalence of cruise ships visiting the harbour cities in the Baltic Sea.

The Hard Rock Cafe brand is very well known all over the world. Their concept and attraction is labelled souvenirs like clothing and key chains and of course the rock 'n' roll themed restaurant and bar. Hard Rock Cafe Helsinki was opened in October 2012 and they are working on ways to attract locals – and tourists. Therefore we came up with an idea for this thesis.

As a case study, we introduce Hard Rock Cafe Helsinki's marketing mix and show new solutions for marketing promotions for the summer of 2014 and for the future. Hard Rock Cafe Helsinki is an active member of the Helsinki Cruise Network and therefore we have been provided an insight into the Helsinki's cruise market. In the summer of 2014, Hard Rock Cafe Helsinki implemented many marketing promotions primarily targeted at cruise passengers. We shall provide the results of these marketing actions proven by accurate measurement methods.

The theory part includes a definition of destination marketing and how it is being realized in Helsinki. Marketing theory starts from the basic steps of marketing to advertising via marketing communications. We have highlighted the most relevant tools of advertising that we chose them from our case study's point of view. The theory part covers also studies about consumer behaviour, and an analysis of a famous professor in Tourism and Marketing Simon Hudson (2008).

The results of this case study show the profitability of marketing promotions used by the Hard Rock Cafe Helsinki. It also gave new ideas and especially knowledge about the customer group of cruise passengers to the Sales and Marketing Manager.

## **1.1 Authors**

The authors of this thesis are Katja Tanskanen and Roope Musto. Our paths crossed in early 2014 where we discovered that we both had a passion for marketing and we had nearly finished our studies.

Katja is currently studying Advertising and Corporate Communication at the Pasila Campus of Haaga-Helia University of Applied Sciences. She has been working most recently at the Cafe Strindberg on Pohjois-Esplanadi where she regularly interacts with tourists, many of whom, during the summer are from the visiting cruise ships. Roope is currently studying Hotel, Restaurant & Tourism Management at the Haaga Campus of Haaga-Helia University of Applied Sciences. Since summer 2012, Roope has held the position of Sales & Marketing Manager at the Hard Rock Cafe Helsinki.

We chose our thesis subject as it generally falls under Tourism Marketing, which applies, to both of our degree program. Roope has worked extensively with the cruise industry for Hard Rock Cafe Helsinki. With this thesis, a deeper understanding of promotional theory can be achieved where Roope and Katja can fine-tune their promotional skills.

## **1.2 Introducing Hard Rock Cafe Helsinki**

Hard Rock Cafe Helsinki belongs to the worldwide chain of Hard Rock Cafe's of which there are 147 corporate and franchise cafes (as of November 2014). Hard Rock Cafe is one of 4 brands that are managed by Hard Rock International. The other brands are Hard Rock Hotels, Casino's and Live Venues. All together there are 193 venues in 60 countries spanning across the globe. (Hard Rock International 2014.)

Hard Rock Cafe Helsinki is a franchise cafe. It belongs to the Nordic Franchise Group, which comprises of Hard Rock Cafe Stockholm, Gothenburg and Oslo. The franchise owners are based in Gothenburg, Sweden. Hard Rock Cafe Helsinki opened its doors to the public on the 15th October 2012. It is characterised as a venue that comprises of a restaurant, a cocktail bar, a retail store, a rock memorabilia museum and

a live music venue. Most importantly however is its status as a tourist destination in Helsinki.

Hard Rock Cafe Helsinki is situated in the heart of Helsinki opposite the main department store, Stockmann's. It serves as the entrance to one of the main arteries to the main railway station. The management team is made of the General Manager, the Kitchen Manager, the Operations Manager and the Sales and Marketing Manager whom is the co-author of this thesis. The sales and marketing manager is responsible for marketing to Helsinki cruise passengers, driving traffic to all the facets that Hard Rock Cafe has to offer.

### **1.3 Objective**

Our objectives are to plan promotional campaigns for Hard Rock Cafe Helsinki directed at Cruise Passengers using theory and relevant studies. In turn, we try and increase retail revenue in the Hard Rock Cafe Helsinki.

We do this by first laying the foundations by showcasing how Helsinki markets itself as a destination. Then we look at studies showing the different cruise passenger profiles visiting Helsinki and then we study basic theory of tourism, promotion and advertising.

Using this information, we show the process of how Hard Rock Cafe Helsinki plans promotional campaigns targeted as the Helsinki Cruise Passenger. During March and April 2014 we developed three new promotional tools that are implemented for the summer of 2014. We also look at old promotional tools used the year before and show why Hard Rock Cafe Helsinki has chosen to continue using these tools.

After the summer cruise season of 2014, we analyse the retail sales figures of the Rock Shop of Hard Rock Cafe Helsinki and the relative success of the new and old promotional tools used. We discuss how the tools can be improved and what new tools should be implemented.

Our objectives for the reader are to give an insight into the world of the Helsinki Cruise Market and show how a well-known brand such as Hard Rock Cafe promotes itself.



## 2 Destination Marketing

In this chapter we introduce the basic information about Helsinki and define it as a destination for the cruise passengers. The ways, how Helsinki can be marketed as a destination, the term destination marketing is defined and the players of Helsinki in this field of business comes clear further on this chapter.

In 2014, Helsinki is a port for approximately 280 international ships. There are multiple nationalities on board from all of the continents. The largest groups of cruise passengers are the American and British people. The estimated amount of cruise passengers for 2014 was as high as 390,000. (Kevättapaaminen. 2014) Most of the passengers (96 %) go to explore the capital, which is a significantly higher amount than the European average in disembarkation (82 %). (Helsinki Times 2014.)

The cruise season 2014 starts on the 25th of April when the British-American cruise ship, Discovery with its 680 passengers arrives in Helsinki. The second ship to arrive, British Costa Pacifica is already a lot bigger with a max capacity of 3800 travellers. The last ship to come to Helsinki is the Marco Polo on the 23rd of October. (Risteilyaluslista 2014.) However the cruise season is generally viewed to start at the beginning of May and ends at the end of September. This is taking into account the frequency of ships, which can be many ships almost everyday of the week.

Helsinki is a very active cruises and ferry destination. Operators such as Viking Line and Tallink Silja operate daily to neighbouring cities such as Sweden's capital Stockholm, The Åland Islands and Estonia's capital Tallinn. For example, Viking Line operates different types of ferry cruises such as the '24 hours on board', day trips to Tallinn, or two nights and one day at a destination cruises. (Viking Line 2014.) These vessels travel back and forth continuously and bring passengers from the destinations to Helsinki the same way as the Finns visit the respective other countries. The visitors from Sweden and Estonia are clearly the biggest groups arriving to Helsinki. This thesis concentrates only on the international cruise passengers and the crew working on these cruise ships. That being said, we want to make the clear difference between the interna-

tional cruises and their passengers and the short ferry trip passengers arriving to Helsinki.

The term ‘Cruise Passenger’ is defined as a person who attends a cruise trip that contains multiple calls in different ports and cities. Also ‘Cruise’ has its own meaning. A cruise is a crossing lasting a minimum of 60 hours with a cruise ship carrying only passengers, not cargo. The main purpose of a cruise is leisure activity and the cruise ticket price should include accommodation and meals. During a cruise, at least two separate port calls need to be made in harbours other than its homeport. (Uudenmaanliitto 2007, 8-9.) From here on, we concentrate only on the group “Other” seeing in Picture 1. which shows the passenger traffic by sea in Helsinki.

| ARRIVALS   |                  |                  |                  | DEPARTURES   |                  |                  |                  |
|--|------------------|------------------|------------------|--|------------------|------------------|------------------|
|  | 2010             | 2011             | 2012             |  | 2010             | 2011             | 2012             |
| Sweden   | 1,181,635        | 1,209,110        | 1,209,869        | Sweden   | 1,185,534        | 1,232,198        | 1,286,796        |
| Russia   | 85,598           | 143,202          | 228,117          | Russia   | 72,486           | 106,539          | 128,920          |
| Estonia  | 3,506,798        | 3,681,517        | 3,799,841        | Estonia  | 3,461,844        | 3,643,732        | 3,755,673        |
| Germany  | 135,604          | 122,810          | 95,622           | Germany  | 116,235          | 100,604          | 74,370           |
| Poland   | 10,638           | 9,970            | 8,729            | Poland   | 12,949           | 10,304           | 9,775            |
| Other*   | 316,104          | 353,512          | 362,191          | Other*   | 319,434          | 358,004          | 360,255          |
| Share of all passengers to all harbours in Finland | 59.8%            | 61.9%            | 63.0%            | Share of all passengers to all harbours in Finland | 59.8%            | 61.9%            | 63.0%            |
| <b>Arrivals total</b>                              | <b>5,236,377</b> | <b>5,520,121</b> | <b>5,704,369</b> | <b>Departures total</b>                            | <b>5,168,482</b> | <b>5,451,381</b> | <b>5,615,789</b> |

\*Including foreign cruise ships

Figure 1. Passenger traffic by sea in Helsinki (Helsingin seutu 2014)

Like every port and city, Helsinki strives to offer the very best for its cruise visitors. The product and service entity should be comprehensive and of a high quality. The main goal is to invest in a wide range of services and to bring out the best attractions to tempt tourists to visit again. Another significant target is to increase the customer expenditure and develop tourist industry. (Uudenmaanliitto 2007, 35.)

Helsinki is a very diverse and active town with something for all the ages and interests. The people in Helsinki are known to be very helpful and friendly, easily approachable and have advanced language skills. English is commonly very well spoken. Also the

customer service in Helsinki is highly appreciated among tourists. (Visit Helsinki 2014b.)

Finnish design is famous for its clothes and textiles to glassware and furniture. For example, Alvar Aalto, whose achievements in décor and buildings influences designers to this day. (Grizzle, R. 2012.) Alvar Aalto was also one of the world-famous Iittala interior designers. Iittala has two stores in the Helsinki city centre, on Esplanadi and in Kamppi. (Iittala 2014.)

There is always something going on in the sparkling Helsinki. Helsinki offers many different exhibitions, galleries, musical events and shows on a regular basis. A cluster of companies offering creative attractions, design and restaurants in the heart of Helsinki is called the Design District Helsinki. The idea is to bring together like-minded businesses together to strengthen their appeal. (Visit Helsinki 2014c.) The Design District has a big role in building the reputation of Helsinki as a design city. It provides tailored tour maps for different needs; Sustainable design shopping and local food; Classics are forever; new living room; diamonds and other fancy things; Creative Sunday; Manly shopping tour. Altogether, the Design District comprises of almost 200 spots on the map. (Design District 2014.)

Helsinki is famous for its high technology. Today, as a result of the rapid spread of smart phones with mobile applications and 3G/4G and WLAN-connections, the city of Helsinki has built and maintains a free network called 'Helsinki City Open WLAN'. It is an open network without a password or registration for residents and tourists. There are multiple hotspots all around Helsinki. (Visit Helsinki 2014.e)

It is very common that restaurants, cafeterias and some other service businesses offer their own free Internet connections available to customers. The speeds of these Internet connections are generally higher than the 'Helsinki City Open WLAN' so visitors wanting to use their own smart phones, tablets or laptops for more bandwidth hungry applications tend to seek out these privately funded free networks.

However, the fact that we are living in modern times with smart phones in our pockets and constant Internet connection all over the city opens a wide range of possibilities for advertisers. The popularity of mobile applications are taken into consideration at Hard Rock Cafe Helsinki when planning future marketing initiatives.

Helsinki has a very functional and simple public transport system. The public traffic is maintained and supervised by HSL (Helsingin seudun liikenne). However, the city can be easily experienced by foot as many attractions and services are in walking distances from each other. The trams, buses and metro are easy to use even by tourists whom have never visited the city before. The harbours are all accessible by public transport from the city centre. The same ticket is valid even on the Suomenlinna ferry that operates from the Market Square to the historical Suomenlinna Island. (HSL 2014.)

A single ticket can be bought from drivers, ticket machines, kiosks and HSL service points. The price for a Helsinki internal ticket is between two and three euros depending on where it is bought. Single ticket is valid for an hour and can be used in all of HSL's vehicles. It is also possible to buy a two-hour ticket and a day ticket, which costs 4 euros and eight euros. (HSL 2014.)

Most of the trams in Helsinki are very modern and up to date. Trams and tram stops also offers a wide range of advertising possibilities. Outdoor and indoor stickers and posters, digital screen advertisements – it is even possible to tape the whole train! (JC Decaux 2015.)

## **2.1 The Harbours of Helsinki**

The route from the ships to the city centre starts from these harbours. For a marketer they can offer instant opportunities to reach and inform tourists for their services. There are four docks in Helsinki that serve the international passenger ship traffic; South and West Harbour, Katajanokka and Hernesaari Harbour. The largest and tallest ships dock at the Melkki port in West harbour. (Port of Helsinki 2014b.) All of the mentioned harbours are located near the city centre area, which makes it easy for tourists to enter the diverse city of Helsinki. The fifth harbour, Vuosaari, is mainly for

cargo ships. Its Hansa terminal serves the passenger traffic only coming from Travemünde, Rostock and Gdyn and it is located in east Helsinki.

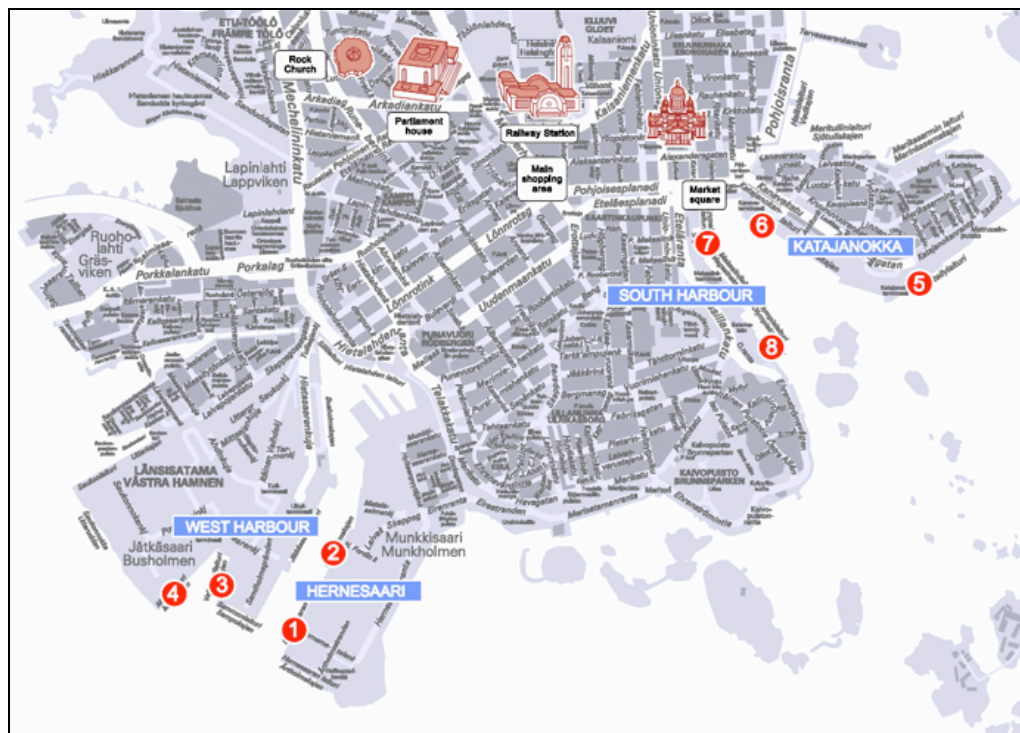


Figure 2. Helsinki harbours (Port of Helsinki 2014c.)

The **Hernesaari** harbours are the Munkkisaari docks (1,2), which are located at the end of Hernesaari. Hernesaari does not have an actual terminal, but passengers are able to buy souvenirs and have guides to help on the dock. The atmosphere is quite industrial with a 4,2 kilometre distance from the central railway station. Bus line number 14 runs from there towards the city centre. (Port of Helsinki 2014c.)

The **West Harbour** is located in Jätkäsaari. The neighbourhood is constantly growing with apartment buildings making the area look modern and pleasant. The Valtameri Quay (3) and Melkki Quay (4) are in the southwest end of Jätkäsaari. The distance to the Central Railway Station is 3,5 kilometres. Tram number 9 transports passengers from the terminal directly to the city centre. This terminal concentrates mostly on traffic lines to Tallinn and St. Petersburg. (Port of Helsinki 2014d.)

The **South Harbour** is right next to the Market Square, Esplanadi Park and various high-end shopping opportunities and less than 2 kilometres from the Railway Station.

Passengers arriving to the South Harbour have the possibility to visit some of the cities most popular cafes or Senate Cathedral in a very short period of time. There are two terminals in the South Harbour, the Olympia Terminal (8) and the Makasiini Terminal (7). Passenger ships between Helsinki and Stockholm travel regularly from the Olympia terminal. Many of the international ships are ferries arriving from Stockholm to Helsinki. The Makasiini terminal is mostly used by Express ships to Tallinn. (Port of Helsinki 2014e & 2014f.)

Opposite South Harbour is the **Katajanokka** Harbour, which has a great location in the heart of 'marine Helsinki'. There are two quays. Quay (5) is at the end of the district and Quay (6) is located on the west side. (Port of Helsinki 2014g.) The Katajanokka terminal services the quays and is very busy with daily multiple connections to Tallinn and Stockholm.

## 2.2 Destination Marketing Helsinki

Helsinki is full of companies where their revenue is primarily received from international tourists. Cruise passengers are one large segment that these companies fight for visibility. Therefore destination marketing plays a big role in successful sales.

Defining a Destination - 'A physical space in which a visitor spends at least one overnight. It includes tourism products such as support services and attractions, and tourism resources within a day's return travel time. It has physical and administrative boundaries defining its management, and images and perceptions defining its market competitiveness.' (UNWTO 2007.)

One can also define a destination by the assets it has as suggested by Dickman (1997):

- Attractions;
- Activities;
- Accessibility;
- Amenities;
- Accommodation;

(Robinson P. 2013, Tourism, 297)

Hard Rock Cafe falls generally under as an activity, as guests come to eat, drink and purchase retail. However, one can argue that it is an attraction has many guests just want to come inside to feel the vibe and take photographs. Also it is an amenity as guests do come in to use the bathrooms.

### **2.2.1 Visit Helsinki**

For companies to go at this alone and marketing directly can be very challenging and wasteful on resources hence setting up partnerships strengthens ones visibility. Helsinki is very small compared to the other Baltic capitals. To be an attractive destination as a whole, Helsinki needs to be carefully and strategically marketed. Helsinki Marketing Ltd (Visit Helsinki) is the main organisation that on part brings together and helps companies targeting visitors to Helsinki. The company is fully owned by the city of Helsinki and works with the Economic Development Division of the Helsinki City Executive Office. Visit Helsinki's main themes are the people and phenomenon in Helsinki. The focus in 2014 was especially on design, maritime atmosphere, food and urban culture. (Markkinointimanuaali 2014, 7.)

Visit Helsinki offers a multitude of marketing possibilities for local companies. This includes city wide marketing campaigns, advertising possibilities in maps, brochures and online, memberships to specific networks, visibility at tourist information centres and online.

### **2.2.2 Helsinki Cruise Network**

Helsinki Cruise Network (HCN) is a non-profit organisation operated by Visit Helsinki and has already over 60 partners. These partners are primarily in the service industry that wants to attract cruise passengers to their establishments or purchase their services such as souvenir shops to tour guides. The network provides a rich group of companies that have the possibility of partnering and in turn strengthen their position when marketing to cruise passengers.

Helsinki Cruise Network hosts many networking opportunities throughout the year to showcase the status of the cruise market, to introduce new members and where the members can get together and discuss possible partnerships. HCN also provides members discounts to marketing initiatives created by Visit Helsinki that are specifically targeted at the cruise passenger such as the Helsinki Cruise Brochure which is distributed by the Helsinki 'Helps' at the ports.

Helsinki 'Helps', derived from 'helpers', is a group of guides put together by Visit Helsinki for the summer season. They are strategically placed around the city in high tourist areas where they can be most visible and most beneficial. The 'Helps' are also used at the harbours where they guide cruise passengers with their questions. They start early in the morning and stay in position as long as passenger flow reduces. Since most of the tourists are first timers in the city, Visit Helsinki offers the 'Welcomes Cruise Passengers' brochure, which are distributed by the 'Helps'. The brochure gives an opportunity for local businesses to advertise their services. (Kevättapaaminen 2014.)

If requested, Tourist Information is provided to the cruise companies whom in turn create destination guides that tell shortly the basic information about Helsinki using imagery and other presentation material. The cruise passengers will learn about events and happenings in the city and also some sponsored suggestions by local companies. (Kevättapaaminen 2014.)

### **2.2.3** Tour Operators

There are four main tour operators that hold many exclusive contracts with the cruise ships that visit Helsinki. The tour operators manage all the ground excursions such as tours, activities and shuttle buses. These are all promoted and sold on the ships prior to arrival.

The four main tour operators are Next Travel, Long Shore Services (LSS), Tumlare and Baltic Gateway. They are all based in Helsinki apart from Baltic Gateway, which is based in Malmö, Sweden. All the tour operators are members of the Helsinki Cruise Network and regularly attend the networking events.



#### 2.2.4 Helsinki 'Helps'

Helsinki 'Helps', derived from 'helpers', is a group of guides put together by Visit Helsinki for the summer season. They are strategically placed around the city in high tourist areas where they can be most visible and most beneficial. The 'Helps' are also used at the harbours where they guide cruise passengers with their questions. They start early in the morning and stay in position as long as passenger flow reduces. Since most of the tourists are first timers in the city, Visit Helsinki offers the 'Welcomes Cruise Passengers' brochure, which are distributed by the 'Helps'. The brochure gives an opportunity for local businesses to advertise their services. (Kevättapaaminen 2014.)

### 3 Cruise Passenger Profiling

It has been reported that around 96% of cruise passengers arriving in Helsinki leave the ship to explore and find the hidden treasures Helsinki has to offer. This is an increase of 14% to the European average. (Helsinki Times 2014.) To understand where these passengers go and how do they spend their money ashore can greatly improve targeted marketing.

#### 3.1 Cruise Passenger Profiles

Helsinki Cruise Network ordered a survey profiling cruise passengers from Diagonal, which was published in October 2013 and was made available to members of the Helsinki Cruise Network. Using the profiles to tailor one's marketing can be very helpful and productive. By identifying the profiles that match your business clientele, one can carefully create targeted marketing initiatives to increase the visitor numbers on the selected profiles. (Risteilymatkailijaprofiilit 2013.)

For every service or product provider whose target group are the increasing number of cruise passengers, knowing the motives, behaviour models, target of interests and set of values are important factors to be aware of. To be able to plan the activities and function one should know a little more about this large and multiform passenger group and about their wishes. The idea of a 'common user' can be also left a side, so the needs of a certain client can be the focus in the planning process. (Risteilymatkailijaprofiilit 2013.)

The Diagonal 50 page survey (Risteilymatkailijaprofiilit 2013) in Finnish profiled passengers with interviews and a photography project that looked at what photographs a cruise passenger took while on their shore excursion. The survey came to the conclusion that there were ten profiles with specific traits. These are as follows:

- **Tehostaja** – Planner, wanting to be in control, very active.
- **Sivistyjä** – Interested in main tourist destinations with historical, technical or artistic value.
- **Liikunnallinen** – Sporty, outdoor type, very active and into well-being.

- **Luksusmatkaaja** – The luxury and status traveller. Wealthy and wants to be privately treated.
- **Sulautuja** – Wants to blend in with the locals and learn new cultures. Wants to interact with locals.
- **Fiilistelijä** – Spontaneous and relaxed travellers. People watchers.
- **Liikuntarajoitteinen** – mobility restricted people such as families with young kids or elderly or disabled people. Looks for easier activities.
- **Varmistelija** – Looks for safe activities/destinations that they may be familiar with at home. Not wanting to try new things or cultures. Not wanting to risk going into the unknown.
- **Kohdeselailija** – Wanting to quickly experience a destination to see if they like it for a possible longer trip in the future. Potentially buying tasting packages.
- **Ryhmäytyjä** – Very Social and willing to do group activities.

A cruise passenger may have several ‘profiles’ and for example, a travelling couple may have contrasting profiles. However the 10 profiles give a great guideline to companies wanting to tailor make marketing initiatives.

Another great and useful tool for companies is to know the nationalities of the cruise passengers. Helsinki Cruise Network provides a top ten list to their members and as of 2013. They are from first to tenth: Germany, USA, UK, Spain, Canada, Italy, Australia, Mexico, France and Brazil.

The Germans and the Americans visitors make up nearly half of all cruise passengers with around 100,000 passengers each. The British follow with a touch over 70,000 and then the rest have fewer than 30,000 passengers. Each nationality brings a certain cultural profiling and companies can predict the behaviour of the respective visitors. Such as Germans are more seen relaxing and having a beer while Italians are more interested in retail.

The crew cannot be cast aside as they do also generate revenue to the city of Helsinki. Many companies offer the crewmembers discount however communicating this information to the crew has always been very difficult. (Kevättapaaminen 2014.) Accord-

ing to survey (Risteilymatkailijaprofililit 2013), 25% of the crewmembers visited the main land of Helsinki, while the European average is 30%. A typical crewmember spends 3.2 hours ashore, which is the same as the European average. The survey asked crewmembers what do they crew do in Helsinki. Here are some of the answers:

*“Some will look for the best restaurant which caters the specialty of the said country.”*

*“Buy magnets as souvenirs.”*

*“Crew usually looks for a cafe or restaurant with free Wi-Fi to communicate with their families.”*

*“The obvious and always popular choice is Wi-Fi. This is the main reason crew go ashore, probably 60-70% go for Wi-Fi alone. The rest would go for lunch and drinks.”*

*“Dependant on the length of the call in port other crew will generally go for lunch, perhaps go sightseeing if they have enough time and I guess you will always find a few who enjoy shopping.”*

(Kevättapaaminen 2014.)

## 4 Marketing theory

Marketing is an important passage to reach potential customers and increase sales. For consumers marketing provides information about products and the possibility to compare different options. Consequently marketing creates a dialogue between seller and buyer. (Bergström, S. & Leppänen, A. 2013, 9)

Marketing is not limited just to advertising as it is commonly imagined. Marketing strategy contains a mix of product, pricing, distribution and promotional decisions. The product (for example a tour package or a lunch buffet) should meet the buyer's needs and pricing set at a level, which corresponds with buyer value. The distribution component takes care of the product being easily purchased and used by consumers when needed. Advertising, personal selling, publicity and sales promotions are all company's promotional decisions. (Morgan, N. & Pritchard, A. 2001, 6)

In order to succeed in marketing, it is important to explore the needs and buying habits of the customers. How the products are bought and used, what are the attitudes, needs, values and lifestyles of customers are questions that provide a marketer valuable knowledge profiling customer groups. This is called market segmentation. In marketing it is better to focus on those segments, target groups, whose needs can be fulfilled the best. Own approach and marketing methods should be designed for each segment. (Bergström, S. & Leppänen, A. 2013, 14, 74)

A marketer can think and study even deeper. It is important to understand different factors influencing different kind of customer's buying behaviour while planning marketing. Affecting individuals buying habits can be divided into three sections;

- Individuals desire and ability to buy
- Influence of marketing
- Other people

The desire covers needs, motives and attitudes and the individuals' ability covering income, savings and credit. Influences of marketing are good product, easiness of buying, tempting pricing and effective advertising. Family, friends and co-workers, culture and social status play a role in ones buying habits. In addition ones determinants have

their impact in buying. These are for example age, sex, profession, language, religion and residence. (Bergström, S. & Leppänen, A. 2013, 49-52)

Marketing communication is the most visible way to compete with other product producers. If a marketer does not communicate then the customers will not usually discover their services. The targets of marketing communications are both retailers and consumers – retailers sell and consumers buy. Marketing communication can be divided into three main factors; advertising, sales promotion and public relations. Public relations are a relevant part in supporting the company's marketing. The responsibilities of public relations are relationship management and communication with media, accounts, shareholders, sponsors and partners. Sales promotion aims to promote the product by taking part in fairs and competitions, organizing events and sponsoring. (Bergström, S. & Leppänen, A. 2013, 178)

#### **4.1 Advertising**

Sales promotion and public relations supports the third factor, advertising. Advertising is needed when introducing and publicizing a company and its products, creating interest and increasing sales. Media is a relevant player when talking about advertising. Media consists of 'traditional media', newspapers and magazines – print media, television, radio and today increasingly online digital media. In co-operation with media, direct advertising should be considered when the target groups are small. Sometimes the most effective way is to use direct advertising such as brochures with or without an address. (Bergström, S. & Leppänen, A. 2013, 178-191) When deciding on a choice of media, one should think how to effectively reach the chosen target group. (Herman IT 2014.)

Outdoor advertising can reach out to a massive amount of people. Usually companies have multiple ads in various places during a campaign. Outdoor advertising is best targeted near city centre, shopping centres or next to transport infrastructure where it meets maximum quantity of exposures. Rubbish bins, bus stops and other billboards are also a good place to implement a poster – digital or print. Using the space on busses trains and trams by taping ads or using prints on online advertising offers vari-

ous options. Outdoor ads should be reduced since the time a person spends on watching it is short. For example an ad could simply praise the low price or new flavour. To make it powerful one should use big pictures or blank space, striking slogans and drawings. (Bergström, S. & Leppänen, A. 2013, 193-195)

Online advertising uses Internet as a platform in promotional marketing. It reaches consumers via social media marketing, mobile advertising, email marketing, search engine marketing (SEM) and display advertising. Online advertising can be roughly separated in two, display advertising and SEM. The main difference from the functional point of view is that display ads, banners are shown when someone accesses to a certain web page. For example a lip-gloss manufacturer can buy space from a popular girls magazines web page and reach their target group when the girls visit the page. In SEM the consumer is exposed to an ad or banner by using a certain word or subject in a search engine, such as Google. Usually the ads and banners lead to the marketer's own campaign or web page. Advantage of online marketing is that it is quick and the ad can be modified easily. Communication between customers is also immediate – the marketer can invite to give feedback, take part in a competition or to order products. The affectivity can be easily followed. (Herman IT 2014.) (Bergström, S. & Leppänen, A. 2013, 196-197)

Mobile advertising is tailored marketing delivered through different wireless devices such as tablet computers and smart phones. The ads can be sent via SMS text message, MMS multimedia message, show a banner when an Internet page is opened or sponsorship. Sponsorship can be a short text such as 'This message is sponsored by McDonalds'. (Bergström, S. & Leppänen, A. 2013, 206) (IAB 2012.)

Print media includes newspapers, magazines and brochures. A good printed advertisement includes a tempting price offer and it creates a positive image and striking headline that is a request, question, offer or a promise. Pictures are also important since the advert cannot be filled with text. A good picture attracts attention and signals things that are hard to put in to words. Colours and framing are tools used in creating ambiance and standing out from competitors. The body text is the actual blurb with chosen font. It can be partly bolded or separated in order to highlight some parts. It is also

relevant for a print ad to have the company's logo on it, contact information and a call to action. The ad should still be clear and tell the wanted message quickly, so many different fonts and tool should not be used to prevent a messy or unclear look. (Bergström, S. & Leppänen, A. 2013, 184-185)

In a separate advertising campaign one usually looks over following things:

To whom we advertise? What we advertise? What is the objective? How much we spend money? How we advertise? Where we advertise? When we advertise? Who needs to be informed in advance? How is the implementation and effectiveness being followed? (Bergström, S. & Leppänen, A. 2013, 212-213) All of these key factors and questions are taken notice of in the case study promoting Hard Rock Cafe Helsinki to cruise line passengers.

## 4.2 Consumer Behaviour

*“The cornerstone of marketing theory is the satisfaction of the consumer.”*

(Hudson, S. 2008, 40.)

Naturally the consumers are the main factor on achieving success in a companies own business field. The final user or consumer of a product or service in the end is the one who defines its value in the market. (Anttila & Iltanen 2004, 72.) When forming a marketing plan for a business, understanding the importance of consumer behaviour should be acknowledged. Consumer behaviour plays a big part also within tourism marketing. (Hudson, S. 2008, 40.)

Tourists as consumers are very likely to have a certain behavioural model. Analysing tourists' consumption and motivation can be the key to ensure their expectations and needs are fulfilled. And furthermore, the study of consumer behaviour helps businesses to plan their actions to lure tourists into using their services. (Lomine & Edmunds 2007, 34.)



Consumer behaviour analysis is a research of why someone buys exactly that product instead of another and how the decision is made. There are many different charts made of the factors in consumer behaviour. Some defines the factors into internal and external influences, some into physiological, social and situational factors and some add marketing mix as an individual factor in the purchase decision-making process. We chose to submit Simon Hudson's (2008, 39-40) vision about consumer behaviour analysis. According to Hudson (2008, 40) there are seven key factors when talking about consumer behaviour; Motivations, Culture, Age & Gender, Social Class, Lifestyle, Life Cycle and Reference Groups.

**Motivation** is the driving force inside of a person to take the course of action. The goal of these actions driven by motivation is to satisfy ones needs. Needs are therefore the trigger of motivated behaviour. More specifically about needs are introduced in the next chapter. On motivation influences learning, beliefs, attitudes and perception of the person. For example, a tourist has made a vision in their mind about the city they are travelling using these factors to build it. (Hudson, S. 2008, 40-45.) As the Motivation is commonly considered the most important factor for its physiological impact in human nature, also personal, cultural and social influences have a considerably big effect on consumer behaviour. (Hudson, S. 2008, 40-41.)

From **Culture** people embrace values, different beliefs and behaviour models that are still unique to every person. A marketer should take notice of cross-cultural factors when going to foreign markets or when the target group is not local. (Bergstöm & Leppänen 2013, 66.) For example language, greeting habits, attitudes towards time and religion can define some parts of culture. Culture effects on how we think, live and communicate with each other. The geographic and history of the area can commonly help marketers to understand the behaviour. (Hudson, S. 2008, 46-47.)

**Age and Gender** are traditional points when segmenting markets and figuring out the needs and potential. Let's take seniors for an age factor example. Seniors usually have more money, free time, and are more self-indulgent than younger people. Tourism marketers should definitely take advantage of these facts. When they retire and wage reduces, the loyalty towards brands is commonly more important than costs. What

comes to gender, it is normal for men and women to have different priorities and behaviour habits. For example in a hotel, women appreciate luxury and quality products and service when men are happy with safety and security, and practical comfort. (Hudson 2008, S., 47.)

According to Hudson (2008, 47-48) **Social Class** is an important external factor when surveying consumer behaviour. Everyone has his or her own position within society. The relevancy of status plays a big part reviewing ones social class. Taking across few parts to influence are ones income and possession of wealth, education and inherited prestige, and neighbourhood one lives in. A marketer should take notice on the fact that a person with higher social class (determined by factors above) is more likely to have more money to spend and travel.

**Lifestyle** analysis explores how time, energy and money are divided. Hudson (2008, 49-50) tells that marketers are increasingly using consumer lifestyles to segment markets. If people's lifestyles can be profiled, for example reasons and motivations to travel and spend money can be predicted. **Life cycle** represents the stages that families go through while time passes. The key point of the life cycle model is to show how for example travel decisions like destination is formed based on changes in life. A family with both parents and two kids book a trip to different places than a single person. Family spending and income changes rapidly from the single life. (Hudson, S. 2008, 51-52.)

When talking about **Reference Groups** in consumer behaviour analysis, it means the social circles around a person. Such as family, colleagues, school friends and people you play sports with. These groups can have direct or indirect influence on one's behaviour, attitudes and moral outlook in society. (Hudson 2008, S., 52-53.)

## 5 Promoting Hard Rock Cafe Helsinki

To summarise, in previous chapters we explore Helsinki as a cruise destination and what it offers cruise passengers. We see how Helsinki is marketed as a destination and try to understand who are the cruise passengers visiting Helsinki. This all go towards creating an understanding on how potentially a company such as Hard Rock Cafe Helsinki goes about driving cruise passengers to them.

The principal of this thesis is to show how Hard Rock Cafe Helsinki promotes to Helsinki Cruise passengers. The new promotional tools would be created using research gathered for the previous chapters of this thesis. During the summer cruise season, data will be gathered on these tools which shall be shown later to determine if they have been successful or not. This will in turn help formulate the 2015 sales and marketing plan for Hard Rock Cafe Helsinki.

The summer cruise season generates a lot of revenue for Hard Rock Cafe Helsinki hence formulating a good promotional plan is vitally important. New ideas and boundaries need to be pushed that may have not even been implemented in Helsinki before. A good marketing mix is required and working with as many respective companies as one can to catch as many consumers as possible.

It is good to note that marketing a well-known international brand such as Hard Rock Cafe Helsinki can be very different to marketing a local small brand when targeting the same consumer group. However the cost structure is very different where one needs considerably more net sales to maintain its enterprise. Marketing an iconic brand increases brand visibility however consumers have an increased pre-concept of the experience offered by the brand. For tourists, many want to explore and experience new destinations. With the case of Hard Rock Cafe Helsinki, many have pre-determined expectations that either attract or push guests away.

The approximate budget allocated to target the Helsinki Cruise Passengers is around €20,000. The majority of this is paid to Visit Helsinki whom offers a range of marketing opportunities.

## **5.1 Planning a Promotional Campaign for Hard Rock Cafe Helsinki**

One needs to take many factors into consideration when creating a promotional campaign. First one needs to be clear on what you want to achieve with your promotional campaign. Whom do you want to target and what part of the business do you want to grow. We can do this by looking at the current sales and marketing plan. Also very important, one needs to know how much of a budget you are prepared to spend. We can easily see this as we formulate a yearly budget and we can see how much money we have set aside for new promotional campaigns.

When creating a promotional campaign for Hard Rock Cafe Helsinki targeting cruise passengers, one needs to first do some research. Fortunately Hard Rock Cafe is in the position that we have Hard Rock Cafe's around the world that have a wealth of experience in targeting cruise passengers. We can gather promotional ideas and see if they can be implemented in Helsinki.

We can also look at promotional campaigns that we have conducted previously and measuring their success by looking at their return of investment. At the same time, we can look at other companies in Helsinki and see how they have chosen to advertise.

One can have great promotional campaign ideas but one is usually restricted to the resources available. Such as money, knowledge of the market, the right contacts, services available. Implementing new ideas with new service partners can be a struggle as it is untested waters. One needs to be confident to suggest new ideas and push boundaries.

## **5.2 Successful previously used promotional tools**

To compare marketing initiatives and to compare revenues between seasons, we need to show the marketing initiatives that worked in 2013 and were implemented again in 2014. These all worked showed great return on investment.

### 5.2.1 Visit Helsinki - Cruise Brochure

The main marketing collateral that Visit Helsinki can offer local companies targeting Helsinki cruise passengers is the Cruise Brochure. The brochure is a couple of A5 sized pages offering a selection of main Helsinki attractions and ideas of what to do and 100,000 copies are published. Visit Helsinki offers local companies space in the brochure to add promotions and offers. A select few companies are given the option to have a perforated tear away offer which Hard Rock Cafe has had the pleasure of using in 2013 and again in 2014. (Figure 6.) The cost for this is €750. Hard Rock Cafe offers cruise passengers a free gift from Rock Shop when customer spends €35 or more. Hard Rock Cafe Helsinki perforated tear away offer is located at the end page of the Visit Helsinki Cruise Brochure.



Figure 3. Hard Rock Cafe Helsinki's brochure in Visit Helsinki's Cruise brochure.

The cruise passengers are asked to hand over the tear away offer when they redeem their free gift when they spend €35 or more so that the Rock Shop can count on a

monthly basis how many tear away offers have been used. In 2014, 360 Hard Rock Cafe tear away offers were used during the cruise season. It is known that each one is worth minimum €35 so it is known that a revenue of a minimum €12,600 ( $360 \times €35 = €12,600$ ) has been raised.

This campaign turned out to be even better. The average bill between the cruise season months of May until August is €47,92 (beginning of September is not counted as only a few ships dock in Helsinki then).

From this, it can be deduced that 360 tear away offers generate €17,251.20 in revenue. With the cost of advertising only €750, this marketing initiative offers a huge return on investment.

Hard Rock Cafe will continue with this very lucrative marketing initiative in 2015.

### **5.2.2 Crew Discount**

Driving cruise passenger traffic to Helsinki restaurants is a great challenge as cruise passenger most often have on board meals included in the cruise package. However, large cruise ships employ hundreds to thousands of crew. Most crew receive shore leave when docked at a port and many want to come into town to eat lunch.

Many Helsinki attractions offer crew a discount on purchases. Most commonly is the 10% discount, which Hard Rock Cafe Helsinki offers on food, non-alcoholic drinks and non-charity Rock Shop items. A list of discounts offered can be found on the Visit Helsinkis web page. The major challenge is to pass the information of the offered discounts to the visiting crew as it has been observed that most crew visiting Hard Rock Cafe are unaware that they receive a discount. The crew have told Hard Rock Cafe that they were not informed of a list of discounts.

Joining the Royal Caribbean Port Shopping Program is one way Hard Rock Cafe is pushing to get this information passed to the crew. As joining the shopping program gives direct access to each Royal Caribbean Port Lecturer whom are in a very influential position. The Port Lecturer can pass the discount information internally to all of

their colleagues. Due to this, Hard Rock Cafe Helsinki has observed an increase in crew visitors throughout the summer months.

### 5.2.3 Strömma Finland

Strömma Finland, part of the Strömma Group based in Sweden is primarily a sightseeing tour and guide company. In Helsinki, Strömma Finland operates two separate sightseeing bus tours and sightseeing boat tours. They also publish the ‘Helsinki This Week’ city guide and they produce the Helsinki Card, which offers discounts to many Helsinki attractions. The Helsinki Card offers complimentary travel on the Helsinki public transport service. Both the ‘Helsinki This Week’ and Helsinki Card are available all year around and are not primarily for cruise passengers but for year round visitors.

Hard Rock Cafe approached Strömma Finland in Spring 2013 to explore ways of advertising Hard Rock Cafe through their various channels. Strömma Finland agreed to have one of their sightseeing buses taped with a Hard Rock Cafe graphic for the summer season of 2013. This was the first time Strömma Finland had agreed to let another brand advertise on the back of their sightseeing buses. In 2014, Hard Rock Cafe continued to have one sightseeing bus taped as it gave such good visibility in 2013. (Figure 4.)



Figure 4. Strömma sightseeing bus taping advertisement.

On the sightseeing bus, Strömma Finland give out a free map of Helsinki, which shows the route of the tour. On this map, Hard Rock Cafe has their logo upon their location on the map in order to increase visibility. (Figure 5.)



Figure 5. Hard Rock Cafe Helsinki logo present in the Strömma city map.

Hard Rock Cafe has also a one-page advertisement in the map (Figure 6), which includes the offer ‘SHOW YOUR TICKET TO CLAIM YOUR FREE GIFT WHEN YOU SPEND €35 OR ABOVE IN OUR ROCK SHOP’. The Rock Shop gave many free gifts to the bus ticket holders in 2014. However this marketing initiative is not tracked as bus ticket holders keep their tickets.





Figure 6. Strömman sightseeing bus map advertisement.

Last but not least, Hard Rock Cafe Helsinki has an offer in the Helsinki Card. (Figures 7, 8.) These offers are -15% discount on purchase of €35 and above in the Rock Shop and -15% discount on all food (Available at lunch time Mon-Fri between 11:00-14:00). As the Helsinki Card is available all year round to all types of tourists, Hard Rock Cafe wants to drive tourists to dine at lunch times and to purchase items in the rock shop.



Figure 7. Strömman's Helsinki Card.



Figure 8. Strömman's Helsinki Regional Card.

### 5.2.4 City Tour

Similar to Strömman Finland, City Tour is a competing sightseeing tour and guide company. They operate sightseeing buses in Helsinki along with sightseeing boats.

They also operate the Helsinki Premium Card which is very similar to the Helsinki Card except that it does not offer complimentary travel on the public transport.

What sets apart Strömman Finland and City Tour is that City Tour publishes a Helsinki map that is delivered to many Helsinki hotels. City Tour also has (as of 2014) an exclusive contract with Tallink Silja and Viking Line to have only their maps given out on board. Around 600,000 copies are printed of the map.

Hard Rock Cafe has secured advertising space on the back cover of the City Tour – Helsinki Map. (Figure 9.) To add to this, Hard Rock Cafe also has their logo on their location on the map to increase visibility. (Figure 10.)



Figure 9. City Tour Helsinki City Map with Hard Rock Cafe Helsinki back cover advertisement.



Figure 10. Hard Rock Cafe Helsinki's logo present on the City Tour Helsinki Map.

Hard Rock Cafe also has an offer on the Helsinki Premium Card (Figures 11, 12), which is the familiar: Free gift from when you spend €35 or more in the Hard Rock Cafe Rock Shop.



Figure 11. CityTour's Premium Card.



Figure 12. CityTour's Premium Card, other side.

## 5.2.5 Maps and Guides

Hard Rock Cafe has a full-page advertisement next to the restaurant listings page in the official Visit Helsinki Visitor's Guide 2014 (400,000 printed). The graphics show imagery of all the main aspects of Hard Rock Cafe, Retail, Food and Good Times.

Hard Rock Cafe also has a retail orientated image on the official visit Helsinki map of which there are 3 versions. A Helsinki city map of which 450,000 copies are printed, a Helsinki region map of which 250,000 are printed and a Helsinki city centre A4 tear away map which is used in the summer months. This gives a total of nearly 1 million printed maps with the Hard Rock Cafe advertisements on. (Figures 13, 14, 15.)

### Restaurants

Helsinki has over 1200 restaurants where you will find everything from gourmet delights to fast food treats.

**HELLENIC MENU RESTAURANTS**  
The easiest way to try local specialties is to order from the Helsinki Menu, which is offered by 14 restaurants in the city centre. The menu varies according to restaurant and season.

**Baker's**  
Mannerheimintie 12  
tel. +358 (0)9 770 1440  
www.bakers.fi

**Casino Helsinki**  
Munkkiniemi 19  
tel. +358 (0)9 6128 6000  
www.casinhelsinki.fi

**Falstermark**  
Pohjoispuolentie 17  
tel. +358 (0)9 6128 3250  
www.nyqvistrestaurant.com

**Fly Inn Restaurant & Deli Helsinki Airport**  
www.flyinn.fi

**Granitilla**  
Siltasaarenkatu 6  
tel. +358 (0)20 742 4250  
www.granitilla.com

**Havia**  
Eteläintie 16  
tel. +358 (0)9 6128 5800  
www.nyqvistrestaurant.com

**Hotel Arthur**  
Korttelinkatu 19  
tel. +358 (0)9 173 441  
www.hotelarthur.fi

**Kuu**  
Tasavallankatu 27  
tel. +358 (0)9 2709 0973  
www.ravintola-kuu.info

**Kuulio**  
Munkkiniemi 17  
tel. +358 (0)9 2709 0974  
www.kuulio.info

**Lavipalatsi**  
Mannerheimintie 22-24  
tel. +358 (0)20 742 4250  
www.ravintola-lavipalatsi.fi

**Nukka**  
Kansainvälinenkatu 11  
tel. +358 (0)9 6128 5000  
www.nyqvistrestaurant.com

**Sesuvuori**  
Seurasaari Island  
tel. +358 (0)9 626 625  
www.seurasaari.fi

**Sandman King**  
Eteläintie 16  
tel. +358 (0)9 6128 5450  
www.nyqvistrestaurant.com

**Suomenlinna Brewery Restaurant**  
(Suomenlinna Pizzeria)  
Suomenlinna c1  
tel. +358 (0)9 208 5030  
www.pizzeria.com

**FINNISH CUISINE Traditional**

**Aina**  
Pohjoispuolentie 21  
tel. +358 (0)9 624 337

**Bryggeriet Helsinki**  
Siltasaarenkatu 2  
tel. +358 (0)9 255 2500

**Etä**  
Eteläpuolentie 22  
tel. +358 (0)9 6128 3200

**Granitilla**  
Siltasaarenkatu 6  
tel. +358 (0)20 742 4250

**Javeli**  
Kirkkopuolenkatu 27  
tel. +358 (0)9 605 732

**Karl Jakob**  
Tivoliintie 21  
tel. +358 (0)20 812 1121

**Kitchen&Co.**  
Tivoliintie 18  
tel. +358 (0)10 322 2940

**Kolasa Kruunu**  
Linnankatu 5  
tel. +358 (0)9 135 4172

**Konstantin**  
Hietalahdenkatu 14  
tel. +358 (0)9 604 2504

**Kuono**  
Kirkkopuolenkatu 3  
tel. +358 (0)9 647 205

**Lavipalatsi**  
Mannerheimintie 22-24  
tel. +358 (0)20 742 4250

**Manala**  
Ongelmankatu 2  
tel. +358 (0)9 5067 7707

**Seinämä**  
Kansainvälinenkatu 11  
tel. +358 (0)10 887 5700

**Selva**  
Hietalahdenkatu 11  
tel. +358 (0)10 76 6420

**Savotta**  
Aleksanterinkatu 22  
tel. +358 (0)9 7429 5388

**Sunn**  
Aleksanterinkatu 26, 2nd floor  
tel. +358 (0)10 2312 800

**Zetar**  
Mannerheimintie 3-5  
tel. +358 (0)10 76 64800

**A TASTE OF LAPLAND Legni**  
Annankatu 22  
tel. +358 (0)9 645 550

**Saaga**  
Suurkatu 34 B  
tel. +358 (0)9 7425 5544

**FINE DINING A 21 Dining**  
Kirkkopuolenkatu 17  
tel. +358 (0)40 17 111 17

**Chef & Sommelier**  
Hietalahdenkatu 26  
tel. +358 (0)40 0959 440

**Kappeli**  
Eteläpuolentie 7  
tel. +358 (0)10 76 63880

**Nukka**  
Kansainvälinenkatu 21  
tel. +358 (0)9 6128 5000

**Palace**  
Eteläintie 10, 10th floor  
tel. +358 (0)20 1443 6715

**Sahattorg**  
Pohjoispuolentie 15  
tel. +358 (0)9 6128 3950

**Savoy**  
Eteläpuolentie 14  
tel. +358 (0)9 6128 5300

**Sipiä**  
Kansainvälinenkatu 7  
tel. +358 (0)9 6128 5500

**SMALL COSY RESTAURANTS**

**Aak**  
Vironkatu 8  
tel. +358 (0)40 5818 130

**Allegri Fine**  
Aleksanterinkatu 14  
tel. +358 (0)9 683 110

**Castorbar Enso**  
Kansainvälinenkatu 44  
tel. +358 (0)10 365 0900

**Kuono**  
Munkkiniemi 6  
tel. +358 (0)9 670 849

**Lappala**  
Puhonpuolenkatu 3  
tel. +358 (0)20 554 4050

**Mans**  
Fredrikinkatu 41  
tel. +358 (0)9 4389 1213

**Sipiä**  
Kirkkopuolenkatu 26  
tel. +358 (0)45 305 1211

**Toca**  
Linnankatu 18  
tel. +358 (0)41 592 2222

**MICHELIN-STAR RESTAURANTS**

**Dama**  
Ludminkanatu 9-11  
tel. +358 (0)9 2269 3840

**Luumo**  
Kansainvälinenkatu 1, 2nd floor  
tel. +358 (0)9 135 7287

**Pöytä**  
Eteläpuolentie 8  
tel. +358 (0)9 663 300

**Ole**  
Pohjoispuolentie 9  
tel. +358 (0)10 320 4250



**WITH OVER 130 CAFES AROUND THE WORLD, THERE'S ALWAYS SOMETHING HAPPENING AT HARD ROCK.**  
Located in the heart of Helsinki serving your favourite Hard Rock dishes and cocktails surrounded by legendary Rock memorabilia everyday of the week. Be sure to drop by our Rock Shop for your Hard Rock Souvenirs.



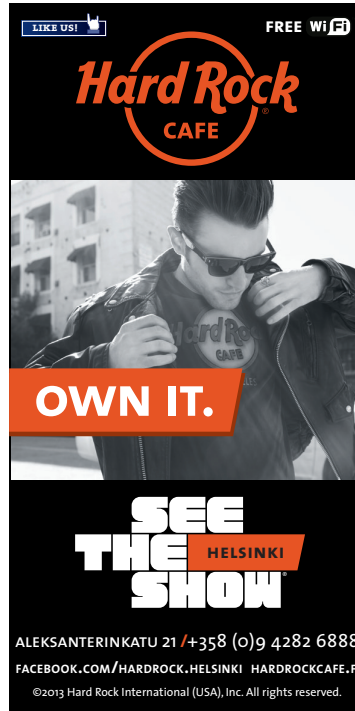
**Hard Rock CAFE**

**SEE THE SHOW HELSINKI**

**ALEKSANTERINKATU 21 / +358 (0)9 4282 6888**

JOIN HARDROCKREWARDS.COM  
WWW.FACEBOOK.COM/HARDROCK\_HELSINKI WWW.HARDROCKCAFE.FI

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Figures 13, 14, 15. Hard Rock Cafe Helsinki’s advertisements on Visit Helsinki’s official city guide and city map.

### 5.3 Designing New Promotional Tools

For the summer season of 2014, Hard Rock Cafe Helsinki introduced 3 new promotional tools along with the many other tools that were tried and tested from the previous year. Due to budget and resource constraints, only 3 were undertaken at that time.

These 3 new very different tools were carefully designed taking into account what has been previously studied so far in this thesis. The authors of this thesis conferred on the potential success of these tools at the time of designing. These are the following:

- L.S.S. – Shuttle Bus Ticket Incentive Program
- Royal Caribbean International - Port Shopping Program
- Online Visibility at Visit Helsinki - Online Banner / Article

#### 5.3.1 Long Shore Services (L.S.S.) – Shuttle Bus Ticket Incentive Program

Long Shore Services (L.S.S.) is a family owned and operated incoming agency based in Helsinki, Finland. They are one of three tour operators based in Helsinki that have

exclusive contracts with Helsinki visiting cruise ship companies. Most notably, Royal Caribbean Cruises. Not only does L.S.S. operate standard tours in and around Helsinki, but they also manage shuttle buses for cruise passengers from the docked cruise ships to the Helsinki city centre.

Hard Rock Cafe Helsinki met with all three aforementioned tour operators in the first quarter of 2014 to discuss a working partnership. Hard Rock Cafe Helsinki had no previous contracts setup with local tour operators. Previously Hard Rock Cafe had pitched to all three tour operators if Hard Rock Cafe Helsinki could be a stop on one of the on board sold city tours. The tour operators would receive commission on sales generated by their tours. All had declined as they felt Hard Rock Cafe was too modern and loud for them. The tour guides whom are mostly over 50 have been doing their tours for decades and have stuck to the rhythm of showing Helsinki's oldest sights such as the Senate Cathedral and the Rock Church. No company such as Hard Rock Cafe had ever asked if one could drive traffic to them for a commission. Naturally they said no as it would be a big step for them.

So Hard Rock Cafe Helsinki had to rethink it's strategy of offering an attractive package to the tour operators. L.S.S. was a main target for Hard Rock Cafe especially as they had their exclusive contracts with Royal Caribbean; with predominantly North American cruise passengers. This represented a quarter of all cruise passengers and a demographic of most likely to spend money at the Hard Rock Cafe. In the cruise profiling study, this group falls under the 'Varmistelijat'. This group of people whom want to play it safe and go to known brands such as Hard Rock Cafe Helsinki or even McDonalds.

From the previous year, Hard Rock Cafe Helsinki already had observed North American buying habits. They wanted to have that familiar taste of an American Hard Rock Cafe burger and collect pins and shot glasses. It has also been observed that North Americans were more willing to spend money at the Hard Rock Cafe as it was familiar, so naturally a partnership with L.S.S. would be a good fit. L.S.S. was open to new ideas as they recognised a potentially brand new revenue stream for them and that Hard Rock Cafe was a quality and sought after brand of its cruise passengers.

They offered a brand presence on all printed shuttle bus tickets and a tear-away offer to incentivise cruise passengers to shop at the Hard Rock Cafe - Rock Shop. (Attachment 1). This would be the first time L.S.S. would let another company have brand presence on their tickets. In return, Hard Rock Cafe Helsinki gave 10% commission on all Rock Shop purchases when presented with a L.S.S. shuttle ticket. The tear-away offer on the shuttle tickets trigger was ‘SHOW YOUR TICKET TO CLAIM YOUR FREE GIFT WHEN YOU SPEND €35 OR ABOVE IN OUR ROCK SHOP’.



Figure 15. Three examples of L.S.S. shuttle bus tickets.

The reason why Hard Rock Cafe Helsinki chose the amount of €35 is to incentivise customers to purchase more than one item in the Rock Shop. As all t-shirts sold are just under the €35 mark. The reason why a discount was not offered is the ‘free gift’ has a lower value than most purchases where a 10% discount would be given. A specially created button on the Hard Rock Cafe’s payment management system that tagged each check with a nominal value controlled this. The Rock Shop employees were instructed to press this button every time the special offer was redeemed.

The shuttle buses were active from the beginning of May 2014 until the beginning of September 2014. Figure 4 shows the results of the L.S.S. shuttle bus incentive program. The results show that there was slow traction at the beginning hitting a peak in July. To enhance the promotion, it was asked that shuttle bus drivers would point out the offer for each passenger but in practise, this can be a challenge during peak periods.

| <b>Month</b>  | <b>Amount of Checks</b> | <b>Check Total</b> | <b>10% Commission</b> |
|---------------|-------------------------|--------------------|-----------------------|
| <b>May.14</b> | 7                       | €500,40            | €50,04                |
| <b>Jun.14</b> | 11                      | €783,21            | €78,32                |
| <b>Jul.14</b> | 33                      | €2 277,30          | €227,73               |
| <b>Aug.14</b> | 25                      | €1 544,01          | €154,40               |
| <b>Sep.14</b> | 1                       | €114,60            | €11,46                |
| <b>TOTAL</b>  | <b>77</b>               | <b>€5 219,52</b>   | <b>€521,95</b>        |

Figure 16. Results of the 5-month L.S.S. Shuttle Bus Ticket campaign.

However the results disappointed both L.S.S. and Hard Rock Cafe Helsinki as they felt that the program could work much better. For the 2015 season, a few refinements shall be implemented such as the commission will include Food and Beverage sales on top of Rock Shop Sales. The free gift can be a few things such free soda or coffee with meal.

Also a new development is the cruise companies shall sell L.S.S. shuttle tickets on board. These will also have the same Hard Rock Cafe branding. L.S.S. will claim the 10% commission on sales and in turn pay the cruise companies for on board sales.

The sales incentive program for both parties is a win/win partnership as there is no start up fee for Hard Rock Cafe, just a natural increase in sales. For L.S.S., the main charge is for printing the tickets which is around €2000. But L.S.S. would still have the tickets made without any branding on them so the costs would remain the same. So for both parties – this would be a growth in sales.



### 5.3.2 Royal Caribbean International - Port Shopping Program

Royal Caribbean International operates a program called Port Shopping. The program is designed to drive traffic from the fleet of Royal Caribbean cruise ships to carefully selected local retailers in ports that the cruise ships visit. In the words of Royal Caribbean:

*'Our Port Lecturers on-board have become Destination Experts. They along with our Shore Excursions staff, will provide guidance to our guests regarding the places to visit while in port, where to eat, where to go and where to go shopping for that special item with the confidence that we have selected the merchants based on the quality and value of their products and with the confidence that they will honour the 60 Port Shopping Guarantee. Our staff on-board will conduct live talks and promote your shop at every opportunity and so we will be able to capture the attention of guests whether they have already purchased a tour or decided to explore on their own. Our Port Lecturers are dedicated to providing our guests with specific and detailed destination driven data. Our tried and proven genuine approach will focus on making guests comfortable and confident that we promote the shops after careful review that they meet our criteria at each and every port we visit.'* (Royal Caribbean Cruises 2014.)

Royal Caribbean Cruises in 2014 had 31 dockings in Helsinki. As the ships are so large, this equates to approximately 100,000 passengers, which is one quarter of the total expected passenger numbers visiting Helsinki for 2014. As with the L.S.S. – Shuttle Bus Ticket Incentive Program, this port shopping programs also targets the chosen demographic for Hard Rock Café.

The cost of the program for Hard Rock Café Helsinki is €100 per docking plus €300 one time admin fee. In total, the cost of participation in the Port Shopping Program for 2014 was €3,400.

In addition to port lectures giving live talk to passengers, Royal Caribbean Cruises offers various marketing placements on board. These include places for brochures, a video spot on the on board TV system and display cases. Royal Caribbean Cruises also

creates a Destination Guide where a brand can include 30-word script with a logo and include a special offer.

Hard Rock Cafe Helsinki used the destination guide to offer Royal Caribbean Cruises passenger's complimentary soda and coffee with any purchase in the Rock Shop. Their ID Pass that they receive every time they leave the boat would identify the passenger along with a receipt from the Rock Shop. This offer was not tracked at the Hard Rock Cafe for logistical reasons – we would not get an accurate reading on how many sodas and coffees were given as complimentary sodas and coffees are given for many other reasons.

This program went hand in hand with the L.S.S. – Shuttle Bus Ticket Incentive Program as it offers a first touch point for potential Hard Rock Cafe visitors. When arriving to Helsinki, passengers will see that Helsinki has indeed a Hard Rock Cafe and may want to visit. Then they see the L.S.S. – Shuttle Bus Ticket Incentive that will push the decision to visit.

It was evident that the Port Shopping Program worked due to the increase in Rock Shop sales when a Royal Caribbean Cruise Ship had docked in Helsinki. Also an increase in American and English guests were observed in the Hard Rock Bar area. In 2015, Hard Rock Cafe Helsinki will continue with the Port Shopping program with the same offerings, as there was a clear return on investment.

### **5.3.3 Online Visibility on Visit Helsinki - Online Banner/Article**

Hard Rock Cafe Helsinki uses many touch points to make them known to visiting Cruise Passengers. One more subtle approach, which was used for the first time in 2014, is a brand presence on the Visit Helsinki Website. More precisely on the Visiting Cruise Passenger section of the website.

Visit Helsinki offered Hard Rock Cafe a placement for an online article and space for a web banner in Visit Helsinki's web page. (Figure 5.) Both marketing initiatives have the approach of letting visiting cruise passengers know that Helsinki has a Hard Rock

Cafe. Two images are used, one of food and one of retail. These are the main drivers Hard Rock Cafe want to push.

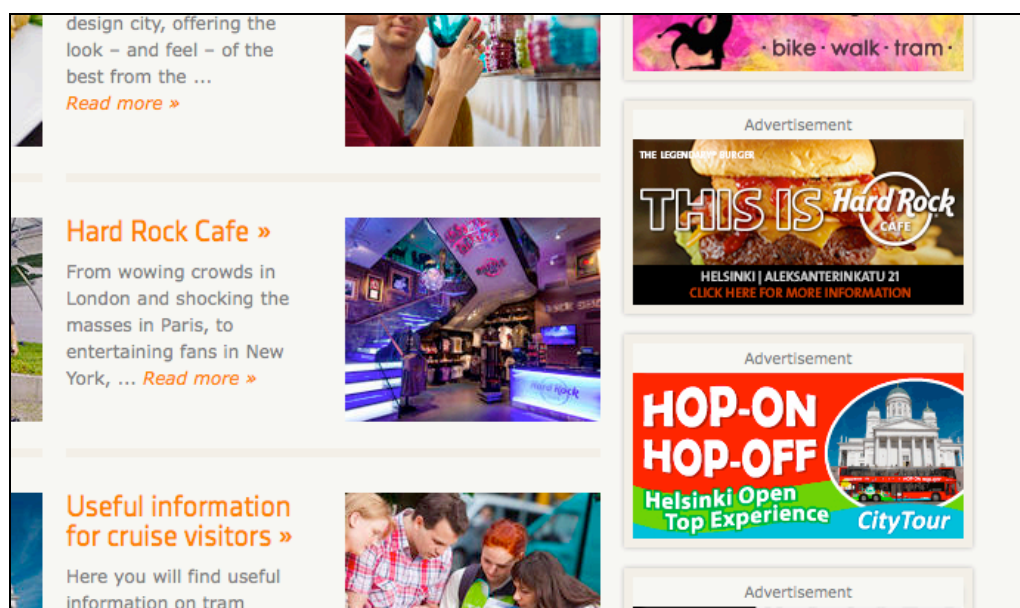


Figure 17. Online Article and Banner Advert. (Visit Helsinki 2015)

The website is translated into many different languages such as German, Italian and Spanish. It has been shown already that Germans are the top cruise visitor nationality to Helsinki and Hard Rock Cafe wants to attract as many Germans as possible. On previous experience, it has been noted that whenever a German cruise ship visited Helsinki, there would always be German tourists in the bar of Hard Rock Cafe having a beer.

Hard Rock Cafe Helsinki have previously tried communicating with the German cruise ship companies such as Aida but setting up partnerships have been problematic especially with the language barrier. Working with American cruise ship companies has been smooth sailing in comparison. Hence advertising on the website of Visit Helsinki especially in German is the only high-tech advertising Hard Rock Cafe Helsinki has on reaching out to the German market. Unfortunately one cannot clearly track the return on investment on online articles and banners on this occasion as it is purely advertising. However, the cost is not that significant so in 2015, Hard Rock Cafe Helsinki will continue to advertise in this way.

## 5.4 2014 Retail Net Sales Results

In 2014, Hard Rock Cafe Helsinki had many marketing initiatives in play to target Helsinki cruise passengers and to drive traffic to the Rock Shop. The amount of cruise passengers in 2014 was similar to 2013.

In the following figure (19) you will find the Retail Net Sales of the Hard Rock Cafe Helsinki Rock Shop.

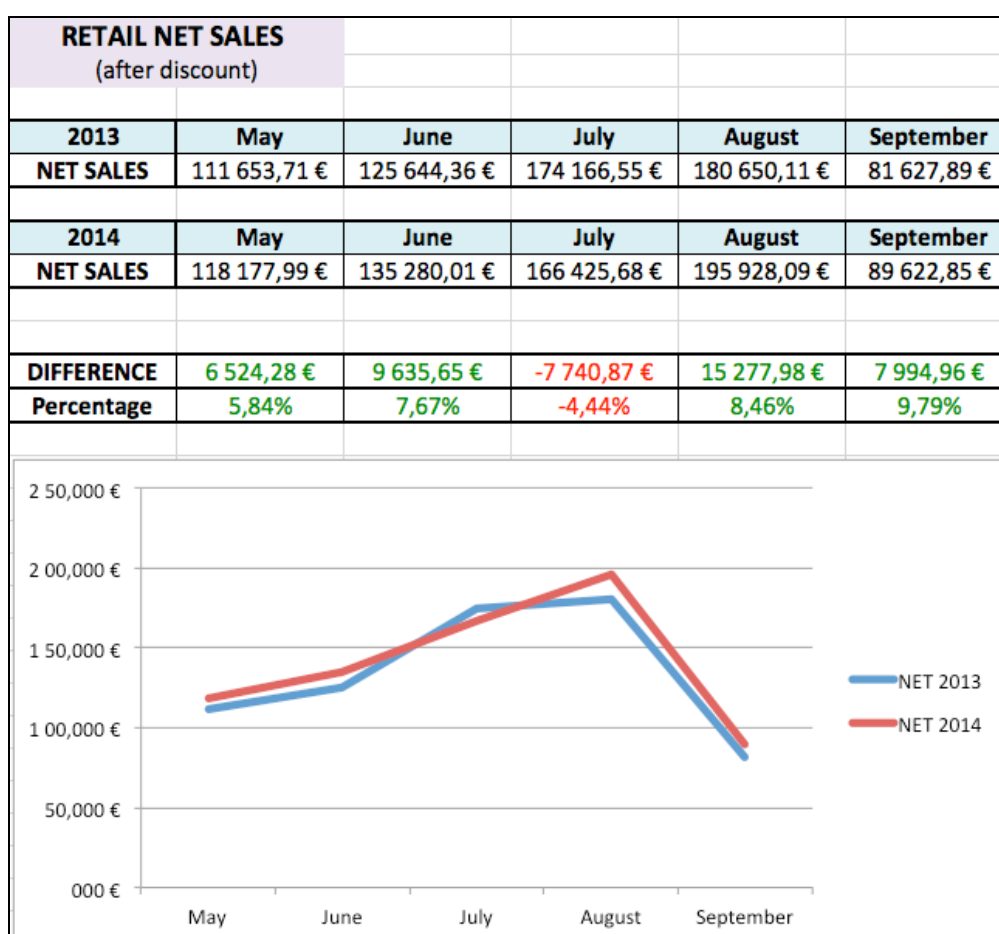


Figure 19. Retail Net Sales Results.

One can directly see that Retail Net Sales were higher in 2014 than of 2013. In 2014, the total net sales between May – September are €705,434.62 compared to €673,742.62 in 2013. That is an increase of €31,692.

One can argue that the increase in sales can be part down to the three new marketing initiatives implemented. However as in marketing, one cannot have a real comparison

without jeopardising the business. It would be interesting to see if Hard Rock Cafe Helsinki spend no money at all on marketing to cruise ship passengers and then analyse the results. However this is not a risk they are likely to take.

## 6 Summary and Future Recommendations

When a marketer creates a promotional plan, naturally marketing theory is applied without the need to refer to specific marketing theory. Marketing theory gives you however a foundation to develop one's skills to understand and visualise customer behaviour. Having extensive customer service experience helps to empathise and read peoples wants and needs.

Marketing theory does help to visualise a marketing promotional tool and the logistics required with it. One needs to develop tools that people can easily be understood and used.

Such as the case with the tear away offer in the Helsinki Cruise Brochure. The offer is very simple to understand for both the Rock Shop assistant and the customer however the logistics of development and distribution of the brochure and tracking the promotion is very complex. The marketer needs to understand the complexities of the overall promotional process to help create the tool as simple as possible to use.

The net sales results show the profitability of promotional tools used by the Hard Rock Cafe Helsinki in the summer of 2014. It also gave new ideas and especially knowledge about the customer group of cruise passengers. For 2015, Hard Rock Cafe Helsinki is already designing new promotional tools targeting cruise passengers.

One such tool is using the digital screens on the Helsinki trams and metros to promote primarily the Rock Shop. Hard Rock Cafe Helsinki already has a 12-month contract with JC Decaux whom operates the digital screens. Hard Rock Cafe will want to target the more spontaneous of the studied profile type. Especially as the tram number two and three are used for sightseeing, the adverts may inspire a quick stop over at the Hard Rock Cafe Rock Shop to buy a souvenir.

In 2014, it was already known that Disney Cruises would have four port calls in Helsinki in the summer of 2015. Disney operates a similar port-shopping program to Royal Caribbean Cruises and Hard Rock Cafe Helsinki shall be part of this program.

Another initiative is that Hard Rock Cafe will be working more closely with the Helsinki 'Helps'. The 'Helps' are usually multilingual especially in German. This again opens doors to the lucrative German market. Hard Rock Cafe Helsinki will also continue to peruse the German cruise ship companies through their international resources and contacts through Europe.

For the future Hard Rock Cafe will explore more high tech ways to attract cruise passengers especially with the advent of better Wi-Fi networks on board the ships. Passengers will increasingly start to use their smart phones and using apps such as the Ship Mate App (<https://shipmateapp.com>) to explore upcoming destinations. Tour guides will soon start to be less popular as you can use a virtual bespoke guide tailor made to ones liking.

Passengers will increasingly use Google to learn about their destination rather rely on destination guides or physical maps. Companies such as Hard Rock Cafe will need to spend more money on search engine optimisation and search engine marketing.

To be on top of future trends is vital for many international companies as with the strength of social media, service based companies are becoming more fragile.

## 7 Evaluation

The thesis project lasted more or less a year. The basis of the thesis where the underlying subject has been Hard Rock Cafe Helsinki Promoting to Helsinki Cruise Passengers has always been there. However fine-tuning the vision of the thesis has been a challenge, as both authors have not always shared the same view 100% of the time. Previous angles of the thesis has been increasing cruise passenger spend at the Hard Rock Cafe Helsinki, creating one specific promotional tool or then now showcasing overall how Hard Rock Cafe Helsinki promotes to Helsinki Cruise Passengers. The vision has changed due to either resource constraints such as research or data, peer recommendations or authors own interests.

As the subject matter can have many variables, such as showcasing competing companies to current overall brand perception of Hard Rock Cafe, finding the fine line on being on point has been a challenge. Also as the subject matter can be viewed as quite niche as there are only a handful of companies extensively targeting Helsinki cruise passengers and one can argue that Hard Rock Cafe Helsinki leads the way, finding relevant research has been a challenge. To add, finding research and determining its relevance has been a challenge.

One big issue during thesis writing process was to find time to do it together. Roope works during office hours and Katja in shifts between 8-24. The communication and teamwork in this project was carried out mainly via email, phone calls and Facebook messaging. We held face-to-face meetings as often as we managed, about once in every other month.



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