

**THESIS**

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Joseph Sunday 2010**

**WINTER TOURISM PRODUCT DEVELOPMENT  
IN ROVANIEMI FOR LAPLAND SAFARIS**



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## **WINTER TOURISM PRODUCT DEVELOPMENT IN ROVANIEMI FOR LAPLAND SAFARIS**

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Commissioned by: Lapland Safaris

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The thesis can be borrowed.

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In our thesis, we integrated the different theories of tourism product development with the current practice of the several products/services offered in Lapland Safaris.

The first part of our thesis was the theoretical analysis of the available studies done in tourism product development. We discovered four new approaches to tourism product development: Co-creation, Story-telling, Authenticity and Meaningful experience. We also used one of the results: Holistic tourism product co-creation, from integrated tourism development project (ITDP). The project initiators were from Rovaniemi University of Applied Sciences, University of Lapland and Lapland Centre of Expertise for the Experience Industry (LTO).

The second part of our thesis was the qualitative analysis where we did an in-depth interview and observation of French tourist during and after their stay in Rovaniemi. Also, we did an in-depth interview of some Lapland Safari guides.

In the end, we provided Lapland Safari with some development suggestions by applying the four new approaches to tourism product development, holistic tourism product co-creation and the results of our qualitative analysis to their existing products/services.

**Keywords:** Tourism Product Development, Tourism Destination, Winter Tourism Product, Lapland Safari

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## 1 INTRODUCTION

The idea for the thesis came when we, the authors were working for Santa Park and Lapland Safaris respectively. We have both been observing the areas in which the tourists are interested in and what they expect to experience during their stay in Lapland. In fact, based on our personal working experience and observations, some of their expectations have been fulfilled but some of them have not. Altogether, we have been working for three seasons in these companies and we have observed the areas which need developments, to enhance these Lapland tourism experiences.

During the work period, we had the opportunity to meet tourists of different nationalities especially from United Kingdom, Russia and France. The British and French were the ones out of the few nationalities who complained but while our other colleagues found British and French tendency to complain annoying; we considered it an opportunity for us to improve on those areas been complained about.

In addition, this thesis project is part of the current Integrated Tourism Development Project (ITDP). The commissioner, Lapland Safaris, and one of its cooperative partners are pilot companies in the project. Researchers and developers from Rovaniemi University of Applied Sciences, the University of Lapland and Lapland Centre of Expertise for the Experience Industry (LTO) have been researching on how to develop tourism products for SMTE's in a sustainable and holistic way.

There have only been a few studies conducted on product development in tourism; tourism product development has been analyzed from different perspectives and somewhat too narrowly.

Tourism product developments have been analyzed from the marketing and management perspective but not from the customers' perspective. (Kylänen–García-Rosell–Tekoniemi–Selkälä–Markuksela 2009, 2.)

In this thesis, we applied some new perspectives to tourism product development, these perspectives are: co-creation, authenticity, storytelling and meaningful experience, which are also applied in the holistic approach to tourism product co creation (development) in the ITDP project.

Also, this thesis is based on our personal observations and in-depth interviews with tourists and guides before and after experiences at Lapland Safaris, both customer and producer point of views are included in the tourism product development for Lapland Safaris. The following are the three questions we asked during the in-depth interview:

- 1) What type of tourism products/services do French tourists prefer?
- 2) What are their expectations and experiences of winter activities offered and have their expectations met the experiences?
- 3) What are their development suggestions for the products/services?

## **2 HOLISTIC APPROACHES TO TOURISM PRODUCT DEVELOPMENT**

### **2.1 Brief History of Product Development**

The concept of product development was revealed immediately the World War II ended. The long period of war resulted in shortages all over the world and these shortages brought about the need for a rapid reconstruction. At the same time, it created an opportunity for manufacturing companies, as people were anxious to purchase anything they produced. In the middle of the 1950s, these manufacturing companies began to differentiate their products and thus, the idea of product image or brand became highly recognized. (Kylänen–García-Rosell–Tekoniemi-Selkälä–Markuksela 2009, 4.)

Western communities were interested in business activities that could bring economic growth and prosperity after the 1950s era. So they relied only on economic policies that minimized the influence of the state or government and maximized the power of the private sector on economic activities which thus led to a free market system. (Kylänen et al.2009, 4–5.)

In the 1970's, certain activities which helped in the successful development of some products were noticed. One of these important activities was technology and during this period, production engineers and product developers worked hand in hand using results that were gotten from scientific measurements rather than from their personal perception. After a period of time of their collaboration, more attention was focused on the markets and its consumers which brought a shift of power from the product developers and the production engineers to marketers. Nowadays, the product developers, the engineers and the marketers work together to look for ways in managing all the activities necessary for a successful development of products. (Kylänen et al.2009, 4–5.)

There have been several studies and reviews on product development and their possible effects on industries but most of the samples used were taken from large manufacturing companies and these companies were not related



to tourism. At the same time, there are arguments that the product development strategies used in these large manufacturing companies might not be suitable in the product development process for small and medium size companies. (Rundquist 2007, 18.)

## **2.2 Tourism Product**

Several tourism scholars mostly use the word “product” in place of “service” when analyzing tourism products or services offered for sale by a company to specific customers even though tourism is seen as a service industry (Komppula 2007, 1). But when discussing product development within the service industry; the word “service” should be used instead of “product”. Also, more attention was directed towards tourism product as a holistic product offering where all different parts of services and goods tend to work together. (García-Rosell–Haanpää–Kylänen–Markuksela 2007, 432.)

Tourism products have unique characteristic that separates them from other physical goods and other types of services. Tourism products are a collection of tangible and intangible elements; these elements come in the form of all the activities which potential clients participate in during their visit to a particular region or tourism destination and this collection of several different elements is usually seen as an experience which is available for sale at a certain price. (Komppula 2001, 1.)

In addition, tourism products are produced and consumed at the same time, this special characteristic of a tourism product happens within a space and place, usually referred to as destination. These characteristics of tourism products are listed and explained as follows: A tourism product is intangible: it cannot be seen or felt before purchase; perishable: it disappears if it is not used within a specific period and cannot be stored for future use; Inelastic in supply: because tourism product does not function well to meet the demand of potential clients when there is a sudden change in short and long term demand; Elastic in demand: as the demand of tourism products is intensively affected by environmental changes like the recent volcanic cloud which disrupted flights; Complementary: because a tourism product is made

up of several sub-products like transportation, attraction and accommodation; Inseparable: as the production and consumption of tourism products usually takes place at the same time and labour intensity which means that a lot of employees are required during the consumption process of tourism product. (Salamoura–Angelis 2009, 2.)

A tourist destination is a perfect example of a tourism product because tourists use several travel services like attractions, accommodation and transportation during their visit to a particular region. This implies that a tourist destination is a tourism product that involves a complex consumption processes. A tourist experience is created from the consumption of these travel services. In other words, a destination is not only made up of different individual products but also experience opportunities and thus the total tourist destination experience is derived from the combination of both these products and the experiences of the region visited. (Murphy–Pritchard–Smith 1999, 44.)

However, a tourist destination experience is not only derived from the consumption of travel services. In fact, the utmost reason why tourists visit a place is to consume the environment of that particular place. The environmental physical features like the weather, flora and fauna, mountains, rivers and surface of land of a destination directly influence tourist experiences and perceptions. Social factors such as the language, population density, employment type, family type, urban or rural setting and friendliness of the locals also affect tourists' destination experience. (Murphy et al. 1999, 45.)

It has been argued that it is difficult to prove the existence of a tourism destination because tourism destination is a mixture of tourism and non-tourism elements, tangible and non-tangible elements, guests and hosts. This mixture makes up a tourism destination. (García-Rosell et al. 200, 433.)

Leiper defines a tourism destination as a place where people choose to visit and stay for a while because they want to experience the tourism resources of that place. Therefore, during that temporal period of stay, they are referred to as tourists and thus included in tourists statistical surveys. These tourism features of a particular place are recognized by Leiper as attractions, accessibility, security, information exchange, etc. (Espinoza 2010, 5–6.)

Furthermore, the analysis on tourism development would be incomplete without talking about the service concept because tourism is one perfect example of a service-oriented industry. Service concept is made up of a list of customer needs and the all the activities needed to make sure these customer needs are satisfied. The set of actions that have to be performed before these customer needs are satisfied are usually outlined in the service process and service system. (Lally–Fynes 2006, 6.)

The service process must contain the formal product before a tourism product can be effectively developed. Formal product in customer point of view simply means how the product is presented in brochures or pamphlets while in the view point of the service providers and their employees, the formal product is the set of actions involved in the production and consumption process collectively referred to as the service blueprint. The service blueprint comprises of the customer actions, the onstage and backstage contact employee actions and the support processes. The customer actions involve all the actions the customer performs during purchase, consumption and the final examination of the service after consumption. The onstage contact employee actions are all the actions which customers can see while the backstage contact employee actions are the actions which employees must perform for onstage actions to come through and both actions are usually invisible to the customers. (Komppula 2001, 8–9.)

In Lapland Safaris for example, employee onstage actions for a snowmobile safari could be when the tour guides distributes the gears needed for the safari, the snowmobiles themselves, the drive through the wilderness and the

final stop for a dinner at a Lappish cottage located in the middle of nowhere. (Komppula 2001, 8–9.)

An example of backstage actions could be actions like when the snowmobiles are checked for any faults, the gears are properly arranged and all the food are cooked for the dinner in the cottage. And finally, the support processes are all the internal interactions that take place during the onstage and backstage contact employee actions. (Komppula 2001, 8–9.)

Tourism products are made up of three fully integrated components: production culture, consumption culture and local culture. These three components are so integrated; that they can hardly be separated. (García-Rosell et al. 2007, 452.)

It is important to know that all these different cultures are dynamic, which means they are not the same always, they change as time changes. For instance, the local culture does not remain local forever; rather it becomes a glocal culture at a certain point in time. This is possible in a situation when the local culture of a particular destination has been exposed to tourists with a different culture from another region and relationship has been formed. (García-Rosell et al. 2007, 453.)

Figure 1 below shows the relationship among these three cultures.

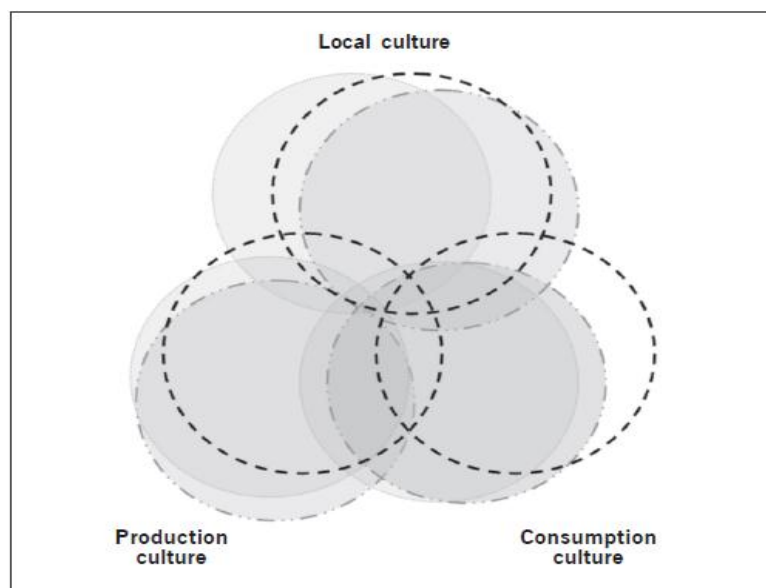


Figure 1 Intertwined Nature of Tourism Product (García-Rosell et al. 2007, 453)

In addition, the transactions involved in tourism products go above the traditional ways of business transaction and relate more to socio-cultural event. These socio-cultural events are very significant in the production and developmental activities that take place within tourism companies because their growth and development depends heavily on the interaction that happens during cultural activities (García-Rosell et al. 2007, 432.) Tourism in itself is an ever-evolving interactive industry (Salamoura–Angelis 2009, 2.)

So, rather than referring to tourism products as already made goods, we should see it as a dynamic process that creates opportunities in a community or a particular destination. This will make it easy to understand the nature of tourism product and customer experience. (García-Rosell et al. 2007, 451.)

In order to effectively develop a tourism product, we have chosen to use the García-Rosell et al tourism product development approach because the approach includes all the elements which a tourist destination is made of and handles them as continuous and ever-evolving cultures: Local culture, production culture and consumption culture. The local culture in the approach represents the local in a destination, the production culture represents the service providers of tourist products/services in the destination and the consumption culture represents the tourists visiting the destination or the potential tourists who are about to visit the destination.

### **2.3 Tourism Product Development process**

Heath and Wall proposed that any tourism product development process should consist of opportunity identification, design, testing and introduction. Smith suggested that tourism product development process consist of five components: physical plant, service, hospitality, freedom of choice and involvement. His model recognized the role of human experience as an important component, this human experience role completely relates to the management side of the tourism company. Pender mentioned genesis and evaluation, early development, introduction, Market evaluation and advanced development as the four main phases in developing a tourism product. (García-Rosell et al. 2007, 448-449.)

Salamoura and Angelis discussed the three elements of the Middleton model as if they were developmental processes. The core product development level is the level when a customer is consuming the most beneficial part of a tourism product. These benefits could be relaxation on a beach or experiencing cultural activities. In the tangible product level, the product or service is offered to customers together with some distinctive properties like brand name, packaging, quality or style. The basic invisible part of the tourism product is made into reality in this level. The augmented product level is the final level of the tourism development model where the customer gets some supporting services during the consumption of the tangible product, also it is in this level that the service provider has the opportunity to differentiate his or her product/service from his/her competitors because competition is at the augmented level instead of at the core product level as most service providers think. (Salamoura–Angelis 2009, 5.)

Therefore, tourism development models that include customer experiences during their analysis have been put forward. In 2001, Middleton in collaboration with Clarke came out with a simple but at the same time a comprehensive and highly customer oriented tourism product development circle model. This model is made up of three elements: core product, tangible product and augmented product. (García-Rosell et al.2007, 450–451.)

All these models have been criticized because they seem to analyze the tourism product as an already made product, available to particular clients who are the consumers and the managers and employees who are the producers. This is false because it is not easy to say the points where the production process of a tourism product begins and ends. It is sometimes even difficult to say who the consumers and producers of a tourism product are because a tourism product is continuously being produced by different groups of people who are simultaneously involve in its consumption and production. A tourism destination is a process into which tourists engage themselves in. (García-Rosell et al. 2007, 450.)

## **2.4 New Perspectives for Tourism Product Development**

### **2.4.1 Co-creation**

Service providers are continually been faced with the challenge of having to cooperate with consumer because customers are always putting pressure on service providers to produce services that meets their individual needs.(Promise Corporation 2009, 4.)Besides, consumers have been saving up their expressions about certain products or services for a long time; either because there has not been a sufficient way to communicate them with their employee or with the other consumers but with the advance in technology like professional software and online distribution channels, consumers are now able to easily co-create with companies and their other consumers as the case may be. (Trend Watching 2010.)

Organizations have created an atmosphere where potential customers can communicate and produce their own experience, the process is known as co-creation. The experience economy of the late 1990s was all about stage performance and fun derivation but the new era experience economy is centred on co-creation where both the service providers and the potential consumers take part in the production and consumption process. (Binkhorst–Dekker 2009, 313.)

Co-creation activities in tourism can be categorized into three (3) groups. The first group is the co-creation between tourists, this happens mainly on websites where tourists from different places meet to compare, examine and share their individual travel experiences. On websites like audiosnacks.com, allows people to download and listen to travellers' previous travel experiences usually in audio formats. (Binkhorst–Dekker 2009, 315.)

The second group of co-creation is the co-creation among suppliers or between suppliers and consumers. In this group of co-creation, suppliers give potential consumers the opportunity design the products themselves. One good example is in the accommodation company; Jois de Vivre hospitality is a network of 35 boutique hotels in the San Francisco Bay region. Boutique hotels are 21<sup>st</sup> century hotels that offer unique services to meet their individual potential customer's needs; they provide customers the opportunity to customize how they want their rooms to look like. For instance, customers have the opportunity to change the colour, style or if they want to have a small bar in their room. Sometimes, some tourism organization co-creates with an organization that has nothing to do with tourism. (Jois de Vivre Inc, 2009.)

Another good example is the co-creation between the Martinair airline and Google Earth where Google Earth provides Martinair passengers with Globe assistant on their phones, so they can check for locations and routes. This co-creation is between two suppliers for the sake of their potential customers. (Binkhorst–Dekker 2009, 316.)

The last group of co-creation in tourism is the co-creation between visitors and locals in the destination. On "www.dinewiththedutch.nl" for instance, potential tourists can meet Dutch locals to have a local Dutch dinner in their homes but first, potential tourists have to register on the website and make their booking. According to the website, tourists can dine with a local Dutch family for 49euros. (Dine with the Dutch Inc 2009.)



Another example of co-creation between tourists and locals can be seen on the website “[www.couchsurfing.org](http://www.couchsurfing.org)” where potential tourists’ have the possibility to interact with the locals of the destination they intend to visit. Tourists have the possibility to stay with the locals during their trip and learn about their cultures better. (Couch Surfing International Inc 1999-2010)

During tourism product development, the relationship between human beings and their surrounding environment should be taken quite seriously rather than putting too much emphasis on only the economic benefits of tourism. This will help bring a new perspective where tourism will be viewed as an inseparable network of stakeholders working together in a particular destination. (Binkhorst–Dekker 2009, 316–317.)

Binkhorst and Dekker suggested a tourism network approach to co-creation in tourism where all the stakeholders who partake in creating tourism experience are included because they claim that, in order to fully understand tourism phenomena and encourage sustainable tourism development, everyone directly or indirectly involved in tourism development has to be considered as human being living in an experience environment. Experience environment in tourism can be referred to as all the people or things a human being comes in contact with. An average tourist normally spends most of his or her time on not being a tourist but even in this not being a tourist context; a person must still be treated as if he or she is a tourist. This is possible when all the elements a person comes in contact with in his or her daily life either at home or an educational institute like the T.V channels, the kinds of magazines or books he or she reads, the kinds of movies he or she watches, the kind of websites visited are altogether referred to as an experience environment and in this case known as home experience environment. As an illustration, people who watch animal documentaries on the “animal planet” channel on T.V might be interested in destinations with game reserves or people who often like to read fashion magazines will want to visit destinations with a lot of boutiques. (Binkhorst–Dekker 2009, 318–319.)

In the first tourism network approach, all the activities take place while the

tourist is still at home. When the potential tourist is at home, he/she is likely to come in contact with several people and things during his or her travel decision making process. The needs of potential tourists are invisible in the home experience environment; yet it is important to understand the interaction that takes place in this network because this is where the motivation of a potential tourist or the decision to travel to particular destination begins. The potential tourist gets a lot of unforgettable and social experiences in the home experience environments as this is the experience environment where they spend most of their time. Basically, the tourist is only in contact with all the elements within the dotted circle; family, friends and music in this case. The more potential tourist comes in contact with more elements, so the dotted circle increases in size. (Binkhorst–Dekker 2009, 320.)

As potential tourists are continuously been exposed to different information about a certain destination from the different people or things they come in contact with in the home experience environment, the need for tourism experience begins to grow. The relationship between the potential tourists and other existing stakeholders becomes more visible. For instance, a potential tourist might decide to call a friend or family member to find out about their travel experience to a particular destination of interest. The human being might even go ahead to contact the service provider and this is moment where he or she is in the second tourism network approach. Note that, the human being is still at home in this network approach; the only thing that changes is the possible contact with the service provider outside his or her environment. (Binkhorst–Dekker 2009, 320.)

The experience environment changes once more when the potential tourist has finally made the decision to travel and when he/she leaves his/her home experience environment.

Figure 2 below shows that there is a complete change in both the experience environment and the tourism experience because the potential tourists is now a tourist already in the tourist destination experiencing the tourism product/service and in contact with completely different people and things like the locals, the service providers and the activities in the destination. (Binkhorst–Dekker. 2009, 322.)

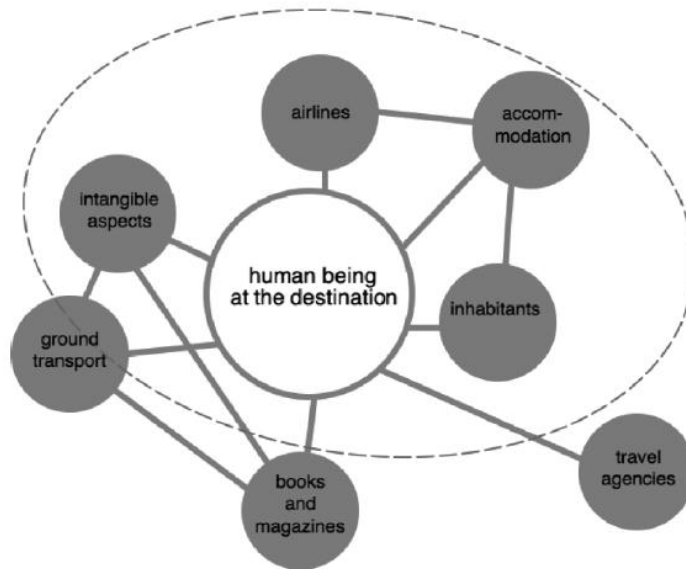


Figure 2 Tourism Experience Network Away from the Home Environment (Binkhorst–Dekker 2009, 322)

### 2.4.2 Authenticity

In tourism studies, the concept of authenticity has been used for over 30 years but in other studies like design, architecture and geography; the idea of authenticity has been used for a time much longer than that in tourism studies (Hall 2007, 1139–1140). Even though, the concept of authenticity has been used over and over again in tourism studies, scholars have continually criticized its validity as the common tourists attractions or experiences like cruises, visiting Disneyland, doing safaris, visiting friends and family, beach holidays or religion tourism can hardly be explained based on the principle of authenticity. However, authenticity has been found to be effective in the

aspects of tourism that has to do with ethnic or culture. (Wang 1999, 349.)

In general, there are five categories of authenticity: natural authenticity, original authenticity, exceptional authenticity, referential authenticity and influential authenticity. These categories of authenticity are defined based on the five economic offerings: Commodities, goods, services, experiences and transformation respectively. For example, a commodity is considered authentic, if it exists in its natural state. Goods are perceived to authentic, if they are original in design and not photocopy. Services are considered authentic if they are exceptionally well done or if the needs of individual customers are taken care of with care. An experience is considered authentic if it can easily be referred to history and in influential authenticity; people are likely to consider authentic anything that influences others or that which indicates a better way. (Pine–Gilmore 1999, 50–51.)

Interestingly, as there has been an increase of attention towards authenticity in tourism, so there has been continuous attention on inauthenticity or fakery. While authenticity involves the extent to which visitors perceive how related or connected all the activities they experience like festivals, rituals, souvenirs etc to the everyday life of the locals within that particular destination. Inauthenticity or fakery on the other hand, involves the degree to which the relationship between the tourism activities and the everyday life of the locals in the destination differs. (Hall 2007, 1139–1140.)

Yet, experiencing a particular product takes place within the consumer; experiences are our internal reaction to certain elements in our environment and so, there nothing like fake experiences. For example, the Americans prefer artificial tourism product to gain an authentic experience than Europeans; who prefer to consume natural tourism products to gain their authentic experience. (Pine–Gilmore 1999, 81.)

The first application of authenticity to tourism oriented event was in museums where tourism professionals were interested in finding out if the artifacts placed in museums are what they seem to be or claimed to be, equal the

value for the money been demanded for or equal the attention they are given. (Reisinger–Steiner 2005, 72.)

The use of this museum-linked concept of authenticity to tourism has also helped to reduce the complex nature of authenticity when analyzing tourist experience. First, authenticity in tourism can be easily be categorized into two: the tourist experience and the toured object experience. Tourists experience happen when individuals feel as if they are in contact with both their real selves and the real world during a tourism activities. This kind of extraordinary experience could be derived from nature tourism, which is one of the main way individuals fulfill or realize themselves. Toured object experience happens at the moment when the artifacts been toured is believed to be truly authentic as initially perceived by the tourists. (Reisinger–Steiner 2005, 68.)

Second, authenticity in tourism has been further categorized into objective, constructive and existential authenticity due to its complex nature. Objective authenticity primarily involves the museum-linked usage of authenticity where the tourists believe that the toured objects are genuine; this belief comes when the toured objects meets the standard for originality set by the tourists. As a result, it is possible that some objects which are actually fake are considered by the tourists as real. (Wang 1999, 350.)

Objective authenticity is primarily based on the tourists' point of view. This means that as long as an agreement has been reached by all the individual tourists assessing a given tourist product about its originality, it is therefore considered authentic. Even though, it is considered fake by tourism expert based on their professional examination of that object. (Wang 1999, 352–354.)

The standards set by tourists to determine the authenticity of toured objects could vary. Some tourists set their standard for authenticity base on the authority that certifies the authenticity of that given objects; some base their standard on uniqueness i.e the difficulty involved in obtaining that object. (Reisinger–Steiner 2005, 73.)

While objective authenticity is primarily based on the physical appearance of the toured objects, constructive authenticity involves social construction of the tourist. The toured objects are authentic because they have been constructed based on the belief, perspective or viewpoint of the tourist. Sometimes, constructive authenticity on an object could arise from the tourists' stereotyped image, expectation and dreams. The level of authenticity of a given tourist product in this case might vary from one tourist to another depending on their individual perspective. (Wang 1999, 352–354.)

Existential authenticity takes place when the individual feelings of tourists are activated during an ongoing tourist activity. This feeling of authenticity comes when the tourist compares tourists' activities they are performing and their everyday life activities. Existential authenticity is a unique and the most important source of true authentic experiences in tourism because unlike the objective and constructive authenticities that take place based on physical quality of a given toured object, existential authenticity is entirely activity related. (Wang 1999, 352.)

Existential authenticity can be subdivided into interpersonal and intrapersonal. Intrapersonal existential authenticity takes place within the mind, soul and body of an individual tourist. The personal feelings that come from certain tourists experiences which help the tourists to build and discover themselves involve intrapersonal authenticity. This kind of feelings can come from tourist activities with high risk or adrenaline rush like bungee jumping, snowmobiling or mountaineering. Little to no risk tourist activities like lying alone on a beach could also bring about intrapersonal authenticity. (Hinch–Higham 2005, 128.)

Tourists, who seek an escape from their everyday life activities like school or work life, have a good chance of experiencing intense personal feelings of self-realization when performing those activities mentioned above. Interpersonal authenticity can be best explained using family group on a trip or when tourists come in contact with the locals in a destination. For example, a family on a vacation away from their individual usual daily life at home can easily discover each other. This interpersonal discovery among the family members is easier when they decide to do certain activities like ice fishing in the destination they visit. (Hinch–Higham 2005, 128–129.)

The proof of interpersonal authenticity which comes from the interaction between tourist(s) and the local community in the destination they visit; is evident in the responses of some tourists in a survey about their experiences with Maori culture in New Zealand. In this survey, some tourists said they would have preferred to meet face-to-face with the Maori locals and interact with them rather just having a staged event of their culture. Some wanted to experience the culture in its natural environment and with meeting accidentally with the Maoris rather than having a commoditized and organized experience. The tourists claimed that only through these ways, they can feel they have learnt the culture more because the Maori themselves are teaching you and that is the only authentic way of knowing them. (McIntosh 2003, 9–10.)

### 2.4.3 Story-telling

Story-telling has been used in management for long time. Managers have used story-telling in developing the employees' commitment to the organization by simply telling a fascinating story about how the company was founded, communicate the organization cultures and norms to the employees, to communicate the idea behind projects that are about to be executed within the organization and managers could use stories as ice-breakers when talking to a group of new employees. (Sole–Wilson 2010, 10.)

In tourism product development, stories can be used to develop a concept around a tourism product or destination. Story-telling could be used to form a whole business or parts of a business and this could be a tourist attraction, a hotel, a restaurant, a tourist activity or a whole destination. (Mossberg2008. 197.)

The practical use of the story-telling concept in developing a tourism product today can be seen in events where fictional people have been used. For example, under the Joe Farrelli American-Italian restaurant website; a potential client can read a story about how the restaurant came into being. Even though the characters in the story do not exist, the story makes it sound as if one can personally meet Joe Farelli at his restaurant in Göteborg, Sweden. (Joefarelli 2010.)

Stories from comics and novels can also be used in creating concepts behind theme parks. For example, the concept behind Muumin World theme park located in Naantali, Finland was created based on story from novels. The whole story is centered on a family trolls who are white and roundish with hippopotamus-like snouts. According to the story by Tove Jansson, the Muumi is a cheerful family living adventurous life in their house known as the Muumivalley located in the Finnish forest. One of the main reasons tourists visit Naantali is to see the Muumivalley. (Muumimaailma 2010.)



Some people visit Nottingham castle in Nottingham, England to see the statue of Robin Hood. Robin Hood is a character in the famous movie titled Robin Hood; he is portrayed in the movie as a skilled archer and swordsman who steal from the rich to give to the poor. (Dwivkidz 2010.)

Stories can also be used in museums and exhibitions during guided tours. For example, the Viking ship museum in Oslo, Norway. Tourists have the possibility to see the three large burial Viking ships: Oseberg, Gokstad and Tune were claimed to serve as the passage for the dead to the spirit world. (NorgateOnlineAS2010.)

Story-telling can be related to so called servicescape. Servicescape is define as “the environment in which the service is assembled and in which seller and customer interact, combined with tangible commodities that facilitate performance or communication of the service.” (Clarke–Schmidt 1999, 152.)

Servicescape in tourism comes in two forms: Servicescape in leisure setting and the servicescape in the functional or utilitarian setting. For example, a tourist primary objective for reserving a hotel is to have a place to stay while visiting a given destination which is the utmost reason why the hotel was built in the first place. The secondary reason comes unconsciously and it could be that while the tourist is at the hotel, he or she might decide to visit the hotel’s restaurant or bar. The primary and secondary reasons in this case represents the servicescape in leisure setting and the servicescape in the functional or utilitarian setting but the servicescape is more crucial in the leisure setting than in the functional setting. (Mossberg 2008, 198–200.)

In a world where there are service providers offering similar products in the same place, stories is the only way service providers can easily differentiate their products. Service providers can form a brand where the stories are more important than the product itself because a story speaks to the emotion. Service providers are also able to charge higher prices depending on how better they tell stories. (Jensen 2005, 3–5.)

Furthermore, today's tourism managers have discovered that one of the most effective way to take consumer away from their everyday life into their organization's servicescape is through story-telling and for a consumer to have this away from everyday life extraordinary feeling, the experience has to take place in a hedonic service environment. Hedonic services are those enjoyment-related tourism offerings which brings excitement and stimulation to a tourist during consumption process. For example, a hotel client might decide to stay longer because he/she was able to understand the story behind the hotel room decoration. (Mossberg 2008, 196–197.)

Stories help reveal the ideas behind the existence of a tourism organization, tourism product or a whole destination. Through storytelling, service providers can build or strengthen the image of their organization. They can also reposition the customer's perception towards their organization or affect customer's satisfaction or dissatisfaction using the story they tell about their servicescape. (Clarke–Schmidt 1999, 150.)

The tour guides are usually responsible for telling stories but they do not guarantee meaningful experiences, only the tourist can create them for themselves based on the pre-conditions for the meaningful experiences provided by the guides. The guide acts as the mediator between the tourist and the story being told about the servicescape, the guide also tries to relate the elements within the servicescape to one another. The tour guide has the opportunity to tell tourist the stories about the servicescape and the degree to which the tourists immerse themselves into the story about the servicescape depends on how the guide narrates the story. It is necessary for a tourist to move away from his or her ordinary way of life in order to be captivated by a story because only after this transition can a tourist be in this imaginary special world. In this safe and exciting servicescape, tourists are able to observe and perform extraordinary roles outside their usual life. (Mossberg 2008, 202.)

A well composed story is made up of: message, conflict, division of roles and action. The message involves the part of the story where the hero is presented and the tourist is provided with the highlights about the story. The guide tries to take the tourist out of the normal world into the special world within the conflict part of the story, the opponent is also introduced and the story reaches its climax in the special world when the hero tries to solve the conflict. The story comes to an end when the hero achieves his or her goal by finally solving the conflict. (Mossberg 2008, 196–197.)

Nevertheless, it is crucial to note that stories do not always involves a hero but stories could be fact about the surrounding environment of a destination, the local culture, the history or heritage of a given destination. In Lapland tourism, tales of genuine Lappish culture, tradition, beliefs, occupations, ways, habits and cuisine are used when telling stories to tourists. (Räisänen 2009, 38–39.)

#### **2.4.4 Meaningful Experience**

Over the years, consumer experiences has been increasingly having a direct impact in social life and economic. Economists have always recognized three economic offerings: commodity, goods and services. A commodity is natural material extracted from nature, goods are the tangible products that companies make out of commodities and services are intangible activities a service provider performs for a specific client or group of clients. (Pine–Gilmore1999, 5–8.)

Service providers and Consumers have always attached experience to events like wholesale distribution; telecommunication, laundry service and auto repair even though experience has been of existence long ago. Pine and Gilmore define experience as “events that engage individuals in a personal way”. The production responsibility of commodities, goods and services lies heavily on the company alone but consumers are responsible for creating their own experiences and these consumers are referred to as

“guests” because of this unique consumption capability. (Pine–Gilmore1999, 1–4.)

When customers buy services, they purchase a collection of intangible activities that were already made on their behalf. But when they buy an experience, they pay to pass time performing and enjoying a range of memorable events. (Pine–Gilmore 1999, 3.)

All too often, the tourist experience has been analyzed on two separate perspectives: either as peak experience or as consumer experience but for a tourist experience to be comprehensively analyzed, the peak experience and the consumer experience has to be integrated into one interconnected whole. (Quan–Wang 2003, 297.)

In some cases, the tourist experience is believed to be the peak experience because the peak experience is the utmost reason why tourists are motivated to travel i.e to experience something entirely different from what they experience in their daily life. The consumer experience which comprises of all the supporting services a tourist encounters during consumption of the peak experience like transportation, eating and experiences are left out or taken for granted. (Quan–Wang 2003, 297.)

However, it will be false to leave out the supporting consumer experiences because the tourist experience has to consist of both the peak experience and the supporting consumer experience to be complete. Also, peak experience cannot exist without the supporting consumer experiences and if the tourist is dissatisfied during the consumption process in the supporting consumer experiences, the total tourist experience will be negatively affected regardless of how excellent the peak experience is. (Quan–Wang 2003, 297.)

The peak tourist experience sometimes can take the place of the supporting consumer experiences and the supporting consumer experiences can also replace of the peak tourist experience under certain

circumstances. For instance, a tourist main motivation to Lapland might be to visit Santa Claus but on reaching Lapland, he/she might find snowmobiling more interesting and go snowmobiling instead of visiting Santa Claus. On the other hand, the peak tourist experience might become part of the supporting consumer experiences. (Quan–Wang 2003, 297.)

The differences between the peak tourist experience and the supporting consumer experiences can be explained by how they relate to the normal daily experiences of a tourist at home. In 1983, Parker suggested three relationships between work and the leisure, namely: extension, opposition and neutrality. (Quan–Wang 2003, 299.)

In the same way, there are also three relationships between the tourist experience and the daily experience. The first difference is that the tourist experience in a destination is the opposite of the tourist daily experiences at home. The second is that the tourist experience is an extension of his or her daily experience and lastly, a tourist experience is an intensification of his or her daily experience. To better understand the differences between the peak tourist experience and the supporting consumer experiences, the two experience dimensions have to be examined base on how they relate to the daily experiences respectively. (Quan–Wang 2003, 300.)

The peak tourist experience is a complete contrast to the tourist daily experience and therefore, their relationship between the daily experiences and the peak experience can be clearly seen in the following set of oppositions: familiar versus refreshing, repetition versus new, ordinary versus extraordinary and irrelevant versus sacred. In addition to peak experience being an opposition of daily experience, the peak experience could also be extension and intensification of daily experience. For instance, peak experience gives tourists an opportunity to extend or intensify their self-esteem. However, peak experience mainly involves touristic activities that are opposite of tourist daily experiences. (Quan–Wang 2003, 299-300.)

The supporting consumer experiences mainly involve the extension of tourist

daily experiences and rear occasion, the intensification of tourist daily experiences. For instance, a European tourist visiting an Asian destination prefers to eat the same kind of food he or she is use to eating rather than the local cuisine. He or she might even prefer to stay in big hotel chain rather than trying the traditional housing style in the destination. (Quan–Wang 2003, 301.)

Figure 3, illustrates how the peak touristic experiences can sometimes take the place of the supporting consumer experiences and vice versa. It also illustrates the differences between peak touristic experiences and supporting consumer experiences based on their relationship with the daily routine experiences. (Quan–Wang 2003, 300.)

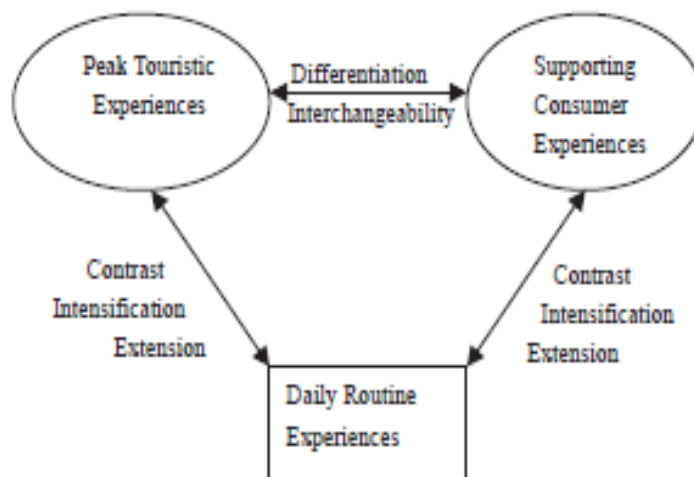


Figure 3 Conceptual Model of Tourist Experience (Quan–Wang 2003, 300)

Also, there are four dimensions of experience: Passive participation, Active participation, absorption and immersion. Passive participation occurs when performances are not directly affected by customers, experience is simply by listening and observing the performances while active participation is when customers influence the performance that produce experience, for example, tourists doing ice fishing event in the middle of a lake create their own experience. (Pine–Gilmore 1999, 30.)

The absorption and immersion dimensions describe how customers create

experiences for themselves based on the surrounding environment where the performance is taking place. Absorption is taking a customer's attention by bringing the experience into his or her mind while immersion occurs when a customer is physically appears to form part of the experience. In simpler terms, when the experience goes into a customer, like when watching people doing snowmobile on a frozen lake, then he or she is absorbing the experience. When the customer goes into the experience, like when a customer is riding the snowmobile, then he or she is immersed in the experience. (Pine–Gilmore 1999, 30.)

In addition, there are four realms of experience: entertainment, educational, esthetic and escapist. These realms of experience can easily be defined individually when the four experience dimensions already explained earlier are paired together accordingly.

Entertainment takes place when a customer is passively absorbed an experience like listening to music or watching a cultural performance. In educational experience, the guest is actively absorbed into the experience and the educational performance has to be able to capture the mind before this particular experience can happen. Customers getting an esthetic experience immerse themselves into the environment but have little to no influence on it, For example, is visiting a museum. In the escapist experience which is the most intense experience of the four, customers are totally immersed into the environment and the performance, for example, a customer visiting a theme park. (Pine–Gilmore 1999, 30–31.)

## 2.5 Holistic Tourism Product Co-creation

In the Integrated Tourism Development Project new perspectives for tourism product development and the intertwined nature of tourism product - model were applied when creating the approach to holistic tourism product co-creation.

Figure 4 below shows the phases of Holistic Tourism product co-creation, which is one of the final results of the Integrated Tourism Development Project.

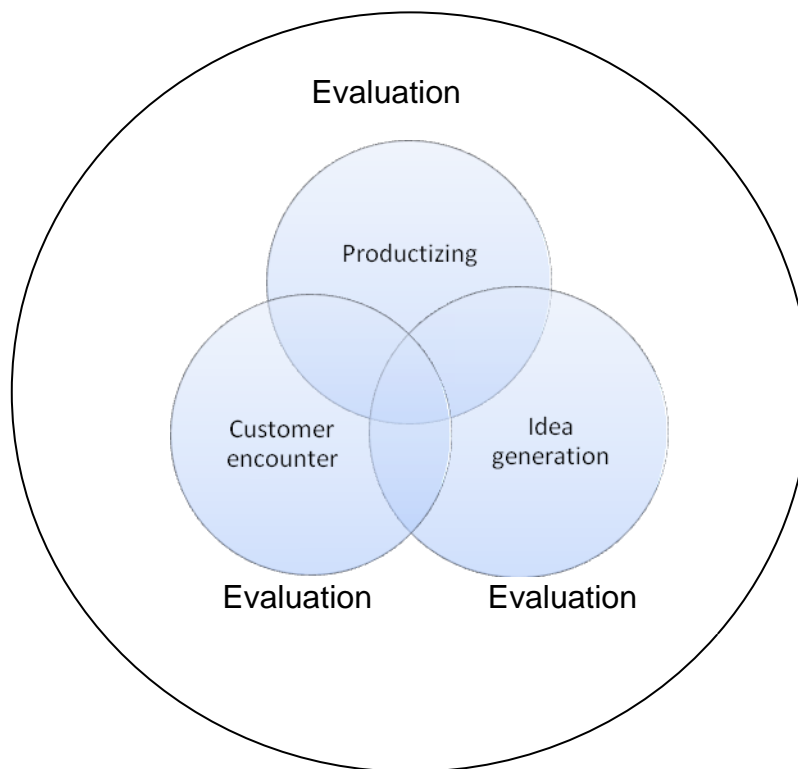


Figure 4 Holistic Tourism Product Co-creation (Lapland Institute for Tourism Research and Education 2010)

According to the Figure 4 above, there are three main stages of tourism product development: idea generation, productizing and customer encounter, the evaluation should be done systematically and continuously in each of the three phases. It is possible to start the product development from any of the



three phases. The area where all the three phases intersect is co-creation. (Lapland Institute for Tourism Research and Education 2010.)

The idea generation phase is commonly where most product development starts but the development process can start at any phase of the figure above. The source of information used for the idea generation is crucial for a successful product development. The success rate for developing a product is higher when the customer is the source of information than when the source of information was retrieved within the organization (Xiao 2010, 28.) The evaluation can be focused on the people generating the ideas, the ideas themselves, or the idea generation process. For instance, after the brainstorming period, there are too many ideas and not all of these ideas in the product development. It goes through proper evaluation, where only a few are selected.

The productizing phase mainly involves the actual planning of the tourism product/service. There are several processes involved in the productizing phase: product concept and product contents, product description. According to the holistic approach the product should have a strong story, which ensures that the product is a holistic and meaningful experience. (Lapland Institute for Tourism Research and Education 2010.) The product description gives detailed information about the different contents of the product like the story, product purpose, scope of the product, how the product is to be delivered and issues on quality criteria and product safety guidelines and acts are taken into consideration (Lapland Institute for Tourism Research and Education 2010; Peltonen 2010). For example, some safety tips to use when there is a fire or when a client suddenly collapse and is short of breath. (Lapland Institute for Tourism Research and Education 2010; West Australia Tourism 2009; Tiihonen 2010). The product contents are available in the blueprinting document which usually includes customer processes as well as the visible and invisible service processes performed by the personnel (Laws 2004, 62–63). Pricing has different methods but the most basic one is the fixed cost, variable cost, VAT (value added tax) etc. are used to develop the price of a given product/service. According to the holistic

approach, the product pricing should take into account also the value of the story because service provider can charge higher prices, depending on how good they tell stories about their products/services; the distribution channels can also affect the price of product/service. For example, the price a customer will pay when he/she buys product/service directly from the service provider might be different from when he/she buys from the company's website but it is always advisable to keep the prices the same regardless of where the customer buys the product/service. (Lapland Institute for Tourism Research and Education 2010; Jenson 2005,3-5). The evaluation can be focused to the contents, the process or the participants of the encounters. For instance, the story can be evaluated on how meaningful or memorable it will be for the customers. The evaluation also takes place when the most important ideas are being selected. (Lapland Institute for Tourism Research and Education 2010.)

The customer encounter phase is the last in the figure 4 above. The encounter mainly happens either face to face or through social media in the internet or other means communication like telephone or fax. The encounter phase involves different encounters that takes place between service providers, customers, local inhabitants and other possible stakeholders in the tourism product co-creation process like the personnel of service providers, the suppliers which the providers cooperates with etc. (Lapland Institute for Tourism Research and Education 2010.)

The encounter phase consists of many encounters which can be evaluated separately or as a whole process. These encounters are the points where the customer is likely to get in contact with the product/service, for example on the service provider's website, word of mouth from friends and relatives while at home, even face to face with the tour operator at home and face to face with the service providers in the destination. (Lapland Institute for Tourism Research and Education 2010.)

### **3 LAPLAND SAFARIS AS A DMC IN LAPLAND**

#### **3.1 History of Lapland Safaris**

The idea to start Lapland Safaris came to action in 1982 when two men who had four snowmobile wanted to give an opportunity for other people to see the beautiful environment in Lapland. Their main objective was to arrange memorable adventure experiences for visitors. The two men decided to offer potential customers something that has never been done in Lapland by organizing snowmobile safari adventures into the wilderness of Lapland. The potential customers were happy about the product and the company began to increase in size and popularity. (Lapland Safaris 2010.)

Now, Lapland safaris serves over 100 000 guests annually and operates in nine different touristic areas of Lapland ; Rovaniemi, Saariselkä, Ylläs, Olos, Levi, Ruka/Kuusamo, Pallas, Hetta and Kilpisjärvi by making the Lapland Safaris the Biggest DMC in Scandinavia. The Company is a member of AFTA (Association of Finnish Travel Agents) since 2005. In 1998 Lapland Safaris started the Quality Assurance System certified according to ISO 9001 Standard. Lapland Safaris received International Quality Certificate ISO-9001 in May 2000. (Lapland Safaris 2010.)

Lapland Safaris has its own guide training program in their guide training school and it started in 1993 to train their staff according to the company's needs and to provide better service for the customers. In the tourist season, around five hundred trained employees work for the company. In order to enhance the quality of the products and the services of Lapland Safaris, the company established its own Product Development Department in 2008 and it was the first company in this field to do so in Finland. (Lapland Safaris 2010.)

Lapland Safaris has the capacity to cater for more than 8000 guests per day. The company has; 480 Snowmobiles, 25 canoes and 9 riverboats. There are 12,500 sets of gear available and summer gear for 850 people. Lapland Safaris has its own locations for winter activities and places for dining; Reindeer

Cottage Poropirtti, Revontuli Court and Restaurant Kaamoskammi. In November 2005, together with Lapland Hotels, Lapland Safaris purchased the Hotel Riekonlinna in Saariselkä and in the same year, Lapland Safaris expanded its services to Lapland Hotels Locations. One of the Major investments of Lapland Safaris was purchasing its main competitor, Arctic Safaris in February 2008. Lapland Safaris Recently opened its newest affiliated company in Oulu in July 2010. (Lapland Safaris 2010.)

Due to the recent merge of Lapland Safaris and Arctic Safaris, the Arctic Incentives was founded. Both companies were pioneers of handling incentives and have over 25 years of experience in the incentive business. The Annual turnover of Arctic Incentives is 7 million euros and they have served groups up to 1500 participants. Arctic incentives serve world renowned Companies offering complete Lapland tour packages to suits every customers' needs. (Lapland Safaris 2010.)

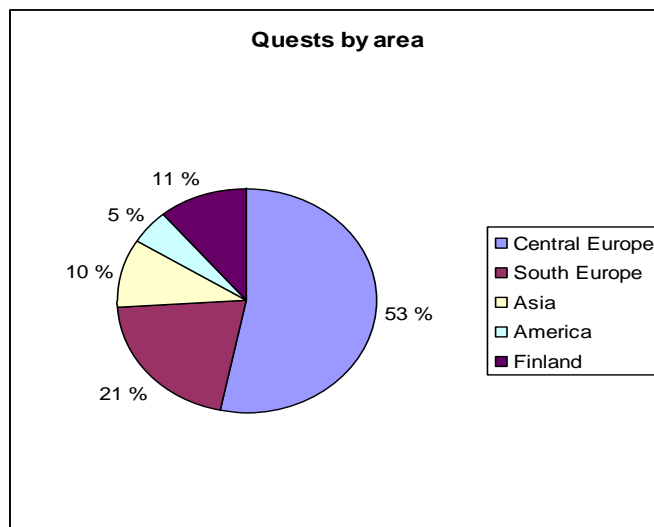


Figure 5 Lapland Safaris Guests by area (Lapland Safaris 2010)

Figure 5 shows that majority of the customers for Lapland Safaris are coming from the Central European countries. French and Germans are the leading customers for the company (among other countries from Central Europe). The second biggest customer group comes from South Europe and Spanish and Italian customers are the majority. So, the main customers for Lapland safaris are from Europe (74%). (Lapland Safaris 2010.)

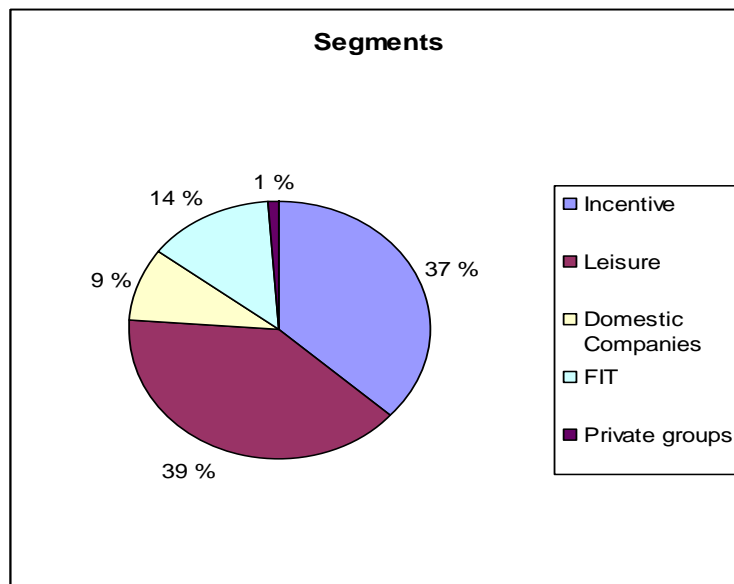


Figure 6 Lapland Safaris Customer Segments (Lapland Safaris 2010)

Nearly an equal number of customers for Lapland Safaris come as incentives and leisure groups. FIT (Free Individual Travelers), Domestic companies and Private Groups are 24% a percentage and rest of the customers are Incentives and Leisure Groups. (Lapland Safaris 2010.)

### 3.2 Winter Tourism Products and Services of Lapland Safaris

Below is the list of the product services offered by Lapland Safaris during winter season. Winter season for Lapland Safaris is from December till April every year.

- (i) Snowmobile safaris
- (ii) Santa Claus Safari
- (iii) Husky Safari
- (iv) Reindeer Safari
- (v) Ice fishing safari
- (vi) Cross country skiing
- (vii) Snowshoe walk. (Lapland Safaris 2010)

A weekly program of Lapland Safaris includes all the above mentioned tourism activities. The programs of 3 to 4 days include tourism activities selected by the customers. FIT's can choose the winter tourism activities according to their wish.

An example of an Arctic Incentive program;

*Name of the Program :*  
*Lapland on the Rocks*  
*4 nights, 5 days in Rovaniemi and Kemi*

*Day 1 - Welcome to Lapland*  
*Arrival and Transfer to Hotel by Snowmobile*  
*Lunch at Kaamoskammi*  
*Welcome dinner at hotel*

*Day 2 – Winter Driving School*  
*Driving School and Lunch in Action Park*  
*Dinner at Hotel*

*Day 3 – Highlights of an Adventure*  
*Snowmobiles, Huskies and Reindeer*  
*Lunch in Reindeer Farm, Dinner at hotel*

*Day- 4 Secrets of Frozen Lake*  
*Snowmobiles, ice fishing*  
*Outdoor lunch, dinner at hotel*

*Day- 5 Goodbye to Lapland*  
*Departure and transfer to airport (Lapland Safaris 2010)*

## **4 ROVANIEMI AS A TOURIST DESTINATION IN FINNISH LAPLAND**

### **4.1 Finnish Lapland**

Finnish Lapland is renowned in the world for its fells and northern lights. In winter there's always snow and the weather is harsh. Nature in Finnish Lapland has so much to offer to the visitors. It has four seasons which are distinctly different. But for example; Levi has 7 different tourist seasons and Rovaniemi have 8. (Lapland Marketing Ltd. 2010.)

Lappish culture is made out of regions from neighboring countries like Sweden, Norway, Finland and Russia. Finnish Lapland has a total coverage of 98,984.3 km<sup>2</sup> and it represents 30% of Finland's total land area. 92,665.72 km<sup>2</sup> of area covers the land in Finnish Lapland and 6,318.58 km<sup>2</sup> areas take up waterways. The administrative capital of Finnish Lapland is Rovaniemi. The largest lake of Finnish Lapland is Inarijärvi (1,102 km<sup>2</sup>) and the highest peak, Halti (1,328m). The population of Finnish Lapland is 184,390. Population density is 2.1 people/km<sup>2</sup>. There are 7000 indigenous Sámi people in Finnish Lapland and it is home for 200,000 reindeer. The capacity of accommodation is over 20,000 beds in Finnish Lapland. In total it has 1,000 tourism enterprises, 90 of which are Hotels. (2006). There were 2.3 million registered overnight stays, 40% of them were Foreign visitors. (Lapland Marketing Ltd. 2010.)

Since the 1990's, tourism have been the main source of income in Finnish Lapland and around 6000 people were directly employed. The Finnish Tourist Board had expected the number would be 9500 to 10,000 in the early twenty-first century. The tourist board mainly focused on encouraging foreign tourists to Lapland during the 1980's despite the success of domestic tourism. 20% of the tourists to Lapland in 1990's were Foreigners. Germany, Netherlands, Switzerland, Italy and France were the main tourist generating countries to Lapland in the 1990's and they mainly visited Lapland in summer. British and Japanese tourists visited Lapland in winter season and their main intention was to experience winter sports and see many Reindeer.

The idea of presenting Santa Claus as a tourist attraction in Finnish Lapland was planned in the 1980's because the number of tourists could not be achieved only by presenting natural and cultural attractions in Finnish Lapland. (Mason 2008, 50.)

Tourism Destinations in Finnish Lapland have been categorized according to popularity into three categories,

- 1) Strong tourism areas: Levi, Ylläs, Olos and Pallastunturi, Saariselkä, Rovaniemi
  - 2) Medium strong areas: Pyhä-Luosto, Salla, Meri-Lappi
  - 3) Developing areas: Suomu, Enontekiö-Kilpisjärvi.
- (Lapin Liitto 2007.)

In 2008, the number of the overnight registered overnight stays was 2.3 million and share of the foreign tourists was 40%. Lapland is in an annual overnight growth rate of 5%. Presently the main tourism markets to Lapland are from UK, Germany, France and The Netherlands. Christmas is the most famous tourist season in Lapland but lately, summer tourism has shown positive growth. (Lapin Liitto 2010.)

According to the tourism strategy of Lapland 2007-2010, it mainly focuses on securing the future growth of tourism industry in Lapland; improving the accessibility and create all year around tourism demand in Lapland. According to the objectives and strategic goals of Lapland 2010, believes tourism industry will continue grow in the coming years and create fulltime jobs and it will also indirectly contribute in developing other business as well. Lapland marketing Ltd has taken the responsibility of marketing Lapland Tourism and mainly focusing on foreign markets and image marketing. (Lapin Liitto 2010.)



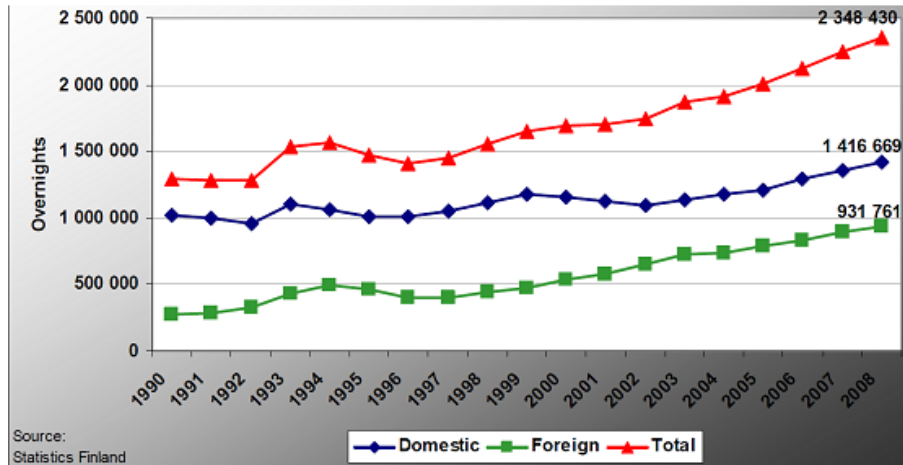


Figure 7 Registered Overnight Stays in Lapland (Lapin Liitto 2010.)

Figure 7 shows that Lapland has achieved a significance growth in tourism in the past years as a result of effective marketing and improved accessibility. Internet and social media have played a major role in marketing the Lapland Brand and the image globally. (Lapin Liitto 2010.)

#### 4.2 History of Rovaniemi

There have been human settlements since the Stone Age in Rovaniemi. There is evidence that the name Rovaniemi was given by the Finns and it is of Lappish origin. In the Saami language, “roavve” means a forested ridge or a hill or the site of an old forest fire. In the dialects of southern Lapland, “rova” means a heap of stones, a rock or grope of rocks in a stretch of rapids or even a sauna stove. It is uncertain which tribe gave the name to this area in Lapland. According to the artifacts, an increasing number of travelers from Karelia in the east, Häme in the south and the Arctic Ocean Coast in the north must have come to Rovaniemi from 500 A.D. onwards. Rovaniemi is located at the confluence of two large rivers and those two rivers were used as the main transport routes at that time. (Annanpalo 1998, 14–15.)

In early days, for the inhabitants the main source of income was fishing and hunting in Rovaniemi. Hunting was a source of meat and furs. The reindeers were the main game animals and people have used spears, bows and

arrows and deer pits to hunt them. Old deer pits can be found now a day's even near the narrow necks of land between lakes, rivers, mires or steep slopes. Squirrels, ermines, martens, otters, beavers, foxes, lynxes, bears and wolves were the most common fur-bearing animals at that time in Rovaniemi. Fishing has been done in both rivers and lakes of Rovaniemi. Fishing salmon was very famous and people have used nets, seines, drift nets, drum nets, removable traps and they have built wooden dams to caught salmon. The Finns started building their houses close to natural meadows, which provided enough food for their cattle. In 13<sup>th</sup> century Finns also started cultivating barley in this area. (Annanpalo 1998, 32–33)

### **4.3 Tourism Development in Rovaniemi**

During the Second World War, Rovaniemi was totally destroyed. Only few houses survived in the town. The reconstruction of the town was started in 1946. Famous Finnish architect, Alvar Aalto has designed the town plan of Rovaniemi. The library, Lappia-house, Town Hall are some of the famous designs made by him. The construction of roads has been started in 19<sup>th</sup> century and in 20<sup>th</sup> century railway connection was opened in Rovaniemi. Modern Rovaniemi has well-operating international airport and it serves more than 400 000 passengers annually. Rovaniemi was grown in to an attractive and busy town in the past few decades. The population of Rovaniemi region is about 62 000 and 58 000 live in the town itself. 2% of the Rovaniemi population's income comes from the primary productions and 15% from construction work and processing. Majority of the population (80%) earn their living by working in public or private services. (Lapland Marketing Ltd. 2010.)

Tourism has become one of the fastest growing industries in Rovaniemi region and it has been played a significant role in developing the town since 1920's. events like "Rovaniemi market" has attracted people from all over Finland and northern Scandinavia to Rovaniemi. Trading was the main reason to visit this event. Rovaniemi market held in Rovaniemi three times a year. Nowadays, the most famous events which attract visitors to Rovaniemi are Arctic Lapland Rally, Ounasvaara Winter games, Jutajaiset folklore

Festival and various festivals arranged by the Christmas time in the city. The main attractions in Rovaniemi are Arctic circle, Santa Claus, Santa Claus Village, Santa Park, Ounasvaara Sport and Skiing Centre which has beautiful 9 hole golf course, Arktikum the Lappish museum and the wild life park in Ranua. (Lapland Marketing Ltd. 2010.)

Each year, nearly a half a million of tourists visit Rovaniemi. One of the reason is the unique location of Rovaniemi, the Arctic Circle attract visitors from all over the world. According to the statistics of 2008, the registered overnights in Rovaniemi region was 477 000 and from this amount 58% was foreign visitors. The main visitors come to Rovaniemi by countries are Russians, Germans, French and British. Around 60% of foreign visitors come to Rovaniemi in winter season. Christmas tourism in Rovaniemi has shown a remarkable growth in recent years. It has been recorded that 192 foreign charter flights has been landed in Rovaniemi airport in 2008 bring about 50 000 tourists together with the domestic carriers. The main attraction is Santa Clause in Christmas season but Christmas programs and activity services in the Rovaniemi area acts a major role when it comes to attracting tourists to the city. Each year more than 100 different Medias visit Rovaniemi. Winter tourism activities such as skiing, snowmobiling, Husky dog safaris, reindeer safaris and winter driving schools are tourists' attractions in additions to individual attraction factors. Rovaniemi offers versatile meeting and congress facilities to the business visitors. According to the tourism facts in 2007, the direct income from tourism was 149 million Euros and 20-30 million earned during the Christmas season from the total amount. (Lapland Marketing Ltd. 2010.)

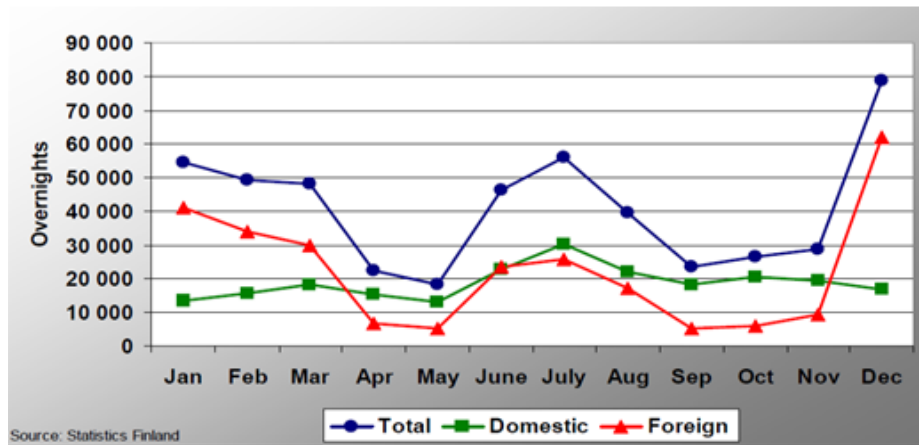


Figure 8 Seasonality in Rovaniemi 2008 (Lapland Marketing Ltd. 2010)

According to Figure 8, in Rovaniemi the winter season starts in mid-November and ends in mid-April. Mainly the foreign tourists visit Rovaniemi for winter tourism activities. The arrival of foreign tourists grows rapidly in mid-November. Christmas season is still the most famous season in Rovaniemi and majority of British tourists comes to Rovaniemi as Families to visit Santa Clause, which is the most popular tourist attraction in Rovaniemi.

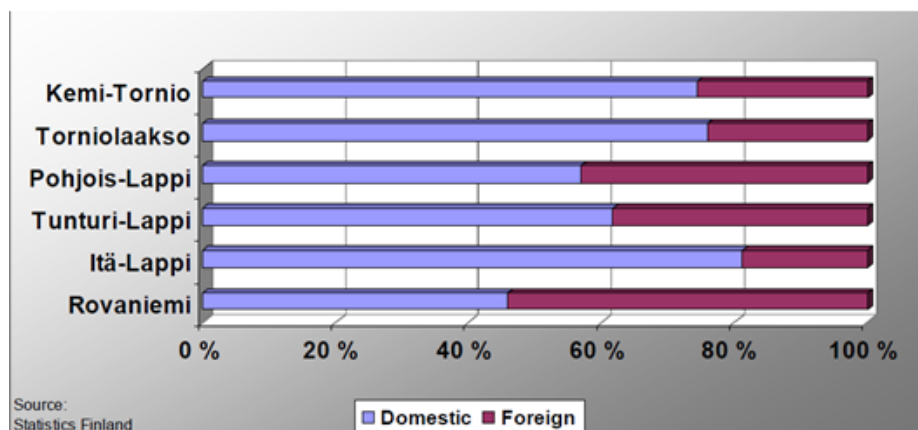


Figure 9 Domestic/Foreign Overnight Stays Relation in Lapland by Sub-regions 2008 (Lapland Marketing. Ltd 2010)

Figure 9 shows Rovaniemi has relatively a higher number of foreign overnight stays than any other sub-region in Lapland. Most of the foreign overnight stays influenced by the famous attractions situated in Rovaniemi, such as Arctic Circle, Santa Claus village, Santa Park, Arktikum, Ranua Wildlife Park. Other facilities like tourism service providers and accommodation. Christmas shopping is more convenient in Rovaniemi comparing with other sub regions in Lapland. The convenience of accessibility has been a main reason for the above results as well.

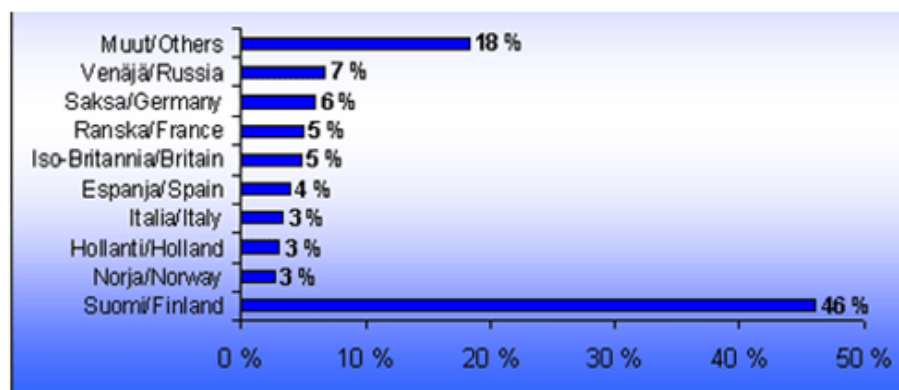


Figure 10 Registered Overnight Stays in Rovaniemi Region /Nationalities 2008 (Lapland Marketing Ltd 2010)

According to Figure 10, Russian and British tourists mainly visit Rovaniemi on December each year. Arctic Circle, Christmas celebrations, Santa clause and New Year celebrations are the main purpose of visit to Rovaniemi. French tourist season starts in January and ends in mid-April each year. Other Tourism markets such as Italian, Holland and Norwegian are in a growing stage at the moment comparing to the main Markets like British, Russian, German, French and Spanish.

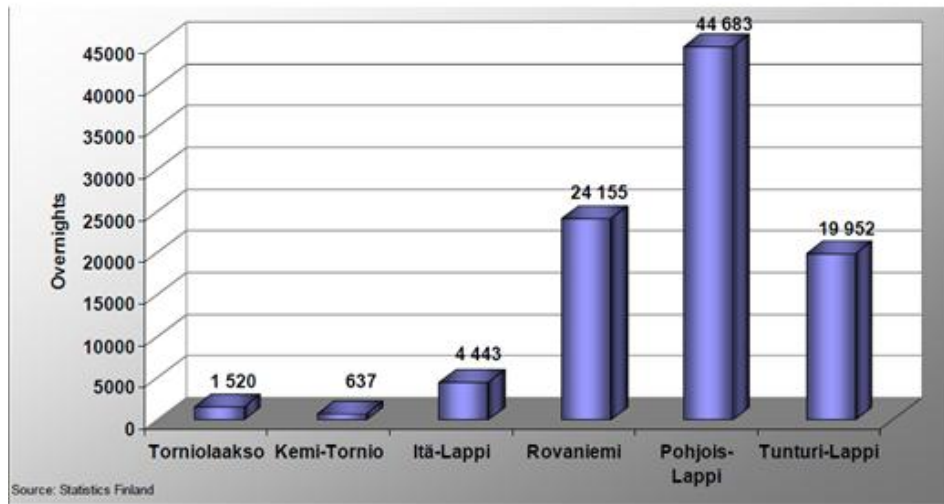


Figure 11 Overnight Stays from France in Lapland by Sub-region 2008 (Lapland Marketing Ltd. 2010)

The French tourist season starts on January and ends on mid-April each year. Their main purpose of visiting Rovaniemi is to experience the winter tourism activities and enjoy the unspoiled Lappish nature. Experience Lappish cuisine and discover local cultures are other intentions of French tourists.

## **5 DEVELOPING EXISTING WINTER TOURISM PRODUCTS FOR LAPLAND SAFARIS IN ROVANIEMI**

### **5.1 Thesis Process and Methods**

#### **5.1.1 Thesis Process**

The thesis idea of developing existing winter Tourism Products of Lapland Safaris came to our minds when we were working in Lapland Safaris and Santa Park in Rovaniemi on December 2009. When reviewing the literature, we noticed that not that many research have been conducted on tourism product development. The theories related to tourism product development form the basis for our thesis.

In January 2010 we presented our thesis idea to our thesis supervisor Teija Tekoniemi-Selkälä. She was satisfied with the thesis idea and advised us to have a commissioner for the thesis and she recommended Lapland Safaris. We contacted Jyrki Karonen, the Destination Manager of Lapland Safaris to be the commissioner for our thesis and he agreed on behalf of the company in January 2010.

We decided to use qualitative research methods for gathering empirical data. Since the research is about tourism product development, in order to obtain the detailed information from the French customers and the guides we came into conclusion that in-depth-interviews and participant observation methods were the most appropriate. We wanted the French customers to explain us about their experiences and the thoughts about the products and services of Lapland Safaris that they have experienced during their vacation in Rovaniemi.

We began collecting empirical data through in-depth-interviews and Participant observation during January and April 2010. During the process 35 French tourists were interviewed after random selection. In addition 2 guides from Lapland Safaris were interviewed. The interviews took place in tourist activity places and in the hotel where the French tourists were accommodated. An in-depth-interview lasted around 30–45 minutes with each interviewee. More than 200 French tourists observed at tourist activity places. However, they were not

informed about the observation while they were participating in tourist activities, in order to observe their real emotions, behavior and interest in the tourism products of Lapland safaris but no photos taken or videos coverage.

During the in-depth interviews, the main questions were

- 1) What type of tourism products/services do you prefer in Lapland Safaris?
- 2) What are your expectations and experiences in winter activities offered by Lapland Safaris and have your expectations met the experiences?
- 3) What are your development suggestions for the products/services you have experienced?

We began analyzing the collected empirical data on May 2010 and writing the final thesis report in June 2010. From then onwards, we have been making corrections, adding or taking out information where and when necessary in the thesis report with the help of our supervisor and Language reviser.

### **5.1.2 Qualitative Methods**

Generally qualitative research methods tend to collect a greater amount of rich information than quantitative research methods. Qualitative research methods can be used in situations where informal quantified research information is not necessary or it is impossible to collect such data in a particular research. Generally, qualitative research methods require a flexible approach in designing and conducting the research.

According to the nature of the qualitative research, the researcher has the freedom of selecting the most appropriate qualitative research methods to conduct the research in qualitative research. Qualitative research has a strong connection to the activities that take place in the everyday life and the analytical and interpretive procedures are strongly bond together. The empirical data collected through qualitative research is finally converted to notes. In qualitative research, priority is given for the variety of prospective of the customers as well. "Qualitative studies frequently begin with the analysis or reconstruction of individual cases". (Gerhardet 1995; Flick–Kardorff–Steinke, 2004, 8.)



An in-depth interview generally takes longer than questionnaire based interviews. It is characterized by its length, depth and structure. An in-depth interview can take around half an hour or sometimes it can take hours to complete a successful interview with a respondent, depending on the theme of the interview and the way the customer/interviewee responds to the questions. In in-depth interviews the same respondent can be interviewed several times. As the name implies, this type of interview seeks more information and goes as deeper as possible when questioning the respondents in order to obtain the required information/data. In-depth interviews encourage the respondents to talk as much as possible with supplementary questions. Usually in-depth interviews deal with a small number of respondents. Rather than a formal questionnaire, it uses a checklist of topics to guide the interview. Since in-depth interviews take a long time, they are often tape recorded to use when analyzing the answers. (Veal 2006, 193, 196–199.)

During the interviewing process there are some important skills to be used when conducting an in-depth interview. The interviewer should avoid agreeing and disagreeing with the interviewee during the interview. Suggesting answers to the interviewee is not appropriate in in-depth interviews. In normal life conversations we are used to agreeing and disagreeing with people when communicate with them and sometimes we tend to make friendly noises while we discuss. So, conducting an in-depth interview is more difficult than it sounds and the special skills are needed to conduct an in-depth interview effectively. Because the idea of in-depth interview is to influence the interviewee to respond independently and freely without any disturbances form the interviewer and express his or her feelings and thoughts. (Veal 2006, 193, 196–199.)

As an example, while conducting the in-depth interview, if the interviewer discovers that the interviewee does not like snowmobile safari, the interviewer should not ask a question from the interviewee by saying: "is it because do you feel it unsafe or is it because it is expensive?". Rather, the interviewer should ask a more open question from the interviewee like: "Why don't you like snowmobile safaris?". If the interviewee doesn't mention about the cost or safety issues of snowmobile safaris, then the interviewer could be asked a

questions such as: 'what do you think about the cost and safety in snowmobiling?'. In this type of interviews, one important skill to develop is not to be afraid for the silence. Some questions that interviewer ask from the respondents may need to think in order to give an appropriate answer. So the interviewer should keep in mind that not to fill the space with noise as a help of the interviewee. The respondent should be allowed time to ponder. If the question asked by the interviewer is not clear for the interviewee or need some further explanation, initiative could be left with the interviewee to do so. The main and the most important thing to remember when conducting an in-depth interview is, "The interviewer is meant to listen and encourage the respondent to talk- not to engage in debate". (Veal 2006 193, 196–199.)

Participant observation is a method that is used in order to understand the daily activities, rituals, interactions and events of people and the explicit and tacit aspects of their life routines and their cultures. "Explicit culture makes up part of what we know, a level of knowledge people can communicate about with relative ease" (Spradley 1980, 7). Participant observation as a qualitative research method is universally accepted. Some researchers use the term "field Research" to participant observation. This is a method of collecting data in a naturalistic setting and studies the people's behaviors in common and uncommon activities. Recording (field notes) is a very important part in participant observation method. Field notes that have made during the research process are valuable information, when analyzing and finalizing the results of a particular research study. When it comes to the advantages of participant observation as a qualitative research method.

- 1) It has an ability of enhancing the data which has been obtained during the field work.
- 2) Enhances the quality of interpretation of data obtained through participant observation or by other methods.
- 3) Participant observation encourages new research questions in on-the scene observation. (Dewalt–Dewalt 2002, 1–8.)

It is important to have a systematic approach and concentrate on the aspects which are directly connected with the objectives of the research, when

conducting the participant observation. Objectives may include; activities and behaviors of people, goals and expected achievements, networks and the relationship between individuals. These objectives of the people are relevant information for the research project. Therefore it is very important to focus carefully on the selected issues which are based on a literature-guided framework highlighting the key themes for observation. The framework could help in prioritizing each aspect according to the level of importance to the research project. In order to keep a list of things that are to be focused on in participant observation, it is ideal to make a list and keep it in the pocket for convenient reference. Unexpected scenarios during participant observation can be encountered which may result in drawing attention to other new directions of the research. (Altinay–Paraskevas 2008, 118.)

While Ariyananda was working as a Safari guide for the French incentive groups at Lapland Safaris, he had to take the groups to Husky farms to experience the husky dog sledge rides and to reindeer farms to reindeer sledge rides. Other than that, the package included snowmobile safaris, ice fishing, snow shoe walking, skiing and visiting Santa Claus village. He has used participant observation as a qualitative research method to find out how the tourists react for the above mentioned tourist activities. As a guide, he has had the privilege of experiencing the winter tourist activities with the groups, and find out how they have experienced the products. He has been mainly focused on participant reactions, emotions and facial impressions while they were experiencing the tourism products and observed the areas where the tourists were more interested in involving and spent more time in activity sites.

## **5.2 PERCEPTIONS OF WINTER TOURISM PRODUCT OF FRENCH CUSTOMERS IN ROVANIEMI**

### **5.2.1 Winter Tourism Product Preferences**

According to Ariyananda's research findings, French customers are highly satisfied about the winter tourism products and services that they have experienced during their stay in Lapland. Below are the winter tourism activities according to the order of preference mentioned by the French customers during the in-depth interviews and personal observation of Ariyananda.

- 1) Driving Snowmobile
- 2) Husky Dog Sledge Rides
- 3) Reindeer Sledge Rides
- 4) Ice Fishing
- 5) Skiing
- 6) Snowshoe hiking

Ariyananda found out that the most favorite winter tourism activity for majority of French customers is driving Snowmobiles in the snow covered wilderness forests. It is unique experience for majority of the customers that we have interviewed and some of them have already had the experience of driving a snowmobile back home in France but they told us that the experience that they have got in Lapland is unique in different ways from France.

The second most favorite winter activity for the French customers is husky dog sledge rides. The reasons why they like this activity is also because of its uniqueness and that they could experience this activity is only in few countries in the world. The customers really appreciate the friendliness of the dogs and how it adopted to the harsh weather conditions in Lapland.

Reindeer sledge rides is the third favorite winter activity for the French customers. The uniqueness of this animal and it could be found only in Lapland has increased the attention to reindeers. The beauty of this animal, its connections to Christmas, and the souvenirs made out of reindeer skins and horns are also another factor to its popularity.

Snowshoe hiking is the fourth activity, French customers like this activity for two reasons, young customers take this activity as sport and they prefer to experience adventure while senior customers take this activity to explore the wilderness and see animals and trees in the natural setting in Finnish Lapland. According to the winter tourism activity preferences Snowshoe Hiking rank fourth for French customers.

Ice fishing has the fifth place in the winter activity list for the French customers. According to the research findings, most of the French customers haven't experienced this activity before even though ice fishing is not a unique to Lapland. They enjoy experiencing the activity from the beginning: using the ice drill to make holes on the frozen lake and fishing techniques.

Since, skiing is not a unique winter tourism activity in Lapland it has been experienced by some of the French customers back home but still they prefer the activity due to the different environment in Lappish nature.

### **5.2.2 Expectations and Experiences of Winter Activities**

As expectations, the customers have mentioned that, taking memorable photographs in the wilderness of the Finnish Lapland is one of their top priorities during the Snowmobile safaris and during other winter activities. Enjoying the silence of and the fresh air in panoramic areas of Lapland is another expectation of French customers. When it comes to the Lappish nature and the wildlife, French customers pay a lot of attention and interest about the animals and their adaptation for the different weather conditions of Lapland.

Based on the interviews, majority of the French customers are highly satisfied about the services and the winter tourism products offered by Lapland safaris. They are really pleased about the way the safaris are organized and managed. The customers are positively talked about the winter equipment given by the

company for them to use during their stay in Lapland and the product quality of them.

As i mentioned, the driving snowmobile was the most favorite winter tourism activity for the French customers and the experience that they gained from this activity was an unforgettable memory majority of the French customers. They are highly satisfied about the product and the way it was organized by the company.

### **5.2.3 Expectations and Experiences of Culinary Services/Food and Local Culture**

French customers pay the most attention towards culinary services/Food than other nationalities. During participant observation, French customers were observed; their interest towards experiencing the authentic cuisine in Lapland. The French customers are eager to learn about the preparation of typical Lappish cuisine and to have knowledge about typically used ingredient for the Lappish cuisine. The game meats such as, Reindeer, Elk and Bear and the other unique foods from Lapland enhance the holistic tourist experience generally for all tourists who visit Lapland. French customers mentioned that the typical Lappish foods that they have consumed during the safaris were unforgettable. As reasons, they indicated that they have experienced the real Lappish authenticity while they were having the Lappish meal in a “typical Lappish Kota” where they were sitting on benchers covered with reindeer skins and a fire in the middle of the Kota.

French customers are really interested about the local culture in Lapland. They intend to know about, how the people have adopted to the harsh weather conditions of Lapland and their social life. Most of the French customers did not have knowledge about “Sami culture” in Lapland but once they interact with them during the safaris, we have observed their interest to discover the Sami culture and their traditions. Lappish ceremony was another activity they enjoyed during their stay in Rovaniemi. This activity normally takes place in Arctic Reindeer farm and conducted by typical Sami people. French people were

really pleased about the atmosphere created inside of the typical “Finnish Kota” at Arctic Reindeer farm as they hear authentic Lappish stories and listen to typical Sami songs which has enhanced their meaningful experience in Rovaniemi.

#### 5.2.4 Suggestions to Improve Existing winter tourism products in Lapland Safaris

In an effort to provide Lapland Safaris with development suggestions on their existing products/services, we will use Garcia-Rosell’s et al. intertwined nature of tourism product approach.

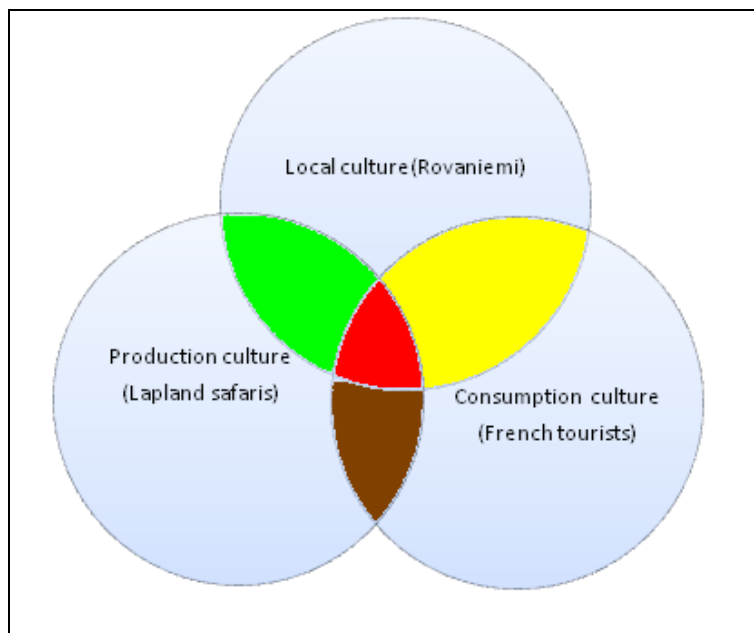


Figure 12 the intertwined nature of Lapland Safaris product/services (See García-Rosell et al 2007)

We are going to apply this concept into snowmobile safaris because snowmobile safari is the most favorite Lapland Safaris product for the French tourist according to the result of our interview. However, this concept can be applied with the remaining products/services offered by Lapland Safaris.

First, snowmobile safari is a package made up of several different activities like riding through the Lappish natural environment and a stop in the Lappish Kota

where they eat local Lappish cuisine and experience the Lappish rituals from Shaman.

Rovaniemi inhabitants represent the local culture, French tourists represent the consumption culture and Lapland safaris represent the production culture. The green shaded portion in the diagram represents all the activities which Lapland safaris and the locals in Rovaniemi have to do together when developing the snowmobile safaris. Activities like planning the suitable route or recruiting the locals with the good knowledge of the Lappish culture take place in this point. The portion shaded brown is where Lapland Safaris and French tourists come in contact. This mainly happens when French tourists are browsing through the Lapland safari website where they can customize a service to suit their individual taste or decide to come to Lapland Safaris office to meet face to face with the staffs before buying a product. Also, it includes the whole duration of the snowmobile safari where the guides and the French tourists meet. The relationship could continue even after the French tourists have left Rovaniemi, either through the Lapland safari website or the Lapland safari group on Facebook social network site where French tourists could write reviews about their past experience.

The yellow shaded portion represents the point where French tourists and Rovaniemi locals meet. This happens only while the tourists are already in Rovaniemi performing their snowmobile Safaris, riding on frozen lake in the wilderness, eating a true Lappish cuisine and experiencing the shaman ritual in a Lappish Kota.

Based on our analysis above, the influence of the tourists to a destination and locals in that destination on the products/services offered by the service providers in the destination is strong. So we suggest that Lapland Safaris actively involve the customers and locals alike during developing their products/services. If this happens, tourists experience will increase, then they will spread their positive word of mouth and then there will be an increase in number of tourists and thus increase in profit. Also, the issues of environmental,



economic and social cultural sustainability will be addressed, since the locals are involved in the product development process.

In the other part of development suggestions for Lapland Safaris, we will apply the four new approaches to tourism product development: Co-creation, authenticity, story-telling and meaningful experience to the results of our qualitative analysis.

According to our theoretical analysis on co-creation, there are different forms of co-creation: Customer to customer, Business to customer and business to business. Customer to customer co-creation happens on Lapland Safari's page on Facebook where customers from different region share their individual experiences through pictures and videos. Customer to customer also happens when customers are performing Lapland Safari activities in Rovaniemi. So we suggest that Lapland Safari management collects all these information, analyze and use them when developing existing or new products. Customer to business co-creation happens mainly through the verbal or written feedback received during and after performing activities. For example, customers sometimes ask guides for frequent breaks to take photographs during Snowmobile safaris. So we suggest Lapland safaris to select Snowmobile routes which consist of more panoramic views in order to capture unforgettable photographs for the customers.

In Business to business co-creation, Lapland safaris cooperate with Scandic tours in France. We advise Lapland Safaris to communicate more with Scandic tours, in order to avoid creating a gap between French tourists' expectations and their experiences during their stay in Rovaniemi as this can result to customer dissatisfaction.

No customer would be willing to pay for anything he or she perceives as a fake and so it is important for Lapland Safaris to offer customers products or services that are authentic or that customer perceive as authentic. We suggest that Lapland Safaris provides tourists with products/services that are related to the Lappish culture and possibly made in Lapland.

So we suggest that Lapland Safaris establishes a grocery store with only Lappish food stuffs and that is easily accessible by the tourists specifically the French tourists. For example, Lapland safaris could rent a place close their office or part of their office with some Lapland Safaris guides as salesperson, so the tourists get the feeling that whatever they are buying is reliable. Lapland Safari could also cooperate with a store that sells Lappish food stuffs and ingredients. Apart from the most famous Lappish souvenirs; we have observed that the French tourists are really interested in the Lappish food items such as;

- 1) Berry juice made out of natural berries picked from Lapland.
- 2) Caned reindeer meat, elk meat and bear meat.
- 3) Jams made out of Lappish berries

In our theoretical analysis, we discovered the benefits of telling stories about product/services like how stories creates memorable experiences for tourists and how it is possible for service providers to charge tourists more by telling captivating stories about their product/services.

So we suggest that Lapland Safaris provide their guides with handbooks that have stories of all their products/services at the beginning of every tourist seasons. It is possible that some guides might not take this serious, so we suggest that Lapland safaris require people to tell brief stories behind the establishment of Lapland safaris and all the products/services it offers.

French tourists for example are always interested in knowing the mechanism behind snowmobiles. So this so-called handbook could also contain brief information about the technology behind snowmobile operation.

There are two categories of meaningful experience: the peak tourist experience which is the utmost reason why a tourist wants to travel to a particular destination and the supporting consumer experiences which basically has to do with all the experiences associated with all the services a tourist comes in contact during the consumption process of the peak experience. Activities like eating, transportation and accommodation are all supporting consumer experiences. (Quan–Wang 2003, 298–300.)

Both the peak tourist experience and the supporting consumer experiences are inter-dependent on each other; in that the total tourist experience will be negatively affected, if there is any defect during the consumption of the supporting consumer experiences, no matter how the tourist enjoys the peak experience. (Quan–Wang 2003, 298–300.)

Therefore, we suggest Lapland Safaris to pay attention to all the services rendered to their customers by the transportation companies like the airlines that bring the customers to Rovaniemi and the Kutila bus company which take the tourists from place to place within Lapland. Lapland safaris should also try to know what goes on when the French tourist use the accommodation like the City hotel or Bear's lodge in Pohtimo. Arranging some extra activities at Bear's Lodge Hotel such as, typical Sauna experience and ice hole swimming, Lappish cooking experience and some typical Finnish entertainments every evening at the hotel could increase the satisfaction of customers. Lapland Safaris could use trainees for these extra activities, since they won't have to pay them salaries.

Even if the customers get the services from other companies, our findings revealed that the peak tourist experience might be negatively affected, if something goes wrong during the consumption of the supporting consumer experience. Sometimes, the supporting consumer experiences might even take the place of the peak tourist experience. Also, consumers might decide to put the peak experience in place of the supporting experiences. (Quan–Wang 2003, 297.)

## 6 CONCLUSION

We provided Lapland Safaris with development suggestions on the existing product/services they offer by combining the results from our theoretical analysis and qualitative analysis. Our theoretical analysis was based on researches of the different new approaches to tourism product development and we found four new approaches to tourism product development: Co-creation, Story-telling, Authenticity and meaningful experience. Each of these approaches put together, forms a complete tourism product and must be considered during the developmental process of any existing tourism products. These approaches are important during development of a destination product, for example Lapland as a destination product.

In the other part of the theoretical analysis, we used one of the results from the Integrated Tourism Development Project which was carried out by researchers and developers in Lapland Institute for Tourism Research and Development; the result is Holistic Tourism product Co-creation. The result proposes that the tourism product development processes: idea generation, productizing and customer encounter are inseparable. It also proposes that development process can begin in any of the three phases but each of these phases must include an evaluation activity.

We also applied the intertwined nature of tourism product, a tourism development approach from García-Rosell et al., during our development suggestions by replacing the Local culture with Rovaniemi inhabitants, the production culture with Lapland Safaris and the consumption culture with French tourists. This approach suggests that all three cultures must have a role to play during all tourism product development processes.

During our qualitative analysis, we did an in depth interview of French tourists doing Lapland Safaris activities in Rovaniemi during winter season. The results of our in depth interview shows that the French tourists preferred snowmobile safaris to all the other Lapland Safaris products/services. It also indicates that the French tourists expectations has met with the experiences they had during their stay in Rovaniemi but they asked if there would be more stops during snowmobile safaris in the wilderness, so they could take more pictures of

Lappish nature. They also wished if they could experience true Lappish cuisines, made with genuine Lappish food stuffs and ingredients instead of the French fries they have been served and they were interested in buying Lappish food stuffs and ingredients to take home with them.

Furthermore, we applied the four new approaches to tourism product development to the results of the in-depth interviews.

We also did some individual observations of French tourists while they were performing the winter activities. This was done to confirm what the results we got after our in-depth interviews with the individual tourists.

Even though our thesis project focuses on the development of existing tourism products, the results can be applied to development of new tourism products. Also, there is room for more research on tourism product development and more new approaches to tourism product development like perception (image) and expectation could be used when developing tourism products/services.

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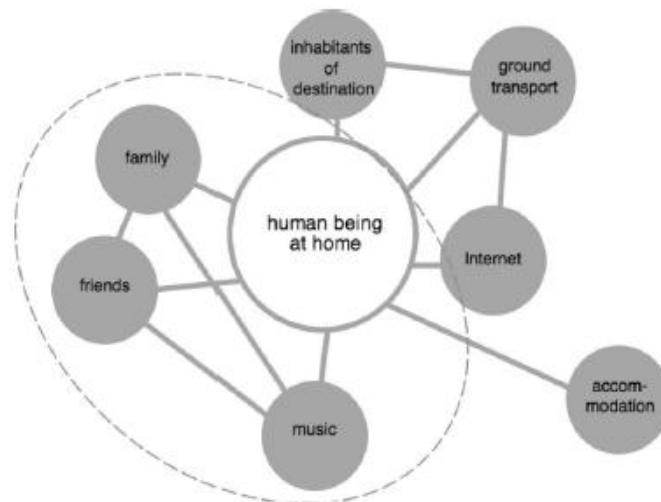
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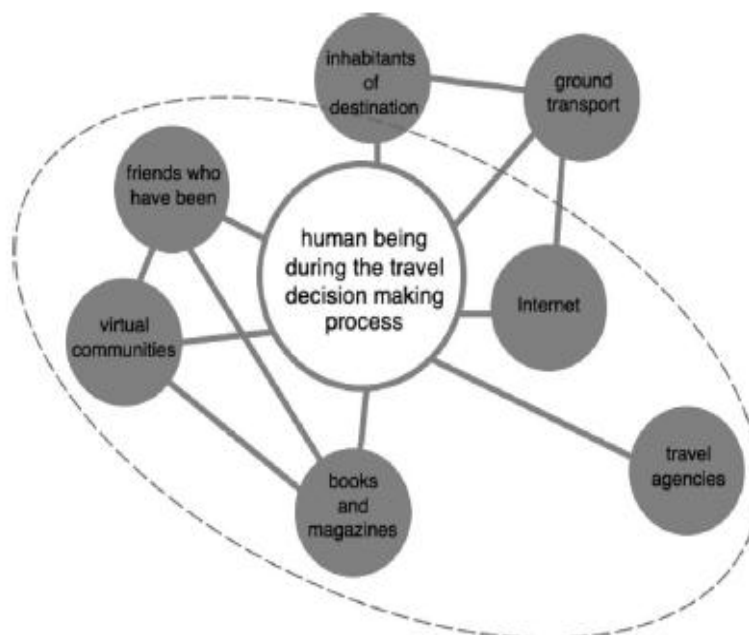


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## APPENDIX 1 Tourism Experience Network in the Home Experience Environment



## APPENDIX 2 Tourism Experience Network During the Travel Decision-making Process



## APPENDIX 3 Lapland Safaris Winter Products/Services in Rovaniemi 2010-2011 Brochure



### ROVANIEMI – WINTER SAFARIS 2010 - 2011

*Just come as you are, we take care of the rest!*

#### 1. SNOWMOBILE SAFARI TO WILDERNESS (14h00-16h00) Every day

The best way to get to the nature – and back. During this safari you learn the fun of snowmobiling along frozen rivers and through forests covered with snow. Enjoy the beautiful view of the river valley from the top of the hills. A pause and hot beverages keeps your motor running.

**DURATION:** 2 hours  
**PRICE:** € 99 /person



#### 2. SANTA CLAUS SAFARI (10h00 – 16h00) \* Every day

**Our most popular safari combines nature, culture and the spirit of Christmas.**

The day starts with a snowmobile safari to a reindeer farm where you will hear more about reindeer husbandry and Lappish culture. You can take a reindeer ride and attend a special Lapp ceremony of crossing the Arctic Circle. After the visit we go by car to a cosy restaurant for delicious lunch. In the afternoon you will have time to do shopping in Santa Claus Village. You will also have an opportunity to send postcards from Santa Claus's main post office. During the day you get to meet Santa Claus himself. You will get a Diploma for crossing the Arctic Circle.

**DURATION:** 6 hours  
**PRICE:** € 174 /person



*Feel the Spirit of Nature*



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### 3. LEGEND OF FOUR WINDS (10h00 – 13h00)

Every day

\*\* Starting from 10<sup>th</sup> of January

A snowmobile safari to a reindeer farm. You will be familiarized with our Lappish culture and reindeer husbandry. Everyone passing a reindeer driving test will be issued an international reindeer driver's license and you have a possibility to participate in a special Lapp ceremony of crossing the Arctic Circle. Enjoy a cup of hot coffee or berry juice before returning back to the town. Note! Santa Claus safari includes this safari.

**DURATION: 3 hours**

**PRICE: € 126 /person**



### 4. ARCTIC SPEED (10h30-13h30) \*

Tue, Thu, Sat & Sun

If you like huskies and snowmobiles, this is your safari! After a brisk snowmobile ride you reach the husky dog farm where the dogs welcome you with friendly barking. Experience a quick thrilling ride in a sled pulled by a team of huskies. Hot beverages are served around campfire on the farm.

**DURATION: 3 hours**

**PRICE: € 124 /person**



*Feel the Spirit of Nature*

**ROVANIEMI – WINTER SAFARIS 2010 - 2011**



### 5. ARCTIC COMBINATION (11h15-13h15)

Tue, Thu, Sat & Sun

Visit a husky ranch and a reindeer farm by car. Arrive by car to a husky ranch for a speedy husky ride and a ride in a reindeer sleigh. Receive your own reindeer driving license and learn about the life of reindeer herders. Enjoy a hot cup of coffee before returning back to town.

**DURATION:** 2 hours

**PRICE:** € 129 /person



### 6. FISHING EXPERIENCE (09h30-13h00)

Mon, Wed, Fri & Sun

Ice fishing safari to a wilderness lake, head north on a snowmobile trail that takes you along the frozen River Ounasjoki and through snowy forests up into the hills, where you can admire the beautiful surrounding countryside of Lapland. Follow the trail through white, snow-covered fields to arrive at a small wilderness lake. The silence will envelop you as you prepare to go fishing. Try your hand at traditional ice fishing and fry your catch over a campfire. Afterwards, return to town for a well-earned rest.

**DURATION:** 3,5 hours

**PRICE:** € 109 /person



*Feel the Spirit of Nature*



### 7. IN THE HEART OF NATURE (11h00-16h00)

Thu & Sat

**Wilderness snowmobile safari**, enjoy the great outdoors on this safari to the heart of nature. The trail traverses rugged fells and narrow valleys before coming to the first stop, where you have the chance to try ice fishing and snowshoe walking. You'll then continue onwards through the forest – perhaps coming across a herd of reindeer searching for their favourite food, moss and lichen, buried under as much as one metre of snow. Keep your eyes out for other forest animals searching for food! The weather in Lapland can change quickly – ranging from cold, blizzard conditions to sunshine over crisp and clean snow – the snowmobile trail we will follow may change accordingly. A delicious Lappish style lunch will be served during the day.  
(we recommend this safari only for adults)

**DURATION: 5 - 6 hours**

**PRICE: € 171 /person**



### 8. SEARCH FOR THE NORTHERN LIGHTS (18h00 – 21h00)

Mon, Wed, Thu, Sat, Sun

**Experience the Arctic night** by driving through the snow-covered forest and on the frozen river. With a little luck, you have the bright sky, moon and the stars. Maybe even the Aurora Borealis - northern lights - showing you the way. Sip warm beverages and snack by the campfire and learn more about the northern lights and Lapland.

**DURATION: 3 hours**

**PRICE: € 112 /person**



*Feel the Spirit of Nature*



### 9. NORTHERNMOST ZOO IN THE WORLD (11h00 – 16h00) Wed & Sat

This whole day trip takes you by car to Ranua Wildlife Park, the northernmost zoo in the world. The park is located about 80 km from Rovaniemi. Have a refreshing walk outside to see Arctic animals in their genuine wilderness surroundings. Lunch is enjoyed in a cosy restaurant, followed by a visit at Fazer candy shop.

**DURATION:** 5 hours

**PRICE:** € 122 /person



### 10. RIDE OF YOUR LIFE (14h00 - 16h30) Mon, Wed, Fri, Sun (18h00 - 20h30) Tue, Thu, Sat

Memorable reindeer sleigh ride. Transportation by car to a reindeer farm to try reindeer sleighing. This traditional way of travel through snowy forests is a unique experience – in the evening, you may even see the Northern Lights blaze up the sky. Enjoy a hot cup of coffee with a bun around a campfire and learn about the life of reindeer herders.

**DURATION:** 2,5 hours (reindeer safari 1 hour)

**PRICE:** € 111 /person



*Feel the Spirit of Nature*





## 11. HUSKY SAFARI

**Wintertime safari with husky teams.** After a short drive from the town, we'll arrive at a husky ranch, where these friendly dogs will bark an enthusiastic welcome to you. Before departing on the safari, you will be given instruction on how to control the sleds, which you will ride in pairs. Enjoy some hot berry juice by an open fire and chat with the head musher about these amazing northern animals once you return to the ranch.



**Every day**

**2-hour husky safari** 09.30 and 13.30

€ 128/adult

€ 96/child

Duration with transfers approx. 3 hours

## 12. LEARN CROSS COUNTRY SKIING! (10h00 – 13h00) Mon & Thu

**Learn skiing tutored by a Finnish skiing instructor.** Skiing tour through the silent white forest will be paused by break for hot beverages by campfire.

**DURATION: 3 hours**

**PRICE: € 59 /person**



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### 13. MOONLIGHT WALK ON SNOWSHOES (18h00 – 21h00) Tue & Fri

Capture the true feeling of winter night in northern woods. Your guide will take you by car to a place, where you can start learning the wintry way of movement with snowshoes. While walking on the snow, you will experience how the milky light of the moon and stars cast enchanting shadows through the snowfields. Have a break by open fire and enjoy some *snacks* while the only sound is the sough of the forest and fire. If you are lucky, you may even see the northern lights...  
(This safari is suitable for children over 12 years old)

**DURATION: 3 hours**

**PRICE: € 70 /person**



#### FOR OTHER EXPERIENCES ASK FOR OUR SEASONAL SPECIALITIES

Christmas and New Year celebration  
Sunny spring  
Colourful autumn

#### UPGRADE YOUR SAFARI!

Exclusive departures  
Outfit delivery directly to hotel  
Gift as a souvenir

*Feel the Spirit of Nature*

**VALID:**

These safaris are operated in Rovaniemi 1.12.2010 – 17.4.2011  
All safaris require the participation of at least 2 adults

**RESERVATION AND INQUIRIES:**

**Lapland Safaris LTD** Rovaniemi

Koskikatu 1

96200 ROVANIEMI

FINLAND

Tel: +358 (0) 16 331 1200

Fax: +358 (0) 16 331 1233

Email: [info@laplandsafaris.fi](mailto:info@laplandsafaris.fi)

[www.laplandsafaris.com](http://www.laplandsafaris.com)

By phone daily until 10:00 PM (+358 16 33 11 200)

At your hotel reception

In Lapland Safaris office

**CHILDREN:**

Children (4-14-year-olds) receive a 25% discount during the period 1 December 2010 – 9 January 2011 and a 50% discount at other times. This discount entitles children to a seat in a sled pulled by a snowmobile driven by the guide. Child over 140 cm is allowed to sit on the snowmobile when paying the adult price. Please note that different terms and prices apply to husky safaris.

**SAFARI PRICES INCLUDE:**

All snowmobile safaris include thermal outfit, guide services in English, each snowmobile shared by two guests taking turns in driving, fuel, traffic insurance (maximum personal liability €505), maintenance and VAT. The driver of a snowmobile has to be at least 18 years of age with a valid driver's licence. Solo driving possibility (cost varies depending on the safari, between

1-4 h EUR 39/per person

4- h EUR 78/per person)

**\*Please note! In December safaris number 2 & 4 transfers to/from farms will be done by car. Snowmobiling will be during the program.**

**MEETING POINTS FOR SAFARIS:**

The meeting point will be confirmed upon reservation

Meeting points for safaris:

At the safari office 30 minutes before departure. Clients not staying in the town centre (Lapland Hotel Sky Ounasvaara, Ounasvaaran Pirtit) will be picked up from their hotel approx. 45 minutes before departure.

Meeting points for husky safaris:

At the safari office 45 minutes before departure. Clients not staying in the town centre (Lapland Hotel Sky Ounasvaara, Ounasvaaran Pirtit) will be picked up from their hotel approx. 1 hour before departure.

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#### GENERAL TERMS:

Snowmobile safaris are subject to change due to weather conditions. As a responsible safari organiser Lapland Safaris Ltd reserves the right to change the routing, pricing and the duration of the excursions without prior notice.

Lapland Safaris Ltd reserves the right to interrupt a safari if a participant is seen as a potential danger to him/herself or to others or is in poor health. Pre-paid safaris will not be refunded.

The driver of the snowmobile is held liable for damages caused to the vehicle. Self-risk amount is max € 505,- person/snowmobile/accident case.

Pregnant women should not use the snowmobile or the sledge pulled by the snowmobile as the vibrations and exhaust fumes may be harmful.

If the programme requires special arrangement (e.g.: additional transport), the extra costs will not be covered by Lapland Safaris Ltd

PROGRAMMES	MON	TUE	WED	THU	FRI	SAT	SUN
Snowmobile safari to Wilderness 2 h EUR 99,- per person	●	●	●	●	●	●	●
Santa Claus safari 6 h EUR 174,- per person	●	●	●	●	●	●	●
Legend of four winds 3 h EUR 126,- per person	●	●	●	●	●	●	●
Arctic Speed 3 h EUR 124,- per person		●		●		●	●
Arctic Combination 2 h EUR 129,- per person		●		●		●	●
Fishing experience 3,5 h EUR 109,- per person	●		●		●		●
In the heart of nature 5-6 h EUR 171,- per person				●		●	
Search for the Northern lights 3 h EUR 112,- per person	●		●	●		●	●
Northernmost zoo in the world 5 h EUR 122,- per person			●			●	
Ride of your life (14h00 - 16h30) 2,5 h EUR 111,- per person	●		●		●		●
Ride of your life (18h00 - 20h30) 2,5 h EUR 111,- per person		●		●		●	
Husky safari (2h husky safari) 3 h EUR 128,- per person	●	●	●	●	●	●	●
Learn cross country skiing 3 h EUR 59,- per person	●			●			
Moonlight walk on snowshoes 3 h EUR 70,- per person		●			●		

*Feel the Spirit of Nature*