

Saimaa University of Applied Sciences
Business and Culture, Imatra
Faculty of Tourism and Hospitality
Degree Programme in Hotel, Restaurant and Tourism Management

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Redesigning the Concept of Guided Tours to Vyborg

Thesis 2015

Abstract

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The purpose of the thesis project was to create a new packaged concept for travellers to Russia. The concept organized in the project was designed to be non-profit and was carried out as an individual project with small amount of cooperation with Itämatkat. The project aimed for a successful concept while at the same time figuring out relationships between expectations and experiences during the charter tour.

The theoretical background for the thesis was gathered from various sources including books, articles and lecture notes. The gathered information worked as a framework in creation of the new concept. The project concluded to the event, which was held on 25th April 2015 in Vyborg, Russia.

The results showed promising feedback for further development of the concept. The conclusions discuss different ways of improving the developed concept. Suggestions range from improvements in the itinerary to the performance of the guiding services.

Keywords: Vyborg, guided tour, customer expectation, customer experience, customer satisfaction

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1 Introduction

This thesis project is planned to act as a way of easing up the barrier for people to visit Russia. It is a shame that not many people tend to visit the country even though Finland is situated geographically with great advantages when it comes to travelling to the east. Not to mention that Imatra is beautifully located right at the border next to Svetogorsk.

The following thesis framework works as the final documentation of the authors' overall thesis process. The thesis is produced as a project based thesis combining both theory and practical matters.

This thesis project aims to execute and deliver a guided tour to Vyborg, Russia from Imatra on 25th April 2015. The main aim of this work process is to create an interesting, easy-to-organise concept for a guided day trip to Vyborg. This tour concept can be regarded as a completely new way of creating a guided tour, since the main factor is to create a tour which is extensively formed by the customers' wishes and interests. After its initial use during this thesis process, the concept could then be used on other occasions as well if needed. The excursion is non-profit, but still the intention is to cover the costs of the journey.

The idea behind the project was originated from one of the authors. This made it easy to figure out a close-by destination from Imatra to be able to reach for a day but still have enough time to execute and deliver a complete itinerary for a guided day trip. The main and primary aim of the project as mentioned earlier is to accomplish a working concept for a guided day tour, which in the end could be executed on occasion as seen necessary. This will not be only limited to Vyborg, but instead the concept would be possible to conduct also to other destinations if constructed and modified according to the destination.

As a major justification for choosing this particular topic for a project is that it interests both of the authors and is a very realistic concept to organise, if planned carefully. Organising such an event creates an opportunity to gain real life experience, which in the end might be of use in later life and career. As the title of the

work already suggests, the authors are trying to redesign a new kind of a day trip concept to Vyborg, which is to be something different from the products available on the market already. As an example about redesign, it would be possible to mention the possibility for future participants to have a direct way of interacting with the operator to affect the outcome and content of the trip. This on the other hand could possibly create more interest towards day trips to Vyborg in way that has not been experienced.

The target audience for the trip is regarded to be persons with interest towards travelling to Russia. There is no specific segmentation towards these individuals in this thesis project. Most of these individuals are targeted on Facebook and in particular within a border crossing group with more than 3,000 members. This group of individuals is seen as the most promising group for being targeted in order to achieve the most out of the trip itself.

This thesis is created in cooperation with a travel agency called Itämatkat. This cooperation is limited to information research only, without any further commitment from the agency towards the project introduced in this report.

The thesis project in question is an important chance to receive real life experience on how to organize a guided tour and what is needed for all the actions supporting the whole framework. Both of the authors feel positive about the guided tour being organized as to this can act as a barrier breaker towards the future job opportunities in the field of tourism, both nationally and internationally as well. The next chapter starts by introducing the project's destination town Vyborg and its current situation in the field of guided tours. Further in the report the actual concept and all of the decisions behind it are discussed and introduced in detail. In the end, conclusions are introduced based on the results and evaluation of the feedback and performance from the guided tour being piloted in this thesis.

2 Introducing Vyborg

Vyborg is a town of roughly 80,000 people located in western Russia, in Leningradskaja Oblast. The distance to the Finnish border is only about 50 km, with

three border crossing points, harbour and train station both with international traffic in its vicinity. Distance to Russia's second biggest city, Saint Petersburg is roughly 150km making it not only a popular destination amongst Finnish tourists but also amongst domestic tourists as well. (FSGS 2014.)

For Russian tourists Vyborg is a summer destination. In the surrounding municipalities there are countless of summer cottages, dachas; owned by people from Saint Petersburg. Usually when they spend time in their dachas they come to Vyborg for shopping and nightlife. Because of this alone Vyborg has significantly more to offer than an average Russian town of about the same population.

For Finnish tourists Vyborg is a popular destination all year around due to its history and proximity to the border. There are multiple companies operated or owned by Finnish people and it is not rare to find a sign or a menu in Finnish. Vyborg provides fair amount of shopping options, and since it is not built only for tourists, the price level is on par with the rest of the country.

Besides shopping options, Vyborg offers fairly good selection of different kinds of restaurants and different cuisines. Due to its long history and multiple phases Vyborg has lots of famous and old buildings and memorials, the most famous being the over 700 years old Vyborg Castle. For many tourists Vyborg also houses links to family history, such as graves or old family houses. (VirtuaaliViipuri 2014.)

Vyborg is a very old town with roughly 1,000 years of history, and the oldest still standing building being over 700 years old. Vyborg was founded by the crusaders of the Swedish king, and eventually it developed from a Hansa settlement into a real town. The city rights were given in 1403, and it was part of the Swedish empire until Peter the Great conquered the town from the Swedish Kingdom in 1710. (VirtuaaliViipuri 2014.)

Three years after the Russian Empire conquered Finland from the Swedish Kingdom, Vyborg and the surrounding areas were attached into the autonomous Grand Duchy of Finland in 1812. Vyborg and the surrounding areas were part of Finland also after the country gained independence in 1917. (VirtuaaliViipuri 2014.)

After the multi-phased war Vyborg together with its surrounding areas were handed over to the Soviet Russia and has stayed as a part of the country ever since 1940. Before it was handed over, Vyborg was a prosperous town of about 86,000 inhabitants making it the second biggest town of Finland at the time. Few Finnish residents stayed there and became Russians, but almost everyone was relocated into other areas of Finland. Due to this a huge portion of the Finns have some kind of connection with Vyborg and the area, which also in the beginning was the sole motivation for many tourists to go visit Vyborg. (VirtuaaliViipuri 2014.)

2.1 Previous tour concepts to Vyborg

During the Soviet Union times when travelling inside the country was extremely well supervised and strictly limited, there was really no chance for “ex-home region” tours. Of course there were regular tourist groups from Finland to Soviet Union and to Vyborg during that time as well, but the main purpose for those trips was something totally different, and at those times Finns were known as “Vodka tourists”. (Kostiainen 1999.)

After the collapse of the Soviet Union in 1991 it suddenly became possible for Finns to go to Russia even with their own cars, and the 90s saw the real boom in Finnish tourism to Vyborg. Most of the people in the early days were previous inhabitants or relatives of previous inhabitants of Vyborg, but around the time of entering to the new millennium also shopping and leisure tourism started to rise its head. This was due to the safety of Vyborg being greatly improved after the “wild west” days following the collapse of Soviet Union and due to the fact that the shops finally started to have stuff to sell, since in the Soviet Union everything was strictly controlled and there was a great shortage of about every product; except vodka and cigarettes. Main motivation for these shopping tours were the cheap prices, especially on cigarettes and alcohol, but also the wide availability of counterfeit products. (Veijalainen 2015.)

Safety situation in the town continuously improved, although in the beginning of the 21st century there were few years of insecurity mainly created by overly corrupted law enforcers of the town. Around that time Finnish tour companies also

stopped making tours to Vyborg demanding the town does something about the problem, and since Finnish tourists were a significant source of income for the town they soon did so, and everything returned to normal. (STT 2003.)

Towards the end of 00s the tourism to Vyborg seemed to change yet again, shifting from organized overnight tours to day-tours made by people on their own cars. There are several reasons for why this happened. First reason is that it has become fairly easy and safe for anyone to do this trip alone without the need of a tour company, and this combined with the overall downfall of tour companies in Finland due to people arranging everything they want online creates the basis. (Veijalainen 2015.)

Second almost equally important reason is that the people who were only interested in these “ex-home region” tours were getting fewer in numbers and the people for whom this was the only reason to visit Vyborg had already done so, probably even multiple times. The other people were growing bored of Vyborg since all the tours just had the exact same destinations to visit from year to another without realizing that not everyone wants to visit the ill-famed restaurant Round Tower or pay “tourist prices” in the smelly old market hall. The people who wanted to shop or explore Russian further changed their travel plans to Saint Petersburg instead of Vyborg. (Veijalainen 2015.)

2.2 Current situation and market overview

There are still regular guided tours to Vyborg, but fewer and fewer each year. Finnish tourists still visit Russia and even Vyborg often, but with their own cars. Some percentage of these people only visit for cheap cigarettes and fuel, but most of them also for shopping and dining. Few “ex-home region” tours are even still organized but seldom.

Currently the ground for tourism into Vyborg looks better than ever, the town is developing constantly and offers more and more shopping, dining and activities every day. The safety is no longer a concern and only very few people encounter any attempts of robbery or theft. (Veijalainen 2015.)

Shopping wise the price level in Russia has risen constantly, but lately due to the collapse of Russian economy the country has become a tempting destination for shopping tourists offering brand-name products with half the price compared to Finland. Combined with the reality that you are allowed to bring 300 euros worth of goods into Finland from every trip, it is very easy to “earn” the relatively high price of the Russian visa back even on a single trip. All in all, these things combined create a very good basis for a day-trip tourism to Vyborg.

2.3 SWOT analysis of Vyborg

The intention of SWOT – strengths, weaknesses, opportunities and threats – analysis is to cover internal and external factors affecting a possible business and its actions. Strengths and weaknesses cover the internal factors as opportunities and threats cover external issues. External issues are not directly in control of the business, but are outside of its control opportunities. What is nowadays known as the SWOT analysis dates its history to the early 1950s, when it was first established by Kurt Lewin. (Pershing 2006, pp. 1089-1095.)

This SWOT analysis was created by the authors as a way of pointing out the most valuable assets of Vyborg, both negative and positive. These points are crucial information when considering Vyborg as a destination for a guided tour. With the following points the authors intend to cover the main points in a destination based SWOT analysis.

As for strengths proximity and accessibility could be seen as the most reasonable point since the destination is very close to the border, only about an hour’s drive by car. If driving is not an option, possibility of taking a boat, train or a bus also exists. With the recent economical let-down in Russia, the price level can also be seen as a great strength for the destination. Due to the recent turns in the economy, certain products cost even less than half of the Finnish price across the border.

Development of the town has been prominent in recent years, thus making safety concerns a thing of the past. Openings of new shops and restaurants happen on weekly basis creating a wide enough selection for most of the shoppers.

Companies are nowadays used to Finnish tourists with lot of companies having signs, menus and service in Finnish, at least partially. This makes it easier for Finnish tourists to visit the town without the needed language skills.

Proximity to Saint Petersburg can also be seen as a major advantage to the town itself. This can make it also a good stop for few hours on a trip to Saint Petersburg for those who demand more than Vyborg has to offer.

Strengths are usually the most difficult to pursue with SWOT analysis, thus making it more prominent to find weaknesses, also when considering Vyborg as a destination. As mentioned already above proximity to Saint Petersburg can be seen both as a strength and a weakness. One of the biggest cities in the world is only two more hours away that offers naturally exponential amount of shopping, dining and culture, which in the end can make Vyborg a lesser destination not worth exploring.

Lack of internationality is a visible weakness not only in Vyborg but around the country as well. It is very difficult to find information or service in English in Vyborg. Also there are no shops from any international chains. Service is difficult to find in any other language besides Russian. The service quality is usually seen quite distant and negative as well. Russian service is known to be bad and rude, also if you run in to some kind of trouble it is not so easy to sort things out.

Need of visa is an obvious weakness at this point even though for Finnish citizens it is an easy thing to acquire. Visa is expensive, there is no denying that. Even though it is possible to “make the money back” very easy, it is a lot of money for just a permission to visit the country. Also for many people the process is overly complicated and because of that, they do not even want to try to obtain a visa.

World politics at this point is a prominent issue as well. Due to the recent events in the world politics, people start to have more negative attitude towards Russia which makes many people not want to travel there at all. This political issue can be connected to historical issues as well. For many people it just seems to be impossible to get over the events that took place over 70 years ago, and they are still scared of Russia and Russians along with a disgust towards the nation.

For Vyborg as a destination some opportunities are visible as well. Economic issues could get worse when considering the exchange rate. The exchange rate might still go even more down making everything cheaper. This on the other hand is a negative thing for the locals but when considering Vyborg as a destination to visit it might boost up the tourist levels in the end. Vyborg is a vast town with many places and sites to visit. Only few places in Vyborg seems to be well known for Finnish tourists, therefore it is fairly easy to find and introduce interesting places that people did not even know about before.

Visa freedom has been on the lips of every traveller to Russia from time to time. Before the political atmosphere took a turn for worse, there were plans to introduce visa freedom. As soon as the political situation gets better, these plans will surely continue. This can be a major opportunity for the whole country, not only for Vyborg.

Threats are the last of the four to discuss in the analysis of the destination with world politics and economy being the top picks. With the current political environment the situation is far from getting any better at this rate. This can have a direct effect on tourism to the town and the country also. Downfall of the Russian economy also has a downside; bankruptcy, fewer choices and higher prices.

Sanctions towards Russia have been introduced by the world political leaders on a couple of occasions and vice versa from Russia towards other countries. If either of the parties starts to propose sanctions on visas or travelling, it might make things very complicated and expensive.

New Vyborg-Saint Petersburg motorway is a huge opportunity considering travel times. Completed in 2018, it will make it even faster and easier for people to travel further than just Vyborg. Extensions to border crossing points will only come in 2025.

With the above mentioned points it is clear that Vyborg as a destination has its advantages and disadvantages to consider when making travels to the destination. Of course a normal traveller does not tend to consider threats and opportunities, thus making weaknesses and strengths the most prominent points in the analysis.

3 Planning the concept

As already mentioned earlier, the idea was to create a new way of approaching guided tours in general. In this case the most significant change to the previous concepts to Vyborg was that the customers were able to have a say in the content of the guided tour. They were able to communicate with the organisers and point out their own interests in the town, thus making the itinerary planning process easier. Choices made with the itinerary are discussed later in the concept planning section of this report. This part consists of theory and choices behind the actual finalized concept, from destination research to tour guiding and itinerary decisions as mentioned earlier.

When considering of renewing or redesigning a product or service it is wise to consider what is needed in the market at current times. Productization is a term, which does not officially exist in the English language, but is still used by definition when trying to create a new product. The initial idea behind productization is to create a repeatable output for a product or service. Thus, it makes it easy to understand that a physical product is easier to come up with as they are tangible by definition. Important matter is to craft the idea behind the product or service into such, which would be easy to understand from the customers' point of view. (Simula et al. 2008, p. 4.) According to Pyron et al. (1999, pp. 90-97) "*Productization simply means all the activities required before a product is ready commercially.*" This phrase simply puts the idea to simplified words.

In terms of service productization as in the case of this project it is crucial to specify the service and even standardize it so that the service would be easier to sell and buy. In order to deliver a more efficient and clear service it is important to make the customers' fears about buying the service disappear. The customers expect to be given a clear and easy to understand offering about the service they are buying. Thus the service should be more standardized to make the variability disappear in order to reduce the customers' hesitation and fears about the buying process. In such cases when selling a service, it is crucial to define a clear content for the service as well as a price tag and delivery date. These three factors make the selling process for a service significantly easier. Customers do not see the

buying of these kinds of services as a risk since they have a clear content description related to a price tag and dates to deliver the serviced product. These kinds of services can be seen as kind of service packages, since they include various stages of a full package. Thus, making the service seem more like a tangible product in the eyes of the customers'. (Jaakkola 2011, pp. 224-225.)

3.1 Destination research

Destination research was a crucial part of the thesis project. It was important to cover the town and its many sites and possibilities in order to deliver and propose the most valid options for the customers. In the research process itself there were many ways of finding the needed information and sites. The process led to a crucial factor in the whole project, being the creation of destination maps (appendix 3). The research was conducted by visiting the destination and by covering multiple different online sources as well.

The research was conducted via three main routes; online, exploring and by asking from experienced travellers for recommendations. Online research was conducted mainly by reading online forums and browsing through maps of the city from Yandex.ru and Google Maps. It turned out that this method was not a very effective way since a lot of information online is old or just non-existing.

Exploring has been conducted over the time of six years via personal experience, including multiple trips to purposely check out places for this project. This was time consuming, but it is definitely the most effective way to find interesting places to just explore areas that are unknown before.

Asking for recommendations was carried out in Facebook in a group with over 3,000 members that has only members who travel to Russia. A map was published in the group so that people could find and pin-point all destinations and tell about them. This way has proved to be very fruitful and the amount of information gathered this way was a positive surprise.

Destination research process proved crucial in the creation of destination maps, which can be seen in appendix 3. These maps were provided to all of the customers upon the tour with all crucial sites and shops available. The maps provided

acted as an important piece of information for both the guides and customers. As mentioned already earlier, all of the sites in these maps came from the recommendations of different people's own experiences. Of course, the sites were narrowed down in the end to the most crucial ones which were picked by the customers of the actual tour.

3.2 Tour guiding and planning the itinerary

As possible future tour guides it is critical to state that the whole experience this project has brought will have a great impact on the authors' future career paths. According to Ap & Wong (2001, p. 551) tour guides work as an essential interface between the host destination and its tourists. Guides are workers who are responsible for the overall impression a visitor receives to a certain destination while visiting. Performance of a tour guide has the most impact on the success of a tour. (Geva & Goldman 1991, pp. 177-185.) This leads to the fact that tourists tend to choose a chartered tour based on the tour guide who is leading the tour. A good definition of a tour guide is as follows (Ap & Wong 2001, p. 551) *"guide is a person with an effective combination of enthusiasm, knowledge, personality qualities and high standards of conduct and ethics who leads groups to the important sites, while providing interpretation and commentary."*

Interaction skills are an essential part of a guide's repertoire along with the skill of being able to recognise the needs of customers. A customer tends to expect a certain set of service from an upcoming guided tour. It is important to deliver the best, since a customer in the end has the final word about how successful the whole experience was. In addition, a guide is there for the customers and their needs. Every customer needs to be treated as an individual with their own individual needs during the entire tour. Customer service is a skill, which cannot be learned according to some evaluations, it exists in a person. (Verhelä & Lackman 2003, pp. 199-202.)

With the above quote it is easy to see the relationship between a good or even excellent tour guide and a successful charter tour. With communication and service skills possessed by the tour guide it is possible for them to transform tourists' visit into an actual experience. In this project it was crucial to be able to create a

new experience for the participants, not just to take them on a guided tour to a city some of them had already visited in the past. With the authors' skills in development it was the main goal to provide a whole experience through the guiding skills already learned. The authors would also continue to learn after the project as well, although considering the nature of the tour it was decided after some consideration that specific guidance would not be presented during the trip, with the exception of some destinations of cultural origin. This was due to the fact that customers taking part in the tour were all in a way familiar with the destination. Of course with the lack of general guidance about the city, still a certain amount of history and details were presented to the customers at points during the journey included in general discussions with them.

The main idea as to what was included in the itinerary was to deliver a half-fixed itinerary with predesigned stops. The other half was constructed by asking participants' desires as to what they wanted to experience and see during their trip. In the end these inquiries were merged with the other half to create a full-day itinerary of Vyborg. The itinerary can be seen in appendix 2 as it was delivered to the customers upon the day of the trip. It was designed to be a flexible itinerary with possibilities for changes on the go if needed. The customers were the main focus when delivering the full itinerary for them on the day of the charter tour.

3.3 Enrolment, monetary and staff issues

Enrolments were carried out online via a Google Docs form, and the enrolment fee of €20 was collected via online banking. The enrolment fee of €20 acted as a payment for the travel costs. A total of eight participants enrolled for the trip, which was fewer than expected, but still a decent number. This on the other hand created a problem with the transportation method, which led to the fact that an eight-seat mini-van was rented for the trip with the amount of €115. The mini-van was not enough to seat all the participants plus staff members, thus making it clear that a second car was needed to complete the trip. Hence, the decision to make the trip with two cars was finalised.

The fee of €20 did not include any additional expenses during the trip, including possible entrance fees to museums and destinations or food and beverage costs.

This decision was made since the additional costs would not be significant addition to the paid enrolment fee. Only two destinations on the itinerary had additional entrance fees, including Vyborg Hermitage and Vyborg Castle. The Hermitage entrance fee of 250 rubles amounted to about €4.5 and the Vyborg Castle Museum and Tower entrance fee of 100 rubles to about €1.8.

When it comes to the staff, there was a need for two guides, and two translators. The authors acted as guides for the trip and an addition of two Russian speaking translators was needed. The translators were sourced from the students of the Saimaa UAS in exchange for project hours. The use of translators proved to be very positive and important since the customers were not able to communicate with the locals in their own language.

4 Planning marketing

After the planning and theoretical creation of the newly redesigned concept, suitable marketing actions were able to surface. It was clear from the beginning that marketing was the most important part of the whole process. The product had to reach the potential customers via different marketing channels. This part discusses marketing theory and actions taken to create the most effective way of marketing for this case in particular.

Marketing is a crucial part of the whole process of making the audiences aware of the product you are trying to sell. The concept of marketing is matching consumer needs and market offers (Dolnicar & Ring 2014, p. 32; Lilien & Rangaswamy 1998, pp. 8-14). Thus, chosen marketing channels need to be matched accordingly with consumer needs. Although in this case of piloting a new product the price was set accordingly to match with only the transportation costs, it was still important to think about the basics of marketing as discussed in the next paragraph accordingly.

The most crucial ingredients for marketing are the widely known 4P's of marketing; product, price, promotion and place. These four ingredients are the base for all marketing actions. Product understands the actions and concepts of developing, designing, branding, modifying and eliminating in relations to the product,

price of course considers cost, demand and competition when setting the correct price for a product, promotion stands for advertising, sales, promotion and public relations, whereas place refers to distribution channel decisions. (Dolnicar & Ring 2014, p. 32; McDonald 2007.)

The next few paragraphs are dedicated to marketing actions through social media. According to Sisira Neti (2011, p. 3) *“Social media represents low-cost tools that are used to combine technology and social interaction with the use of words. These tools are typically internet or mobile based like Twitter, Facebook, Myspace and YouTube.”*

At present a majority of consumers have already turned away from the traditional marketing sources such as radio, television, magazines and newspapers. Consumers also need immediate access to information when it is the most convenient for them (Mangold & Faulds 2009, p. 360; Rashtchy et al. 2007; Vollmer & Precourt 2008.) This leads to the fact that these consumers are more commonly turning to social media sites when doing research and purchasing decisions because social media sites are considered more trustworthy by consumers when searching for information leading to the actual purchase decision (Mangold & Faulds 2009, p. 360; Foux 2006; Lempert 2006; Vollmer & Precourt 2008).

All of the above mentioned trends have had their effects on shaping the new communication paradigm (see Figure 4.1.), which can be seen as a type of a framework for creating and developing marketing strategies (Mangold & Faulds 2009, p. 360).

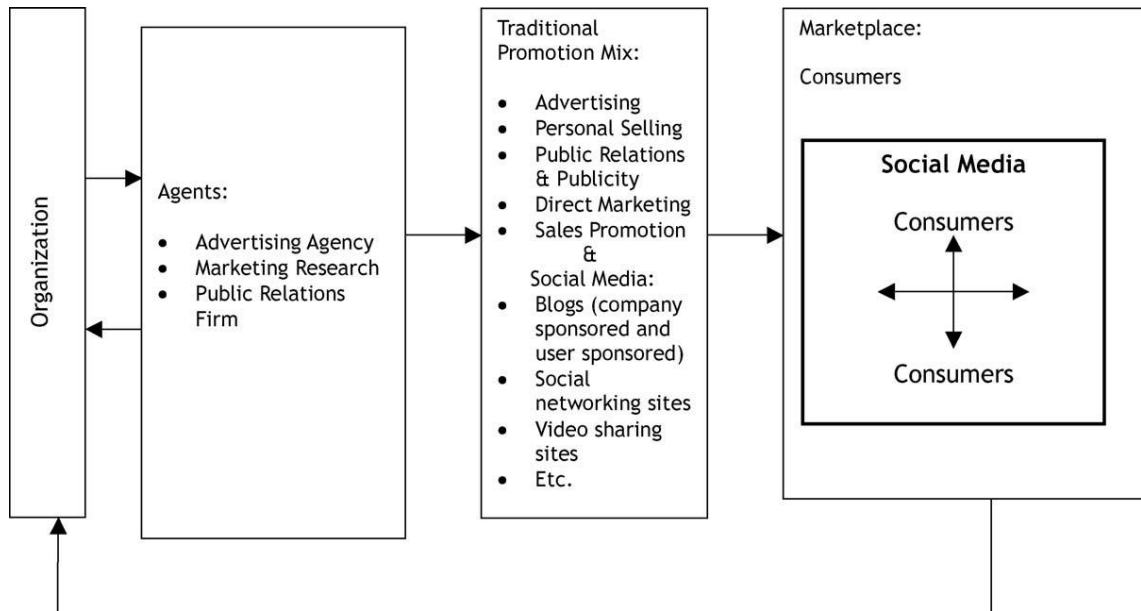


Figure 4.1. The new communications paradigm (Mangold & Faulds 2009, p. 360)

Social Media consists of a vast network of different Internet sites. For this particular project our main goal was to integrate Facebook to serve as the main platform for marketing actions, thus being able to reach a vast majority of our focus group simply by advertising on this one particular social media site. Marketing on Facebook was a unified decision made by the authors and an event was made and shared on “Svetogorsk Rajanylityspaikka” group on Facebook. This made it easy to reach hundreds of potential customers for our product being marketed. This is a group on Facebook that has existed for roughly five years with about 4,500 members. Due to personal contacts it is easy to utilize the group to the maximum potential. In the first stage when the mapping project was being carried out, multiple people participated and gave information for the map over the period of few months, and a decent coverage of the town was reached with this support. In the second stage the group will act as a marketing channel for the trip.

A great example as to why use social media sites is that they enable customers to talk with each other - which acts as an extension to the traditional word-of-mouth communication - as well as to communicate with the marketers (Mangold & Faulds 2009, p. 359). Hence, in this case it is a great way for the marketing actions to have a way of communicating with the targeted audiences as well as

to act as a communication channel for creating valid methods communication between the authors and customers.

Although social media marketing is the keystone for the project's marketing actions it is still crucial to consider traditional marketing methods as well. Thus, as a part of marketing actions specifically designed posters for the event were printed and posted to different locales around Imatra. The reason for choosing to use traditional marketing ways was the possibility to reach the audience not using social media, in this case Facebook. A sample poster can be seen in appendix 4. Assistance in traditional marketing actions were received with cooperation with a local travel agency focusing on visas to Russia, Itämatkat.

5 Risk management

As a part of the thesis project risk management can be seen a valuable part of the overall process. With risk management it was possible to identify the most common and possible risks which could have an effect on the flow of the guided tour. With a proper analysis of risks it was possible to be prepared for many different cases.

Risk management is a concept that is not commonly associated with tourism. More commonly associated businesses are i.e. construction, mechanical engineering etc. Yet, one way of defining risk is to see risks as problems which have not yet even happened. (Cervone 2006, p. 256.) It is clear that risks can be met with correct actions when drawing up a risk identification list to get familiar with potential risks included in a project.

Cervone (2006, p. 258) mentioned that four major categorizations of risks are identified by McConnell (1996) being dependencies, requirements, management issues and lack of knowledge. These categories can also be interpreted to be used on this kind of tourism project. It is clear in this type of project not to be too dependent on other parties involved in the overall process. Of course, dependencies are formed during the project but the fact is to keep them at a minimum level to avoid risk situation. Risks with requirements can be overcome

by having a clear vision of the project at hand and with correct prioritization with requirements needed.

As McConnell (1996) has identified, management issues are also present when analysing risks. Management related risks can represent such issues as inadequate planning and task identification, which on its own can lead to poor decision making process and unrealistic commitments, which on the other hand lead further to unrealistic expectations. Possible poor communication and conflicts within staff or organisers are also related to a category of issues having to do with management.

The next chapters include risk identification and risk prevention as a part of the risk management framework. With risk identification the goal was clear; to identify all potential risks which could occur during the planned project.

5.1 Risk identification

Schedule delays were one of the major risks included in the project. These delays could occur from various incidents i.e. passing the customs would take more time than initially expected, or an accident has blocked the road, which would not be an unusual occurrence in Russia. Schedule delays could also occur with lost participants or no-shows. Lost participants e.g. could have a direct impact on the overall schedule. Thus, it was crucial to keep all the participants at sight when needed and give all of them the guides' contact information and vice versa. No-shows on the other hand were also quite possible due to the fact that the enrolment fee for the excursion was indeed quite cheap.

Missing documents were also connected with schedule delays, but was identified as its own. If someone came to the bus without a passport, it should be found out before crossing the border to avoid further delays. A good idea was to confirm that all the participants had their passport when entering the transport vehicle. If a passport was lost during the trip, one assigned guide needed to be able to travel to the nearest embassy (Saint Petersburg) together with the person as soon as possible. The extra money needed to be available at the guide's disposal in case the matter had to be disclosed. Misunderstandings were also identified as a risk

e.g. if a participant filled documentations wrongly, or said something wrong at the customs while crossing the border.

Alcohol-related misbehaviour was identified as well. In a group tour going to a country with cheap alcohol, this scenario happens unfortunately quite often. There needed to be clear guidelines on how to handle cases of someone violating the transport vehicle or starting a fight. In case someone had problems with the police, there needed to be a plan how to handle the situation, even in case of a lock-up.

In a project like this weather was seen as a potential risk although there is little or no valid actions which can be taken with the issue. Thus, it is a risk factor, and it was only possible to be prepared for the worst case scenario, in this case being horrible weather conditions during the guided tour.

It was also possible to identify a certain amount of possible emergency situations which needed to be taken into consideration when identifying risks. These emergency cases were categorized as unexpected situations, which were not very likely to occur, but still had to be taken into consideration.

Accidents are the most common situation to happen while travelling abroad. Knowing the local traffic, anything could have happened during the excursion. Medical conditions were categorized quite near in the same category with accidents.

Robbery and/or assault were treated on their own as well. It was important to remind people about possible pickpockets in the area of travel; arranging a possibility for one guide to go to the police station to report the incident together with victim without disturbing the schedule too much.

5.2 Risk prioritization

After identifying the most potential risks it was possible to start prioritizing them accordingly to take actions against them if needed. All of the identified risks were evaluated according to three different scales and dimensions, which can be found in this chapter. After the evaluation process was done, a risk prioritization matrix

(see picture 5.2.4.) was created to get a clearer view of the risks which were affecting the possible outcome of the trip.

Prioritization of risks is possible when considering whether a risk is essential for the whole project or just a supporting factor having some correlation with the bigger picture. Cervone (2006, p. 259) states that “*a more stable measure of risk prioritization can be arrived at by fusing elements of strategies from several matrix-based schemes.*” Because of this, risks can be evaluated with three different point of views: impact, probability and discrimination.

Cervone (2006, p. 259) indicates that Lansdowne (1999) describes in his research a five-point scale for the evaluation risk impact. As seen in in picture 5.2.1 the five points clearly state and categorize risks into detailed factions.

- (1) *Critical risk* – five points – would cause program failure.
- (2) *Serious risk* – four points – would cause major cost or schedule increases and secondary requirements may not be achieved.
- (3) *Moderate risk* – three points – would cause moderate cost/schedule increases; important requirements would still be met.
- (4) *Minor risk* – two points – would cause only small cost/schedule increases.
- (5) *Negligible risk* – one point – would have no substantive effect on cost or schedule.

Picture 5.2.1. Lansdowne’s scale for evaluating risk impact (Cervone 2006, p. 259)

Probability is the second dimension in the evaluation process used by Cervone (2006) in his article. For this Kendrick’s (2003) evaluation with three points is used.

- *High probability* – five points – likely occurrence with a 50 percent or greater chance.
- *Medium probability* – three points – unlikely with a 10 percent to 49 percent chance of occurrence.
- *Low probability* – one point – very unlikely with a 10 percent or less chance of occurrence.

Picture 5.2.2 Kendrick’s evaluation for probability (Cervone 2006, p. 259)

As the third and final dimension is discrimination. This dimension is designed to gain an overall view of the risk's impact on the whole project and not only as an individual platform (Cervone 2006, p. 260; Kendrick 2003).

- *High effect* – one point – project objectives are at risk, this risk will result in a mandatory change to scope, schedule, or resources.
- *Medium effect* – three points – project objectives will be achieved, but significant replanning will be required.
- *Low effect* – five points – no major plan changes will result; the risk is an inconvenience or can be handled with minor overtime work.

Picture 5.2.3. Kendrick's levels of discrimination (Cervone 2006, p. 260)

As mentioned already, with these three dimensions it was possible to create a risk prioritization matrix (see picture 5.2.4.) to get a more in-depth view of the risks possible outcomes and effects on the overall project. The matrix was then evaluated point by point to get a deeper understanding of the risks accordingly.

Risk	Impact	Probability	Discrimination	Risk Factor
Schedule delays	3	3	3	3
Lost participants	3	1	3	3
No-shows	3	1	5	1.8
Missing documents	2	1	5	0.8
Misunderstandings	2	3	5	0.8
Alcohol-related behaviour	3	1	5	1.8
Weather	1	3	5	0.2
Accidents	4	3	3	5.3
Medical conditions	4	1	3	5.3
Robbery	4	1	3	5.3
Assault	4	1	3	5.3

Picture 5.2.4. Risk prioritization matrix

After evaluating all the risks by using the above mentioned three dimensions it is possible to evaluate each risk as an individual factor and to calculate its overall risk factor by multiplying probability with impact and then dividing the sum of the two by the sum of discrimination.

From the matrix it can clearly be seen that the riskiest factors to affect the overall project with 5.3 scoring are so called emergency situations described already earlier in the report. Schedule delays and lost participants are next on the line with a score of 3.0 with a medium effect on the whole project. Other risk factors are also existent, but with less of an impact when trying to make the project successful.

After a successful risk prioritization it was possible to begin the next stage of the risk management process, in this case risk prevention. In this part it was crucial to start thinking of ways to prevent possible risk factors. The next chapters discuss choices and plans for risk prevention framework.

5.3 Risk prevention

Cervone (2006, p. 260) states that *“the most effective risk avoidance strategy is to ensure communication throughout the project team and organisation”*, this being a cliché of some sort already. It is important to keep all the participants and organisers in the loop to avoid further misunderstandings and communication problems about the project.

Force majeure cases are the most difficult to predict and deal with. There had to be possible realignment options in case of schedule conflicts due to force majeure situations.

Collecting all of the participant's contact information was also a crucial part of preventing possible risks on the go. With these detailed information it was possible to contact all the participants if needed in case there was conflict a situation before the excursion or even during it while all the participants were not in the same place at once.

While considering possible no-shows and how to deal with them it was decided to collect a security deposit of twenty euros to make the enrolment valid. If a person enrolled but did not pay the amount in time the enrolment would be cancelled due to obvious reasons of trying to deal with no-shows.

It was also decided to carry extra documents on board in order to prevent documents being missing from a margin of the participants. As part of the project an

interpreter of native Russian origin was decided to arrange for the guided tour in order to prevent possible misunderstandings while on the go and to possibly deal with situations at hand, if such matters should have occurred while on board.

With risk management as concept the management and team have to ensure delivering on time and to meet the expected while being of satisfaction to the customers (Cervone 2006, p. 261).

In the end with proper risk management it was possible to create a more cohesive experience for the customers. Being prepared for possible risks during the journey was a crucial fact for the authors as well. This brought a certain amount of confidence while working as a guide during the tour. With all the above mentioned risk management choices and criteria it was possible to achieve an even better customer service approach.

6 Research methods

Quantitative research approach is a method used most commonly in gathering numeric data e.g. in a form of a questionnaire. Then again qualitative research method is displayed as a research where attitudes, feelings and motivations are researched in the process. (Mirola 2014, p. 3.) Qualitative approach was also in use when gathering information. Specialist interviews were held in order to gather more accurate data to be able to deliver the best possible product and experience to the participants.

A quantitative approach was used in the questionnaires to initially determine expectations and in the end overall satisfaction. The questionnaire consisted of different attributes connected with the target destination, in this case being Vyborg, and they were rated on a five-point Likert-scale. Although the research was mostly seen as a quantitative process there were elements from qualitative approach as well in the method used in the questionnaire. The use of HOLSAT model (Tribe & Snaith 1998) brought this level of integration to the research. This model will be explained in the next chapter in more detail.

HOLSAT model was developed to get more insight on the issue of holidaymaker's expectations and satisfaction. The model implicates the use of positive and negative attributes or statements in comparison to the expectations of the targeted audience. (Tribe & Snaith 1998, pp. 25-34.)

The model was developed to gain more insight to the concept of satisfaction. Satisfaction itself in these kind of cases is defined as *"a post-purchase construct that is related to how much a customer likes or dislikes a service or product after experiencing it"* (Truong & Foster 2006, p. 843; Woodside et al. 1989).

Truong & Foster (2006, p. 844) found out that Tribe & Snaith (1998) defined the concept of satisfaction with a certain destination as *"the degree to which a tourist's assessment of attributes of that destination exceeds his or her expectations for those attributes."* Thus, in the questionnaire process, it was asked to rate all of the attributes on a five-point Likert scale from -4 (Strongly Disagree) to +4 (Strongly Agree) with a zero-point as well, in this case meaning "No Opinion". The questionnaire (see Appendix 1) was delivered before the actual tour to get statistical and numeric data of participants' expectations regarding the stated attributes about the destination. In the end after the tour the questionnaire (see Appendix 5) was asked again to get data for comparison on how the perception and feelings of the attributes had changed or if they had changed at all. During the same questionnaire process a performance review questionnaire about the actual journey was also included to get more detailed information as to how the tour was executed. Results of these questionnaires can be found in the evaluation part of this report along with conclusions and suggestions after all the analyses and research had been done.

As mentioned, the first questionnaire to determine expectations was distributed to all the participants before the excursion. Second questionnaire to determine overall satisfaction was distributed right after the event, thus giving the most accurate results. The results were then interpreted and conclusions were made based on the findings, whereas possible improvement possibilities were to be found based on the results.

7 Data analysis and evaluation

The data analysis process was started immediately after the excursion. The data in this case was created from the surveys of expectations (appendix 1) and experiences (appendix 5). These scores were analysed by using the average score and also by pointing out the mode and medium in the data.

After the initial analysis of the numeric data, the evaluation of the feedback received produced the next step in the process. The evaluation process was done by both of the authors as well as by all of the participants of the excursion. The authors evaluated the overall process of the trip from a different angle than the actual customers, who were handed a pre-designed (see appendix 5) evaluation sheet after their participation in the excursion.

These analytics and evaluation points gave the authors crucial pointers as to writing and figuring out the conclusions and suggestions found in the latter part of the report.

7.1 Expectations versus experiences

Using the HOLSAT model - as mentioned earlier - gave the advantage of viewing the difference between expectations and experiences. The same set of attributes were given to the customers to be evaluated before and after the trip. By comparing the results it is possible to see a numerical difference between expectations and experiences if such a difference is existing. All of the statements evaluated by customers show a more positive score if the customers agreed with the statement, thus if showing a more negative number it means that the customers did not fully agree with the statement in question. This applies to the positive statements in the questionnaire. If the statement was negative the process is vice versa. The difference between the scores indicate the numerical difference of expectation (pre-trip) and experiences (post-trip). If the statement in question were noted to be significantly more positive or negative after the trip it is significant to the overall customer satisfaction of the trip.

	<i>Pre-Trip</i>	<i>Post-Trip</i>
1. I would be able to find suitable shopping opportunities		
Average	2.88	2.89
Mode	3	4
Medium	2	2
2. The price level would be cheap		
Average	2.75	1.67
Mode	2	1,5
Medium	3	1.5
3. The product selection in shops would be sufficient		
Average	2.88	2.78
Mode	2.5	3
Medium	3	3
4. The local food would be delicious		
Average	2.38	1.33
Mode	2.5	-0.5
Medium	2	1.5
5. The local food would be affordable		
Average	3.13	3.44
Mode	4	4
Medium	2	3
6. I would be able to see interesting sites		
Average	2.88	2.89
Mode	2	3
Medium	3	3

Picture 7.1.1. Expectations versus experiences part 1

When analysing the part that has to do with shopping, the customers' expectations on the selections and availability were satisfied. They found pretty much what they wanted to and expected to find. On the price side, it shows that relatively many people were surprised by the prices being more expensive than what they had expected. This might be due to the fact that the prices in Russia rose due to the ruble crisis, and also now the exchange rate has gone down a lot from the highest times so these two factors combined make especially imported products about the same price as in Finland. The pleasant surprise for many seemed to be that the customer service was much better than they expected. Of course in many places the customer service is still bad on western standards, but it is getting better all the time. Especially in the restaurants you can already pretty much expect to get service that is on-par with the western countries.

The part considering food turned out to have one of the biggest changes in the responses. Almost everyone expected that the food was cheap and agreed that

is was cheap, but the customers seemed to have different expectation about the food. Most of the people seemed to expect the food to be fairly delicious, but seems that majority only considered it being “OK”, even though few customers were pleasantly surprised.

The customers seemed to find interesting places, as they expected. In overall the town seemed to look better than the customers had expected.

	<i>Pre-Trip</i>	<i>Post-Trip</i>
7. The communication networks for tourists would be sufficient		
Average	-0.13	-1.11
Mode	1	0
Medium	-1	-1.5
8. The image I have of Russia as a destination is fairly negative		
Average	-1.13	-2.55
Mode	-2	-2
Medium	-1	-2
9. The border crossing would be difficult		
Average	-0.5	1.33
Mode	0	2
Medium	-1	-0.5
10. Vyborg as a destination would not be safe		
Average	-0.75	-3.44
Mode	-1	-4
Medium	-1	-2
11. The overall level of customer service would not be of satisfaction		
Average	0	-2,89
Mode	0	-4
Medium	-0.5	-2
12. The city would be rundown		
Average	0.25	-0.55
Mode	-2	-2.5
Medium	1	0

Picture 7.1.2. Expectations versus experiences part 2

When it comes to communication networks (Wi-Fi and mobile phone networks) the customers were not expecting much, and the reality seemed to be harsher than what they expected. This we assume due to the fact that there simply are not as many public Wi-Fis in Russia as in the western countries.

The border crossing still seemed to take almost everyone by surprise, as it seems that people were expecting it to be “OK” but it turned out to be fairly bad.

Given the purpose of the trip, the questions about the safety and overall image proved that the goal of the trip was achieved as there was a significant change in the customers' attitudes. No one seemed to have really a negative attitude towards Russia to begin with, but after the trip the attitudes had clearly shifted to positive. Also the customers were completely assured of the safety of Vyborg even though the customers seemed to have some doubts about it before entering the town.

7.2 Tour evaluation results and analysis

It seems that on overall the customers were very satisfied with the tour's concept and execution. On numerical data (on a scale from 1-5) most customers scored full points for the overall impression and for the itinerary of the tour.

1. What was your overall impression of the trip?	
Average	4.5
Mode	5
Medium	4.5
2. What was your impression of the itinerary?	
Average	4.5
Mode	5
Medium	4.5
3. What was your impression of the schedule?	
Average	3.5
Mode	3
Medium	4
4. What was your impression of the guides' performance?	
Average	4
Mode	5
Medium	4
5. What was your impression of the translators' performance?	
Average	4
Mode	4.5
Medium	4
6. How much would you be willing to pay for a trip like this?	
Average	€ 33,57
Mode	€ 25
Medium	€ 37,50
7. Would you participate again in a trip like this?	
Yes	8 persons
Maybe	1 person

Picture 7.2.1. Tour evaluation results

On the results for the performance of the staff it was visible that the majority was very satisfied with the service and guidance they got, but few people would have

wanted more out of the staff since they only scored them an “OK”. This is most likely due to the customers not being on the same line when it comes to the knowledge about the town and the country as some have been on history tours before but some have never even visited the town. The guides mainly focused on what is now in Vyborg and in Russia without focusing too much on the history and the progress so people who have never been to Vyborg might have also wanted to know about the history even though that was not the main object of the trip.

The only aspect that was scored relatively poorly was the schedule of the trip. This was likely mostly due to the unexpected long delay on the border and this causing the schedule to be changed. On the good side, it seemed that most of the customers understood that it was not completely just poor planning but such unexpected occurrences happen every now and then when crossing the border. This is most likely due to almost all the customers being multiple-entry visa holders who have crossed the border multiple times before.

7.3 Unexpected occurrences and problems

It was clear that someone would enrol for the trip, but would simply not pay or just cancels before the payment, but what came as an unexpected occurrence was that few people already paid the money and only cancelled after the enrolment time was already over. For this kind of situation there was no plan. Cancellation policies should have been made clear on the enrolment process and should have been decided in advance.

Despite plenty of tests the border crossing was very slow on the day of the event. On the schedule for the border crossing was allowed one hour of time, as usually the border crossing takes about half an hour. Due to the border crossing taking three hours, from the original schedule one destination (Monrepos Park) had to be dropped, two destinations (Vyborg castle and the Hermitage museum) had to be alternatives instead of the original plan of visiting all three. The rest of the schedule had to be pushed forward by two hours which luckily was ok with all the participants.

The tour was organized using two cars, and since there were three pickup locations for passengers it was arranged so that one car would pick up one location and the bigger one would pick up two locations, and the first meeting would only take place closer to the border. Unexpectedly, two customers declined from using the car that was assigned to be their pick up car, and instead of meeting closer to the border the initial meeting had to be held already at the third pick up location. This was not a big problem, but caused a little extra work plus a minor delay.

Due to the border crossing taking a lot longer than expected, it was clear that the schedule turned out to be impossible. Despite this problem, it turned out that one destination (the Hermitage museum) posted wrong opening hours, and therefore closed two hours earlier than expected. Due to this people who wanted visit both the museum and the castle had to choose only one, and also we had to make one translator to act as a guide despite the original plan. This hurt the guidance part of the trip, since the guide who was supposed to go to the museum had lots of details and info about the museum and the exhibit gathered beforehand but obviously the person who was supposed to only be a translator did not have any information beforehand. This re-assignment had to be done since the trip to the castle had to be made with a car, and the translator did not have a licence. After all, this problem was not clearly visible in the feedbacks.

8 Conclusions and suggestions

According to the feedback, the customers were very satisfied with the concept of actually getting the kind of tour they really wanted. The customers who wanted to do shopping, got to do a lot of shopping, and the customers wanting culture got to visit multiple cultural destinations according to their liking.

This kind of concept on its full scale is only possible by having the transportation done by small cars instead of one big bus. It also gives the customers a very nice extra touch to have one guide per vehicle, which ensures that they get very personal and customized service. This was clearly visible on the tour as it had very casual atmosphere which almost made it feel like it is a bunch of friends travelling together instead of having people working for paying customers.

The casual atmosphere of course comes with its own pros and cons. On the good side it makes the trip unique for the customers, plus it makes the employees more relaxed and gives them better chances to enjoy their work. On the downside, this causes some employees to drop their guard and act accidentally unprofessionally.

If such a thing had been made with a big bus, the only good way to do it without losing the good sides gained with using multiple cars would be to organize it so that the bus “goes around the city the whole day” as in hop-on-hop-off sightseeing bus tours, and the people should be split in smaller groups according to their preferences and the groups would be led by a tour guide. This way it might be that the costs would get even higher than with using multiple vehicles and each guide doubling as a driver for one vehicle. On conclusion, such a concept would work very well as a side-job for someone with weekends off, and even better for a person who owns a car with more than five seats.

Number of staff was very sufficient. It seems that one guide per four to five people is very good for this kind of a tour if everything goes according to the plan. In a case of emergency or in a case where plans need to be changed on-the-go, it would make sense to train one extra guide “just in case”. During this trip such a situation arose where this would have been very handy. Also if it was possible to have separate drivers, it would allow the guides to work out to their maximal potential.

When it comes to translators, it seemed that they were not needed as much as expected. Maybe just one translator per two guides would have been sufficient. Of course it would be optimal if one of the guides could also work as a translator.

If you calculate such a concept as a revenue-generating business, the price per customer should be € 35. This pricing point is supported also by the answers given by the customers as both the average and median price for the trip according to their suggestions is between 35 and 40 euros.

In the future there should be counted about half an hour extra time to every destination in addition to the realistic time estimation. Also the time reserved for the border crossing should be double to the realistic estimation, or the next tour

should be made with a bus that is registered as a bus since busses can actually skip all the queues and have a priority passing through the customs.

The scheduling was too tight to begin with for the people who wanted to see more cultural destinations. It was clear on the feedbacks that there was one-two destinations too many for a short day, and no room for delays on that schedule.

From the survey done it turned out that the traditional Russian restaurant chosen for lunch did not please most of the customers. For the future, it would be good to choose two-three alternative dining options, and tell people about the restaurants and their food as much as possible in advance. The chosen restaurant (Stalovaja) should still stay as an option, since some people in the group still loved it.

Due to the tour having also people who have never been to Vyborg, it might be a good idea to tell at least something about the history and the progress of the town. There is never too much information given on a guided tour. Also it might be a good idea to remind people about basic things like seatbelts and safety on the destination.

If there is a chance, it might be a good idea to train one “back-up” guide in case of emergency or in case the plan has to be changed on-the-go. Also it would be a good idea for the guides plus the possible back-up guide to sit down together before the tour to discuss and share their knowledge so that if everything does not go according to the plan, other guides can fill in and remind.

In conclusion it can be said that this thesis project brought both of the authors actual real life experience as to how organizing a guided tour is done and what is included in the process from beginning to the end. This is thought to be an important aspect to both of the authors for the possibility of future employment. Both of the authors felt confident about the aftermath of the guided tour including their own performance during the tour as well. This was boosted by the feedback received from all of the customers. The analysed results produced interesting results on some points about customer expectations and experiences along with customer satisfaction to some extent as well. The overall thesis done by the

authors was produced in smooth cooperation with the supervising lecturer Ms Jaana Häkli as well as all entities included in the process.

As for further use of the concept, it might be possible in the future as well. The concept created in this thesis produced an initial framework as to how this kind of concept worked. The testing proved positive on many levels, but improvements to the overall concept were still thought to be advisable if used in the future. If developed in a right and effective manner, the concept might be possible to be created in a larger scale, thus making it able to be a profitable income for a company as well. Adjustments and further development is still advised if proceeded further with the concept.

Overall the thesis described in this report proved to be a successful concept despite some setbacks and unexpected occurrences. The most important aspect was to deliver the customers a new kind of guided tour to Vyborg in order to get their interest and deliver a positive and interesting day trip itinerary purely for their own enjoyment of the town of Vyborg. The thesis proved to be an eye opening experience for both the authors and customers as well.

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Appendix 1

Odotukset (täytetään ennen matkaa)

1. Uskon löytäväni itselleni sopivia ostosmahdollisuuksia

-4	-3	-2	-1	0	+1	+2	+3	+4
----	----	----	----	---	----	----	----	----

2. Hintataso on edullinen

-4	-3	-2	-1	0	+1	+2	+3	+4
----	----	----	----	---	----	----	----	----

3. Valikoima kaupoissa on riittävä

-4	-3	-2	-1	0	+1	+2	+3	+4
----	----	----	----	---	----	----	----	----

4. Paikallinen ruoka on herkullista

-4	-3	-2	-1	0	+1	+2	+3	+4
----	----	----	----	---	----	----	----	----

5. Paikallinen ruoka on edullista

-4	-3	-2	-1	0	+1	+2	+3	+4
----	----	----	----	---	----	----	----	----

6. Uskon näkeväni mielenkiintoisia paikkoja

-4	-3	-2	-1	0	+1	+2	+3	+4
----	----	----	----	---	----	----	----	----

7. Löydän helposti WiFi yhteyden sekä kännykkäni pysyy verkossa

-4	-3	-2	-1	0	+1	+2	+3	+4
----	----	----	----	---	----	----	----	----

8. Mielikuvani Venäjästä on melko negatiivinen

-4	-3	-2	-1	0	+1	+2	+3	+4
----	----	----	----	---	----	----	----	----

9. Rajanylitys on hankalaa

-4	-3	-2	-1	0	+1	+2	+3	+4
----	----	----	----	---	----	----	----	----

10. Kohde ei ole turvallinen

-4	-3	-2	-1	0	+1	+2	+3	+4
----	----	----	----	---	----	----	----	----

11. Asiakaspalvelun taso ei ole riittävää

-4	-3	-2	-1	0	+1	+2	+3	+4
----	----	----	----	---	----	----	----	----

12. Kaupunkikuva on ränsistynyt

-4	-3	-2	-1	0	+1	+2	+3	+4
----	----	----	----	---	----	----	----	----

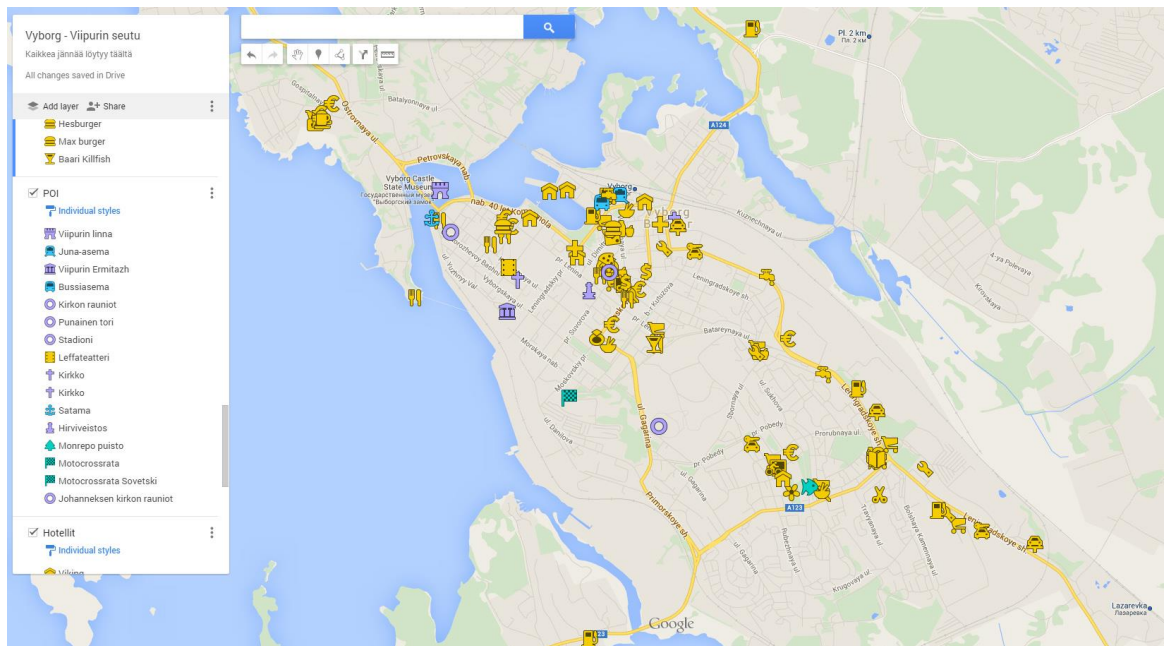
Appendix 2

Aikataulu

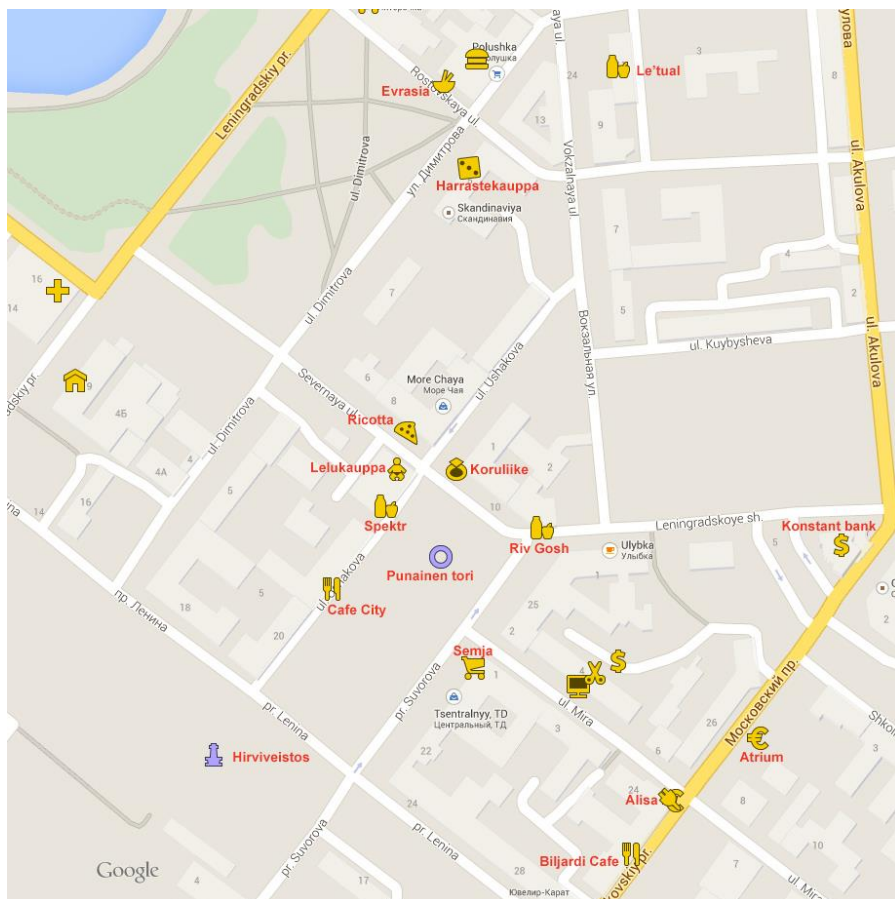
	Ostos	Kulttuuri
12:00	Eteläinen kauppatori	
13:00	Vapahtajan kirkastumisen kirkko	
13:30	Lounas (Stalovaja)	
14:00	Eremitaasi (pysähdys)	
14:10	Vimos (rauta/talouskauppa)	Eremitaasi (250)
15:00	Atrium (kauppakeskus)	Linna (100)
16:00	Keskusta	Keskusta
17:00	Keskusta	Monrepos (90)
17:30	Karusel (+Kahvitauko Tsainaja Loshka)	
18:30	Paluumatka alkaa	

Yhteystiedot:**+358 - 50 - 3565 266 / Joni****+358 - 45 - 1582 335 / Toni**

Appendix 3



Source: http://tiny.cc/POI_vyborg



Linna ja kauppahalli nähty? Tule ja koe toisenlainen, venäläinen

VIIPURI

Bussimatka Imatralta **25.4.2015** Omalla viisumilla ja vakuutuksella

max. **20€**
/hlö



Ilmoittaudu 5.4.2015 mennessä!

tiny.cc/viipuri

Uudenlainen ryhmämatka, joka menee minne SINÄ haluat!

Viisumipartneri:



Lisätietoja:

050 - 3565 266
kolintoni@gmail.com

Yhteistyössä:



Appendix 5

Kokemukset (täytetään matkanjälkeen)

1. Löysin itselleni sopivia ostosmahdollisuuksia

-4	-3	-2	-1	0	+1	+2	+3	+4
----	----	----	----	---	----	----	----	----

2. Hintataso oli edullinen

-4	-3	-2	-1	0	+1	+2	+3	+4
----	----	----	----	---	----	----	----	----

3. Valikoima kaupoissa oli riittävä

-4	-3	-2	-1	0	+1	+2	+3	+4
----	----	----	----	---	----	----	----	----

4. Paikallinen ruoka oli herkullista

-4	-3	-2	-1	0	+1	+2	+3	+4
----	----	----	----	---	----	----	----	----

5. Paikallinen ruoka oli edullista

-4	-3	-2	-1	0	+1	+2	+3	+4
----	----	----	----	---	----	----	----	----

6. Näin mielenkiintoisia paikkoja

-4	-3	-2	-1	0	+1	+2	+3	+4
----	----	----	----	---	----	----	----	----

7. Löysin helposti WiFi yhteyden sekä kännykkäni pysyi verkossa

-4	-3	-2	-1	0	+1	+2	+3	+4
----	----	----	----	---	----	----	----	----

8. Mielikuvani Venäjästä on melko negatiivinen

-4	-3	-2	-1	0	+1	+2	+3	+4
----	----	----	----	---	----	----	----	----

9. Rajanylitys oli hankalaa

-4	-3	-2	-1	0	+1	+2	+3	+4
----	----	----	----	---	----	----	----	----

10. Kohde ei ollut turvallinen

-4	-3	-2	-1	0	+1	+2	+3	+4
----	----	----	----	---	----	----	----	----

11. Asiakaspalvelun taso ei ollut riittävää

-4	-3	-2	-1	0	+1	+2	+3	+4
----	----	----	----	---	----	----	----	----

12. Kaupunkikuva oli ränsistynyt

-4	-3	-2	-1	0	+1	+2	+3	+4
----	----	----	----	---	----	----	----	----

Matkan arviointi

Kerro meille mielipiteesi matkasta asteikolla 1-5.

1=Huono, 2=Melko huono, 3=OK, 4=Hyvä, 5=Todella hyvä.

1. Millainen mielikuva jäi matkasta kokonaisuutena?

1	2	3	4	5
---	---	---	---	---

2. Mitä mieltä olit matkaohjelmasta?

1	2	3	4	5
---	---	---	---	---

3. Mitä mieltä olit matkan aikataulusta?

1	2	3	4	5
---	---	---	---	---

4. Mitä mieltä olit oppaiden toiminnasta?

1	2	3	4	5
---	---	---	---	---

5. Mitä mieltä olit tulkkien toiminnasta?

1	2	3	4	5
---	---	---	---	---

6. Paljonko olisit valmis maksamaan tällaisesta matkasta?

7. Lähtisitkö uudestaan vastaavanlaiselle matkalle?

8. Vapaa sana