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**MARKETING RESEARCH FOR HOLIDAY CLUB
SAARISELKÄ
The county of Finnmark**

Nora Hasan

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Supervisor: Tuula Andersson

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Writer: Nora Hasan

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ABSTRACT

Northern Norway, more precisely the county of Finnmark is an extremely important market segment for Saariselkä holiday resort in Inari. The thesis is a marketing research about the area and customers of Finnmark for the hotel Holiday Club Saariselkä located in the centre of the Saariselkä holiday resort. The aim is to give a picture of the county of Finnmark as a market segment for the management of the hotel and to give ideas how to maintain old and attract new customers from the area.

The thesis is divided into two different researches. The first part is a desk research consisting of a market analysis about the county of Finnmark as well as a competitor and business analysis.

The second part is a survey about the current customers from the county of Finnmark in Holiday Club Saariselkä. The collecting of data was carried out by handing out questionnaires to Norwegian customers at the hotel.

Families with children are the biggest group of customers from Finnmark in Holiday Club Saariselkä and this market segment is taken into account in services and marketing. Marketing strategy could be directed so that it would better awake also the interest of younger and older generations. This could be done by dividing the county of Finnmark into several target markets instead of one in the marketing strategy.

Norwegian customers demand good quality in services they use and are becoming independent in choosing their holiday destination as the internet increases its importance as a source of information. Meeting the requirements of these customers also in the future is a key success factor in keeping Northern Norway as an important source of customers.

Key words: Marketing research Finnmark Tourism

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1. Introduction

1.1 Background

Northern Norway, more precisely the county of Finnmark, is an extremely important market segment for Holiday Club Saariselkä. The hotel is part of Holiday Club Spa Hotels –chain and it is located in the centre of the holiday resort Saariselkä in Inari. However, the management of the hotel has hardly any properly analysed information about the customers or potential customers of Finnmark. Marketing decisions are based on assumptions, experience and the knowledge shared by personnel and travel agencies. In order to be sure to make profitable decisions, the management needs research and analysed information of their own.

1.2 The Objectives

The objectives of this thesis are to give a picture of the area of Finnmark as a market segment and to study how to maintain and develop Holiday Club Saariselkä as an attractive holiday destination for the customers from Finnmark.

The idea is to recognize the current customer segments from Finnmark who visit Saariselkä and Holiday Club Saariselkä as well as to find out why they come, what do they do there and how do they perceive the hotel and its services. By answering these questions it is possible to find out how Holiday Club Saariselkä could improve the quality of service and better attract the Norwegian customers.

One objective is also to find out if there is a potential market segment in Finnmark that is not being used as well as to observe if the county could be divided into smaller segments instead of handling it as one homogenous group of people.

The thesis also describes the current competitor situation concerning the Northern Norwegian customers for the management of Holiday Club Saariselkä and gives an overview of the future trends in Norwegian travelling. The aim is to give a basis and background for further studies of Finnmark, increase the

amount and quality of information on which decisions are made and reduce risks in the future decision making.

1.3 The structure of the thesis

The thesis is divided into two different researches. The first part is a desk research consisting of a market analysis about the county of Finnmark as well as competitor and business analysis. The research was carried out by gathering relevant secondary data about the area in order to gain organized up-to-date information about the demographics and competitors for the future decision making of Holiday Club Saariselkä.

The second part is a survey about the current customers from the county of Finnmark in Holiday Club Saariselkä. The collecting of data was carried out by randomly asking Norwegian customers visiting Holiday Club Saariselkä between the 1st of November 2007 and the 31st of March to fill out a questionnaire. The questionnaires answered and returned by a customer from Finnmark, were analysed and used as a source of information for the thesis. In addition, own experience and knowledge about the customers and processes of Holiday Club Saariselkä has been used in this thesis. The knowledge was gained by working in Holiday Club Saariselkä for over a year.

2. Methodology

2.1 Divisions of marketing research

In his book, *Essentials of Marketing Research*, Tony Proctor divides marketing research into six divisions:

- 1) Customer or market research*
- 2) Advertising and promotion research*
- 3) Product research*
- 4) Distribution research*
- 5) Sales research*
- 6) Marketing environment research*

This thesis will mostly concentrate on customer or market research but also discussing product research in some areas. According to Proctor, customer or market research is used to produce quantitative facts about particular market segments such as size volume and value. This type of research also gains

information on trends in the market that can be used for forecasting, brand shares, customer characteristics and motivations as well as competitors' brands shares. Product research provides information on opportunities for new products or service development, product design and packaging requirements. In addition, it deals with strengths and weaknesses of a product or service in comparison with competitors. (Proctor 2005: 9-13)

2.2 Types of data

First of all, a distinction between data and information has to be made. Data is unorganized news, facts and figures about any kind of topic. Information, on the other hand, means organized facts about a specific topic, which is usable knowledge in order to make decisions or plans. (Proctor 2005:70) Primary, secondary, qualitative and quantitative research methods have been used in different sections of the thesis in order to gain relevant information on the subject.

Table 1. Research categorised into primary and secondary and into qualitative and quantitative

Primary research: - Needed when there is no reliable up-to-date research about the subject available - Often questionnaires or interviews in the field of marketing (Proctor 2005:16)	Secondary research: - Using existing research to answer new questions (Proctor 2005:70-77)
Quantitative research: - Involves statistical analysis (produces numbers and figures) - Reliability increases as the sample size increases (Brunt 1997:16)	Qualitative research: - Produces the kind of data that cannot be counted examining attitudes, feelings and motivations - More information from a smaller sample size (Proctor 2005:16)

In this thesis qualitative research is used to improve the efficiency of quantitative research in order to achieve better understanding of the attitudes of the target market. Primary research is in the form of a survey and secondary research has been done relying on internet sources.

2.3 Segmentation, targeting and positioning

Market segmentation is about dividing markets into groups of consumers with similar buying needs and who are likely to respond, as a group, to specific marketing mixes. **Targeting** means choosing the most attractive market segment(s) from the whole market and **positioning** is designing product offering and developing strategic marketing programmes which create a competitive advantage in the target market. These three decision processes are closely linked and have strong interdependence. (Boyd Jr, Larréché, & Walker Jr, 1998:171-173) There are numerous ways of dividing a market into segments. However, marketers divide segmentation descriptors into four major categories:

Table 2. Segmentation descriptors (Boyd Jr, Larréché, & Walker Jr, 1998:174-179)

<p>1) Physical descriptors These are used mainly to describe consumers on the basis of such demographics as the following: age, sex, household life cycle, income, occupation, position, education, geography, event, race and ethnic origin, company size and industry.</p>	<p>2) General behavioural descriptors These seek to produce a better understanding of how a consumer behaves in the marketplace and why. The most common behavioural descriptors in consumer markets are lifestyle, social class, purchase structure and buying situations.</p>
<p>3) Product-related behavioural descriptors These descriptors reflect the behaviour of customers towards a specific product. They include product usage, loyalty, purchase predisposition, purchase influence, innovativeness and present customers.</p>	<p>4) Customer-needs descriptors Customer needs are expressed in benefits sought from a particular product or service. Individual customers do not have identical needs and thus attach different degrees of importance to the benefits offered by different products.</p>

Why is segmentation so useful for companies?

Markets are rarely homogeneous in responsiveness to different marketing mixes. The expectations for different elements: place, price, promotion and product, vary according to the different needs and habits of the customer. The critical issue is to find an appropriate segmentation scheme that will facilitate market

targeting, product positioning and the formulation of successful marketing strategies and programmes. (Boyd Jr, Larréché, & Walker Jr, 1998:173-174)

In addition, segmentation helps firms to identify opportunities for new product/service development. A careful analysis of various segments often reveals groups whose specific needs are not being satisfied by existing competitive offerings. Segmentation also helps in the designing of marketing programmes and often improves the strategic allocation of marketing resources. (Boyd Jr, Larréché, & Walker Jr, 1998:173-174)

Global segmentation

Traditionally the approach to global market segmentation has been to view a country as a single market segment comprising all consumers in that country. This approach relies on country variables rather than consumer behaviour and assumes homogeneity within the country. More and more companies are approaching global market segmentation by attempting to identify consumers with similar needs and desires reflected in their behaviour in the market place in a range of countries. (Boyd Jr, Larréché, & Walker Jr, 1998:180)

In the case of Saariselkä Holiday Club and its Northern Norwegian customers it would be wise to observe the market segment closer. The above mentioned descriptors work as a tool in cutting the potential clientele into smaller sectors. This thesis focuses on the physical descriptors to see if there is a need to divide the Northern Norwegian customers into smaller segments instead of handling the county of Finnmark as one homogenous group of people.

3. Saariselkä

Saariselkä is a ski and holiday resort located in the municipality of Inari, along highway 4, about 250 kilometres north of the Arctic Circle beside the Saariselkä fell region and Urho Kekkonen national park. The nearest airport is in Ivalo, 30 kilometers from Saariselkä. By train it is possible to come as far as Rovaniemi and to continue from there by bus.

There are numerous holiday apartments and cabins and four hotels for accommodation. In the winter time the resort concentrates on skiing but there are also a number of other activities available such as snowmobiles, snowshoe hiking, Husky and reindeer safaris, curling, spa, tennis, badminton and volleyball. In addition it is possible to learn about the Sami culture in the area.

3.1 Ski Saariselkä

There are 11 slopes on Kaunispää and Iisakkipää fells, varying from beginners' slopes to black-marked slopes for advanced skiers. The greatest difference in altitude is 180 m the longest slope being 1300 meters. There are two slope restaurants, equipment rental and a possibility attend a ski school. The total length of the ski tracks is 230 km, 34 kilometres of which are illuminated. The season starts in October and ends in May. (Holiday Club Resorts, Ski Saariselkä. [online])

3.2 Holiday Club Saariselkä; the organization

Holiday Club Resorts Oy owns holiday apartments in twelve different locations in Finland, holiday destination in Calahonda in Spain and Holiday Club Åre and Ekerum Golf & Resorts (Öland) destinations in Sweden. The six Holiday Club spa hotels in Finland were transferred to Sokotel, the subsidiary of SOK, on the 29.4.2006 and continue operating under the name Holiday Club Spa Hotels. The chain includes Holiday Club Caribia in Turku, Holiday Club Katinkulta in Vuokatti, Holiday Club Kuusamon Tropiikki, Holiday Club Eden in Oulu, Holiday Club Saariselkä and Holiday Club Tampere. (Holiday Club Resorts, The Company. [online])

Holiday club Saariselkä is Europe's northernmost spa hotel. The hotel has 139 hotel rooms, a spa with pool area and saunas, a wellness department, two restaurants, a HolidayShop, a sport bar and night club, an indoors sports hall and a gym.

The business idea of Holiday Club Spa Hotels is to offer comprehensive accommodation and wellness services especially to the customer owners and Holiday Club's share holders. The mode of action is to offer quality service and experiences in the landscape of the Northern Lapland. The company's values derive from the S-groups general values, which are profitability, responsibility, renewing, and partnership. The different departments operate following the Holiday Club Spa Hotel's business idea. Nevertheless, each of them has their own business idea together forming a comprehensive totality.

The Holiday Club Spa Hotels –chain operates mainly in the field of leisure travelling. Only about twenty percent of all customers are business travellers, mostly coming to meetings or conferences organized in one of the hotels. The number of business travellers is even smaller in Saariselkä. According to the statistics of Holiday Club Saariselkä in 2006, 90 percent of all Holiday Club Saariselkä's customers were leisure travellers. In 2006, 57 percent of the nights

spent in the hotel were by foreigners. The number in the whole Saariselkä together was 46 percent. (Hotellinx)

The customer owners of the S-group are a wide target market itself from families with young children to the elderly. Among the foreign visitors the biggest groups are British, Norwegian, German, French, Japanese and Russian. Practically all the Norwegian customers in Saariselkä are from Finnmark. The focus and the priorities vary by seasons but also the different departments of the hotel have different target markets so that together they form a comprehensive combination of services.

3.3 Services at Holiday Club Saariselkä

Accommodation

The capacity of accommodation is 139 hotel rooms, with 17 single bed rooms, 117 double bed rooms and five suites. Additionally there are twelve holiday apartments, which are transmitted by Holiday Club Saariselkä. The relevance of the apartments transmitted by Holiday Club Saariselkä are nevertheless decreasing as the focus is on the hotel business. The hotel is open every day of the year 24 hours a day.

Restaurants

The restaurants form a combination serving several target markets. The idea is to offer something for all the customers of the hotel all around the year. There is Restaurant Revontuli with breakfast and a dinner buffet. Restaurant Rakka is an a la carte restaurant with a relatively wide selection of portions from wellness meals to pizzas and hamburgers. Bepop sportsbar & night offers a pub and a night club targeted to the outgoing customers.

Meetings and Conferences

Meetings for up to thirty participants can be organized in a cabin next to restaurant Rakka and the suites can be used as group work facilities or for meetings for a maximum of eight participants. Bigger conferences or events are organized at the sports hall Areena, where the capacity to hold meeting, seminars or dinners is up to 600 people.

Spa and treatment

The pool department has Jacuzzis, water massages, a children's pool, surging waves, a waterslide, a contra flow a steam sauna and Finnish saunas. By reservation there is also a private sauna and an adjoining room for rent. The spa is open every day. The treatments include massages and, for example, Ahava body treatment, herbal bath and Aroma massages. The treatments are available by reservation every day.

Sports

The Areena indoor sports hall is open every day with a gym, possibility for tennis, volleyball and badminton. The gym is free and there is a 50 percent discount for other sports facilities for the customers of the hotel.

4. Competitor analysis

There are several ways of viewing the competitors of Holiday Club Saariselkä. First of all there are hotels and other accommodation in the area competing over the customers who come to Saariselkä. Secondly, there are numerous skiing and holiday resorts in Finland, Sweden and Norway competing with each other. Thirdly, if one looks at Holiday club Saariselkä as an individual spa or a certain type of wellness centre with accommodation, the competitors are somewhat different than other hotels in Saariselkä or other skiing or holiday resorts. Finally, the competition is quite different for every season as companies offering competing services with Holiday Club Saariselkä are, to some extent, different in the summertime than in the wintertime. The thesis limits to view the competitors which are a risk to lure the customers from Finnmark away from Holiday Club Saariselkä.

4.1 Other accommodation services in Saariselkä

Saariselkä Tunturi Hotel

Saariselkä Tunturi Hotel has a slightly bigger room capacity than Holiday Club Saariselkä. The quality of accommodation in the hotel rooms is, nevertheless, very similar and Tunturi Hotel is a major competitor in the field of accommodation for the Holiday Club Saariselkä. Saariselkä Tunturi Hotel has a

relatively wide selection of restaurants and competes also in the areas of dining, meetings and conferences as well as after ski and nightlife.

The parent company of Saariselkä Tunturi Hotel Oy, Tunturikiinteistöt Oy, is at the moment building a new accommodation and conference centre in the area. The investment will be completed in August 2008. The new building will contain 84 sauna-equipped rooms, a restaurant, conference rooms and shops. (Tunturihotelli Saariselkä. [online])

Through the investment by Tunturikiinteistöt Oy, Saariselkä Tunturi Hotel will become the largest hotel-restaurant in Lapland. Once the construction of a new building, Gielas, is completed, the total room capacity of the Tunturi Hotel will rise to 260 rooms and apartments, and bed capacity to more than 600 beds. The capacity for meetings will rise to 500 people. (Tunturihotelli Saariselkä. [online])

Gielas will undoubtedly set new challenges to everyone in the hotel and restaurant business in the Saariselkä area. Nevertheless, the target market of the new investment is going to be conference, business and incentive customers seeking top quality, which is quite different from the business idea of Saariselkä Holiday Club which attracts mainly leisure travellers. From the accommodation services in Saariselkä, Gielas is positioned closest to Hotelli Riekonlinna.

Lapland Hotel Riekonlinna

Lapland Hotel Riekonlinna belongs to the Lapland Hotels -hotel chain operating in eight locations in Lapland. As well as accommodation, Lapland Hotels offer conference and restaurant facilities and a range of programmes through their partner, the event organizer Lapland Safaris. Lapland Hotel Riekonlinna is focusing on business travellers organizing meetings and conferences, incentive travelling, as well as families and groups looking for higher quality accommodation and services.

The restaurants of Riekonlinna are focusing more on business travellers and fine dining so they are targeted for a somewhat different market segment than HC Saariselkä's restaurants. (Laplandhotels. [online])

Hotel Kieppi

Hotel Kieppi is a traditional, quite modest holiday hotel attracting families and other leisure travellers. It is smaller in size than the other three hotels in the area, but offers an option for the same target market as Holiday Club Saariselkä is

trying to reach. The Kieppi restaurant has a buffet as well as a Lappish à la carte menu offering an alternative for HC Saariselkä's restaurants.

4.2 Spas and wellness centers in northern Finland, Norway and Sweden

The spa has become substantial for self indulgence, relaxation, and spending time with friends and family for Norwegians. The spas are categorized as day spas, hotel spas, destination spas, club spas, cruise ship spas, medical spas, and mineral spring spas. Typical treatments in the Norwegian spas are facials, massage, waxing, body wraps, aromatherapy, skin exfoliation, nail care such as manicures and pedicures, bathing or soaking in any of the following: hot spring, Onsen (Japanese Hot Springs), Thermae (Roman Hot Springs), hot tub, mud bath, sauna, steam bath, nutrition and weight guidance, private trainers, yoga and meditation. (Go Norway. [online])

There are over one hundred spas in Norway, most of which are located in the southern or middle part of the country. Nevertheless, there are a few spas in the northern counties as well. None of them, however, are hotel spas like the Holiday Club Saariselkä, nor do they provide any other kinds of services under the same roof. In Finnmark, Alta, there is a day spa, Essens. In addition, there is a small medical spa in town. In Troms, the neighbouring county of Finnmark, there are two spas operating. Both Essens and Velværesenteret are day spas not providing accommodation or other activities. (Discover spas. [online])

Holiday Club Saariselkä is Europe's northernmost hotel spa, so in terms of location it has a great competitive advantage when targeting the consumers from Finnmark. In addition to the Holiday Club Spa Hotels –chain, there are over thirty spas in Finland, most of them in the southern part of the country. However, there are three other spa hotels located in the ski resorts of Finnish Lapland: Hotel Ylläs-Saaga, Hotel Levitunturi Spa and Recreation Centre and Hotel Luostotunturi Amethyst Spa. There is also a smaller holiday centre with treatments and a pool in Ylitornio. (Suomalainen kylpylä. [online])

In Sweden, as well as in Finland and Norway, the spas are mainly located in the southern and middle parts of the country. Riksgränsen Alpine Spa is nevertheless operating in the Riksgränsen ski resort offering traditional massage

and skin care treatments, sports medicine, relaxation classes in yoga, along with elements of healing methods borrowed from the area's indigenous inhabitants, the Sami people. Due to its location Riksgränsen is not a considerable competitor when the target market is Finnmark. (Hambraeus, Tsemaye Opubor 2006. [online])

4.3 Ski resorts in Finland, Norway and Sweden

The closest ski resorts to Finnmark in Norway are Alta, Tromsø and Narvik. In the North of Sweden there is Riksgränsen. Alta is located in eastern Finnmark. The challenge of slopes varies from beginners to advance so it is a convenient place to go with any kind of group of people. There are nine slopes, the longest one being 1200 meters in length and 210 meters in vertical drop. The slopes are open from 17.00 to 21.00 during the weekdays and from 11.00 to 17.00 in the weekends. The resort is mostly targeted to the locals who live nearby. (Alta Ski-og alpincenter. [online])

In Tromsø, in the county of Troms, southeast from Finnmark, there is a possibility for cross country skiing as well as alpine skiing. This resort provides possibilities for advanced skiers. Narvik is in the northern part of the county of Nordland, which is a neighboring county to Troms in the south. The vertical drop in Narvik is 878 meters. The resort is known for having the largest drop in Scandinavia, as well as the best off-point conditions. Due to the dark period in December and January, the period from March to June is considered high season. (Ski info. [online])

Riksgränsen is Sweden's northernmost ski resort. There are 19 slopes and 6 lifts. Riksgränsen has 410 meters vertical drop and there is a possibility to heli skiing as well as mountain climbing and cross country skiing in the area. The slopes are open from mid February to mid June and after May there is a possibility for night skiing from 22.00 to 23.30. From Riksgränsen one can go to Abisko, Björkliden, or Narvik which are all within 50 kilometers. There are tickets available that can be used in all of these resorts. Riksgränsen is a relatively small, intimate and traditional ski resort. In addition to the hotel with a little shop, restaurant and spa, there are apartments and a bar right at the centre of the resort. (Riksgränsen. [online])

According to location, Alta would set the most competition to Holiday Club Saariselkä in luring the customers from Finnmark. For enthusiastic skiers, Narvik has the advantage of high slopes, but it is relatively far from Finnmark compared to Saariselkä. Finland on the other hand, has the advantage of lower

price level and wider variety of services compared to Norway, so the people from Finnmark are quite interested in Finland as a destination for a vacation or a weekend trip.

According to the Ski Area Manager, Lea Kontturi, the Northern Norwegian ski resorts do not set such a threat to Saariselkä, because they function with a totally different business idea and target market. Saariselkä offers slopes and services for the whole family or group of people despite of their level of skiing skills or other interests. According to Kontturi, the Norwegian resorts do not offer the same variety of services so that they would actually compete as a holiday destination with Saariselkä. Northern Norway lures mainly locals who come to ski for the afternoon or extremely experienced skiers who go for the off-points. (Kontturi 24.2.2008)

The biggest ski resorts in the Finnish Lapland are Levi, Luosto, Pyhä, Olos, Pallas, Ounasvaara, Saariselkä, Salla, Suomu, Ylläs and Ruka. The cooperation between Finnish ski resorts have increased resulting in a six day ski pass which is usable in four ski resorts, Ylläs-Levi-Olos-Pallas. This gives quite a competitive advantage especially concerning those customers who are frequent visitors and would like to experience new fells and slopes as well as dynamic customers who are constantly looking for something new. Pyhä and Luosto have also a history of cooperation providing a possibility to ski in two fells located next to each other. (Pyhä/Luosto. [online])

Ylläs offers cross country- and down hill skiing and there is a possibility to a number of other activities. The fell is one of the highest in Lapland and has a slope with a vertical drop of 463 meters. (Ylläs. [online]) Levi is, at the moment, Lapland's most popular tourist attraction and the largest downhill skiing centre in Finland. Levi also offers other activities in addition to skiing. Both Levi and Ylläs have a spa hotel, a wide selection of restaurants and an active after ski and nightlife. However the nightlife in Levi is unbeatable even for Ylläs ski centre.

Olos and Pallas are smaller ski centres compared to Ylläs and Levi concentrating more on the surrounding nature and peace in their marketing than nightlife and restaurants. Ruka and Ounasvaara and Suomu are located in the southern Lapland so they are relatively far from Finnmark thus are not such a threat to lure the Norwegian skiers.

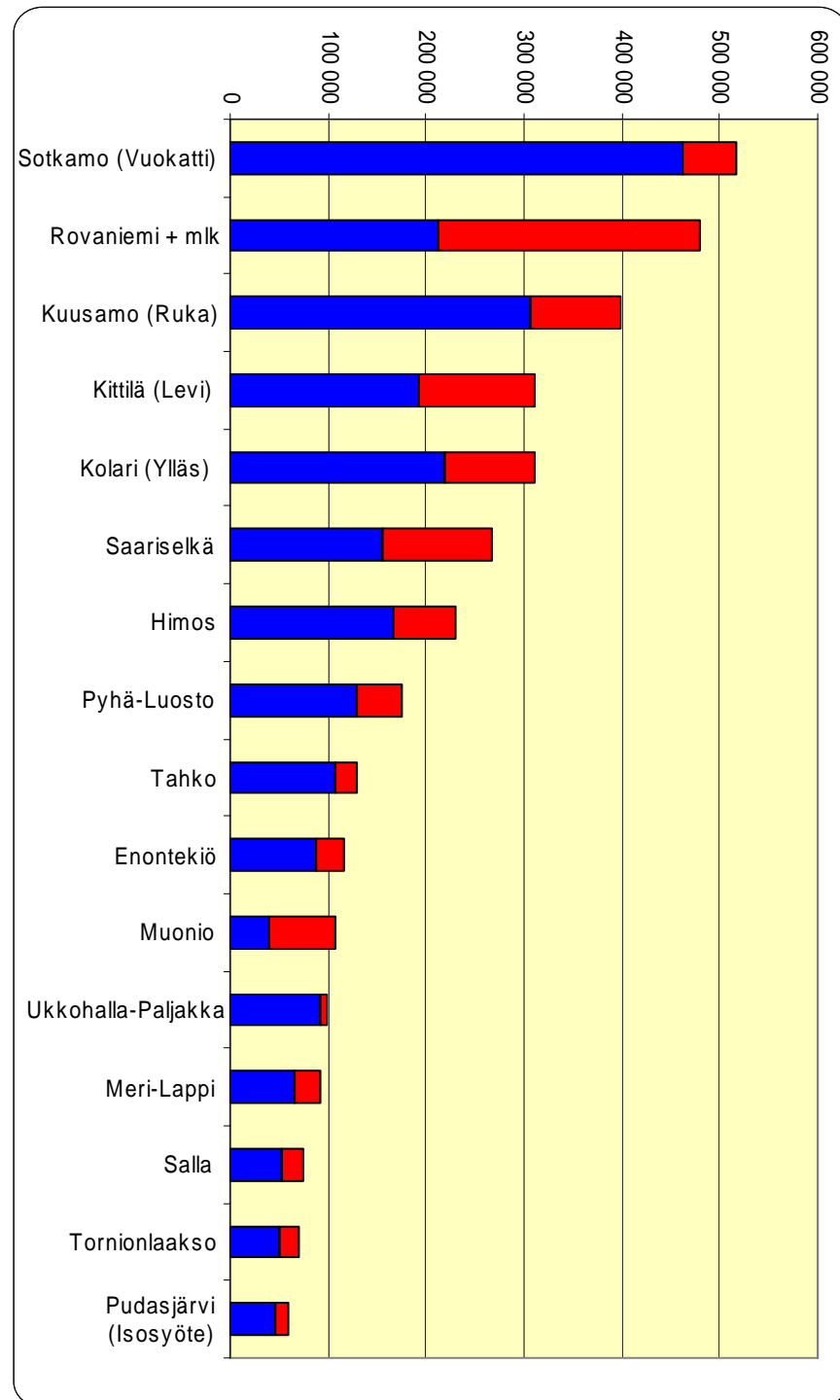
The Norwegian customers who come to Saariselkä are almost entirely from Finnmark and a big number of them come only for the weekend. For these customers the location of the destination is a very important factor in their decision making and Saariselkä is near enough to come only for the weekend. The biggest competitors at the moment from the Finnish ski resorts to lure the

customers from Finnmark would be Levi and Ylläs, which are already big, active and growing resorts with a variety of activities and relaxing pampering.

However, those two are mainly luring Norwegians from the county of Troms because of the location. In any case Levi attracts the Norwegians as one of the top entertainment centres in Lapland. There are also spa hotels in both resorts cutting the competitive edge of service supply in Saariselkä compared to many other ski resorts. In addition, both resorts are investing in marketing, infrastructure and new ideas. Levi and Ylläs are both relatively well reachable from Finnmark, especially from the south-western parts of the county.

About 20 per cent of the Norwegians who come to the Finnish Lapland come to Saariselkä. Rovaniemi is as popular a destination for the Norwegian as Saariselkä, but not for the ones from Finnmark. Levi lures a little bit over 50 per cent of the amount of Norwegians as Saariselkä, most of them coming from the county of Troms or Nordland. (Statistics Finland. [online])

Figure 1. An overview of some of the most popular winter holiday destinations in Finland. Overnights spent by Finnish tourists (blue) and by foreigners (red) (Statistics Finland. [online])



In 2007 over 266 000 overnights were spent in Saariselkä from which over 110 000 were by foreigners. Compared to the previous year the number decreased 3,3 per cent due to a decrease of foreign visitors by 13,2 per cent. The amount of overnights spent by Finnish tourists in Saariselkä increased 5,2 per cent. Saariselkä's market share of the Finnish Lapland's holiday destinations was 11,9 per cent. (Statistics Finland. [online])

5. The county of Finnmark

5.1. Culture and history

Finnmark has been influenced by four cultures: Norwegian, Sami, Finnish and Russian. In addition, the county has, in recent years, enjoyed substantial demographic additions by immigrants from other parts of the world. The Sami are Finnmark's indigenous people and constitute about one quarter of the county's total population.

Norwegians first settled in Finnmark in the thirteenth century. The "Kvens", immigrants from Finland and Sweden during the eighteenth and nineteenth centuries evolved into Finnish communities of which there are traces to this very day. Particularly in the eastern part of the county Finnish language can be heard and there are several Finnish surnames. (Finnmark. [online])

5.2. Demographics and lines of business

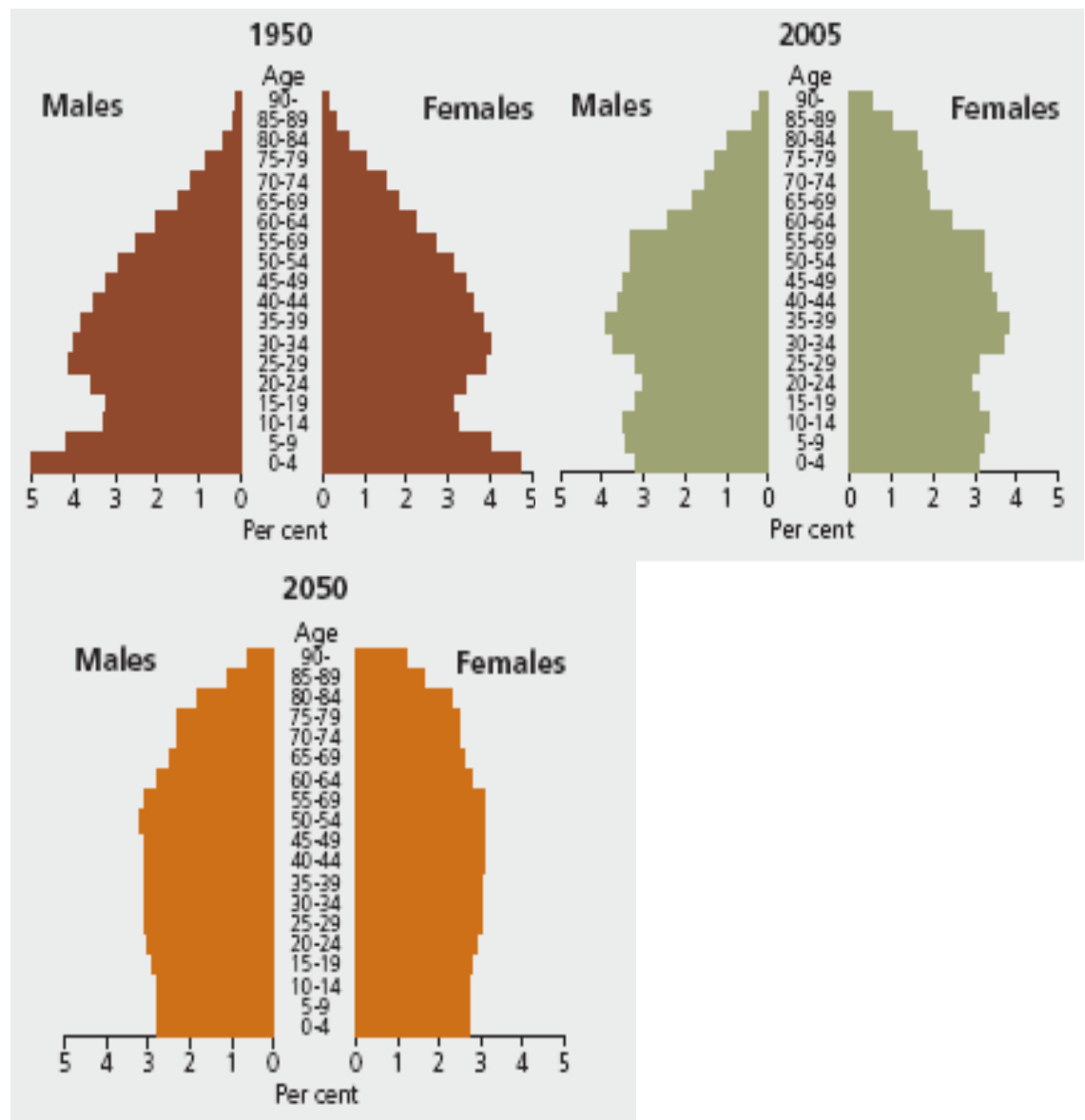
Finnmark is Norway's northernmost county covering 48 649 km², constituting 15% of the whole mainland and has a population of over 73 000 inhabitants which is 1,6% of the total population. From 19 municipalities the largest urban areas in the county are Alta (15 000), Hammerfest (9200), Honningsvåg (3420), Kirkenes (7000), Vardø (2400), Vadsø (6200), Karasjok (2870) and Kautokeino (3000). Vadsø is the county capital and the centre of state administration. (Finnmark. [online])

During the eighties, the population of Finnmark decreased but the decline has since slowed down. Fishing has always been, and will continue to be vital for Finnmark's future. There are several attempts to keep and lure people to the county. The natural gas field Snøhvit ("Snow White") is under development.

The LNG plant is being built on Melkøya (“Milk Island”) outside of Hammerfest, and there are great expectations regarding employment and other welcome consequences from this activity, though there are also some concerns about possible effects on environment and fisheries. (Finnmark. [online])

Just like in Finland, also in Norway it is inevitable that the average age of the population is increasing. This senior boom is only partly caused by the fact that the population is growing older (more people at the top of the pyramid). Equally important is the low birth rate resulting in fewer people at the bottom. On the other hand, the share of elderly people has been offset by the relatively high fertility rate in Norway and also by the fact that the immigrant population is young. (Statistics Norway. An aging society. [online]) Figure 2 shows the Norwegian population by sex, age and projections.

Figure 2. Population by sex, age and projections (Statistics Norway. An aging society. [online])



Until the age of 60, there are more men than women in Norway, but at this point the number turns the other way. (Statistics Norway. Facts about Norway. [online]) The life expectancy in Finnmark in 2000 was 76 years. For men it was 73 and for women 80. (Barentsinfo. [online])

In the beginning of January 2007, there were 4 177 immigrants in total in the county of Finnmark from which almost 1 400 are from the Nordic countries. The number speaks about the large number of Finns immigrated to the county. Almost 300 immigrants were from Western Europe, 1 200 from Eastern Europe, almost 500 from Africa and about 800 from Asia. (2. Statistics Norway. [online])

From the beginning of the 1970s, there were fewer marriages while the number of divorces increased. This development has resulted in a doubling of the number of one-person households. (Statistics Norway. Single or cohabiting. [online])

According to statistics, 50 per cent of all Norwegian marriages will probably end in divorce. However, because of the ever-growing numbers of cohabiting couples, the divorce figures will be of less relevance as an indicator of break-ups, since there are no figures on the break-ups of cohabiting couples. Statistics (Norway. Single or cohabiting. [online])

As the table 3 shows, one-person families or households are quite a relevant sector of the market even when taking into account that in this figure all other family types include more than one person. In addition, the number of one-person households will increase in the future due to the trend that the young Norwegians are getting married older. People will also live older in the future. Families with children are definitely an important sector as well as the growing number of couples without children or children who have already moved out.

Table 3. The number of family types in Finnmark in 2007. (Statistics Norway. Population. [online])

THE NUMBER OF FAMILY TYPES IN FINNMARK IN 2007	
One-person family	13 971
Couple with small children (youngest child 0-5 years)	3 184
Couple with older children (youngest child 6-17 years)	3 717
Lone parent with small children (youngest child 0-5 years)	896
Lone parent with older children (youngest child 6-17 years)	1 859
Couple without children	5 888
Couple with adult children (youngest child 18 years or older)	2 189
Lone parent with adult children (youngest child 18 years or older)	1 320

5.3. Economy

The primary industries in Finnmark are fishing, fish processing, sea farming, travel, reindeer herding, mining, tourism and services. Along the coast, employment derives from fisheries, both on and off shore. Further inland, agriculture and reindeer husbandry are common, while a large number of people, particularly women, are employed by the public sector. For the travel industry a major challenge will be to extend the tourist season. (Finnmark. [online])

There is no longer practically any difference in education and employment between men and women. In 2005, women accounted for 47 per cent of the employed and approximately 24 per cent of both sexes over the age of 15 have a college or university degree. (Statistics Norway. Population. [online])

The average monthly income in the year 2000 in Finnmark was 2 111€ This is about 30% more than in the Finnish Lapland, where the average monthly income in 2000 was 1533€ (Barentsinfo. [online])

Average annual household expenditure for restaurant and hotel services in 2005 was 3,8 % of all expenditure for different goods and services. The number has not dramatically changed during the past decade. Expenditure for transportation on the other hand has increased from 17,3 % to 18,1 % from all expenditure for goods and services between the years 1999 and 2005. (Statistics Norway. Facts about Norway. [online])

6. Trends in traveling and tourism

In 2006, records were broken in tourism in Finland. Altogether, foreign tourists stayed overnight in Finland more than 23 million times. Ireland, the Netherlands and Finland were the top three European countries in terms of growth. (Finnish Tourist Board 2008. [online]) The highest growth (35 per cent) was seen in tourism from Russia, which surpassed Germany and Sweden to become number one. Factors underlying the positive development were Finland's profile as a fashionable destination with a trendy range of activities, availability of quality products for a reasonable price and active marketing. (Finnish Tourist Board 2008. [online])

6.1 Norwegian travellers in Finland and Finnish Lapland

The amount overnights spent in the Finnish Lapland by Norwegians in 2006 was over 48 000. In 2007 the number had increased almost by 2000 to over 50 000 overnights. (Statistics Finland. [online])

In Norway, there is a considerable interest towards Finland. The Norwegian media has several projects about Finland and the papers write positively about the country. The Norwegians are highly environment conscious and short distance travelling is expected to increase in the future. Short travelling time, environment friendly means of transportation and experiences in the nature are

already at the moment important criteria when selecting the target of the vacation. (Finnish Tourist Board. Travel Facts 2007. (Finnish Tourist Board 2008. [online])

The Norwegian travellers are also becoming more and more independent in searching information and making reservations on the internet. Thus it is extremely important that the Finnish holiday providers have functioning easy-to-use and up-to-date websites in English or Swedish. Queries need to be answered rapidly and high quality service offered in Swedish or English. (Finnish Tourist Board. Travel Facts 2007. (Finnish Tourist Board 2008. [online])

The economy in Norway is stable and households have steady income and extra assets to use on travelling. Norwegians are willing to pay for high quality experiences. However, the inexpensive dollar rate has increased travelling to the United States. In addition, cruises are becoming popular also among younger travellers. (Finnish Tourist Board. Travel Facts 2007. [online])

6.2 Trends concerning the winter and the summer seasons

The report of the Finnish Tourist Board on the winter season 2006-2007 concerning Norwegian consumers travelling to the Finnish Lapland is positive. The change from last winter season concerning the whole of Finland is +1,8 per cent, from under 60 000 to over 60 000 travellers. The marketing campaigns targeted to Northern Norway were successful and there has been an increase in the number of customers in the business sector (meetings, conferences and julebord) as well as the leisure sector. (Finnish Tourist Board. Travel Facts 2007. [online])

What concerns winter travelling, the Northern Norwegians are interested in high quality hotels and experiences. Spa hotels have been very popular among families with children as well as among business travellers. Norwegians spend approximately 57 euros per day in Finland. (Finnish Tourist Board. Travel Facts 2007. [online])

The Norwegians who are interested in skiing holidays in Finland are mostly from the North, because the Norwegian fells and mountains offer a variety of skiing experiences although the quality of service is not quite at the level of the Finnish Lapland. As an alternative option the Alps seem to interest the young travellers. One of Finland's great advantages is the low price level compared to Norway. (Finnish Tourist Board. Travel Facts 2007. [online])

The development of the summer season is not as bright as the winter season. The amount of Norwegian travellers in Finland during the summer season 2007 decreased by 3,8 per cent to 108 131 people from the previous year. August on the other hand had an increase of 3,4 per cent compared to the year 2006. (Finnish Tourist Board. Travel Facts 2007. [online])

6.3 Threats and opportunities

Norwegians do spend an increasing amount of money on travelling, but the competition with cheap airlines that offer inexpensive trips to the south is getting tighter. A Norwegian airline, Norwegian, has been aggressive in winning a substantial part of the market. The company has inexpensive prices and it continuously opens new destinations. However, it does not have a flight to Finland. (Finnish Tourist Board. Travel Facts 2007. [online])

There is still a lot of unawareness among the Norwegians about the unique possibilities of Finland. Investing in increasing knowledge and advertising the culture, active sports and unique adventures that one can experience in Finland is necessary. In the spring 2007, there were following campaigns in Norway: FinWest-brochure was distributed in the North of Norway in April, information on Lapland's holiday resorts was given in Northern Norway's papers in May and June, a Helsinki campaign was held in May and June, advertising in the national paper, radio station and in www.visitfinland.com/no, a presentation of architect trips in cooperation with ArchTours, Finnair and the Finnish embassy. In addition there were several articles about Finland in the Norwegian paper. (Finnish Tourist Board. Travel Facts 2007. [online])

6.4 Different nationalities in Holiday Club Saariselkä

The most important foreign travellers in Saariselkä are Great Britain, Germany, France, Japan and Norway. Table 4 shows the amount of overnights spent by citizens from the most relevant countries for Saariselkä in 2007 as well as the difference to the previous year.

Table 4. Overnights by country of residence in Saariselkä in 2007 (Hotellinx)

	Overnights in 2007	Change % from 2006
Great Britain	19 608	-13,40 %
Germany	17 265	-11,00 %
France	14 152	-18,20 %
Japan	12 673	-2,30 %
Norway	10 221	4,30 %
Netherlands	4 857	-5,60 %
Switzerland	4 647	-1,50 %
Spain	3 919	7,50 %
Belgium	3 720	16,70 %
Italy	3 549	-20,20 %
Russia	3 010	40,50 %
Denmark	2 179	-18,60 %
USA	1 986	-23,80 %
Sweden	955	-18,70 %

7. Results of the survey

The information about the customers from Finnmark was gathered by handing out questionnaires randomly to Norwegian customers who visited Holiday Club Saariselkä between the 1st of November 2007 and the 31st of March 2008. As an incentive for returning the questionnaire, the customers were able to get two desserts at a price of one from the hotel's restaurant Rakka or a beer or a cider for half price in the hotel's bar and nightclub Be Pop. In addition, a free weekend was raffled between those who left their contact information.

The aim was to get information on the identity of the current customers from Finnmark, how Holiday Club could serve them better and attracts them in Saariselkä and the Holiday Club –hotel.

Table 5 below shows the amount of overnights by different groups of customers In Holiday Club Saariselkä in 2007. In May the hotel was closed due to renovations. The slowest months of the year concerning overnights spent at the hotel were June, August, October and November. March, April, July and December were the busiest.

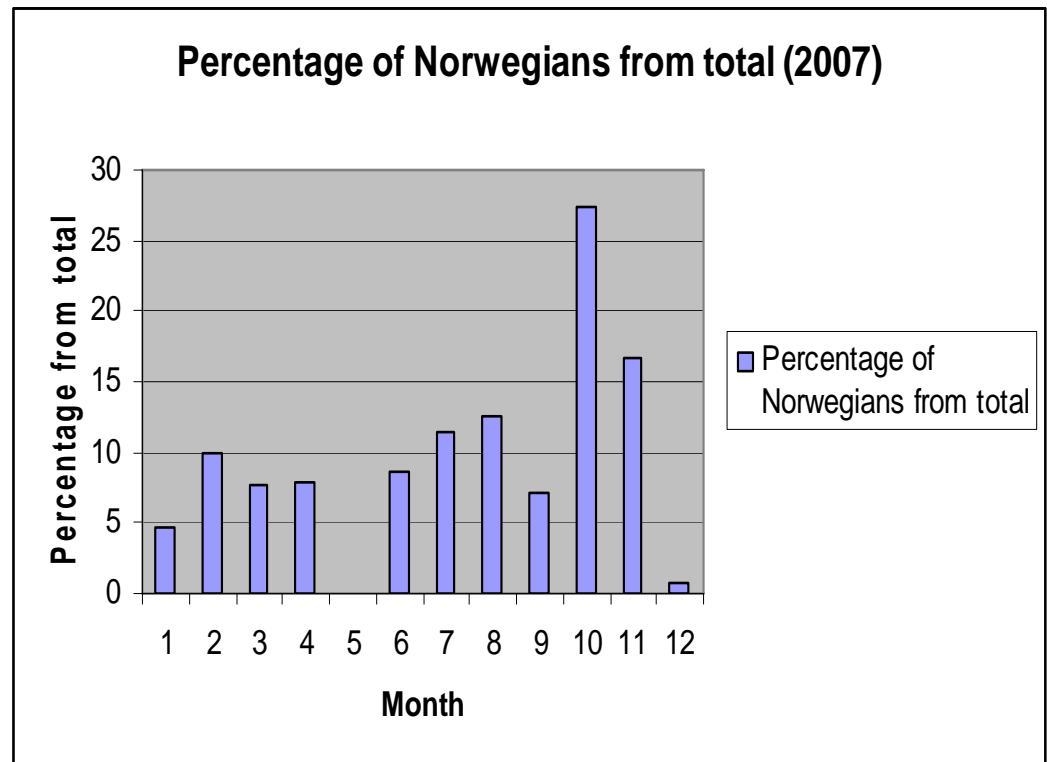
Table 5. The number of overnights by different groups of customers. (Hotellinx)

	<i>Norwegian customers</i>	<i>Foreign customers (including Norwegians)</i>	<i>Finnish customers</i>	<i>Total</i>	<i>Percentage of Norwegians from total</i>
<i>January</i>	184	3 003	946	3 949	4,7
<i>February</i>	458	3 376	1 249	4 625	9,9
<i>March</i>	514	2 492	4 183	6 675	7,7
<i>April</i>	401	1 202	3 927	5 129	7,8
<i>May</i>	0	0	0	0	0
<i>June</i>	174	1 443	561	2 004	8,7
<i>July</i>	590	2 639	2 487	5 126	11,5
<i>August</i>	433	1 463	1 963	3 426	12,6
<i>September</i>	310	538	3 822	4 360	7,1
<i>October</i>	637	943	1 381	2 324	27,4
<i>November</i>	526	1 556	1 603	3 159	16,7
<i>December</i>	60	8 378	534	8 912	0,7
Year 2007	4287	27 033	22 656	49 689	8,6

Figure 3 shows the percentage of Norwegian customers from the total amount of customers in 2007. The results of October are affected by a Barents rescue rehearsal so the numbers of this particular month would look somewhat different if the event was held some other time. However, Norwegians are an extremely important segment of customers in Holiday Club Saariselkä and the importance

increases during the low season. During the high season, especially in December the hotel is full booked in advance by travel agencies. This decreases the amount of individual visitors who make their decision to come spontaneously.

Figure 3. Percentage of Norwegian customers from total amount of customers in 2007 (Hotellinx)



From the total of 4 287 overnights spent by Norwegian customers in 2007, 1193 (28 per cent) were children. This number indicates that a substantial amount of the Norwegian customers who visit the hotel are families with children. The amount of total visits was 2 524 which means that the average length of stay for the Norwegians was 1.7 nights. (Hotellinx)

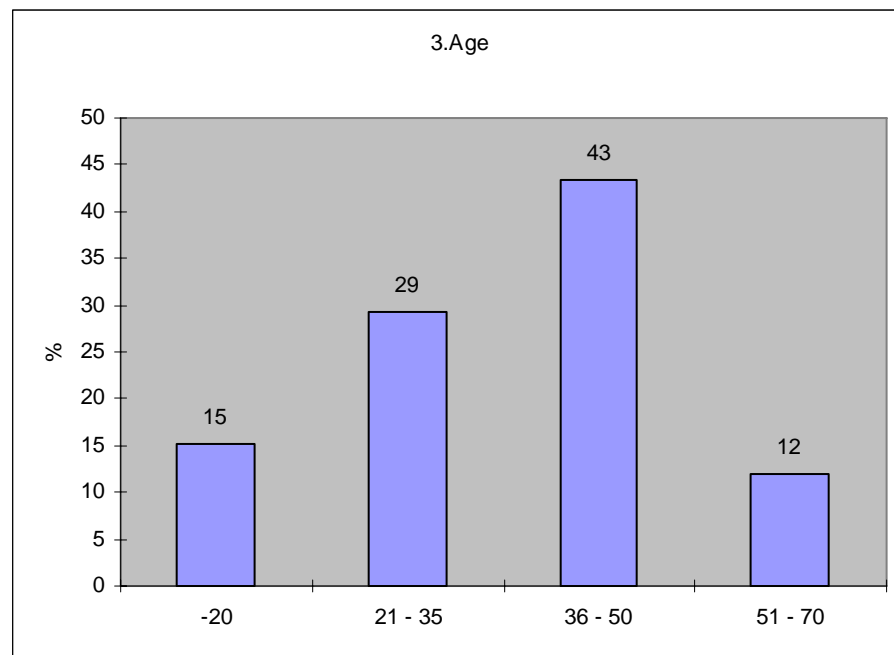
7.1 Background of the repliers

The number of the repliers was 94. The total amount of Norwegian visitors during the same period of time was 1 034. The exact number of the visitors only from the county of Finnmark is not available. However, as nearly all Norwegian customers in Saariselkä are from Finnmark, approximately 10 per cent of the

target group who visited Holiday Club Saariselkä during the above mentioned period of time has answered the questionnaire.

Among the repliers, 51 were male and 43 were female. As the figure 4 indicates, the age group between 36 and 50 cover a substantial amount of the repliers. A relatively small part is over 50 years old. Children under the age of fourteen did not answer the questionnaire. There would be customer potential in Finnmark among the age groups of 21-35 and over 50 that has not fully been used according to this survey.

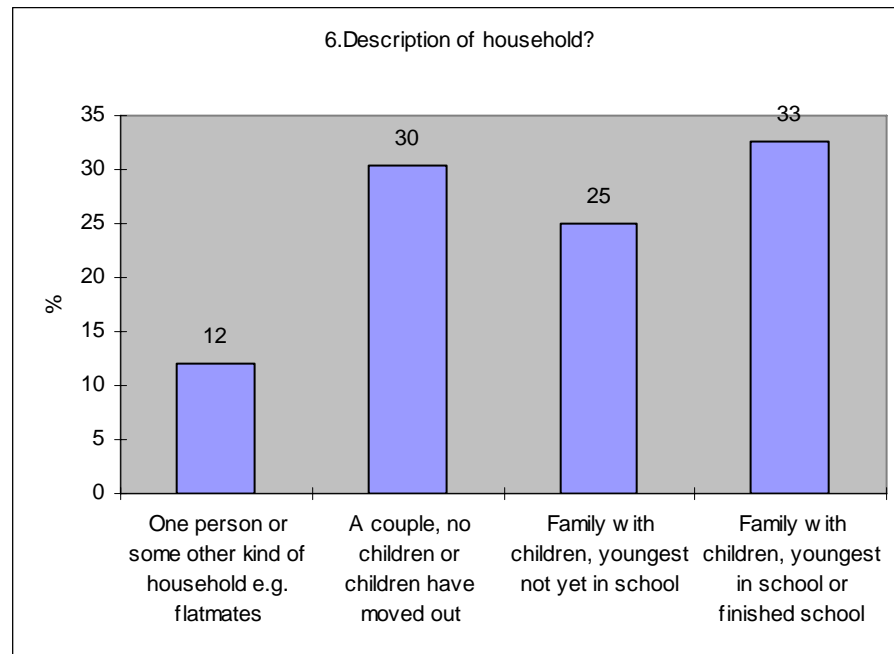
Figure 4. Percentage of answers by age



Among the repliers 41 per cent live in a one or two person household. 59 per cent live in a household of more than 3 persons.

In figure 5 households are divided into different types. 12 per cent live alone or with a flatmate. 30 per cent live in a relationship without children in the household and almost 58 per cent live in a family with children. The average household size among all of the repliers is 3 persons per household.

Figure 5. Percentage of answers by type of household



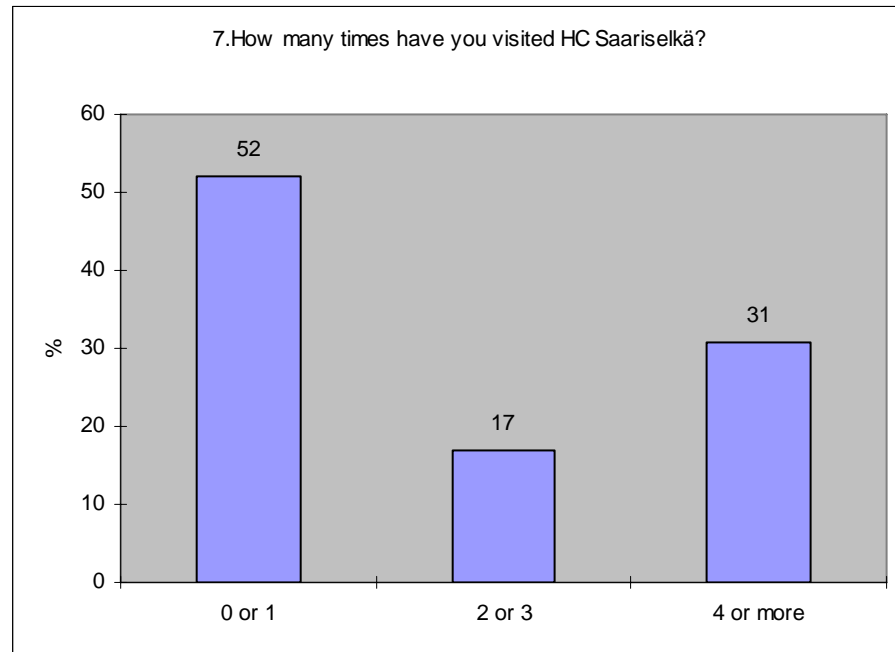
7.2 Previous visits and sources of information about Holiday Club Saariselkä

Most of the Norwegians come to Saariselkä for a weekend trip. Over 80 per cent of the repliers are staying for two or three days from which almost 60 per cent are staying for two days.

As the figure 6 shows, over half of the repliers are visiting Holiday Club Saariselkä for the first or the second time. On the other hand over 30 per cent have visited four times or more. There is great potential in these Northern Norwegian customers who are visiting for the first or the second time if they

were to become regular visitors of the Holiday Club. This is possible only with successful customer service and standards at the hotel.

Figure 6. Percentage of answers by how many visits in Holiday Club Saariselkä



Almost 80 per cent have heard about Holiday Club Saariselkä from their friends or acquaintances and almost 30 per cent have got information from the internet. Other sources of information were travel agencies, newspapers or magazines, autism association and work. Almost 50 per cent reserved their hotel room by telephoning straight to the hotel. 24 per cent booked through a travel agency and 24 per cent through the internet. For 38 per cent the trip was work related.

According to the repliers Saariselkä offers good food, activities and relaxation. There is a spa and a swimming pool in town and great possibilities to ski, do other winter sports and enjoy the nature. The holiday resort is relatively close from home, it is a nice and safe place to be with children and there is good service. Saariselkä is also relatively inexpensive for the Norwegians. Some came because the place is familiar from earlier visits. For others the reason to come to Saariselkä was work related.

The most common reasons for choosing Saariselkä Holiday Club as accommodation were the spa and swimming possibility. The repliers also appreciated the fact that all of the services they need are under the same roof and

that the hotel is located right in the centre of the town. Some chose the Holiday Club because it was recommended by their friends or acquaintances.

7.3 Interest and quality of different services according to the repliers

Almost 90 per cent of the repliers will use or have used the restaurant services at the hotel. Over 80 per cent also use the pool area, and over 50 per cent are interested in the night club. 33 per cent will go or have been to the treatments or massages and 22 per cent are interested in going to the gym or taking part in other indoor activities.

Figure 7. Percentage of answers by interest of service

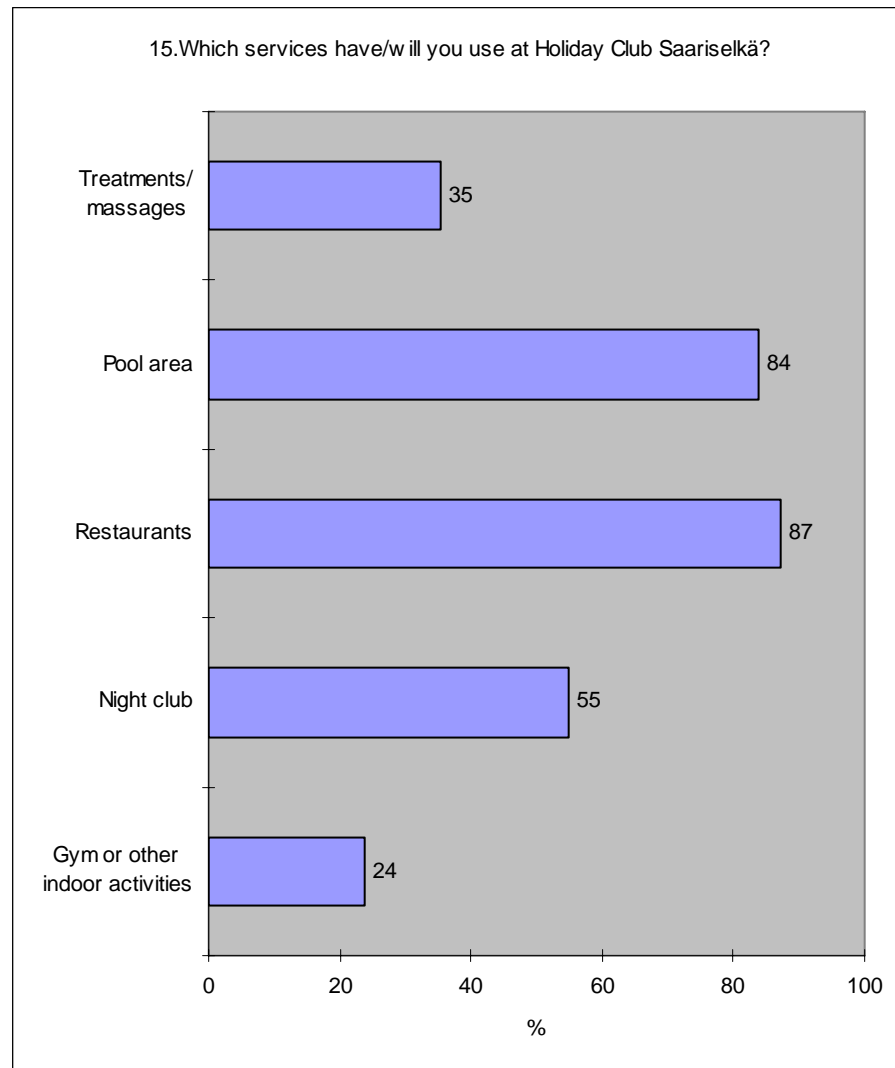
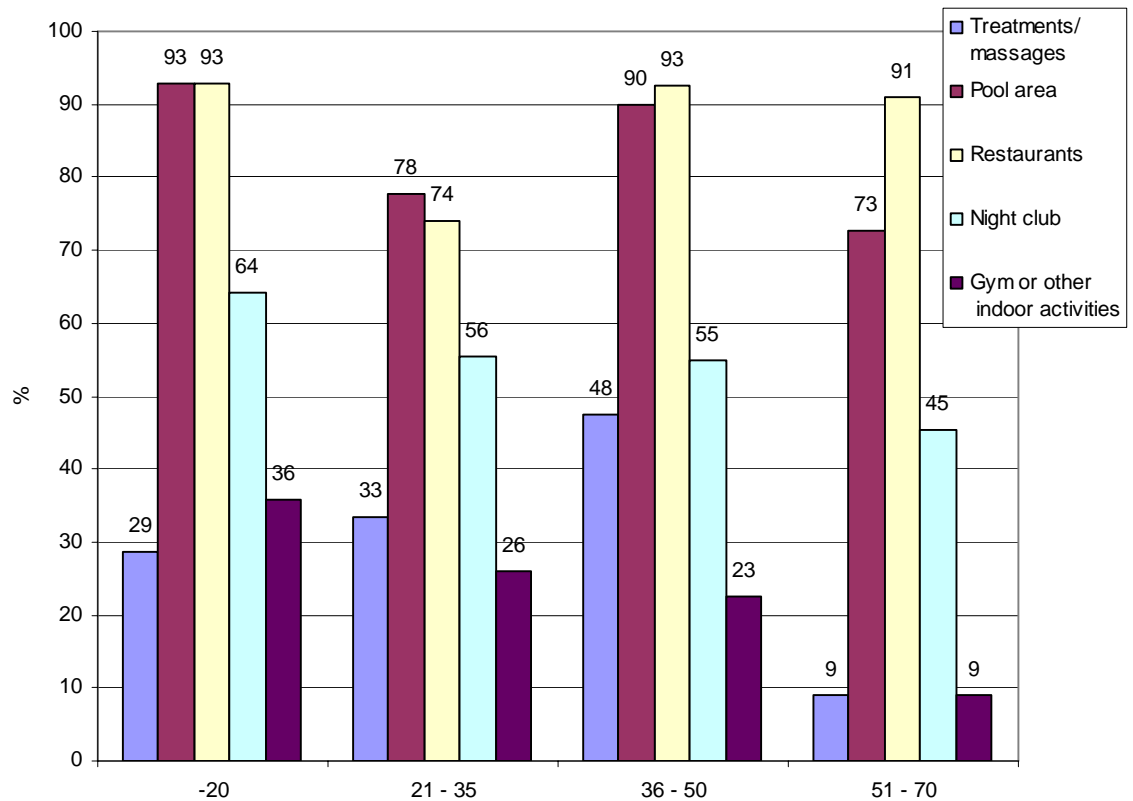


Figure 8 indicates the division of interest in the services of Holiday Club Saariselkä among different age groups. The figure shows the percentage of the repliers in each age group who have or will use the service in question.

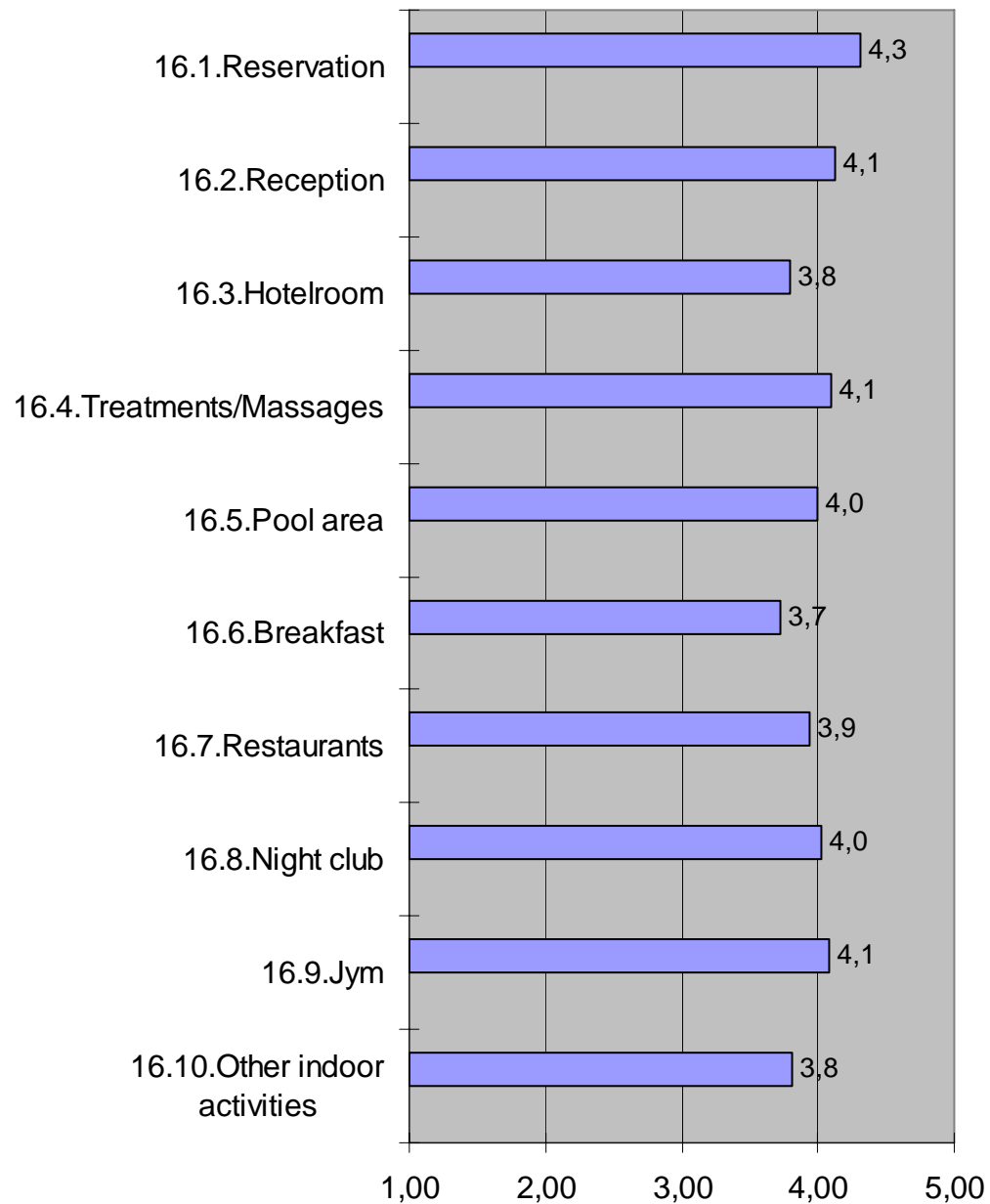
Among the repliers less than 20 years old, the night club and the gym or other indoor activities, are quite popular compared to other age groups. Interest in both of these services decrease as age increases. Treatments and massages are most popular among 36-50 year olds and least popular among over 50 year olds. The latter age group is also least interested in the pool area compared to others. Almost everyone will or has used the restaurant services except in the age group between 21-35 year olds where the percent is 74.

Figure 8 Division of interest in services among different age groups



Among the ones who answered the questionnaire, reservation got the highest score when evaluating the quality of the service. On a scale from one to five, five being the best score, the average evaluation for reservations was 4.3. Breakfast got the lowest evaluation score with the average being 3.7. Reservation, reception, treatments, the night club and the gym had the average grade over four. The pool area had the average grade of four but the hotel rooms, breakfast, restaurants, and other indoor activities were graded below four.

Figure 9. Average grade of quality of service from all answers on a scale of 1-5, 1 being the lowest quality



According to the answers of the questionnaire, one of the biggest minuses was that the hotel rooms were quite old and some of the customers wished for a bath tub or even a sauna in their hotel rooms. The selection of food products at breakfast did not satisfy all of the Norwegian customers and the restaurant Revontuli was seen as quite uncomfortable a restaurant mainly because it is

located right next to the lobby and reception. In addition, some of the customers felt that the restaurant was not heated properly. Restaurant Rakka had no complaints about the condition of the place but some customers felt that the capacity of the restaurant is too small and that it should be open longer especially during the weekends.

The indoor activity hall Areena was considered a “little cheap looking” according to one of the answers. Some of the customers wished for a bigger swimming pool and more capacity also in the treatments and massages. In general, the parts of the hotel that have not been recently renovated got lower grades than the renovated parts. In addition, during the high season the treatments and restaurants were quite full.

8. Conclusions

Maintaining and developing Holiday Club Saariselkä as an attractive destination

The customers from Finnmark appreciate the fact that there is a wide variety of services at the hotel and that they can find everything they need under the same roof. The spa and the swimming pool are an important competitive advantage in addition to the restaurants and the night club, from which the latter is popular among the younger Norwegians. Also the relatively short distance from home is an important factor when making the decision to come to Saariselkä.

Making an effort on the quality of service is extremely important because almost 80 per cent of the customers who answered the questionnaire said that they had heard from Holiday Club Saariselkä from their friend or acquaintances. Good reputation can easily bring the hotel new customers but on the other hand bad reputation spreads even faster.

Norwegians appreciate quality service and are willing and able to pay for it. In addition, easy-to-use informative web pages are crucial and their importance is increasing as an important part of services. Almost 30 per cent had got information about the hotel from the internet and according to the Finnish Tourist Board the use of internet as a source of information in travelling is increasing rapidly.

52 per cent of the questionnaires were filled out by customers who were visiting Holiday Club Saariselkä for the first time. With good quality service and positive

experiences it would be possible to have a large number of these customers come regularly.

A large part of the Norwegian customers from Finnmark come to Saariselkä for a weekend trip. From the ones who answered the questionnaire 59 per cent stayed for two days and 22 per cent for three days. The hotel would really benefit from turning these numbers the other way around. Especially during the low season, different means to lure people into taking a long weekend from work and staying one extra night could have a substantial effect.

The customers from Finnmark are a crucial market segment particularly during the low season when it is possible that up to 30 per cent of the clientele are from Northern Norway. A large part comes to relax for the weekend, use the spa, restaurants and treatments so during the times when outdoor activities are not so popular this segment increases its importance.

Meetings and conferences could also be marketed more aggressively to the North. A very noticeable trend in the conference business is also offering free time activities to the participants and Holiday Club Saariselkä has a great advantage with all the activities and possibilities at the hotel and the surrounding area.

Dividing Finnmark into smaller market segments

The over 70 000 inhabitants of Finnmark could be divided into three segments to add edge on the marketing in the county in order to attract specifically the type of customers in question. These segments are divided by physical descriptors: age and household life cycle.

- 1) Young, living alone or in a relationship without children. This segment would also include all outgoing active people who have extra money and most importantly time to consume in travelling, fun and self pampering.
- 2) Families with children who are looking for practical holiday solutions with activities for everyone.
- 3) Older people who are looking for practical solutions, well being, self pampering and some activities.

People who live alone or in a relationship without children in general have more free time and extra money to spend on holidays and travelling. In that perspective they would be an excellent segment to target in marketing. Referring to the chapter 6.2 about demographics, there is also quite a potential of these people compared to the amount who actually stay at the hotel and the number is increasing while people have children and get married older than before. On the

other hand, the easy access from Finnmark, different activities and services under the same roof as well as low price level in Finland compared to Norway are good arguments to lure also families with children to Holiday Club Saariselkä.

The third segment which is beginning to have more and more money to spend, time to consume and health to travel also in the older age, is the elderly of today. Combined with the fact that this group of people retired from work is rapidly increasing also in Finnmark, it would be the kind of market segment to take seriously. For example organized trips to Saariselkä from Finnmark could be something to consider for this target market.

According to the survey and the statistics of Holiday club from the previous year, families with children are the most important market segment at the moment, which stay at the hotel. There is still quite a potential in the younger and older generation who do not have children or whose children have already moved out that has not yet been comprehensively used.

Satisfying customer needs of different market segments is always a challenge. In many cases trying to meet everyone's needs ends up in satisfying nobody's needs. However, the concept of Holiday Club Hotels is built so, that it can serve a wide variety of customers. Under the umbrella of different concepts and standards it is possible to offer services to nearly any type of segment.

SWOT analysis

The success factors and shortages of Holiday Club Saariselkä are gathered in the form of a SWOT analysis. The idea is to structure the strengths, weaknesses, opportunities and threats in the form of a tool that can be used by the management of the hotel in the future decision making.

Strengths

- Spa treatments, indoor sports activities and swimming pool at the hotel
- Recently renovated restaurant Rakka and Night Club Be Pop
- A wide variety of services under the same roof
- Professional service at the reservations and reception
- A unit of the Holiday Club Hotels –chain owned by Sokotel Oy, subsidiary of SOK:

1) The hotel is not vulnerable to changes in the travel business and investments to the future are more affordable when there is a strong organization behind it.

2) The quality of products and services are easier to measure and a level of quality to the customers is guaranteed.

3) Holiday Club –brand is relatively known also internationally mainly because the Holiday Club Resort Oy is one the biggest timeshare companies in Europe.

Weaknesses

- The parts of the hotel that have not recently been renovated do not meet with the requirements of Norwegian customers.
- During the high season, the capacity of the treatments and restaurants is not quite at the same level as the demands of the customers.
- Constantly changing staff especially in the restaurants: a challenge to quality service
- A unit of the Holiday Club Hotels –chain: some of the decisions are slower to make in a bigger organization and the uniqueness of the unit is at risk when being a part of a chain.

Opportunities

- Acts of terrorism and tourist related crime is unlikely
- Exchange rate positive for Norwegian travellers to travel to Finland
- Location: relatively close to Finnmark
- Development of public transportation especially from Finnmark to Saariselkä would facilitate travelling to the holiday resort.
- Global warming: the southern ski resorts are beginning to lack snow
- A wide variety of activities and services in the area: one of the best cross country skiing possibilities in the country, slopes for slalom and snow boarding, husky, reindeer and snowmobile safaris, hiking routes etc.

Threats

- Depression
- A rise in the oil price so that travelling would get more expensive
- Rise in tourist related crime
- Terrorism that affect tourism
- Swings of exchange rates
- Widely reported bad holiday experience
- Changes in climate in a way that it would effect travelling in a negative way. For example frequent snowstorms etc.
- Location: relatively costly to reach for the Finns. Straight flights to Ivalo are available only from Helsinki and reachable and at the moment only by one airline: Finnair. Travelling with train, bus or car is time costly as well as relatively expensive for most of the Finnish customers. Public transportation from Finnmark is at the moment neither very frequent nor practical.

- Other holiday resorts getting better/cheaper transport connections e.g. the rise of cheap airlines
- Global warming: unpredictable weather might affect tourism in a negative way even as high up in the north as Saariselkä

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11. Appendices

Appendix I: Map of Finnmark



(Go Norway. Finnmark County. [online])

Appendix II: Questionnaire for the clients from Finnmark

Vi her på Holiday Club Saaariselkä vil forbedre vår service hele tiden.

Nå har Du en mulighet til å påvirke servicenivået ved å returnere vedlagt spørreskjema i hotellets resepsjon.

For et utfylt spørreskjema gir vi to (2) dessert for prisen av en (1) dessert i restaurant Rakka eller du kan alternativt velge enten et glass fatøl eller -cider til halvpris i Bepop Sports Bar & Night Club. Dersom du gir oss dine kontaktopplysninger, er du med i trekningen av et gavekort fr overnatting. Du kan vinne en helg for to personer i suiten på Holiday Club Saariselkä!

1 Dato _____

2 Kjønn

Sett ring rundt riktig alternativ

1 Kvinne

2 Mann

3 Alder _____ år

4 Bosted Fylke _____

Kommune _____

Postnummer _____

5 Hvor mange personer er i din husholdning?

*Påfør antall personer, som bor fast i din husholdning,
med tall på linjen under*

Husholdningen: _____ personer

6 Hvilke av følgende påstander beskriver best din husholdning ?

Sett ring rundt ditt svar, kun ett svar

- 1 en person
- 2 Par, uten barn
- 3 Annen voksen bofellesskap/husholdning
- 4 Barnefamilie, den yngste i skolealder
- 5 Barnefamilie, den yngste under skolealder
- 6 Barnefamilie, den yngste har avsluttet grunnskolen r
(student / i arbeidslivet)
- 7 Par, barna har flyttet hjemmefra

**7 Hvor mange ganger har du/dere vært på
Holiday Club Saariselkä?**

Oppgi antall ganger _____

**8 Hvor mange dager er du/dere på
Holiday Club Saariselkä?**

Oppgi antall døgn _____

9 Hvor fikk du informasjon om Holiday Club Saariselkä?

Sett ring rundt så mange alternativer som er nødvendig

- | | |
|---|--------------------------|
| 1 | Internett |
| 2 | Reisebyrå/ reisearrangør |
| 3 | Avis |
| 4 | Venner og kjente |
| 5 | Annet, hva? |

10 Har du bestilt ditt opphold ...

Sett ring rundt riktig alternativ

- | | |
|---|---|
| 1 | hos reisebyrå / reisearrangør |
| 2 | via Internett |
| 3 | per telefon direkte til Holiday Club Saariselkä |
| 4 | Annet, hvor? |

11 Reisens formål

Sett ring rundt riktig alternativ

- | | |
|---|---------------------------|
| 1 | Ferietur |
| 2 | Tjenestereise/ yrkesreise |
| 3 | Annet, hvilket? |

12 Reisefølge *Sett ring rundt så mange alternativer som nødvendig*

- 1 Uten reisefølge, jeg reiser alene
- 2 Ektefelle
- 4 Barn
- 5 Venner (Hvor mange?) _____
- 6 Kolleger (Hvor mange ?) _____
- 7 Andre, hvem?

13 **Hvorfor valgte du Saariselkä som ditt reisemål?**

Skriv ditt svar på linjen under

14 **Hvorfor valgte du Holiday Club Saariselkä til ditt overnattingssted?**

Skriv ditt svar på linjen under

15 **Hvilke tilbud har du benyttet deg av / har tenkt å benytte deg av på Holiday Club Saariselkä?**

Sett ring rundt så mange alternativer

som det er nødvendig

- 1 Behandlinger/ massasje
- 2 Badeland
- 3 Spisesteder
- 4 Nattklubb

5 Trimsenter / andre innendørs sportsaktiviteter

16 Hvor godt oppfyller hotellets tilbud dine behov?

Sett 1 kryss på hver linje

	Meget bra	Bra	Middels	Dårlig	Meget dårlig	Vet ikke
Bestilling	5	4	3	2	1	0
Resepsjon	5	4	3	2	1	0
Hotellrom	5	4	3	2	1	0
Behandlinger/massasje	5	4	3	2	1	0
Badeland	5	4	3	2	1	0
Frokost	5	4	3	2	1	0
Restauranter	5	4	3	2	1	0
Nattklubb	5	4	3	2	1	0
Trimsenter	5	4	3	2	1	0
Andre innendørs aktiviteter	5	4	3	2	1	0

17 Dersom du svarte på noen punkter middels, dårlig eller meget dårlig, hvordan kan vi forbedre vår service?

Skriv ditt svar på linjen under

18 Hvilke tjenester/tilbud mangler etter ditt syn på Holiday Club Saariselkä?

Skriv ditt svar på linjen under

