**"Be with your passengers on every step of their way" –
Production of a CreateTrips TravelBook Creation Guide
for Airlines**

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CreateTrips is a Finnish start-up company that provides a platform for a smartphone application with the same name. With the application, users are able to create and publish their own travel plans, whereas bloggers and companies are able to publish their own travel guides called TravelBooks. CreateTrips plans to attract airlines to publish TravelBooks via this platform.

The objective of this product thesis is to create a business-to-business marketing brochure for CreateTrips. The brochure should attract airlines to publish their own, branded CreateTrips TravelBooks. The means used are showing how this can positively influence the airline customers' brand loyalty and guiding the airlines into producing content that it suitable for TravelBooks and social media.

The theoretical framework studies the topics of the success of smartphone travel applications, creating contagious social media content that users are keen to share, consumer behavior of smartphone users, business-to-business marketing and brand loyalty, from the viewpoint of how it is formed, built and connected to brand exposure and long-term customer relationships.

The thesis also contains a qualitative survey to 14 preselected participants representing different air traveler categories; holiday travelers, business travelers, backpackers, travel bloggers and flight crew members. The survey was conducted as an open questionnaire to gather ideas and opinions of real users of what kind of content they would like to read from airline-published TravelBooks. The results were implemented alongside with the theoretical framework in creating an efficient and visually appealing brochure that fills the objectives planned.

The final product is a 6-page B2B marketing brochure done to match the CreateTrips visual brand. Its structure and layout are supported by the theories of B2B marketing and its content encourages airlines to publish their own TravelBooks by shedding light on the brand benefits and making the content creation easy by introducing the ways to target different traveler segments. The final product received very positive feedback from CreateTrips.

Keywords
B2B marketing, airline, social media, brand loyalty, travel guide

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1   Introduction

The objective of this product thesis is to create a business-to-business marketing brochure targeted to airlines. The thesis is a product work describing the process of producing the brochure and the theoretical framework related to it. The thesis is done in English since it is also the language of the final product. The product is done with a commissioning agreement from CreateTrips.

CreateTrips is a Finnish start-up company that offers a smartphone application with the same name. The application works as a platform for mobile travel guides called Travel-Books. The aim of the brochure is to encourage airlines to use CreateTrips TravelBooks as a part of their brand marketing and social media strategy. It should also guide the airlines in creating the content for the TravelBooks they publish. Boundary conditions set by CreateTrips for the product include the format, length of approximately five to six pages, use of English language and visual similarity to CreateTrips brand.

The structure of the thesis consists of the theoretical framework focusing on the content that should be implemented in the product, the empirical part concerning the production process of the product and the discussion that analyzes the processes of producing the thesis and the final product. The theoretical framework is created on the basis of the main problem studied in the thesis; how could an airline be attracted into commencing business with CreateTrips? Other problems included what kind of content an airline should then publish via TravelBooks to gain the full benefit out of this new type of social media, and how publishing TravelBooks would affect the brand of an airline.

The theoretical framework as a whole creates the basis for the content of the brochure. The chapter focusing on business-to-business marketing researches the topic of how to attract an airline and how the brochure should be structured in order for it to be effective. The chapter discussing creating social media content and the consumer behavior of smartphone users researches how an airline should structure the content that it publishes in its TravelBooks. This answers the wish of CreateTrips concerning the matter of guiding airlines into creating the TravelBook content. Since the theoretical framework related to the issue focuses on the style and structures of the content, the thesis also includes a survey researching the actual topics the consuming audience would wish to have in their airline-made TravelBooks. The survey consists of an open questionnaire sent to a number of "specialists in their own field of travel". The objective of the survey is to gather opinions and comments from the participants to create fact-based suggestions for airlines.

The framework also includes a chapter discussing how it would be possible to increase the brand value by publishing CreateTrips TravelBooks. The concepts discussed in this chapter are brand value that forms the basis for brand studies and describes how brand is formed, and brand loyalty that is a part of brand value and forms of the reasons why consumers favor a brand over another. The thesis inspects the possibility of increasing brand loyalty by creating more exposure to the brand on social media, and how long-term customer relationships are created by brand loyalty.

All of this is primed by a brief introduction into the world of travel applications and the reasons behind the increase of their popularity. The commissioning company is also introduced in the very beginning of the thesis, in order to shed light on the topic of travel applications and to tell the reader what kind of an application is being discussed in the thesis.

The empirical part is structured to describe the process of producing the thesis product, and how the theoretical framework and the survey results are implemented in the product. It also focuses on creating the visual appearance matching to CreateTrips, and an evaluation of the final product by CreateTrips. To conclude the production process, the thesis includes a discussion that evaluates the whole process of thesis making, how successful the final product was and how it would be possible to develop further.

2 CreateTrips and mobile TravelBooks

CreateTrips is a Helsinki-based start-up company maintaining a smartphone application with the same name. The application users have the possibility of planning their travels by adding venues, such as attractions, restaurants and hotels. What makes the application a part of social media, is the possibility of sharing these travel plans in Facebook via the application or even creating these plans together with multiple users. Travel plan will be linked to a GPS map in the application. (Koho 2014; Lemarchand 2014.)

The application provides information of the venues. The content, such as venue descriptions, photo images, travel advice and location information, is gathered from freely available open databases. CreateTrips uses Facebook, Flickr, Foursquare, Instagram and Wikipedia. (Linkedin 2014.)

Downloading CreateTrips mobile application is free. The global availability is currently restricted to Apple Appstore but will increase in the near future. The revenue model is based for the free online use of the travel plans and maps. However, if a user wishes to get access for the offline use of a travel plan and its map, it is possible by paying for the use. Another feature of the application is the opportunity for travel writers and companies to publish their own guides, called TravelBooks. The TravelBook creator can set a price for the guide that is then available for purchase in the CreateTrips application. The gathered profit is shared half-and-half between the creator and CreateTrips. (Koho 2014; Lemarchand 2014.) However, for company-created guides, such as guides by airlines, CreateTrips has a slightly different pricing system. CreateTrips has a set price depending on the number of guides the company will publish; hence price per guide is lower if the company is willing to create more. Also CreateTrips offers the possibility of creating the TravelBooks for the company according to their material and specific wishes. It is then for the company to decide whether they wish to use the creation tool themselves or not.

2.1 The rise of travel applications

The popularity of travel applications is growing alongside the trend of increasing use of mobile applications. According to a study made by an application research company Distimo in 2011; over 50 per cent of travelers use their smartphones to find information about their destination (Bloomberg 2012).

The number of smartphones is in an upward trend which has affected the use of mobile applications. According to Warc Trends report on Mobile Marketing (2012, 7-8) the rea-

sons for the increasing popularity lie in the consumer behavior of the modern-day smartphone user; the importance of efficiency and the hectic pace of life are pushing the consumers to make use of their 'downtime'. Smartphone users immerse themselves in the use of applications for example during commutes and waiting times. The users have the access to the content of their liking wherever they are and around the clock. Location services and augmented reality tie the application to the surrounding environment and enhance the user experience. Another factor of the application use linking into the real world is interactivity. The users have the opportunity to participate in the social online community by commenting the topics, sharing details and pictures of their own interest and measure them to other users. (Warc 2012, 8).

Social media often forms an essential part of a mobile application and its use. Korpi (2010, 6-8) defines social media as an interactive publishing platform for individual users and businesses alike. Interactivity means the social media user's right to comment and shape the content and to participate in the creating process. When it comes to marketing in social media, one of the most distinguishing features of it when comparing it to brand marketing is the customer's decision to consume the content in social media (Korpi 2010, 60). That is an important feature when considering the possibilities social media has in brand management and communicating with the customer groups.

Many companies have used social media to increase their presence in consumers' minds. The applications are used for customer service but also in strengthening the brand. To give an example; the Royal Dutch Airlines KLM uses social media remarkably efficiently by promoting their products and building their customer database for direct marketing at the same time. Another KLM feature is 'tailor-made offers' where the airline shares price promotions for lower passenger load factor flights on social media, to create a strictly targeted boost for the sales of those exact flights. (Clift 2013.) Passenger load factor refers to the revenue generated by an individual passenger seat in relation to the seat capacity of the whole flight (MIT 2014).

2.2   Airline TravelBooks and how to produce them?

Airline TravelBooks work as any other TravelBooks published in CreateTrips. It is possible for a company to share visual and written content, and maps, in the guides. Creation of the TravelBooks is done either by CreateTrips or by the company itself. If CreateTrips takes care of the producing the guides for an airline, it is done according to the airline's wishes and the material, such as photos and logos of the company are implemented. Before actually publishing the TravelBook, the company is given a possibility to evaluate the

guide and give feedback about it. CreateTrips will then modify the TravelBook to match to the company's wishes and expectations. The company also has the option to create the TravelBooks by themselves.

When producing content for a TravelBook, an airline, or basically any company, should take into consideration the following. CreateTrips is definitely a part of social media, so producing efficiently targeted content especially meant to targeting audiences within the reach of social media. CreateTrips also differs from some other social media platforms, since it is strongly a smartphone application only. Therefore it is essential to understand the consumer behavior of a smartphone user.

2.3 Creating Social Media content

When an airline decides to start producing and sharing TravelBooks via CreateTrips application, they might encounter a problem of deciding what kind of content they should share. Therefore they should be offered guidance in finding their place on this sort of new media platform. In ARF Experiential Learning: Re:Think Conference, in 2014, a framework for creating contagious content for social media, was published by James Burke and Euan Mackay. Contagious content, in this context, means social media content, such as links, blog texts, articles or images that are shared onwards by other social media users.
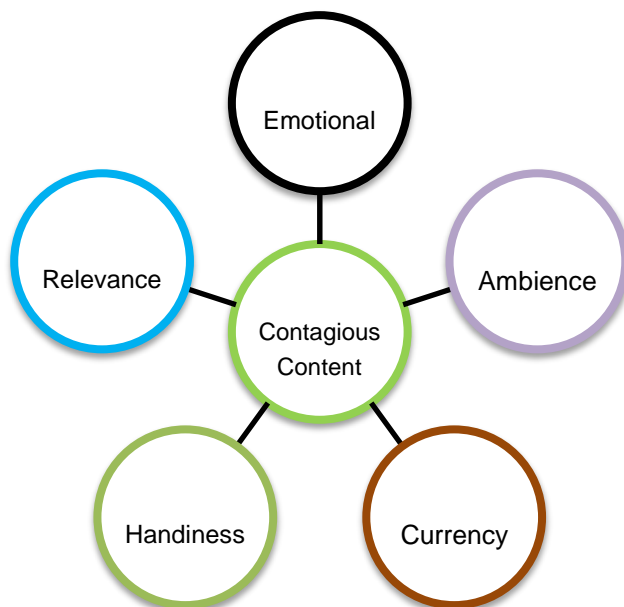
Figure 1. REACH framework for optimizing contagious content in social media. (Burke and Mackay 2014.)

The REACH framework (figure 1) focuses on five key points; the first of them being relevance. According to the framework, relevance can be evaluated by how the content matches the interests and attitudes of the target group, which in this context are the airline customers. Another dimension is the 'Emotional' factor of the framework that evaluates the type of the feeling and how strong the feeling is. The content needs to evoke feelings, let it be anything from laughter to fury, in user in order to be shared further in social media. (Burke and Mackay 2014.)

The third dimension used is called 'Ambience' that can be further explained as the surrounding social atmosphere where the content is to be shared. According to the framework developers, it is important for a social media user to know if the same content is shared in social media, especially in same network, by other users as well. Many users like to be the first ones the share new content in their network but still are looking for endorsement from other trailblazing users and media. Also, in order the content to be shared, its message must be easy to understand in the targeted network. For example, in an international network, a message written in English gets a much wider coverage than a message written in some less widely understood language. Also the source, form and length of the content affect the likelihood of sharing. (Burke and Mackay 2014.)

The same way the social media users are looking for an endorsement from others in the same network, they contemplate how the content they share affects the view others have of them. According to Burke and Mackay this is the fourth dimension of the REACH framework called 'Currency'. Social media users view shareable content as a possibility to link themselves with other users. Shared content forms a part of users' public image in social media and might evoke interest in other users, maybe even extending to the level of gathering a number of followers outside of users' own social network. (Burke and Mackay 2014.)

The last dimension of the framework is 'Handiness'. This dimension regards the concepts of usefulness of the information and the economical capital the social media user may gain from sharing the content. It is vital that the content actually serves its purpose and by doing so is useful for the social media user who decides to consume it and possibly also share it further. The economical capital can be offered by organizing competitions tied up with the content or offering straight-forward rewards from sharing it. (Burke and Mackay 2014.)

In the study conducted by Burke and Mackay, the results state that when creating contagious content in social media, the attributes of the content itself should be valued much

higher than sharing the content based only in the personal interests and individual attributes of the sharer. Also, the results state that content including images is more probable to be shared that one without images. However, it was noted that the images must be of good quality and relevant to the topic. (Burke and Mackay 2014.)

What kind of topics make the people start talking then? What kind of topics create the social media currency? According to Mark Hughes, the creator of the term "buzzmarketing", there are six most popularly shared topics; the taboos, the unusual ones, the outrageous ones, the hilarious ones, the remarkable ones and the secrets. By creating content that provides social media consumer some of those feelings, it is possible to create "buzz", word-of-mouth marketing, around the topic. (Hughes 2005, 29.)

The suitable content can be even created using a specific content strategy. One approach of doing this is creating buyer personas; imaginary persons that represent different typical customer target groups. The criteria to consider can include age, gender, geographic location, socio-economic factors, family status and basically any other attributes wished to target. The written content should have a voice that relates to the buyer personas. Creating such a brand voice can also ease the content creating process as it helps choosing the style and the tone wanted in the content and can assist in setting a suitable mood in the text. (Tiangco 21 April 2015.)

2.4 Consumer behavior of smartphone application users

Alongside with the transition of consumers shifting from the traditional media to smartphones, the reach of traditional advertising falls into a decline when compared to the reach of smartphone advertising. Smartphone applications offer countless possibilities for brands to interact with consumers.

In a study made by a mobile advertising and analytics company Flurry, it was found out that traditional print advertising gets 29% of the corporate advertising budget with consumers spending only 6% of their time in the reach of print media. The percentage of the same budget spend in smartphone advertising is only 1% which is highly disproportionate when considering consumers spending up to 23% of their time within the reach of smartphone advertising. The reason behind this difference lies in smartphone trend being a rather new phenomenon and the companies have not been too fast to catch up with the trend. (Walsh 2012.) In the research made by comScore in 2014, it was found out that the time spent in social networks was 33% on a desktop computer and 67% on mobile platforms (Goodman & Yuki 2014).

In traditional brand marketing, the brand message is communicated to the audience that then approves with it or not. With a modern smartphone user being the consumer, companies need to understand that the key to the success in this sphere of advertising lies within long-term customer relations and the experiences consumer has with the brand. A single encounter with a brand or being targeted by a brand's advertising might direct the consumer's image of the brand towards certain direction but is not enough to create brand loyalty that is a total of experiences with the brand. All of the experiences make impacts, either to better or worse, regardless of the channel and way where the brand message is communicated.

According to Toby Southgate, one of the CEO's of The Brand Union, they have identified four key factors to be used when assessing from the consumer perspective if the targeted audience is willing to engage with the shared brand message and whether the message is something that will create a positive impact. The key factors are;

- impression
- interaction
- responsiveness
- resilience.

The impression factor assesses if the brand image matches the actual outcome of the brand in practice, what makes the brand different from the competitors and how is the brand in comparison to others alike it, if the brand is relevant to the consumer and what it offers to the consumer. The interaction factor evaluates the ways the consumer is able to stay in touch with the brand and if they suit the consumer's needs, and if the consumer is actually able to interact with the brand. It should also be noted that in the light of long-term customer relations every interaction "leaves a mark" to the image a consumer has of a brand and the consistency and the total of these impacts shapes the consumer's image of the brand to either positive or negative. This is also assessed in the interaction factor. Both impression and interaction factors focus if the brand message is suitably delivered into the consumers' minds.

From the interaction factor, it is natural to move into evaluating the responsiveness. This factor assesses the brand interaction after the consumer has reacted in some way. How quickly does the brand react for example in social media? If consumer needs change, will the brand react to it? Will the interaction consumer receives from the brand be personal, flexible and individually tailored towards the individual consumer? The fourth factor of resilience assesses the consumer's confidence in the brand. For example if the brand shows corporate social responsibility and demonstrates its input in valuing its customers

and engagement into long-term customer relationship also from the brand's perspective, it shows resilience. (Southgate 2013.)

Does the consumer behavior differ when the customers are in the tourism industry? The need to travel is usually based on four purposes; leisure travel, visiting friends and relatives, business travel or other personal travel. When the consumers actually decide to travel they have recognized the need to do so. The need is usually created by a stimulus that makes the consumers aware of it. The stimulus can be commercial or interpersonal. Commercial stimuli are created by marketing and interpersonal by word-of-mouth, in the consumers' social circle, in other words family and friends, or social media used. There are also personal stimuli, when the need comes from other personal needs, such as social, emotional or physical needs. Before purchasing any tourism products, the consumers evaluate different options, and even when they have made their decision they often discuss the product or travel plan in their social circle. This is done for example to assess the risks that may relate to the plan. The next phase is the actual consumption of the tourism product where the consumers expect their expectations to be exceeded or at least fulfilled. After that, the consumers often evaluate their experience in their social circle or online. (Morrison 2013, 406-407, 410-414.)

3 Business-to-business marketing

The product is targeted to the airlines from CreateTrips. It should function both as a how-to guide for the airlines by introducing the TravelBook creation process and underlining the opportunities the collaboration can offer, but also as marketing material convincing the airlines to use CreateTrips as a part of their brand marketing. In this the principles of business-to-business marketing, also referred as B2B marketing, should be made use of to target the corporate audience as efficiently as possible. At first, it should be considered who the target audience is and how to make B2B marketing appealing to them. Secondly, it is important to make a strategic plan regarding the typical progress of B2B marketing to truly create effectively targeting content. The third key point to consider is creating a visually functional and purposeful presentation also to make the brochure appealing to the target audience.

It should be noted that in this case, the marketing can be seen even as "B2B2C" marketing, an abbreviation of business-to-business-to-consumer marketing. Therefore the whole chain should be treated also as a total concept which means thinking of the added value that can be brought to the chain in total. (Kapferer 2012, 136.)

3.1 The content of B2B marketing

In business-to-business market, offering a completely new solution to another company can be challenging since the marketing cannot rely on advertising or external factors. Instead, the idea behind the solution must be presented well. It is also important that the brand behind the company presenting the new way of doing comes across to the targeted audience. In B2B marketing, the targeted audience is a group of people making the decisions concerning the business. Therefore, it is vital that the presented solution, the brand promise behind the marketed company, and the uniqueness of it all transmits clearly to the people making decisions. According to Adamson, a way of clearly presenting these is prototyping, which means creating clear examples of how the product works in practice. It makes it a lot more tangible to the target audience and helps them understand the potential and benefits the product offers. Since corporate bodies are often international, and therefore multicultural, offering clearly explained solutions also decreases the possibility of misunderstanding and helps the audience to comprehend how the solution actually works in practice and allows them to start visualizing how the company could use the solution and benefit from it. (Adamson 2014.)

A research made by CEB Marketing Leadership Council in cooperation with Google in 2013, shows similar results. According to the research, customers who are the target audience of B2B marketing, should be placed in the focus. This is called customer-centric branding as opposed to supplier-centric branding. The focus should be in the benefits the customer gets by choosing the marketed product and substantial examples how the company can use the product in practice. In the research these benefits are also referred as business value. Business value forms of the logical and fact-based reasons. The results even show that to be even considered, the marketer should show clearly how their solution will deliver business value to the targeted company. However, providing business value is not enough, as it is not a differentiating factor from the other companies offering similar services. As it was mentioned before, eventually, the targeted audience is a group of people making the corporate decisions, and since the business value is already a prerequisite, more emphasis should be placed on personal value. The research results (figure 2) show that business customers actually appreciate personal value over business value even twice more.
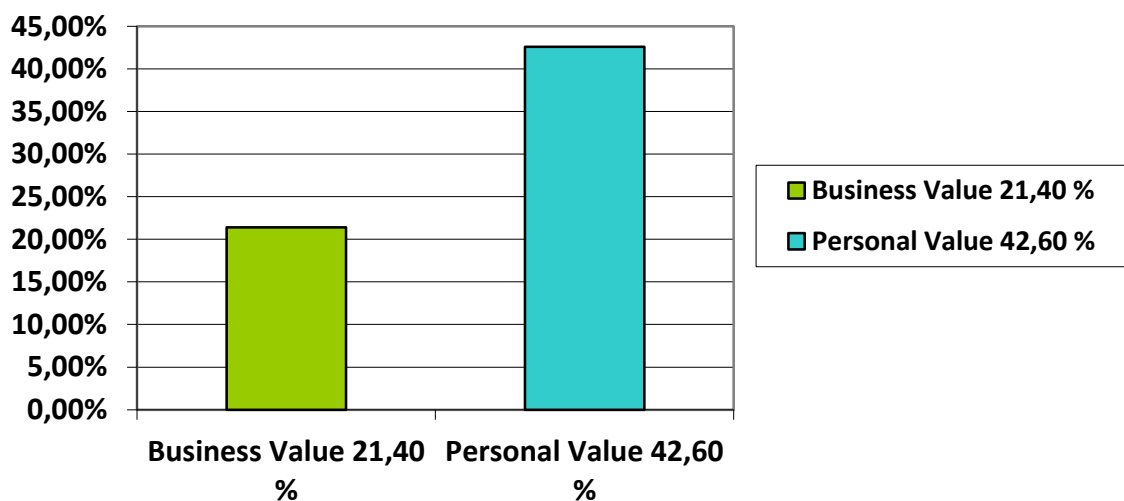
Figure 2. Business customer valued benefits based on commercial outcome (n=3000) (The Corporate Executive Board Company 2013.)

The personal values can be for example professional, social, emotional or self-image benefits, basically values that do not rationalize in purely commercial way of thinking. (The Corporate Executive Board Company 2013.)

3.2 Strategy for B2B marketing

According to Karl Hellman's article on Journal of Business & Industrial Marketing, a B2B product's marketing strategy needs to include a definition of the target market, differentia-

tion from competitors and it needs to proof the claims it states. Much alike the business value mentioned in previous chapter is seen as a basic necessity, so are those key points of B2B market strategy. In the article, Hellman explains the term "customer learning curve" that describes the path of the targeted customer, in this case a business, from being introduced with the product to becoming a long-term customer. This process consists of eight different steps;

- need
- awareness
- access
- motivation
- purchase
- know-how
- experience value
- loyalty.

The process develops from pointing out the customer's needs for the offered solution to letting the customer to recognize the possibility of filling those needs. It is possible that the customer does not even know of having the need in question. After making the customer aware of the existence of a solution, they should be directed to it. To motivate the customer to do business, marketing can present facts of previous success stories and data to support their selling arguments. The next phase is the actual purchase that, if successfully managed, leads to customer's know-how of actually using the solution or product and experiencing the value that it gains to their business. This then leads to customer loyalty that also means becoming a long-term customer. (Hellman 2005). Concerning the marketing product, the first four steps are the most important ones since the goal of the product is to make the target group interested enough to make a purchase.

Hellman also discusses the four steps of barriers to purchase. These are questions that should be answered in all the previously mentioned steps of the customer learning curve. The first to consider is the question of who is the decision-maker in the target company concerning the offer. Who is the one that should be motivated? The next question to be answered is what excites the decision-maker. What motivates the people who are responsible of the B2B proposition? The third question is about the factors holding the buyer back. What might prevent the decision-maker or be an obstacle to a successful business-to-business deal? (Hellman 2005.) Here the process can be seen combining with the factors of personal value. The buyers might be too busy to consider the proposition that is suspected to be providing too little business value, or the buyers are concerned of the responsibility they have of making unsuccessful business decisions, or even their own

reputation in their company. This can also be developed. What if the buyers make a highly successful decision that brings them respect in their business? This is an example of a social benefit brought by personal value targeting. (The Corporate Executive Board Company 2013.) How should the business value be presented to the company, in the context of brand marketing, so that the language used is clear to the decision-maker? One of the measures used to analyze the efficiency of brand marketing is the return on investment factor, often abbreviated as ROI. ROI is measured by comparing the business conditions and how the consumers see brand before, and after the changes are made to brand marketing. The bigger the impact is after the changes are made, the bigger return there is on the investment. If large impacts are made with relatively minor investments, the ROI is higher and therefore more attractive to corporate marketing decision makers. (Wulfsberg 2014.)

The basic principles of marketing should be taken into consideration as well, no matter if the marketing in question is business-to-business or business-to-consumer. The concept of the most basic principles usually include the marketing mix and the AIDA standard. The marketing mix consists of Product, Price, Promotion and Place. Each of the four factors should be thoughtfully implemented in creating a product. The term product considers the type and range of products offered, price factor is about targeting correct pricing, promotion discusses the ways of connecting with the targeted group of customers and place factor is about choosing what kind of distribution channels should be used and how, for example with what kind of service, the product should be delivered. (McDonald & Meldrum 2007, 10-14.) Concerning the product in the making, these factors are already decided by the client and the key points of marketing mix should only be implemented in the correct context.

3.3 A functional B2B presentation

Delivering the message efficiently and purposefully is important for the success of business-to-business marketing presentation. It is essential that the content of the presentation is strategically formed and supports the purpose of the presentation, in order to catch the full benefit of its ultimate idea; attracting the targeted customers. Also, it should not be forgotten that the structure of the presentation supports the whole concept and is vital considering the outcome of the presentation. To deliver the message clearly, the presentation should be visually pleasing and professionally created.

Often the so called AIDA standard is implemented in making the promotions more effective. AIDA is an abbreviation of the formula that is used to attract the audience.
It consists of four key points;

- attention (also referred as awareness)
- interest
- desire
- action.

Each of these emotions should be awaken in the targeted customer in that order. (DeMers 2013b; McDonald & Meldrum 2007, 58.) Catching attention is the first step when writing content based on AIDA formula. For doing this, it is beneficial to direct the presentation to target audience, even as specifically as targeting it to a single, imagined person if it helps in straight forward targeting. What might be the problem, naturally a one that can be solved with the product that is the major concern of the target, and what kind of a solution is on offer? It is also important to use the same language and professional slang as the target since it creates a sense of professionalism. Related to the same, it is useful to address the directly the target and the problem to really get the undivided attention. When it comes to the visual side of the presentation, the core of catching attention lies in the headline and the lead paragraph.

The next step of AIDA standard is Interest, which is all about of showing the professionalism and expertise of the subject so that the target stays focused and interested in the presentation. Engaging with the target can happen by relating to target's problems for example with the ways of storytelling. The key of keeping the interest is in rewarding the target with something, no matter if it is for example humor or education. The Desire step comes after the presentation already holds the target's interest and the mindset changes from interested to actually imagining and visualizing the benefits. It is then important to enforce the interest by bringing up data and facts supporting the claims. When the Desire is awaken, the next step is taking Action. The whole design of the presentation should again support the step with its layout and visualization. In itself, the call to action should be powerful to really close the purchase. (DeMers 2013.)

4   Adding Brand Value with a Mobile Application

The target of the product is to attract airline companies by visualizing the brand benefits an airline could get of producing CreateTrips TravelBooks. The brand loyalty leading to long-term customer relationships, that are vital for any company's success, can be increased by increasing brand exposure and brand awareness. However, this is not enough because the content published must be matching with the whole brand. Also, the content produced must be of good quality. To understand the concepts of brand loyalty, it is important to first understand how brand value forms and how it can be build.

4.1   Creating Brand Value

Brand value, often referred as brand equity, is formed by four dimensions; brand awareness, perceived quality, brand associations and brand loyalty. With the dimension of brand awareness it is possible to analyze how familiar the brand is to its customer segment. (Aaker & Joachimsthaler 2000, 17.) Perceived quality describes the extended value that buying the branded product brings to the customer and determines why the customer wishes to purchase the exact product. This is often accomplished by brand differentiation and brand extensions. Brand associations are factors that link the customer to the brand such as product attributes and brand spokespeople. (Aaker 1996, 9, 25.) The concept of brand loyalty is used when analyzing the group of customers who favor the brand when compared to similar ones, and it forms a significant part of brand value (Aaker 1996, 21-23.)

Social media is an important tool when a business is working to enhance its brand value. However, social media loses its essentiality if the content provided in it is not working for the brand. As stated by Ricketts and Berry (2014), what matters is engaging the customers with the brand by creating conversation and a narrative around the brand. The conversation might be going on in multiple different channels, in more traditional ones, such as print media and also in modern ones; in social media communities. The most efficient narratives are the timeless ones where to conversation is kept going on for a longer period of time. The timeless narratives are often found in the traditional media but social media can operate as a channel that leads the customers to them. What might become a problem, is finding a suitable timeless narrative relating to the brand. (Ricketts & Berry 2014). For an airline, the task just might be a little simpler as people often like to discuss and compare their travel plans. For example business passengers live a fast-paced lifestyle and they appreciate nearly anything that will ease their travels.

4.2 Building Brand Loyalty

Building brand loyalty is closely connected with the concept of brand value and is one of factors that build brand value. Eventually brand loyalty is the outcome of consumer chain where the consumer has first tried the product and starts to favor it, maybe even over the others. Brand loyalty creates closer bonds between the business and the customer and is an essential factor when building long-term customer relationships is discussed. Branding affects to the customer loyalty by making the product more recognizable, more memorable and more relatable. Again, there are a number of key points that should be kept in mind when brand loyalty is strategically created with the tools of brand building;

- Writing a narrative.
- Creating a recognizable identity.
- Creating a holistic experience.
- Consistency creates strong brands.
- Establish trust between the business and the customer.
- Humorous approach.

Telling a story might be the oldest trick in the book but it works. Stories trigger emotions and emotions are easily memorable. When the brand narrative is created, the essence of it is to make it relatable by invoking to very basic human needs and the attributes of the product. (Prior 2015.) According to the classic of psychology and consumer behavior, Abraham Maslow's the Hierarchy of Needs (figure 3) suggests that human needs form a pyramid rising from the bottom towards the top. Unless the "lower" need is satisfied, the ones situated "higher" are not able to be fulfilled. At the bottom lie physiological needs such as thirst and fatigue, followed by safety needs such as security and protection. In the middle of the pyramid are the social needs such as the sense of belonging, followed by esteem needs such as the need to be respected and appreciated. On the top of the pyramid are the self-actualizing needs, meaning the need to create an impact or "to leave a mark". (Hartelius 2012.)

Figure 3. Maslow's Hierarchy of Needs (Hartelius 2012.)

All in all, brand narratives are an efficient way to visualize the brand promise and the brand message to the customer. When it comes to visualizing, the next step in building brand loyalty is creating a recognizable identity. The concept deals with for example enforcing the identity with brand colors, suitable text fonts in content and creating an overall visual identity. The key goal of this, in addition to delivering the brand message further, is to make the brand distinctive and differentiated from its competitors.

Creating a holistic experience is the next tool. The term "holistic experience" refers to a total, wider brand experience that really offers something to the customer. This is often called as customer rewarding. The brand should consider how it can offer something extra to the customer that can set it in its own league above the competitors and provide added value. However, the way of creating added value should be in line with the brand itself and for example its narrative. This creates consistency which is also a tool of brand loyalty building. It must be remembered that if the brand values, style and image are repeatedly changed, it does not create trust in consumers or stay in their minds. Creating a relationship between the customer and the brand is also valuable. Values, transparency and allowing criticism create trust that enforces the bond. When the customers feel that the brand is something they can trust, they become loyal and also recommend the brand further. A very important step is also using humor since it easily makes the brand more memorable, and creates a human aspect in it. A brand that is human is a lot more relatable than a brand that does not show any emotions. From a consumer aspect, this kind of brand is also easy to connect with. (Prior 2015.)

4.3 How Brand Exposure increases Brand Loyalty

When brand loyalty is being increased, brand exposure can play a part in it. Brand exposure is closely related to brand awareness. Whereas brand awareness covers more the topic of making the brand seen, brand exposure means the situation where the customer sees brand advertising or something that associates to the brand. Research of the effects of brand exposure concentrates on investigating the relationship between the exposure and customer behavior. (Fitzsimons, Chartrand & Fitzsimons 2008, 21).

Does more brand exposure then lead to more loyal customer behavior? According to the marketing insight research manager of Momentum Worldwide, Chris Toepper, it does not. The key of successful brand loyalty building with the means of increasing brand exposure and recognition is in the quality of how the brand is delivering its message. Consumers await concrete actions of the brand bringing something useful to their lives. This is not done by increasing the communication but really answering to some of the customers' needs and rewarding them. When the needs are met, consumers begin to trust the brand and the relationship forms between them. To make the brand exposure count, the touchpoint where the customer is connected with the brand needs to be memorable. If the brand generates too much information and communicates matters that the customers do not see valuable for themselves or rewarding, the "overdose" can cause brand fatigue. Brand fatigue can even turn against the brand as the customer will feel that the brand does not do anything for them and is therefore seen unworthy to spend time with. (Toepper 2014.) Providing good content for example in large social media platform such as Facebook is not enough. As television before, large social media platforms have become corporate tools of creating brand awareness and therefore it is difficult to really reach all target groups. (Whiteside 2014.) For example, the photo-sharing smartphone application Instagram has lately attracted companies to use it as their marketing platform. This is because the consumers are increasingly engaging with brands even on other social networking platforms than Facebook. Compared between March of 2013 and March of 2014, the consumers' brand actions on Instagram increased by 286 per cent. (Goodman & Yuki 2014.)

What is then the positive experience the consumers are looking for? A term used when talking about contagious social media content and brand's added value is "wow factor". It is also applied to brand's impact in any touchpoint with the consumer. To take an advantage out of the "wow factor", the brand marketer needs to create a process where the "wow" emotions are produced systematically. This can be achieved by examining the customer journey and then making efforts to remove the factors producing negative emotions

and to increase the positive ones, even though they would be just small factors improving customers' experience. (Woodward 2011.)

The customers are looking for something called brand experience. At its best, this is a positive experience where the brand offers something to the consumer. To make it even more brand-related this should be incorporated with the brand story and brand message and be even fitted within the brand image. By truly offering something to the consumers, the brand will seem more relatable and more authentic. The brand should aim to be seen as honest, keeping its promises and easily available whenever the customer needs it. In the research made by Momentum, the brands that are seen more authentic by more than half of the research group were more probable to become significantly close with the consumer. That can then generate even brand awareness when consumers share the brand message further in their social circle. (Toepper 2014.) It should be noted as well that the strong bond between the consumer and the brand must be formed not only by keeping on the brand conversation, or the brand narrative. Those are essential but in addition to that, the brand should participate in the dialogue and that way become loved as a brand and a stronger part in the consumers' everyday lives. (Whiteside 2013.)

4.4 How Brand Loyalty forms into Long-term Customer Relationships

Long-term customer relationships are important to companies because they need customers who keep returning back instead of the ones who consume only randomly. It is cheaper for the company to maintain already existing customers than acquire new ones. (Gordon 2010.) Even more important long-term customer relationships are to airlines due to the hectic nature of the industry and the intense competition between the different operators. For making the relationships long-term, airlines often use frequent flyer programs. Basically the agenda behind these programs is to encourage the customers to fly more and to concentrate their flights mainly on one airline of their choice. (Niesche 2013.)

How does a long-term customer relationship form? Instead of a sudden need to favor a brand over another, brand loyalty forms as a longer, step-by-step process. At first, the customer might purchase the product randomly, followed by further purchases if the benefits of the product exceed its cost. If the chain of purchases and communication between the customer and the brand keeps producing the customer a positive feeling, a loyalty might develop. Over time, customers can even ignore some faults in their product of choice. Some customers can turn into brand advocates that recommend the brand, and some even to brand evangelizers who try to convert their social circle to consumers of their brand of preference. Brand loyalty can also be seen in consumers' social circle even

otherwise. After having a long-term personal brand preference, it might become a prefer-
ence for the whole family. In some cases, even a community of supporters can form
around a brand. (Bernacchi, Kesavan & Mascarenhas 2006.)

5 Product creation process

The product in question is a business-to-business marketing brochure from CreateTrips to various airlines, and it is done as a commission from CreateTrips. According to CreateTrips, the product is meant to be used in two different ways; as an attachment to marketing e-mails and as a brochure that can be dealt to airline representatives in a business meeting. CreateTrips wished that the brochure would be smart, compact and visual, and done to match the visual guidelines of the company. The brochure should attract the airlines into creating CreateTrips TravelBooks and also give them ideas and instructions of how they can make the TravelBooks. They also hoped that it would be done in English, in PDF-format and that it would consist of approximately five to six pages. Together with the founder and the community lead of CreateTrips, we agreed that the approach of the brochure would be in the benefits that the airline can achieve to its brand by creating CreateTrips TravelBooks. Otherwise, I had the freedom of making the brochure as I feel is the best.

5.1 Process description

The idea to do this kind of a product as a thesis came when I was looking for a subject relating to brand marketing, social media and airline business. When I discussed with the Community Lead of CreateTrips about my search of the project, they offered me a possibility to do a project for them with a commissioning agreement. I continued the discussions with the founder of the company and we agreed that I can go on with the project. Originally it was thought that the product would be ready by the end of 2014 but CreateTrips was always clear that they do not have any urgency related to the project. At first I suggested the project could contain a survey, in a form of an open questionnaire, to gather consumer opinions that can then be shown as quantitative data in the brochure. However, when I discussed this with the founder, we agreed that it would be even more valuable, and even more attractive to the airlines, if I could gather more specific consumer opinions and ideas to support the material.

When beginning with the actual work, it was important to plan the structure and content of the product at first. I decided to divide the product content into four different categories, to make it more logical and efficient to work with;

- consumer behavior
- creating social media content
- business-to-business marketing
- creating brand loyalty.

The four categories can also be seen in the theoretical framework of the thesis, as I wanted to gather knowledge and research-based information to support the choices made in the product and to use in the marketing. The category of consumer behavior concentrated on the behavior of travelers and mobile users of social media. The aim was to prove the benefits of CreateTrips to the airline representatives when explaining how the users actually use the TravelBooks. For example, at what stages of their travel they are looking for certain kinds of information, and when and why they share the information in their social circle. Also, I wanted to inspect the motivators pushing travelers on their way to further use the information in examples how the companies can benefit from TravelBooks.

In the category of "creating social media content" I studied what kind of social media content the companies should make to create discussion around it and to encourage users to share it forward. CreateTrips is a part of social media itself and it can provide a new platform for the companies to be visible. The brochure should guide the airlines how they can create that contagious social media content in CreateTrips. The theoretical framework considers producing this from the perspective of what kind of content is contagious, and how it should be presented. To give airlines more concrete ideas of the content they can publish in their TravelBooks, I decided to conduct a small survey. The target of the survey was to gather actual consumer viewpoints that can be then used in the product. This kind of actual ideas and needs told by different consumer groups would then help the airline representatives to innovate how they can use CreateTrips TravelBooks as a tool when boosting the customer interest in their social media.

Business-to-business marketing was a logical choice to focus on as well, since the brochure is targeted from CreateTrips to airlines. In this category, the key factors that are important to be implemented in the product creation process are the contents of the marketing, the strategically built structure and the factors that should be taken in account when actually creating the presentation or, in this case, the brochure. Since it was agreed with CreateTrips that the suitable approach is emphasizing the brand benefits that are possible to gain, it was only natural to investigate further how added brand value and brand exposure affect long-term customer relationships.

When the decisions of what kind of content should be used to form the actual product were made, it was the time to create a project plan (figure 4) for it. The plan contained the main path of the project from the beginning of the discussions to actually producing the product and getting feedback from the commissioner. All of the segments contain multiple parts of the actual production process itself. After making decisions of the product structure and what kind of written content the product should contain, it was time to begin with

building the theoretical framework. The references chosen were mainly quite new, since the field of marketing and especially social media changes rapidly. Social media is an increasingly fast developing industry where companies can relatively easily present themselves as forerunners in their field of business.

Discussions with CreateTrips representatives	Product visuality and content implementation	Survey analysis and implementation
Product structure & Content alignment	Discussions with CreateTrips representatives	Producing the product in correct format
Building the theoretical framework	Designing and sending the survey	CreateTrips feedback

Figure 4. The project plan for the product creation process.

With the theoretical framework being complete, the next step was to focus on planning the survey. As we agreed before with the CreateTrips' founder, more benefit could be achieved with direct consumer opinions and ideas of how the airlines can use this kind of application and what they, as specialists in their own field of traveling, would appreciate. The aim of the survey was to gather even direct comments that could then be analyzed and then used in the brochure. I wanted the survey to bring added value to the previously discussed content category of creating social media content. Therefore the main research question would be; what kind of content should an airline offer in its smartphone travel guides. While the theoretical framework of the matter focused on how to write content that inspires the consumers, the survey could shed light to the actual topics the consumers would want to hear about. Since B2B marketing valued prototyping, offering concrete consumer opinions was a logical way to add value to the product. The selection of the participants was not random. To ensure diverse viewpoints and aspects, I chose to send the survey to 15 participants belonging to five different traveler categories. Even though the selection of the participants was not random, I wanted to leave the participants a possibility to define themselves as travelers in the actual survey.

The traveler categories chosen were;

- holiday traveler
- business traveler
- backpacker
- travel blogger
- flight crew member.

Mostly the representatives for the categories were easy to find. Around my own social circle I could reach all of the holiday travelers, backpackers and flight crew members. Along with the further discussions with CreateTrips, the community lead promised to assist by giving me the contact details for three business travelers and three travel bloggers. How the participants did got chosen to be representatives of their category then? Naturally every person is a specialist in their own experiences but for the survey I was looking for participants that vary of their gender and age, and in some cases of their nationality as well. Also, I wanted to have participants that have relatively lot traveling experience in their own field. All the participants were asked beforehand if they are willing to participate in a thesis survey, and only after that the link to the survey was sent.

I decided to conduct the survey (appendix 2) by using Webropol as a tool for creating the survey. I felt that it was the most efficient since I could easily attach the link to the survey in e-mails, it appeared significantly more professional than other free survey tools, and also because it offered a number of analyzing tools for the survey. Since the product language is English, I created the survey in English and chose some of the participants outside of Finland as well. Even though the survey was not made for a high number of participants, I wanted to make it a valid source of information and make the questions non-suggestive. Also, I asked questions concerning the same issue from more than one point of view to increase the validity. Before the actual survey questions the participants were informed that they are wished to answer in an air traveler's point of view, in contrast to for example a train traveler's aspect. The participants were reminded that the answers can be anonymously published in the thesis and the thesis product, if needed.

Since the survey collected textual data, the number of participants was not aimed high and the supposed use of the answers was in collecting ideas and opinions, the survey is best described as a qualitative research. However, a questionnaire, even with open questions, is often seen as a method of a quantitative research. Also, when the survey results were analyzed the main method use was interpreting the answers as in qualitative research. Therefore it could be even said that the conducted survey used mixed research methods. (Buber, Gadner & Richards 2004, 141-142.)

The survey consisted of four demographic questions that help to categorize the partici-pant, and 11 open questions. Even though the participants were preselected, the answers are anonymous. This decision was made to guarantee that the participants would not see any problems of their answers being used in marketing material. The demographic ques-tions consisted of "age", "gender" and "nationality / home country", that were located in the end of the survey for the same reason of the participants concerned of their anonymity. The categorizing demographic question where participants were made to select one or more traveler categories was put as the first question of the survey. It was followed by an "ice breaker" question where the participants were asked to describe why they feel to be a part of the previously selected category or categories, and to describe their own traveling. The question was not important to the survey on purpose, to make the answering feel natural for the participants.

The following questions were asked out to map the consumer behavior of the travelers as individuals and also as representatives of their traveler category. Questions concerned the participants' consumer behavior before and after travel. The survey charted how do the participants look for recommendations before and after travel and where do they search for the recommendations. They were also asked what kind of difficulties they have en-countered on their travels, at what stage did the difficulties occur and where did they find a solution to them. The answering possibilities were left quite wide to the question on pur-pose because I did not want to limit or direct the answers in any way. The next question asked the participants to tell what kind of help or tips, based on their own experiences, could an airline offer for a traveler. After that, the participants were offered a piece of in-formation telling the basic idea behind CreateTrips and what kind of information the travel guides made with it can contain. After that, they were asked more direct questions of how could a smartphone travel guide help them when they travel by air, at what stage of the travel, and how could it help the others. Also, they were asked to describe an airline that creates this kind of travel guides.

The survey was sent to all the participants at the same time. At first I had planned that an answering time of three days would be enough but since the time would have overlapped both the weekend and the Finnish May Day festivities, I decided to extend the answering time to five days. This was done to guarantee that all of the participants have enough time to answer and that they do not have to do the survey in a hurry. I tested the survey myself, modified the structure and Webropol settings so that it would be pleasant for the partici-pants and the answers would be trustworthy. I estimated the survey time to a maximum of 20 minutes, which was also told to participants beforehand. When the given time of five days was almost over, I had received only five replies to the survey. Therefore I sent a

reminder message to the remaining participants. It turned out that most of them had forgotten about the survey, so the reminders really served the purpose. By the end of the day the number of the replies had increased to 13 out of 15, and the remaining participants promised to answer on the following day. I decided that it would be useful to get the full number of answers to gather more data and to increase the reliability of the survey, so I agreed.

When the survey was sent, I had a second conversation of the project with CreateTrips to confirm that all the details we had previously agreed were still the same. It showed to be very important that I did so, because CreateTrips had somewhat changed its approach with its business clients. In comparison of what it had been before, the TravelBooks were not free for the companies to make. The pricing was set so that the companies paid either a solid price per created TravelBook or then they get a volume discount based on the number of guides they wish to create. Also before, the companies had to product their TravelBook guides themselves but now CreateTrips offers them a possibility to create the guides for them according to their wishes. When I asked about it, a large emphasis on the product should be in offering the companies these two different solutions, whereas the pricing should be completely left off the guide, in case any changes occur. Asking how the company wished the airlines to be guided into creating TravelBooks, by introducing the creation tool or by focusing on what kind of content should they publish, the content-oriented side was experienced to be more important. I also discussed about the visual side of the product and received the CreateTrips visual guidelines and official photography that can be used to visualize the product.

After implementing the theoretical content, visual content and survey results, the product was to be produced in a correct format. As CreateTrips only wished for the product to be available in PDF-format, it left me a lot of different options to decide from. Mainly I wanted to compare the possibilities of making the brochure by using Microsoft Powerpoint, which actually was the suggestion made as an example by CreateTrips or Adobe InDesign. I was very familiar with Powerpoint but found InDesign more intriguing since it offered new possibilities and in my opinion a more professional looking brochures. When I researched the topic, I found out that doing the brochure with Microsoft Office was also a possibility since it was possible to edit the content much alike with the other tools. I decided to do a test version with each of the programs. Powerpoint proved to be too cumbersome for the purpose since it did not offer as many possibilities to edit the content as the other options. The use of Adobe InDesign was not previously familiar to me, so I familiarized myself into it by going through various tutorials and test versions. However, since it was practically a layout program for content that for example overlapped a brochures' page folding and

designed for mass-printing or digital publishing, I found that even though it served some of my purposes even better than the others it still was not quite what I was looking for. Also, since the program was new to me, I came to the conclusion that I would achieve better results with Microsoft Word instead. The conclusion was supported by InDesign user feedback that concerned the issues of showing the PDF-file created with InDesign with other programs. Since the product was meant to be used in both printed versions and e-mail attachments to various airlines, I decided to use Microsoft Word. To edit the photography and the visuals of the product, I used Adobe Photoshop.

Also, I thought that it is essential to get feedback from the commissioning company; CreateTrips. Therefore, I created a feedback form (appendix 3) where they can have their say in the contents and visual look of the product and it is possible for me to modify it accordingly.

5.2 Implementing the theoretical framework

As it was previously discussed, I chose to use four different categories of theoretical framework to form the content structure of the brochure. The aim of the brochure content is to prove to the airline representatives that CreateTrips TravelBooks are a real solution for them to boost their image in social media and increase the customer brand loyalty. It should be also made clear for them that creating the guides is easy and they do not have to do it even themselves since it can be outsourced to CreateTrips.

How do the arguments in the category of consumer behavior support this? The travel and social media applications are constantly increasing their popularity, so it would be logical for an airline to be present in social media platforms. Since airlines are definitely a part of the travel industry, it would be beneficial for them to be a part in fast growing, new social media platform. When studying the reasons behind traveling decisions, it can be noticed that commercial and interpersonal stimuli create awareness. Since TravelBooks could be a combined part of the airline's brand and its marketing, they can create commercial stimulus before the customer has even planned to travel. Interpersonal stimuli are created by word-of-mouth that again materializes very well in social media. Therefore, in Travel-Books, airlines have a great chance to combine both of these stimuli and market efficiently. Since the audience of smartphone applications consists especially of younger generations, the effect that is possible to do with this kind of mobile marketing is notable. Airline can be present at every stage of customers' travel from the planning, to TravelBook usage in the destination and even after when travelers share their experiences in their social circle.

According to the studies in consumer behavior, it is possible to analyze if the target group of marketing is willing to engage with the brand message. A brand can make an impression to consumers by really offering something different from the competitors and making the brand image correspond with the actual image of the brand. Differentiating with creating TravelBooks is clearly possible, since currently there are no airlines publishing their own ones. Also, if an airline's brand message would be for example to make people's traveling easier, would it not be logical to ease traveling also by offering guidance? By increasing interaction and creating a touch point it is possible to provide a positive brand experience to a customer. That then creates an atmosphere that can help sustaining long-term customer relationships. Positive experiences in the brand touch points create "wow factors" that stay long in the consumers' mind and that will be recommended onwards. Since CreateTrips does not offer the possibility to have communication between the guide publishing company and the customer, the responsiveness factor is not directly related to the application. However, it must be noted that creating these guides can build a community of users who use the airline's guides, and the possibilities to organize a social media community around them, or use the guides as an asset in social media, are endless. To create resilience, TravelBooks show the airline's input to long-term customer relationships, which creates consumer trust. If the guides are made also with an "ethical" perspective, the company can implement its values in corporate social responsibility.

How can the airline then increase its brand loyalty with CreateTrips TravelBooks? When the content for the TravelBooks is being created, the airline should take in notice that the content can support the brand's narrative. For example an airline's brand can be supported with its flight crew. This is done by Singapore Airlines, whose flight attendants are well-known for their "Singapore Girl" image, well-traveled, glamorous and beautiful. Travel-Books could implement factors like this by creating "flight attendant's guides". This is only an example how a brand narrative could be used in TravelBooks. The recognizable brand identity can be guaranteed with custom-made TravelBook layouts, so that the airline's visuals and logos are easily recognizable. Using the brand narrative and the visualization that is recognized by the consumer creates consistency even though it is offered on a new platform. Brand narratives that answer to human needs are effective. TravelBooks offer guidance, the way to ease the hunger and the way to a good night's sleep. Social needs can be filled with creating travel plans and esteem, for example if the consumers decide to start creating their own guides or act in the airline's possible TravelBook community. Even offering TravelBooks can be an asset when creating a holistic experience. It definitely helps the airline to stand out from the competitors. Customers can be even rewarded with the TravelBooks since they are something extra for them. The brand should also aim to create a trust between itself and the customer. The TravelBook can be usual here as

well, since a company that is available to its customers also when they are currently not onboard or actually using the concrete airline services, can be valued more and be more trustworthy in a comparison to a company that does not. In a serious business of airline industry where safety and security are the most essential factors, the airlines should be looking for a possibility to inject some humor and humanity to their brands. TravelBooks offer an opportunity to do so, since the guides are fundamentally written by people to people. A different kind of a platform and the possibility of giving destination tips to passengers offer a new environment for the airlines where they can express their brand more freely.

How should an airline create the social media content for the TravelBooks? According to the REACH framework, the content should be relevant for the social media users. It should match with the target groups interests and attitudes. For example if the TravelBook is made for a route with mainly business passengers, the guide for the destination should be targeted to business passengers as well. To create emotional value for airline customers, a strong feeling supporting the use of TravelBooks could be passion for traveling or so called wanderlust, excitement for the upcoming journey but also frustration and anxiety related to the difficulties of finding the essentials in a new destination. In these situations a well-targeted TravelBook would lift the user's spirit either by inspiriting and endorsing the excitement or easing the difficulties. Referring to the 'Ambience' dimension, airlines could combine launching new TravelBooks along new destinations or destinations that are otherwise trendy. They could also influence in setting trends by publishing contagious social media content of less known destinations and introducing new sides of them to the audience. Airlines should take in account the use of suitable language and style to the relevant target group. For example, by using an international language such as English, the social media coverage of a TravelBook is significantly larger than with smaller languages. In order to get the TravelBook more shared in social media, the airline should also have an emphasis on its quality. Since the consumers think anything they share in social media also mirrors their public image, it is important that airlines would make their TravelBooks presentable, visual and of good quality when it comes to the written content as well. Much related to the quality of TravelBooks, in order to make them useful for the consumers, the handiness can be accomplished by, again, ensuring the good quality of the guides. A way to ensure good quality would be for example using the expertise of people visiting the destinations on a regular basis or even living there. Social media offers endless possibilities for airlines to arrange contests and campaigns alongside boosting their reputation.

When analyzing what kind of topics can be used to create "buzzmarketing", it must be noted that an airline must be quite strict of the quality of the content used in TravelBooks.

Even though the use of humor is recommended, the company must be able to be taken seriously. Therefore creating content with taboos or shocking material should be avoided and the focus should be placed instead on "best kept secrets" and amusing stories.

When the theoretical framework was implemented in the content of the product, it was time to analyze how it would be most efficiently marketed from a business to another. One of the most important factors learned from marketing to businesses was that the material should be targeted to airline representatives instead for the airline as a company. This can be implemented in for example when it is chosen what kind of language should be used. CreateTrips wished that the product would be in English but the language used should be professional. It was important that the product would not be too explanative since the people who are making the decisions are professionals in marketing. The term ROI could be implemented in the product, since that is often how decision-makers in the field of marketing measure the profitability of a new solution. Due to the low cost of the solution and high growth rate, the results expected were very positive. To make the business proposition more attractive, the benefits of the solution should be presented clearly. Also, it seemed as a valuable idea to offer substantial examples of how the solution could be implemented. This was also the reason why the survey was conducted.

The focus should be in the benefits the customer gets by choosing the marketed product and substantial examples how the company can use the product in practice. This was called prototyping in the theoretical framework. The fact-based business value could be shown to the airline by using the statistical user data that I got from CreateTrips. The data was not very specific since it was created for marketing purposes even beforehand and the company seemed to resent the idea of publishing more specific data, due to the fast growth rate. If more accurate data would be put in the material, the information would be old and seem dismissive even after a short while. Since I was doing the product with a commissioning agreement, I agreed to follow the boundary conditions. The statistics included terms like "top 10 travel application in almost 100 countries" and "six-digit number of active users", which could both be implemented well in the product. According to the theoretical framework, the fact-based business value was an essential to exist in the product but the airline representatives would put more emphasis on the personal value. To differentiate themselves of possible similar offers, CreateTrips and the product had to stand out by offering something different. How would it be possible to target the representatives directly and still seeming professional? I decided that the best way to approach the matter was by focusing to CreateTrips' increasing popularity and present it as an offer that will quickly catch on in the travel industry marketing. This way the airline representa-

tives would see and appreciate the fact that their airline could be the leader in implementing this new kind of application.

The structure of the product should observe both the customer learning curve and AIDA structure (figure 5). By making the beginning of the brochure striking, the attention towards the rest of the presentation would be guaranteed. At this point the airline's need for the solution should have been evoked as well.
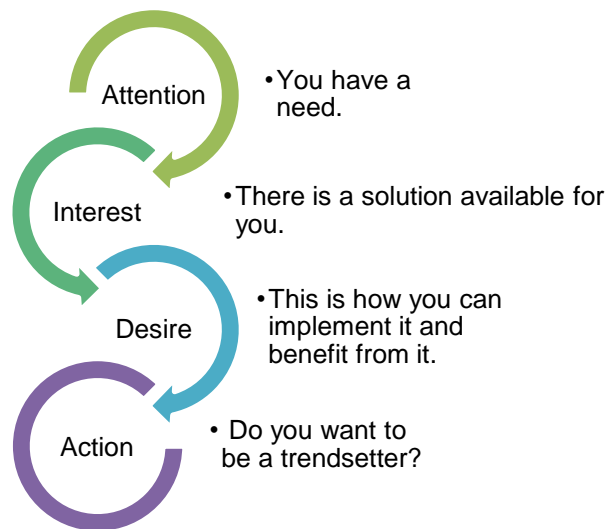
Attention
• You have a need.

Interest
• There is a solution available for you.

Desire
• This is how you can implement it and benefit from it.

Action
• Do you want to be a trendsetter?

Figure 5. Creating structure for B2B material combining the AIDA structure and the customer learning curve.

After this, the interest could be created by offering the solution to the need, and sustained by showing previous users and ways of implementing the product in the airline marketing. This kind of structure was designed to evoke desire to purchase the solution. The barriers to purchase had to be taken into account as well. To lessen the fear of making an unsuccessful business decision, the airline representatives were to be convinced that the risk of implementing this kind of new application in their marketing is not high. This was done by creating a professional brochure, mentioning previous partners according to the data gotten from CreateTrips, and prototyping the solution by showing traveler opinions gathered in the survey.

5.3 Survey results analysis and implementation

When analyzing a qualitative research, the analysis methods consisted of two main phases; simplifying the answers of the open questions and interpretive explanation of the answers (Alasuutari 1995, 50-51). The results consisted of 14 answers, which meant that

one of the participants did not answer the survey, even though the deadline was extended for two days due to the participant's request. However, the deadline extension was something I had prepared for and it did not affect the continuation of the process as I was able to work with the product's visual appearance in the meantime. Unfortunately, I was not able to find a replacement for the missing participant in the same category. To ensure the reliability, I did not want to add a replacing answerer in a different category. All in all, all of the traveler categories had at least two answerers, even the travel blogger group that lacked one out of three. I also received participant feedback concerning the survey. The feedback was positive but some constructive criticism was mentioned concerning the format of open questions. Admittedly, some of the questions could have been structured better but as it was stated before, I wanted to guarantee that the survey results and the ideas coming from the participants are original and based on their own opinions rather than my suggestions.

The reliability of the participants succeeded well. The gender distribution was 43 % male and 57 % female. The age distribution was from 21 to 48, with the average age of a participant being 29.57. Most of the answerers were Finnish but the survey had participants also from the United States, the United Kingdom and the Netherlands. I decided to continue working with the different traveler categories and started to dismantle the survey results a category at a time. The aim was to create a typical profile for each of the categories that could then be implemented in the brochure. The profiles could then guide an airline into TravelBook creating based on their wished target groups. I decided that I wanted to create the profile for business traveler, holiday traveler and backpacker categories using the typical characteristics and answers in the category as the basis for the profiles. Also, I wanted to add a "for everyone" category where I gathered the common factors and answers seen in all of the participant categories. The categories of flight crew member and travel blogger I decided to implement as given tips to content creating. Both of the groups are somewhat professional travelers and had different viewpoints and ideas when compared to the other categories. Also, I did not see realistic that an airline would target a TravelBook for its own personnel or a significantly smaller segment or travel blogger travelers.

Holiday travelers (table 1) were a versatile traveler category since some of the answerers preferred tailored holiday packages and some traveled more independently with self-booked options. However the aim of the survey was to have a variety of different kinds of answers so the results supported the aim very well. Holiday travelers did all of their accommodation booking beforehand and got their recommendations from the website of the travel company of their choice and searching the Internet for blogs and forums. At the

destination they relied more to recommendations of the locals, for example travel guides or natives, than the other categories. They looked especially for destination's activities and events of the season. Possible hotel's tourist guide booklets were also used. The difficulties related mostly to the accommodation not filling the expectations and to possible language barriers. Solutions to the problems were found with the assistance of the travel guides, but especially to the language barriers a phrasebook could be appreciated and the TravelBook could be in the native language of the target group. From the answers to the question how could an airline help the holiday travelers, it could be noticed that the participants wished for an introduction to the destination, ways to get from the airport to the city center and a list of the most visited sights. From a smartphone application they wished tips related to restaurants, events, shopping (especially fashion), art galleries and activities. The holiday traveler participants wanted to plan their vacation beforehand but then at the destination check the places on map and get directions. They wished that the application would offer basic information of the destination, lots of photographs and also tips for transportation.

Holiday travelers	Age	Gender	Nationality / Home country
#1	23	female	Finnish
#2	23	male	Dutch
#3	48	female	Finnish
Average	~31		

Table 1. The demographic values of the participants who were preselected in the holiday traveler category.

The participants who labelled themselves as business travelers (table 2) answered that they get their recommendations before travel mainly from blogs or websites such as TripAdvisor or Yelp. One participant mentioned smartphone applications as the main source of information. The answers regarding getting recommendations during travel were similar but also locals were mentioned. Business travelers wanted recommendations about accommodation before the journey and when they were at the destination they wished information about restaurants, shops and sights. In the category of business travelers the absence of Wi-Fi connection was seen as a difficulty clearly more than in other categories. This was probably because business travelers need to work throughout their work-related journey. Two out of three business travelers also answered that they had encountered difficulties when trying to find their way from the airport to the hotel. The issues were often related in the change of flight plan, due to a delay or a cancellation of a flight that then resulted to a layover. They had managed the difficulties with asking

around, or in the layover situation by contacting the airline. When the business traveler participants were asked what kind of help could an airline offer to them, they wished for more guidance to navigating around the airports, clear transportation information from the airports to the city centers, places with Wi-Fi access and guidance for layover situations. One of the participants expected that in these situations airlines should offer "not just the basic call center services". When approaching the problem from a smartphone application perspective, the business traveler participants clearly appreciated offline access to the content and maps, recommendations of good places to have breakfast, lunch and dinner with these places separated and local "secrets" they could enjoy while they are in the destination they visit so often. One participant also suggested having a possibility to order inflight meals and tax-free products with the application. This could be currently done by offering direct website links from the application to the airline sites offering those services, for example via the frequent flyer program. They would also use this kind of application throughout their journey, all of them while in the destination, two of them before and one also after the journey.

Business travelers	Age	Gender	Nationality / Home country
#1	25	female	Finnish
#2	27	male	Finnish
#3	44	male	Finnish
Average	32		

Table 2. The demographic values of the participants who were preselected in the business traveler category.

Backpackers (table 3) were the youngest participants to the survey. Even though labelled as backpackers, in my opinion they also presented well the airline customers searching for the lower-cost flights. The average age of the participants in this category stayed a lot lower compared to others, but it should be remembered that backpacking might be more popular with younger travelers looking for more inexpensive and relaxed way of traveling. From the answers of this participant category it was clearly visible that they consumed more social media than in other categories. This was probably largely due to the young average age of the participants as well. They got their recommendations from travel forums, social media applications like Instagram and Pinterest but needed the recommendations mainly only in their destinations. It could be understood that they would use this kind of an application to preplan the overall journey and possibly some of the hostels but would search more accommodation and restaurants on the way. In the destinations they mostly had faced difficulties regarding the public transportation, need of hospital facilities

and language barriers. The solutions were often found from locals or other travelers. The TravelBook could provide assistance to these problems by offering directions for emergencies and a survival phrasebook. The participants in the backpacker category wished that airlines could help them with airport guidance, regarding the transportation and also tips of what to do on the airport. The backpackers often travel with low-cost flights with longer connecting times so they might have more time to spend on the airports. Two out of three answerers also appreciated tips from flight attendants about restaurants and activities in the destination. When asked about the guidance they would like to get from a smartphone application they mentioned the importance of offering a variety of places with different price range, from limited budget to more expensive. They also appreciated must-do's, quick tips for planning the day, photography, maps and new information that is not included in normal tourist tips after the preplanned activities are already done. This seemed very logical since one of the reasons to go backpacking might be heading off from the beaten track.

Backpackers	Age	Gender	Nationality / Home country
#1	22	male	Finnish
#2	21	female	American
#3	22	male	Finnish
Average	~22		

Table 3. The demographic values of the participants who were preselected in the backpacker category.

Travel bloggers (table 4) were the fourth traveler category of the survey. I decided to use their survey answers as tips for the airline TravelBook content creating instead of a profile of a typical travel blogger traveler. Not surprisingly, the participants in this category got most of their recommendations from blogs and Internet. They also searched the information online at the destination. The difficulties they had faced were related to not having maps or Wi-Fi access, or having a language barrier. The answerers wished that the airlines would create guides that would introduce the destination and offer tips from the flight crew. From the smartphone application they expected guidance to places where they could experience the local way of living, restaurants and sights from different price ranges and maps. When having the focus on these, the thought that the guides should also include a quick overview of the must-sees and as with all the other answerer categories, guidance from the airport to city center.

Travel bloggers	Age	Gender	Nationality / Home country
#1	27	female	Finnish / British
#2	40	female	Finnish
(#3)	(n/a)	(n/a)	(n/a)
Average	~34		

Table 4. The demographic values of the participants who were preselected in the travel blogger category.

The flight crew member category was slightly different from the others since the partici-pants (table 5) expectedly answered by using two points of view; from one aspect they were viewing the questions from the perspective of on-duty crew member and on the oth-er hand from the viewpoint of passengers on board or themselves when traveling off-duty. As with travel bloggers, I wanted to analyze the answers from a viewpoint of offering tips to guide creators. The participants in this category got their recommendations mainly from colleagues, blogs and from websites such as Lonely Planet or TripAdvisor. They appreci-ated tips for off-seasons when the flight prices, and the prices in the destination were low-er. It would also be possible for an airline to boost their off-season traveling by targeting the TravelBooks for it, for example by mentioning events of the season. When in destina-tion flight crew had clearly an emphasis on getting their recommendations from the hotel receptions and locals. They were also mostly searching for restaurants, nightlife and activ-ities. Flight crew members wished that airlines would guide their customers on airports, for example transportation to and from there and check-in and security procedures, and the application could offer links also related to the service onboard, for example links to in-flight entertainment and snack menus. The practical viewpoint was endorsed in their an-swers of what kind of help could a smartphone application offer; currency information, vaccinations, what kind of taxis are recommended, emergency phone numbers and direc-tions to police or hospitals. They would also appreciate information about local events, guided walking tours in the destination and guidance to the culture of the destination.

Flight crew members	Age	Gender	Nationality / Home country
#1	26	female	Finnish
#2	34	female	Finnish
#3	32	male	Finnish
Average	~31		

Table 5. The demographic values of the participants who were preselected in the flight crew member category.

From the results it could be seen that the participants were used to searching information from online communities and social media. The participants were also asked how they would describe an airline that publishes these kinds of smartphone travel guides. The answers were versatile but had the same direction of mentioning being modern and innovative and focusing on service and customers. To visualize the results of this question, I created a word cloud (figure 6) showing all the answers. More often mentioned attributes are showed larger. I decided to use the word cloud also to illustrate the brochure.
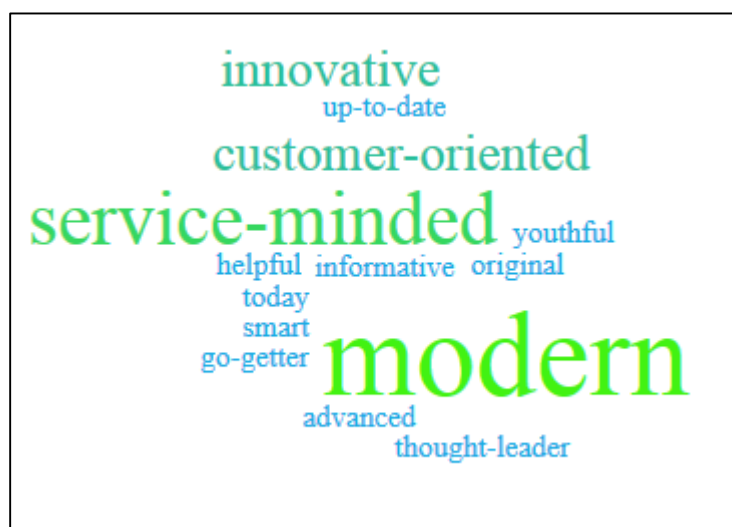

Figure 6. A word cloud showing the attributes mentioned when survey participants were asked how they would describe an airline that publishes smartphone travel guides.

The survey filled the expectations that it was subjected to. The answers helped me to build the traveller profiles for the brochure and to give some of the tips further. This then works as an "easy-start guide" for the airline representatives when they consider the content they should publish in their CreateTrips TravelBooks to efficiently target different customer groups.

5.4 Visual appearance

A clear presentation was a prerequisite of business-to-business marketing. Also, a brochure that was done according to CreateTrips' visual guidelines helps it to stand out clearly as an official part of the company's B2B marketing. Creating the guide according to the AIDA and customer learning curve structures was vital from the viewpoint of the content but also from the viewpoint of the product's visual appearance. Making the decision regarding the publishing format of the product was important but since the appearance should be similar and clearly recognizable as a part of the CreateTrips brand, the decisions concerning the actual visual appearance were the same.

CreateTrips did not have a physical visual guide. Instead their publications followed well-established and proven practices. CreateTrips' community lead showed me examples of their publications and I was basically asked to follow the same visual appearance. I found it important and helpful since professional, clear appearance benefited the purpose of B2B marketing as well. In the discussions with CreateTrips' community lead, we agreed that they will send me official photography of the company. This could be used to visualize the brochure and since the emphasis on my work was on the written content and assembling the brochure by producing it, it was logical that I could use the readily made high-quality visual content. CreateTrips had a variety of different photographs but I chose to use ones relating to air traveling and airports, since the focus was on marketing to airline industry. For illustrating the different traveler profiles I chose to use also material unrelated to the air traveling to visualize the traveler types better. The photography was to be used by modifying it with a darkening filter to make it matching with the company's other publications. The font used by CreateTrips was called "Proxima Nova". The font was not readily available in the common text editing tools, such as Microsoft Word or Powerpoint, nor in the Adobe InDesign. However, CreateTrips allowed me to use their font file for the product which then solved the problem. Regarding the visual appearance, the correctness of language used was something to be extremely careful with. If the language used would be grammatically incorrect, it would convey unprofessional image.

When the format was selected to be a PDF created with Microsoft Word, I had to decide whether the layout of brochure should be vertical or horizontal. I ended up into vertical, since it gave me more possibilities to use the official photography; the resolution of the photos could not handle enlarging the images to fit properly in the background of the horizontal layout. Also, since the product was going to be used both on computers and on print, I came to the conclusion that reading a PDF file with the pages vertically laid out was more user-friendly in my opinion.

5.5 Product evaluation

I was pleased to the final product (appendix 1) myself and in my opinion it matched with the objective it was given; the product works as a part of CreateTrips' business-to-business marketing and sheds light to the ways how an airline could improve its brand loyalty by publishing TravelBooks. It also works as a guide to give ideas of the content an airline can publish in these TravelBooks. My original plan was that the product would have been ready a few months before the actual date of giving the product to CreateTrips' use. However, when I asked about the flexibility of this schedule, CreateTrips answered that the product will be needed only by the end of spring 2015. Therefore I was not in any massive hurry to finish the product and decided that I can put more emphasis on the actual content since I have more time. I did not receive any criticism from CreateTrips that they would have needed the product earlier.

To properly evaluate if I had managed to fulfil the objectives of the commission, I created a product feedback form that I sent with the readily made product to CreateTrips. The founder and the community lead of the company decided that the community lead will give me feedback regarding the product on behalf of the whole company, since the founder was on a business trip. Even though the answers were from the community lead, they had agreed them together with the founder. The choice was also logical since the community lead was the person that I discussed more about the alignments of the product. The product feedback form consisted of five different questions, and it was sent as an e-mail. In the first question, CreateTrips was asked to assess if the product corresponded with the purpose of the commission, in other words, if the objective was reached. The answer was affirmative. When asked if they are able to use the product as a part of their business-to-business marketing, the feedback was again positive. Additionally, they stated that the timing of the product was good since they were soon going to launch targeting airlines. The third question concerned the visual appearance of the product. CreateTrips was happy with the appearance following their brand guidelines but also that it had unique features. I also asked the company to evaluate the product as a whole on a scale from 1 to 10, with 1 being the lowest grade and 10 the highest. Even though I was pleased with the final product, I did not expect that CreateTrips would assess the product to the highest grade (10). Finally, I asked the company about the things they especially liked or disliked in the product. According to their feedback, they appreciated the sales points, design and the concentration on branding. They also mentioned about the new perspective and ideas that the product gave to them as well. Also, they valued the research on the theoretical framework and the survey done to gather the opinions from different traveler categories as they have not been able to conduct those themselves.

In the light of the received feedback, I could not be more satisfied with the end results. For me it was highly important that the product could actually benefit the company. It would have been interesting to receive constructive criticism as well since that would have helped me to assess the factors that I could have done otherwise. However, apparently CreateTrips was very satisfied with the results and I had managed to fill their expectations and the objective we had agreed on. I was prepared to do modifications to the product based on the received feedback but after the answer from the company I was not required to change any parts of the final product.

6   Discussion

I was interested in doing my thesis for CreateTrips because it offered me a possibility to combine three of my professional interests; aviation, social media and brand marketing. I found the topic of the thesis very interesting to me and wanted to be a part of creating the business-to-business marketing targeted to airlines. I feel that to achieve this, a very important part was the good communication and ongoing discussion we had with CreateTrips. To match the objective of the product it was vital to check a couple of times if we still had similar ideas for the alignment and coverage of the product. It also proved to be essential due to a change of CreateTrips' business approach in the time of the process.

I think that the theoretical framework covers the planned topics widely and efficiently. In my opinion the framework is quite wide of its content but studying all the topics was justified in order to get a full view of the different aspects relating to the product creation. Especially satisfied I am with the traveler profiles that were created as an end result to the survey. They give clearly basic ideas to airlines of how they can create TravelBooks targeted to each of the customer segments. They can also be implemented by CreateTrips itself when they market to other businesses or guide for example travel bloggers in creating TravelBooks.

If I was to do a similar product again, I would reserve more time to the actual producing phase of the product. Since I was not too experienced with creating brochure layouts, the time that I spent designing the visual appearance exceeded my expectations. I feel that I learned a lot of layout designing and editing content and photography in the process. Even though the delay in my original schedule did not matter in this case, and by coincidence was maybe even a good thing since the business approach changed, it can be learned that scheduling the project more carefully would be important as well.

Regarding the survey, it did not reach the reliability that I had originally intended since one of the participants did not answer to the questionnaire even though the participant's possibility to answer was extended with two days because of the request of the participant. I think that the contribution of the participant would have been important since in the preselecting process the participant represented the traveler category of travel bloggers and had a very different background when compared to other participants. Unfortunately I was unable to find a replacement to cover the absence of these answers. I thought the possibility of having one more participant to another category, for example flight crew members, but decided that it could possibly imbalance the results.

To ensure a larger validity of the survey, it would be possible to reorganize it and do it again with a larger number of participants. However in this case, I felt that having more answers was not necessary when considering the use of the answers. Also, having more participants would have made the survey more of a quantitative research when I wanted it to have a qualitative approach. The survey being a qualitative research, it would have been great to use interviewing as a method instead of a questionnaire. I think the results would have been even more versatile that way. The reason why I ended up having a questionnaire as the method was in limited time, since I wanted CreateTrips to be able to use the product by the end of spring, and the actual producing process being time-consuming as well. Another factor was that I wanted to have participants from different background to increase the reliability and usability of the survey and properly interviewing the participants residing on the other side of Finland than Helsinki, or even in other countries would have been a problem.

It would be interesting to study further if the business-to-business approach should be different when considering the airlines having backgrounds in different cultures. For example, if this material would be successful with Finnish flag-carrier Finnair, would it also work for Middle-Eastern or Asian carriers? For now, the product was created to be a common brochure for all airlines in the meantime. Also, according to customer learning curve mentioned in the chapters discussing branding, it can be suggested that developing a long-term customer relationship program also for CreateTrips could be useful. However, I am not aware if this kind of a program already exists or not, and if it does, on what level. It could have been also interesting to hear how the product worked in practice but due to time limits I was not able to wait and include that in the thesis.

All in all, I am very satisfied to the results of the survey and the content and visual appearance of the final product. I am also very pleased that the decisions I made regarding the product were also appreciated by CreateTrips and that according to the company. the product will end up in actual usage very quickly. I hope that the product will do its part and benefit CreateTrips in its business-to-business marketing and attract airlines to publish TravelBooks that are made with having an emphasis in the content.

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Appendices

Appendix 1. CreateTrips Airline Guide to TravelBooks

Why you need CreateTrips TravelBooks

Publishing CreateTrips TravelBooks is a fresh, exciting way to create new social media touchpoints to your brand.

With TravelBooks, you can create a positive brand experience to your customers on every step of their way. Some of them are excited to plan their journey, while others might be anxious of an unfamiliar destination. With TravelBooks you can reward added value to both and be seen by new customers.

By publishing TravelBooks, your passengers will be with your brand even when they are not onboard.

Be a tomorrow's airline.

What you should offer to your passengers

Business travelers

- Layover guides
- Linking to frequent flyer programs
- Venues with Wi-Fi
- High-quality accommodation
- Hidden gems

Holiday travelers

- Introduction to the destination
- TravelBooks in the own language
- Phrasebook
- Good-quality, well-tried accommodation
- Shopping
- Famous sights
- Events

Backpackers

- Quick tips for planning the day
- Must-do's
- Venues from different price ranges
- Places away from the beaten track

For everyone

- Restaurants
- Tips from the locals
- Getting to, from and around the airport
- Venues on the airport
- Practical information

Tips for the TravelBook publisher

We asked the best advice also from travel bloggers and flight crew – here's what they said

- Your flying crew has an infinite amount of destination expertise – why not to make use of it?
- Offer a chance to peek into the local way of life
- Boost your lower seasons by targeting TravelBooks to them, for example with events
- Link your TravelBooks to your airline's website and social media and create a community
- Ease the passengers' way on airports by telling about check-in and security procedures and where to get a cup of coffee
- Create walking tour routes

What kind of content you should publish – tips from us

- TravelBooks targeted to different customer segments
- Inspire your passengers and ease their travel
- Make your TravelBooks of good quality – tips from locals or from the crew and beautiful photography
- Take advantage of the unique chance to inject humor into your brand to create positive emotions
- Everyone wants to hear the best-kept secrets of your destinations
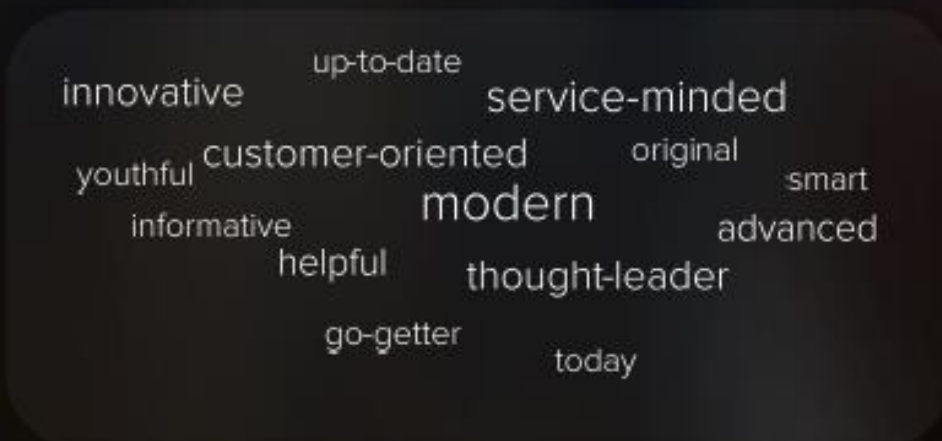- Offline maps ease customers' navigation

Seize the opportunity

CreateTrips is a Top10 travel application in almost 100 countries and we have a six-digit number of active users. By bringing your airline to the game you can show consumers that you are a company that is in constant search to find new ways to service its customers.

Publish TravelBooks to create WOW factors that will stay on your customers' minds for a long time and you will see the return on investment in increased brand loyalty and visibility.

We asked a number of air travelers how they would describe an airline that publishes TravelBooks – here's what they answered

up-to-date
innovative   service-minded
youthful customer-oriented   original
                                              smart
informative   modern   advanced
     helpful   thought-leader
          go-getter
                    today

⬨ CREATE**TRIPS**

Start creating your airline-branded TravelBooks right away with our easy-to-use CreationTool or let us create them for you according to your wishes.

The TravelBooks will be visualized with your airline's brand and therefore made easily recognizable to consumers.

You can also follow the success of your TravelBooks.

For any questions, contact our Community Lead Veera at veera@createtrips.com

Welcome onboard!

Dear Participant,

This survey consists of 11 open questions and four demographic questions.
The answers will be treated anonymously.
The results can be published in the thesis and the thesis product.

Please consider all questions from the viewpoint of air traveling (traveling by airplane).

The survey takes estimated 20 minutes to complete.

If you have any questions or issues with the survey, please do not hesitate to contact me;
joona-matias.stedt@myy.haaga-helia.fi

1. In what of the following categories would you place yourself? *
(you can choose more than one category)

☐ Holiday traveler

☐ Business traveler

☐ Backpacker

☐ Travel blogger

☐ Flight crew member

2. Why did you choose that category / those categories? How would you describe your traveling? *

_____

_____

_____

3. What kind of recommendations do you look for before you travel? Where do you look for the recommendations? *

_____

_____

_____

4. What kind of recommendations do you look for when you are in your destination? Where do you look for the recommendations? *

_____

_____

_____

5. What kind of difficulties have you encountered on your travels? *

_____

_____

_____

6. At what stage of your travel did you encounter those difficulties? *

_____

_____

_____

7. Where did you find a solution to those difficulties? *

_____

_____

_____

8. Based on your experience, what kind of help or tips could an airline offer to passengers? *

Help or tips regarding for example air traveling or the destination.

_____

_____

_____

CreateTrips is a smartphone application offering a platform for travel guides. The guides have recommendations, photography, tips, maps etc.

9. What kind of help or tips would you expect from this kind of a smartphone travel guide? *

_____

_____

_____

10. At what stage of your air travel would you need this kind of smartphone travel guide? *

_____

_____

_____

11. Based on your experience, what kind of help or tips a smartphone travel guide could offer to air travelers? *

_____

_____

_____

12. How would you describe an airline that publishes smartphone travel guides? *

_____

_____

_____

13. Age *
(please answer numerically, 0-99)

_____

14. Gender *

◯ Male ◯ Female

15. Nationality / Home country *

_____

_____

_____

Thank you for answering my thesis survey!

If you have any questions regarding the survey, please do not hesitate to contact me;
joona-matias.stedt@myy.haaga-helia.fi

Appendix 3. Product feedback form

I'd like to ask you brief feedback of the commissioned product.

1. Does the product correspond with the purpose of the commission?

    _____
    _____
    _____

2. Can you use the product in your marketing to airlines?

    _____
    _____
    _____

3. What do you think about the visual appearance of the product?

    _____
    _____
    _____

4. How would you grade the product from 1 (the lowest) to 10 (the highest)?

    _____
    _____
    _____

5. Things you especially liked or disliked.

    _____
    _____
    _____