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DIGITAL MARKETING

For Russian Market. Case: Wild Taiga



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Digital Marketing for Russian Market. Case: Wild Taiga

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School of Tourism
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<p>The thesis is aimed to develop suitable digital marketing strategy for Wild Taiga in order to target the Russian tourists efficiently, using different marketing tools based on integrated marketing communications principle. Effort have been made for practical orientation of this project with a strong theoretical part and analytical thinking.</p> <p>Theoretical framework includes analysis of digital marketing in contexts of tourism as well as Wild Taiga network. In order to discover the efficient tools in real life contexts, current usage of digital media by Russians was analysed.</p> <p>Prerequisite for the project is a highly volatile situation on the Russian tourism market. The research have been conducted to discover the needs and preferences on a target audience. The research data was analysed and appropriate manners have been made to adjust the digital marketing plan according to the findings.</p> <p>As the result, destination marketing organization will be able to penetrate Russian marketing through digital media and start presence in Russian-speaking social media. Some important starting materials for a digital marketing campaign, such as semantic core and VK layout, was created in order to estimate the outcomes and measure KPI's.</p>	
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List of abbreviations

DMO	Destination marketing organization
USP	Unique selling proposition
TALC	Tourism area life cycle
CARG	Compound annual growth rate
SEO	Search engine optimization
SERP	Search engine results page
CY	Thematic citation index (Yandex)
PPC	Pay per click
SMM	Search engine marketing
PR	Public relations
KPI	Key performance indicators
CTR	Click through rate
ROI	Return on Investment
ROC	Return on Conversations
CPM	Cost per millennium
ER	Engagement rate
CRM	Customer relation management
UX	User experience
IP	Internet Protocol

1 INTRODUCTION

The way how travellers search, plan and book tourism products is changing dynamically on the Russian market. Volatility caused by bankruptcy of over an twenty tour operators, including «Neva» and «Labyrinth» and specializing in outbound tourism leads to the loss of trust in traditional tour operators and provide new opportunities for individual traveling and digital travel platforms. (TTARR-TASS, 2014; Bloomberg, 2014). Market is forwarded on consumer needs in booking accommodation, transport and tourism products on their own using the digital technologies.

The commissioning party for the thesis is Wild Taiga - destination marketing organization, which operates with more than 60 tourism organizations operating in Kuhmo - Suomosalmi region. During beginning of 2015 Wild Taiga is launching the redesigned version of web pages which will include the Russian language. Organization is looking for market penetration forwarded to Russian market using digital media.

Firstly thesis will give insight on unique market characteristics of travel experience in the context of tourist behaviour and organization processes. To find out how Wild Taiga fits into today's market realities, detailed analysis of several frameworks will be made. Then the concepts of digital marketing will be seen in a context of hospitality marketing and compared to the traditional marketing. The importance of digital marketing channels will be proven by up to date figures.

The research conducted within the Russian market will snow the customers expectations, will help to build a customer profile and understand which channels are the most effective for destination marketing, promotion and building an awareness.

Last part is the digital marketing plan based on theoretical aspects, research results and personal expertise with an emphasis of effectiveness evaluation and ready for implementation media plan with materials for the digital marketing initiatives.

1.1 Aims of the thesis

Main goal of the thesis is to create suitable digital marketing plan which will take into account current trends in the tourism industry and use of efficient tools in digital marketing. Marketing initiatives are forwarded for creation and delivering values of Wild Taiga to potential consumers on Russian market in effective manner.

In order to create objective marketing plan following questions will be answered:

- What values of Wild Taiga should be marketed to Russian tourists?
- Who are the main consumers?
- What channels in digital marketing are the most effective ones?
- How to promote web pages effectively?
- How to use social media to attract new customers and build long-terms relations ?
- How activities will help to increase tourists flows?
- How to evaluate the effectiveness of digital marketing?

The theoretical part and research are made to base the decision on marketing plan on strong concepts in order to reach high stability and efficiency rate. From the other hand, personal experience in digital marketing will test out the theory concepts with practical to synthesize new solutions which will be beneficial for a commissioning party.

1.2 Tourist experience - consumer journey map.

To understand the principles of marketing the tourism destinations, it's essential to understand it's customers, their motivations, and behavior. «Tourists behavior is multi-motivational, but few in number». The needs are few and the expression of the needs are many. UNWTO & ETC (2009) research claims that most common needs are change of the everyday environment, positive atmosphere, opportunity for self-development and enjoying the freedom. Maslow (1970) pyramid can be applied to classify 4 main categories: intellectual (mental activities such as exploration of new places), social (friendship and the need for esteem of others), competence-mastery (physical activities based on challenge) and stimulus-avoidance (seeking the rest avoid social contacts, seeking the calm conditions). Another classification is the motivation of tourist, which is normally distributed between psychocentric holiday-makers (those who are looking for a similar environment) and the allocentric (those who are risk-takers, seeking for different experience). (C. Ryan, 1997, p.23-28; 59)

Nevertheless, grouping tourists needs doesn't mean development of the only one «best» possible offer for each group. Industrialized world is transferring from the service to the experience economy, which leads to the trend of delivering the authentic experiences that engage the consumer personally in contrast to mass-tourism. (Naisbitt, J. and Aburdene, P. (1990): UNWTO, 2011).

Tourism value chain involves many parties in planning, development and operations stages. Unique characteristics of travel destination according to UNWTO (2011) and applied to marketing is fragmentation of supply and perishability, which means that tourism product is a combination of attractions, transport, accommodation, entertainment and other services which can not be stored. If the product was not demanded, the sales opportunity is lost.

5 basic elements of the tourism system by Leiper's (1979) are: Tourist generating region, Tourist destination region, Departing tourists, Returning tourists and transit route region. The operational context of the system includes political, economic, social, environmental, legal and technological environments in a broad area. Motives can be divided into push and pull factors compendium theory by Tolman (1959). Push factors are generic in nature, they

relate to the general needs of travelers and hence can be covered by the variety of destinations. Pull factors are those, which attracts tourist to a given destination by external forces.

Generating region is responsible for distribution, promotion, and product design. It determines the range of tourist products and the way how those products are presented to a public. With the increased sophistication of electronic technology large proportion of visitors researching and booking desired tourism products online. Despite this fact, the intermediary players still play an important role in destitution of tourism product. (UNWTO, 2011)

Basic tourism system

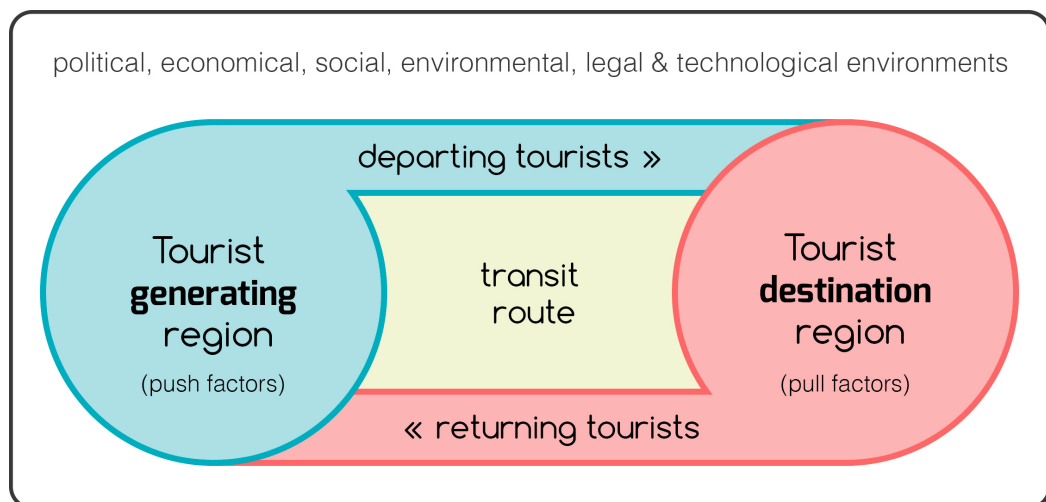


Figure 1.1. Leiper's model - Basic tourism system. Adopted from Leiper (1979)

Marketers should mind that each tourist is a set of expectations, and those expectations become memories through the experience. The image of the destination and pre-trip expectations is built in customers mind and accessed by experiences on the site. After the trip, the abundance of memories is left with some tangible materials, like photos or souvenirs. (UNWTO, 2011) Destination image is one key factor in terms of customers expectations. However, many DMO's seek to generate a positive image and may lead to the overestimated expectations in order to appeal the visitors. (Pizam, Oh, 2008) By giving accurate information and proper «bright» destination image to tourist on the planning stage, travelers get a better overall trip experience and higher satisfaction rates.

High consumer satisfaction generates word-of-mouth marketing and returns visits to the destination. C. Ryan, (1997, p. 43) write that more experienced tourists get more satisfaction than fewer experienced tourists and they differ by the quality of needs. Both are motivated by the same needs, but more experienced tourists have an ability to meet those needs. He said that «satisfaction is a congruence between expectation and perceived reality of needs», and that it can be affected by the personality of individual holiday-maker.

Decision-making process is what happens in a head of a traveler on a planning stage when choosing the destination. Decision-making process diagram by Ryan C (1997) shows the process and factors affecting it. It's mentioned that marketing plays one of the key roles in this process. Decision-making process of individual and group of people is different because of other social factors affecting choice. According to the Pizam and Oh (2008) groups decision-making is not easy because of personal contracts, conflicting values, expectations and preferences. Couples/families and group of friends are different segments with different behavioral patterns.



Figure 1.2 Decision making process. Adopted from Ryan C. (1997)

In order to understand the decision-making process more precisely and track roadmap to excellent traveller experience, customer journey map is used. This technique comes from UX analysis and shows key touch points of tourist with the services starting from a planning phase to memorizing the experience and possible repeat visits. (Isaacson, 2012) Each point is organized according to the consumer interaction. High-interaction means that more emphasis in marketing or CRM should be made. By adding satisfaction analysis to each point, flexible feedback system tool is developed, which allow to see weak points of overall travel experience.

Nevertheless Internet is full of different customer journey maps linked to tourism industry, such as airlines, hotels, museum and different tourism products, there were no full journey map for the destination. Of course journey map is individual for each traveler, however general touch point can be systemized. Figure 1.3 shows this process of customer who is not aware of the destination and looking for a holiday trip.

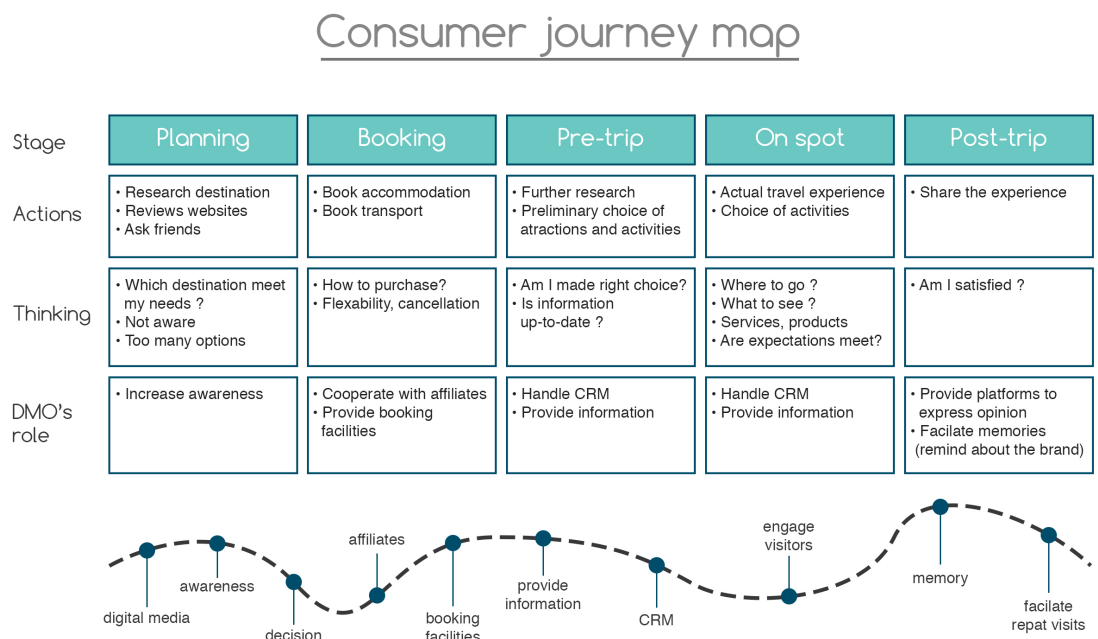


Figure 1.3 Consumer journey map

2 DIGITAL MARKETING

There is no universal definition of marketing because it is a 'smart' adaptive technology with a consumer-driven approach. Some definitions are based on what marketing do for the organization, others as a discipline in the philosophical point of view. General definitions have a converging idea that prioritize intangible values and benefits for the customers, rather than features and specifications. The organization role in marketing emphasized by managing this process to satisfy customers and get financial or social profits. (Dann & Dann, 2011)

Digital marketing can be defined as a marketing activities applied to digital environments, such as web, online services, smart phones and IPTV. Digital marketing is almost equivalent to E-marketing, online marketing and Internet marketing, but media professionals tend to use this term more frequently. (Chaffey, 2013) The most relevant scientific definition of this process is marketing over IP (MOIP), which means marketing mechanisms that require a connection to the global network (such as Internet) for strategy implementation. (Dann & Dann, 2011)

There are also discussions about reliability of frameworks for digital marketing in context service marketing. Although the internet changed the methodologies of marketing theories, the fundamental principles remain the same. People are using new technologies for the same old communications outcome. (Dann & Dann, 2011) Because of the hospitality industry and tourism are one of the most characteristic service industry sectors, traditional marketing principles redefine standard 4P model by adding people, processes and place in the service context. (Pizam, 2008; Parasuraman et al.,1991; Palmer, 2001) 7 P's model is more objective rather than traditional 4 P's model for the service marketing, but still this framework is criticized for not making emphasis on consumer and an unclear position of service. In order to solve this issue, Lauterborn (1993) suggest more consumer oriented framework of 4 C's - Consumer, Costs, Communication and Convenience. Others criticize 4 P's for its importance of factors distribution and claims that factors are not equally important in real life situation. (Chai, 2009).

This thesis is focused on promotional (communicational) part of the marketing mix, however for comprehensive destination promotion the understanding of initial mix components is required. UNWTO; ETC (2011) argue that «A destination cannot undertake marketing without featuring its products, and a destination’s products cannot become popular components of its tourism offering without being actively and creatively marketed». Such promotion can not be effective if communication is not integrated across channels and contradicts overall destination strategy, branding norms or simply destination human resources can not handle the consumer responses or core tourists needs. Because the services are intangible by nature, Dann & Dann, (2011) argue that traditional promotional mix contains six techniques designed to raise awareness and influence attitudes of company activities. Digital marketing is considered as 7th spot in the promotional mix.

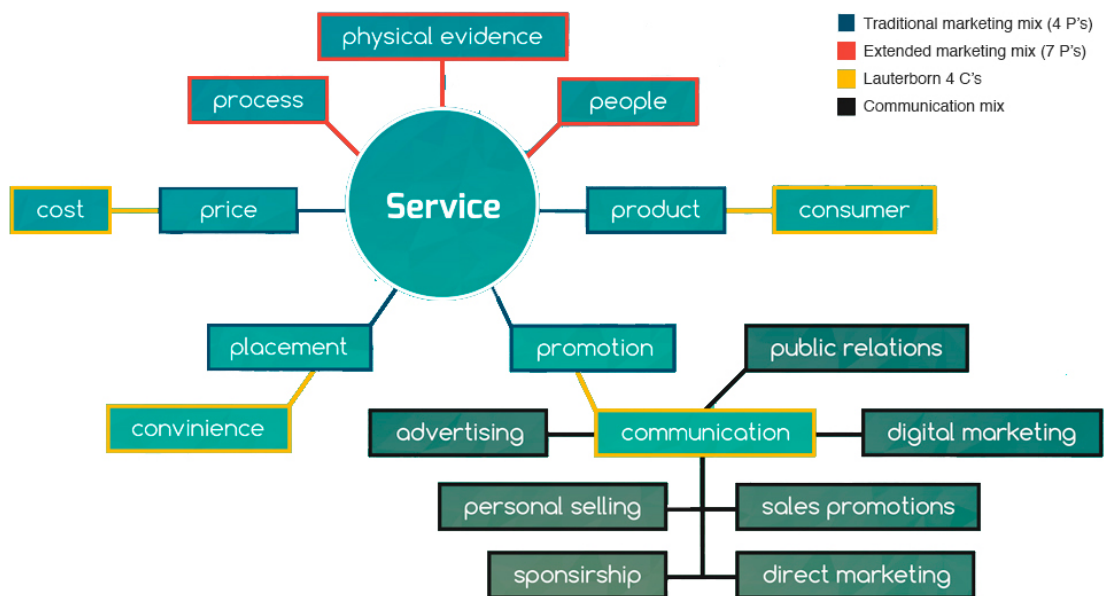


Figure 2.1. Service marketing mix. Adopted from MaGrath (1986), Lauterborn (1993) & Dann & Dann (2001)

2.1 Communication framework

Marketing involves three important steps of value operation. Value creation is technique of making service useful for customers involved in the process. The delivery of value is about making the value accessible and usable by the customer. The value exchange can include customer paid money for the organization as a result of gained services as well as their shared experiences in community. (Dann & Dann, 2011) Digital marketing is an affordable way to making company value accessible by increasing awareness through communicational mix. Furthermore, personalization of services also create value through the right combination of information proposal. Personalized relationships is a marketing technique which is also known as a one-to-one marketing. With a development of digital technologies, it is becoming more frequently used. It helps to identify micro market segments (niches) easily and accurately in order to communicate with the consumers more effectively. Personalization of services is also considered as an 8 P in Goldsmith (1999) work.

Advertising model AIDA (awareness, interest, desire, and action) created by Lewis (1899) describe the nature of successful advertising and relevant in today's marketing realities, but still it's criticized because customer's experience is not taken into account. Alternative model based on AIDA is experience framing which can be appropriate for describing how marketing communications shaping the experience. In this model, marketing communications are encoded into memory and customer combine the information with previous memories about destination. Customer makes a decision which leads to the forward frame of expectations and influence in focusing during the actual experience. The experience is coded into memory and this influence how sequent marketing communications are viewed. The process is continuous. (Pizam; Oh, 2008: 162)

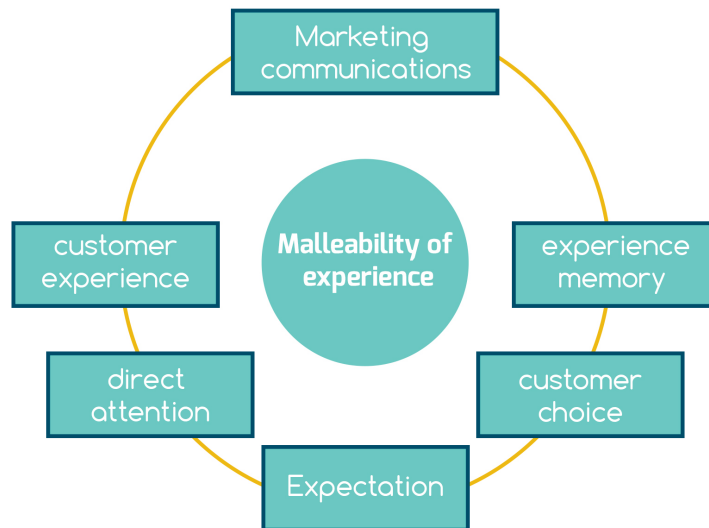


Figure 2.2 Malleability of experience. Adopted from Pizam; Oh (2008)

Belch and Belch, (2007) communication model provide the same point of view based on consumer experience and Encoding and Decoding of the message as well as a message channel. Decoding of message is the way how receiver will interpret the encoded message of the sender. Noise is processed that distract the flow of communication to the consumer. Feedback from consumer helps to improve the encoding of the message and better understood the decoding process, it can be measured by metrics and analysis as well as direct messages to the sender.

Communications model

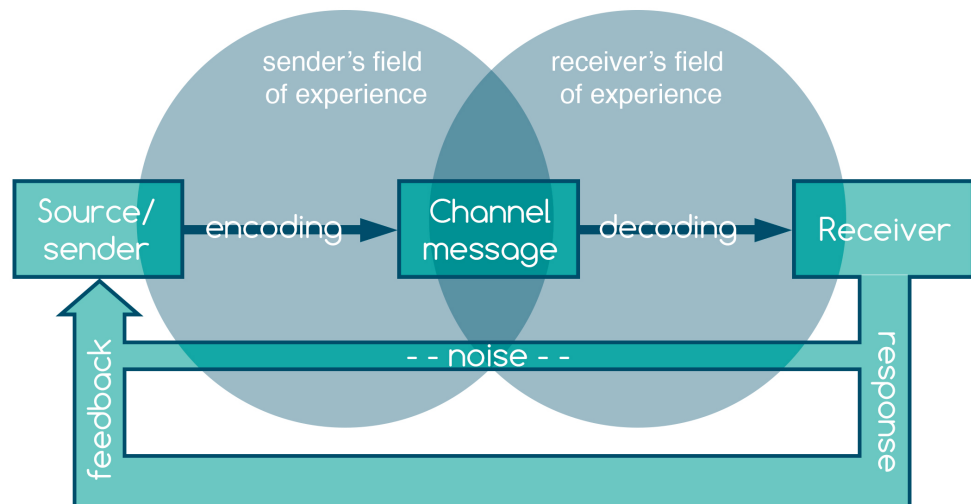


Figure 2.3 Communications model. Adopted from Belch and Belch, (2007)

Another AIDA based model is RACE (Reach-Act-Convert-Engage) which is the base for planning framework. It is adopted for the realities of digital marketing in order to have effective communications with target audience. Its strategy relies on consumers acquisition, segmentation, targeting, retention and conversion. (Chaffey; Bosomworth, 2015)

2.2 Digital-Marketing compering to traditional marketing

Digital marketing cover many common issues of traditional marketing and marketing toolkit, such as strategy, segmentation and market research. However, some specific aspects of the digital environment create a number of unique features. Digital marketing has clear benefits in most issues, but making the communication effective requires effort.

The key characteristics of digital marketing described by Dann and Dann, (2011) are:

- Interactivity allows customers to choose the information that interest their desire and give instant feedback. Also, customers have the capacity to generate infinite loops of cross-links, cross-references, and cyclical activity. Traditional marketing is not interactive, one way oriented and, therefore, send a single message to many recipients.
- Mass customization allows to produce personalized user experience. In the context of tourism services, it varies from simple content sorting abilities on the website to booking of tours or accommodation based on personal preferences. Targeting abilities and audience control is very flexible which allow to create personalized marketing companies by a huge variety of variables.
- Global access mans that content is available 24/7, from any location on the globe. Traditional marketing is limited by geography, operating hours, etc.
- Intangibility is a focus on intangible benefits which can not by physically experienced.
- Mobility is delivery of content anywhere, anytime through a variety of distribution channels, such as smartphones for example. Traditional marketing is limited by physical distribution channels.
- Volatility is both a perspective for fast development and challenge because the new technologies and tools are emerging from a year to year and adaptation abilities of marketers are needed in order to satisfy the needs. Traditional marketing is constant and changes are not made rapidly.

Digital-marketing means reduced costs and efficiency optimization for organization. This includes saving by moving from print to online materials, personal interactions with online service and reduced market research costs made by automatized software. (Dann; Dann, 2011; Goodman, 2004) Global access to consumers provided by Internet and combined with a micro-segmentation allow to reach niche markets and promote products effectively. Pizam; Oh, (2008) also share this opinion and argue that the best option for small DMO's is directly access potential and current customers using internet, without purchasing expensive advertising space in TV and press.

So-called performance marketing is an organization perspective on digital marketing analytics features, which allow to track the ROI very effectively, adjust marketing companies quickly, regulate costs on different channels and make decisions based on performance and measurements of gained value.

Despite the advantages of digital marketing, it is not cost neutral and there are several limitations which should be considered. Even if the costs for accessing the Internet is relatively low, implementation of the strategy have service costs, time of employees or training an extra staff, investment in knowledge and maintaining the communications with an number of stockholders. (Pizam; Oh, 2008) The benefits of marketing activity should be equaled with a set of costs or the rational purpose for getting involved should overweight the cost-benefit scenario. If the organization has not enough organizational capacity, doing digital marketing which doesn't meet the expectations of customers is worse than having no presence in the digital environment.(Dann; Dann, 2011) Some consumer segments can not be effectively reached by means of digital marketing, that's why the traditional and digital marketing should work together taking the advantages of both channels and engage consumers holistically. (Kates, 2013)

Market size of Digital advertising is growing the industry with yearly increased budgets. For example, USA market is estimated at \$42 billion with a compound annual growth rate of 16,4%. The most dynamically growing channels are mobile advertising with an half-year growth of 76 and social media marketing with a CARG of 54% (Silverman, 2013) Other studies claims about even bigger numbers around \$62 billion spend online, while traditional marketing is \$93.6 billion industry. (Dwoskin, 2013) In Finland, online advertising expendi-

ture is estimated as €237,6 million which are 19,7% market share of total advertising market. To compare with, journals and newspapers are 44% of the market. (Takala, 2014)

2.3 Digital marketing channels

Fundamental principle of destination development is to use various distribution channels to serve market preferences and stimulate a desire for purchasing of tourism product. (UN-WTO; ETC, 2011) Chaffey, D. (2013) identify 6 major groups of digital marketing which are search marketing, social media marketing, email marketing, interactive ads, online PR and online affiliate marketing. All those channels are aimed at the promotion of the website or social presence. Mobile marketing is fastest growing channel and already have a significant position which makes it 7th digital marketing channel group.

Choose from channels depends on communication objective and use of media format, such as text, graphics, video, audio, etc. Decision should be based on analysis of core services that this channel can serve. Typical consumer purchase journey researched by Tealeaf (2012): Sealey, (2013) claims that the website is still strongest channel in purchasing process with a huge gap among others. However, research was carried in 2012 and it today's realities the figures may be different. Furthermore, coherence of message is aimed at coordinated consumer engagement across channels. That's why organization can not rely only on one channel and multichannel marketing is the most common practice.

Email marketing is an affordable way to remind about the brand in a cost-efficient way. It is often used by e-commerce projects and combined with retargeting features to offer relevant product just at the right time. However, in case of digital tourism consumers do not always leave contact emails to service providers and make purchase in offline channels and partner online platforms, that's why email base is hard to collect be DMO's itself. Affiliate is a commission based type of marketing. It has benefits of low risks, but it is quite hard to find affiliates for small brands and require advanced monitoring systems, which are usually costly to establish. (Huberman, 2014)

Interactive ads or banner advertising was the most common way of paid advertisement not a long time ago. It has similarities with traditional offline advertising, but instead of billboards or print production the space on websites is used to place interactive advertisement which leads to the company's website. This channel has huge coverage, but low CTR, inability to target consumer groups inside one site in most cases. Generally such advertisements have no

value or not relevant for potential consumers. That's why it is used by huge brands to increase brand awareness through wide coverage.

This is focused on most common channels such as search engines, social media, and online PR which will be analyzed in separate chapters. SEM and SMM aimed to can solve complex objectives. Those, search engine have a trust to popular social media sites and promoting of social media community or a certain page in SERP can be effective to extend social media strategy to search engines. Another way to publication of the link in the content of social media publication will hold the SEM strategy by giving higher rankings because of the viral nature of social medias.

2.3.1 Search engine marketing

Search engine optimization (SEO) have a business-to-computer marketing nature. The aim of SEO marketing is the development the optimal mix of content and metadata to influence the search engine results page. Search engines have a huge variety of continuously changing ranking factors, which results in the position of certain web-resource in SERP. In marketing terms SEO is about developing the ultimate performance product which meets the varying needs of search engine 'black box' (Hoffman; Novak,1996)

Major search engines have a different ranking factors based on a set of factors which rate the website relevance to the user search query. Particularly, algorithms of Google and Yandex are different which result in different SERP by most queries. Yandex have around 800 ranging factors which can be categorized by content, meta tags, usability, links, hosting and behavioral groups of factors. Generally, SEO can be seen as inner and outer optimization.

Inner optimization is a set of actions to improve the website quality - work with content, metadata, structure, headings, code and usability. It is a time-consuming process requiring attention to details.

Yandex highly appreciate unique content on the pages, that is why content optimization is the most powerful tool in inner optimization. The most important aspect is uniqueness of content - the percentage of uniqueness should be at 95-100% level, which can be checked by online tools available for free. Therefore, no copy/pasted content can be published on optimized website. Because of different speed of new pages indexation on websites, the content can be considered as plagiarism if it was placed on another source before original page was indexed. To avoid this, Yandex have a special tool called «Original text's» aimed to protect authors of original content. The content should not be too long or too short (around 1500 symbols is optimal), the structure should be clear and logical, headings should point the subject of paragraphs.

Relevancy factors are determined by competent distribution of keywords of the page, use of headings in HTML tags (h1-h6), title tag and meta tags (keywords, description). professionals claim that the optimal proportion of keywords entries is 4% and density of all queries is

18%. Meta tags are important because search engines robots use in to determine keywords while analyzing the page. Title HTML tag is a visible part of page, which is also displayed in search engine results page, it should have keywords entries as well as correct value to be interesting for consumers and have to be no longer than 80 symbols. Description and keywords tags should be unique and contain keywords of the page. The recommended size is up to 200 symbols. Frequent mistake of website managers is the use of same meta tags of each page. (Ingate digital agency, 2014)

Usability factors are aimed at improving UX of the website. Fundamental principles rely on bounce rate, time spent on website and user behavior. Search engines are able to recognize if the user is interested in a content or if the content is not relevant. Another factor showing users interest is page views. Overall site quality and technical aspects also do count by search engines. Such aspects are clean and valid HTML code, hosting with high uptime and ping, proper vision in different browsers, encoding, status codes of pages (301, 404, 500, etc.), operation of broken links, robots.txt file and sitemap files. External links on the website are crucial in inner SEO because the link weight is transformed to external websites, therefore links can be tagged with rel=nofollow attributes.

Outer optimization includes actions for increasing the link mass (link factors). The basic principle is getting referenced by qualitative websites. The most common way to influence is increasing links mass by using paid links marketplaces, where thousands of websites are selling the right to rent the link space. Traditional services on Russian market are sape.ru, main-link.ru, linkfeed.ru, buypost.ru, trustlink.ru or aggregators such as seopult.ru. Alexander Sadvovsky, head of Yandex web search, officially states that link factor for commercial queries in Moscow for several thematics, such as tourism, is canceled. (Yandex.Webmaster, 2014) However, it doesn't mean complete rejection from links, only transmission to more natural, so-called white methods of optimizations or SEM with a more complex user-centric approach and orientation on behavioral, inner and social factors. (Atkins-Krüger, 2013). This methods are similar to online PR but have SEM nature. Heidari, (2014) argue that complete rejection from links factors are going along with an internet nature of hyperlinks and the quality of SERP can be lost if this factor will be totally canceled. Such the conclusion can be made that links recommendations from blogs and reliable website which are not suspended in selling links are still valid.

The process of SEO starts from compilation of semantic core - set of words, its morphological forms and phrases which most accurately describe the products and services. The promotional strategy and budget fully rely on well-made semantic core which allow reach high positions efficiently and attract traffic from the target audience. It's also used in PPC marketing by defining the search engine queries, where the advertisement will be shown. Yandex.Wordstat that is an official Yandex service, which allow to see the frequency, relevant morphology and similar queries which users address to search engine. The Seomonitor (<http://www.semonitor.ru>) or/and CS Yazzle (<http://www.yazzle.ru>) are used by professional Search engine optimizations as a tool for defining the competition on the queries.

When compiling a semantic core it's good to consider all relevant queries, which user would type in search engine if he is looking for the organization services / products.

The classification of search engine queries can be categorized by content:

- Informational - User is willing to get the concrete answer to his question to search engine. The queries may start from How?; Where?; Why?; etc. Also include reviews, because of searching for advice is required, such as «reviews of Wild Taiga».
- Navigational - user is looking for a specific website, where he can find out information about a certain activity. For example «Wild Taiga activities.»
- Transactional - queries which lead to concrete actions if the user find an information on the website. The example is «book hotel in kuhmo»

Frequency of queries depends on how many SERP was requested. It varies from high (10 000 times per month) to low frequency (1 000 times per month).

Competition is calculated as a budget needed to reach TOP positions in search engine. It depends on the websites, which are currently on the top places and their weight. The high-frequency queries may not be highly competitive, as well as low-frequency queries not always are low competitive.

Geography is separated by geo dependent and geo independent queries. The difference is that SERP is different for people from different regions. The geo dependent queries are

generally service related, for example for the query «travel agency Finland» it's logical that Moscow users most likely doesn't want to see the website of the agency located in Sant Petersburg, as well as another way around.

PPC or pay per click advertisement platforms also a part of SEM strategy. On the Russian market there are two leading platforms - Yandex.Direct and Google Adwords which allow to set rates for each website visits by relevant keywords from semantic core. In Yandex PPC advertisement are shown above the organic. Depending on competition, it can be up to 3 places which are called special placement. They generally have higher CTR and price. Others are located on the right hand side of organic search results, have lower CTR and lower price. PPC efficiency depend on well made semantic core and customized advertisement material.

Search engine ranking factors are changing dynamically, but they always tend to overall qualitative SERP. Therefore, SEM task is to focus on providing relevant services and content for consumers rather than trying to cheat with search engine or allocate bigger budgets.

2.3.2 Social media marketing

Key elements of SMM are content, users and communication technologies. It's focused on user-generated content and conversational communities. Social medias also relevant to the tourism industry as «information-intensive industry». Tourism experience is intangible and it can not be evaluated prior to the actual experience, but travelers can rely on others experience to assist planning the process. (Hays S., Page S. J. & Buhalis D., 2012)

One-to-many-to-one communications or Hypermedia Computer-Mediated Environment model introduced by Hoffman and Novak's (1996) demonstrating the abilities of interactive environment such as social medias and describe the way how customer interact with an company through mediated communications by publishing content to a public sphere and making it accessible to others. Traditional mass media communication model is based on one-way spread of the message to consumers.(Hoffman, Novak, 1996)

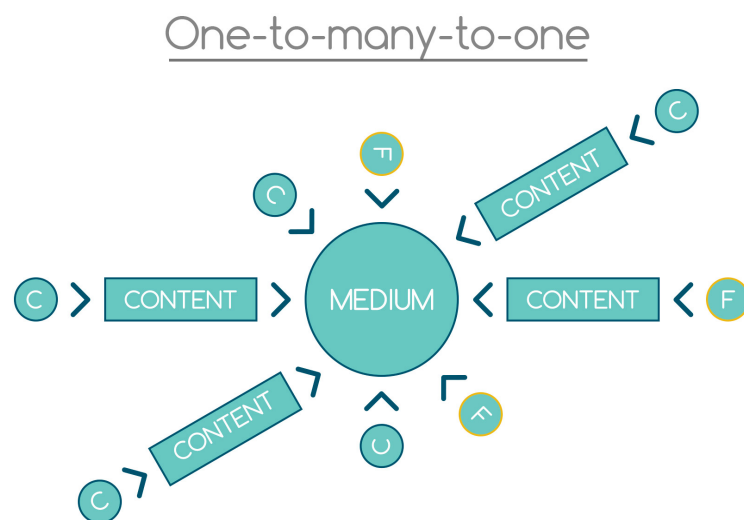


Figure 2.4. Marketing Communications in a HCME. Adopted from Hoffman, Novak, (1996)

Social media is a powerful emerging tool in marketers arsenal which is based on personal interactions and respond to the consumer needs. Presence in social media should be concerned as a value adding service rather than advertising platform. Social medias are not fast, cheap and easy to market, but it allows to create competitive advantage and humanize the brand. Consumers are engaged through entertainment and able to express opinion. It's a long-term process of creation community environment oriented for the long-term strengths. Followers will be interested only if they are getting the value back.

In contrast to traditional media, online communities need different messaging to relate, engage and identify because people in the digital environment become advertising blind and skeptical about traditional marketers effort. (Evans, 2010) Communication should be consistent and united under one strategy, but adopted for the digital environment and consumers behavior. This means that marketing should be consumer centric, for example by putting effort of content which have high engagement rates rather than relying on what social media manager think is good for auditory. Hence, manipulation with audience and writing fake reviews is a bad idea because if the organization will be suspended in such, the reputation will be lost and any further actions will not be considered positively.

Core of in social medias is sharing with friends. People want to share their experience and knowledge's with community. UNWTO; ETC, (2011) argue that people who have been visited destination becomes an active part of promotional activities through word-of-mouth for more visitors and more repeat visitors. Universal usage of internet and social media networks makes the spread of communications even wider and immediate. Marketers should not only publish the content and have one-way communication. Community will be engaged more if administrator of the community brand is acting like a member of the community, answering to comments and share the information. Asking and listening the audience is the key to success in social medias. The questions may be related to reasons for joining community, what does target brand mean for them as well as personal questions to understand audience preferences. Publishing the same content that users can find on the website doesn't make social media strategy successful, because consumers want to be in community because of unique knowledge and content that the organization can generate. (Evans, 2010)

Significant growth of social medias leads to the development of advanced marketing tools such as targeting - advertising mechanism, which allow to distinguish auditory which matching certain criteria and show advertisement to this group. Retargeting is step forward it targeting the audience, it's technology is based on the principle of showing more relevant advertisement to. The simplest application of retargeting is showing the advertisement only to those, who have been visited organization website and, therefore, maximizing ROI. The consumer rarely purchase product or service from the first visit to the website. While browsing the company website, consumer cookie files are recorded for targeting again and again which leads to increase of conversion. (Huberman, 2014)

Choice of social media platform is based on pre-research and monitoring of conversations about the brand within different resources. Even if the marketers feel comfortable in some social media resource, the target audience might be located at another platform.

2.3.3 Online PR

Online PR is a form of marketing communications which which effectively attract attention to the brand. It can be defined as «Using media press to carry positive stories about your product features and cultivating a relationship with press representatives» (Entrepreneur journal, 2014) By that best practices shown cooperation in blogosphere and digital media, such as online journals, news sites and interested communities.

Online PR in digital tourism include cooperation with opinion leaders. Those media persons have an wide audience coverage and ability to make buzz about the brand. Higher interactions in publications are dedicated by targeting on category of interests. Building relations with opinion leader is giving the benefit of sharing the experience, personal recommendations and spreading press-releases to potential consumers. Online PR is correlated with SEO and SMM strategy making them more coherent and therefore effective. The communication with public usually based on mutual benefits. Organization gets an website visits and new members in social media communities.

Livejournal is a leading blogging platform in Russia which create discussions about brand by making just publications, interviews and author opinion. Preferable accent should be made on communication without making payed publications.

3 DIGITAL MEDIA USE IN RUSSIA

This chapter does not aim for calculation of the potential market size or market share. Berry (2013) mentioned that it is quite relative and definitions are fluid. However, this chapter provides an overview of number of Internet users in Russia, their use of social media and other relevant information. The information is provided to see the dynamics of development of Internet users in Russia generally and estimate different digital marketing channels.

According to the figures provided by InternetWorldStats (2014) number of Internet users worldwide is accounted up to 2,8 milliards, which is a 39% penetration rate worldwide. It means that more than third of the population are using Internet nowadays. The growing tendency increase from a year to year on every continent. European average penetration rate is 68,6% and 76,5% in EU. The relation between Internet penetration and county GDP per person seems to have a direct influence. Countries where the service sector has primarily placed in GDP, generally have a higher indicators on the use of the Internet. As a demonstration of this idea, Finland have 4,8 millions of Internet users and penetration level is 91,5%, which is one of highest in the EU. Social media play's an important role in Finland's digital environment - 43,4% of Finland's population are using Facebook. (IBRD, 2014; Internetwoldstats, 2014)

Considering Russian market and applying benefits of digital market accessibility the consideration can be made that marketing in the Russian language has an indirect influence on other potential markets. Such, Russian language have official status in Belarus, Kazakhstan, Kyrgyzstan and Tajikistan. This potentially broadens the market for 38 millions of people. Also, Russian language has significant presence in such countries as Ukraine, Estonia, Latvia, Lithuania, Uzbekistan, Moldova, Abkhazia, Georgia, Armenia, etc.

The estimated population in Russia is 142 millions of people, 87.5 million are using Internet, which is 61,4% penetration rate. (Internetwoldstats, 2014). TNS Web Index, (2014) claims that monthly audience of the Russian Internet is 65,3 million, more than 90% use social media networks. The most popular resource available in figure 3.1

Resource	Daily avg.*	Weekly avg.*	Monthly avg.*
Yandex (31 projects)	28 643	46 817	57 698
VK	24 225	39 345	51 999
mail.ru (28 projects)	24 213	44 226	57 814
Odnoklassniki	16 264	28 320	39 113
Google	13 126	30 183	46 014
Youtube	9 945	26 808	43 312
Facebook	3 736	11 398	22 325
Rambler	3 269	7 267	12 757
Instagram	1 719	5 436	n/a
Twitter	1 575	n/a	n/a

Figure 3.1 Top resources. Source: TNS Web Index (Sept, 2014) * multiplied by 1000

Resources	Monthly avg*	Penetration rate	Average pageviews
Mail_ru	57 814	54.8%	265.1
Yandex	57 698	54.7%	257.6
VK	51 999	49,3 %	1 456
Google	46 014	43.6%	234.8
Youtube	43 312	41 %	145.6
Odnoklassniki	39 113	37.1%	347.2
Moi mir	22 612	21.4%	73.3
Rambler	12 757	12.1%	96.7

Figure 3.2 Top resources. Source: TNS Web Index (Sept, 2014) * multiplied by 1000

Visitors statistics showing that the majority of the Internet users in Russia use social media websites and major search engines. Figure 3.2 provide information about page views of certain resource. V Kontakte have page views, which means that on the average user of VK visits 50 pages daily. (Appendix 2)

Most of e-commerce and online travel websites are for browsing and researching the travel destination. When it comes to preferred methods of inspiration, the personal recommendations are far away (59%) for web searches (37%) (GMI: UNWTO,2009)

3.1 Social medias

Social medias play an important role in life of Russians. It is the first country all over the world by the time spending in social medias, which accounts for 46% of total time spend on Internet. (TNS Web Index, 2014) Public Opinion Fund (2014) research claims that 40% of social media users visits is frequent but doesn't long, such 10% respondents are online almost all the time, 17% visit rarely but spend a lot of time there, while 31% said rarely visits and with short time. Study of Bashar, Ahmad & Wasiq (2012) showed that 36% always consider social networks in buying decisions.

Figure 3.3 demonstrate most popular social medias in Russia by the monthly audience coverage. The most active users of social media are people aged 25-34, which is accounted up to 27% of total users.

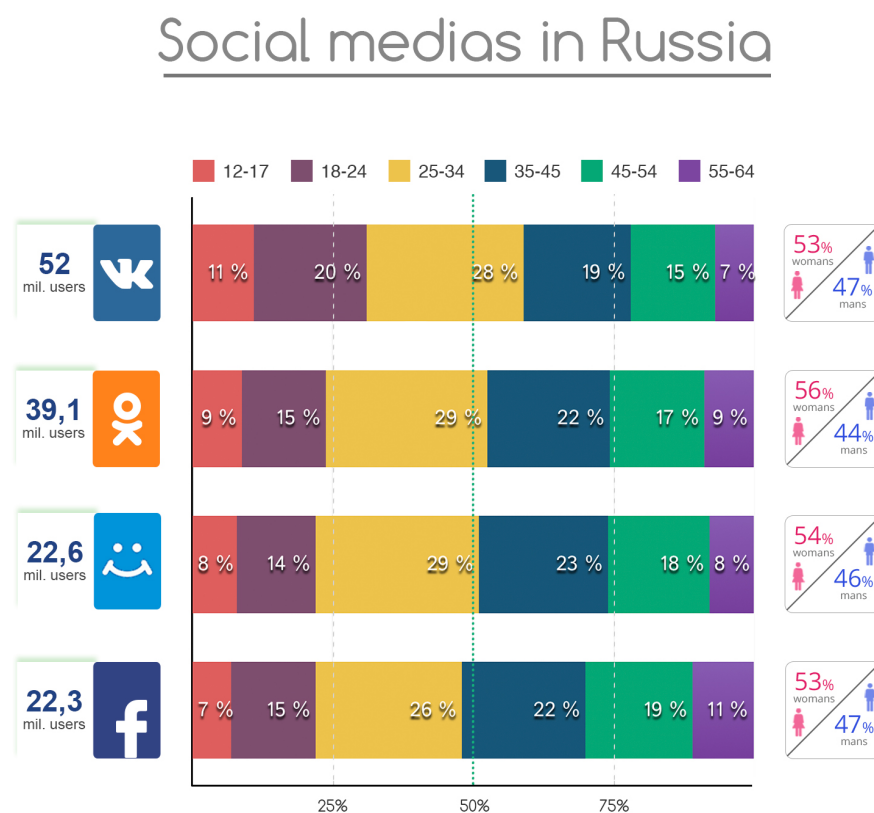


Figure 3.3. Social medias in Russia. Source: TNS Web Index (2014)

3.1.1 Facebook vs. VK

Each social media have a dominating target auditory. Facebook is centered in huge cities and has high percentage of mobile devices. VK is full coverage of Russia and dominates in millennials. Odnoklassniki has higher penetration in regions and dominates in females. Preliminary research and testing are required for better-covering auditory needs.

(Ingate digital agency, 2015) Because of VK potential coverage and Facebook have more percentage of matching segments those two popular social medias have to be compared to make effective decision.

Communication is major engagement factor in social media site. VK is leading Facebook by 5x times greater average page views and higher engagement. Public Opinion Fund, (2014) states that average user has 82% of the time communicating with friends, 55% for reading news and 20% for communities of interest. VK is the most popular social media in Russia, which was opened in November 2006 and positioned as a network for students. Nowadays it's auditory presented by various social groups with peak popularity amount youngsters under 24 years old. Facebook is world biggest social media differs and difference by more aged auditory on Russian market.

Facebook have an engineering feature of custom mechanic of forming newsfeed. It promote publications with higher engagement and and decrease visibility of low engaged publication. Targeting advertising platform cover this issue well. Pages which was followed by your friend is also affecting newsfeed in Facebook. VK news feed generates by the chronological order of publications and advertisement occur only the community is payed post market-place connected. Considerations on coverage is made that VK newsfeed is more overloaded with the noisy information per visitor. Some communities publish publications every 5-10 minutes in VK, while Facebook stays more clean and partly based on friends behavior. New community in Facebook is hard to promote without major budget.

Facebook on Russian market is for major brand communities, VK have more entertaining role, 2x times bigger daily active users and lower budget for promotion. For Wild Taiga it's recommended to test community in VK because of Facebook presence in English and higher expected engagement.

3.2 Trends in digital tourism

Internet penetration and online services development enables to use direct communication with consumer, instant booking and e-payments (Dixit, 2006). From the DMO's perspective, it means potential for moving from B2B towards B2C segment as well as new challenges caused by decentralization of supply. Emerging projects, such as Booking, Hotels.com, Expedia, etc. are developing the industry by making tourism product even more accessible, providing almost perfect marketplace by great variety of offers and cut the marketing costs for small companies in return of margin of sale. From the other hand, it leads to lost of organizations identity. For the majority of aggregators users, only product features and prices do meter. Further decentralization of supply leads to emerging project of shared economy, such as Airbnb, Blablacar where tourism product is offered by individuals in contrast to organizations supply.

«Over the passage of time, Tourism is becoming lucrative but also highly competitive business for tourism destinations across the world.» (Dixit, 2006) Nowadays not only accommodation and transportation sectors are highly competitive in digital presence, but also activities sector. New projects such as Peek.com allow to book activities, tours and guided programs in major destinations. Other projects such as Getyourguide.com allows to find local guides, which are mostly individuals living in a location and not employed by the tourism sector. Certainly, with a couple of years period it will be possible to book great diversity of tourism products using digital technologies from both individuals and tourism companies. Traditional travel agents and intermediaries may become meaningless from the consumers perspective or most likely they will adopt to the changing market.

According to the UNWTO; ETC (2009) survey, majority of Russian travelers (74%) booked a tour to Europe by visiting the travel agency office. Only 14% booked their trips using service provider (through the website, phone or email). The preferences are different when considering means of looking for the information about travel. People mostly prefer using internet, friends recommendations and travel agencies expertise. Considering internet, people prefer to find websites, that allow them to book a tour or components of the tour, general information sites are not very interesting to them. Preferably the website should be in Russian language and with practical information about taking holiday (for example opening

hours, prices of certain goods, activities opportunities, etc.), which usually not available in travel agencies.

Russian Association for Electronic Communications (RAEC): Sokolov (2015) claims that total online travel market in 2014 is estimated at 282 billion rubles which are 45% value growth. Previous year growth was accounted for 27%. Biletix and Anywayanyday CEO's (popular airline aggregators) are converge in opinion that due to the hard times for the Russian outbound tourism and orientation for domestic tourism in 2015, the annual migration rate of users from offline to online will be around 10-15%. RBC.Market Research (2015) claims that biggest segments by the value of online travel in decreasing order are airline tickets, hotels, and package tours. In 2014 online payments in accommodation the sector has grown by 31% in value, but this is partly because of average price of booking abroad increased significantly in rubles. Value of the package tours market decreased from 31,7 to 28,4 billion rubles. 80-90% of tours are searched and booked online, but payments are done by tour operators and travel agent offices. Prerequisites for this is a lack of trust to pay online and undevelopment of tour operators websites. «Further development prognosis are hard to maintain because of unstable economic situation».

4 WILD TAIGA

Wild Taiga is a marketing association of 55 tourism companies in eastern Kainuu region, the Kuhmo-Suomussalmi area. It's objective is tourism product development through cooperation development between the member companies and tourism products co-marketing. The financing includes Kuhmo and Suomussalmi governmental funding, as well as members joint funding.

Tourism companies of the association offer a versatile range of tourism services and products, including hotels, cottages, restaurants and program services companies. The main attractions of the region are the nature-based activities, wildlife watching, cultural events, music festival and Kalevala spirit. Wild Taiga policy of sustainable development and nature preservation do not assume becoming mass-tourism destination exhaustion of resources management caused by the tourist flows.

Starting point in marketing of tourism destination is a product research. It is required to understand destination capabilities, point of interests and USP in order to market them effectively. This chapter gives an overview of Wild Taiga infrastructure, tourism services of it's members, market share, visitors statistics of the region, current marketing initiatives and brand awareness analysis. Various characteristics will structure the destination place on the market.

4.1 Organization analysis

Strategic approach to development of Wild Taiga region is attracting the tourists in a sustainable manner through natural, historical and cultural resources. (Wild Taiga, 2014) Term «wildlife tourism» usually implied for non-domesticated animals or plants observations in their natural environment by humans in contexts of tourism. It is based on sustainable tourism principles and have elements of adventurous tourism (tourism in environment with emphasis on activity) and ecotourism (tourism for the environment, educative and nature-supporting). (Newsome, Dowling, & Moore, 2005) Sustainable development of tourism business is one of the priority goals according to the MEK development policy and demand for ecosystem services is expected to be increased. (MEK, 2011)

Wild Taiga has a potential for development, based on UNWTO (2011) qualities for successful destination - good accessibility, things to see and things to do. There are several strong USP among accusation members. Previous research conducted by of 22 wildlife tourism operators indicate Kuhmo, Suomosalmi and Kuusamo as leading municipalities in brown bear and wolverine wildlife watching programs (Jārviluoma, 2012)

There are 7 wildlife companies, where consumers can experience wildlife watching for such animals as bear, lynx, wolf, different species of rare birds and other specialties. Some companies offer husky and deer safaris, as well as a variety of nature-based tourism programs. Cultural attractions are diverse and definitely interesting from cultural tourism perspective. Kuhmo already famous for its annual Chamber music festival and Kalevala village, Suomussalmi is famous for «Silent people» and Raatteen Port attractions. Several museums, including Winter War museum, «Retikka» theater and Somello music festival support the variety of cultural activities. Awareness of some attractions is low, which means potential opportunities for increase in tourism flows.

Accommodation facilities of Wild Taiga members include 10 companies. Approximate number of bed places is around 535, which means potential capacity of 16 000 tourists monthly. (Appendix 1) There are good dining facilities in restaurant Kultaiseen Kukkoon and Kaesan and Kotileipomo bakery, as well as restaurants in hotels and some cottage complexes. Those units prove national cuisine which can be attractive for tourists.

SWOT analysis in relation to the Russian market is a strategic planning method to present market competitive position and opportunities, as well as weaknesses and threats.

<p>Strengths (advantage over other destinations)</p> <ul style="list-style-type: none"> - Unique wildlife services - Competent nature based activities - Cultural events - Kalevala brand 	<p>Weaknesses (disadvantage relative to others)</p> <ul style="list-style-type: none"> - Limited free-time activities - Members website usability
<p>Opportunities (chances to achieve significant growth)</p> <ul style="list-style-type: none"> - Low awareness - Lack of marketing in Russian language 	<p>Threats (market environment that could cause trouble)</p> <ul style="list-style-type: none"> - Political factors - Local economical crisis of ruble

Figure 4.1. Wild Taiga SWOT analysis.

One of the main threats is unstable ruble exchange rate and decrease of purchasing power of Russian tourists in euros. Rate for 08.01.2015 is 66.2 rubles for 1 euro, which is 42% higher than 1 year ago. (Moscow Stock Exchange, 2015) According to the forecast, for the end of 2014 season, Finland lost around 20-30% of international arrivals from Russia. Despite this, the promotional activities of Finnish tourism board (MEK) in 2015 continues with a budget of 600 thousand euros. (Russian Tour operator association, 2014)

Butler (1980) tourism area life cycle model illustrate and evolution of popularity in tourism area. TALC analysis helps to identify the place of destination in development cycle and prognoses future scenarios. It starts from the exploration phase, when the destination is used by the local population and only a few tourists come there. Positive feedbacks through word-of-mouth and features of travel media lead to the development phase - increase of tourist flows. As a destination prospers, it lead to overcrowding of main sites and destination move towards stagnation phase. Further scenarios depend on the actions of strategic planning: destination needs development of new attractions, capacity development, and accessibility improvements in order to reach rejuvenation stage, otherwise destination moves to decline. Previous researchers also argue model is missing re-orientation phase, which is char-

acterized by small decline (Agarwal 2006: Butler, 2011) The consideration is made that Wild Taiga is on the development phase, because visitor numbers are not high, occupancy is medium-sized and governmental investments in development of the area are made.

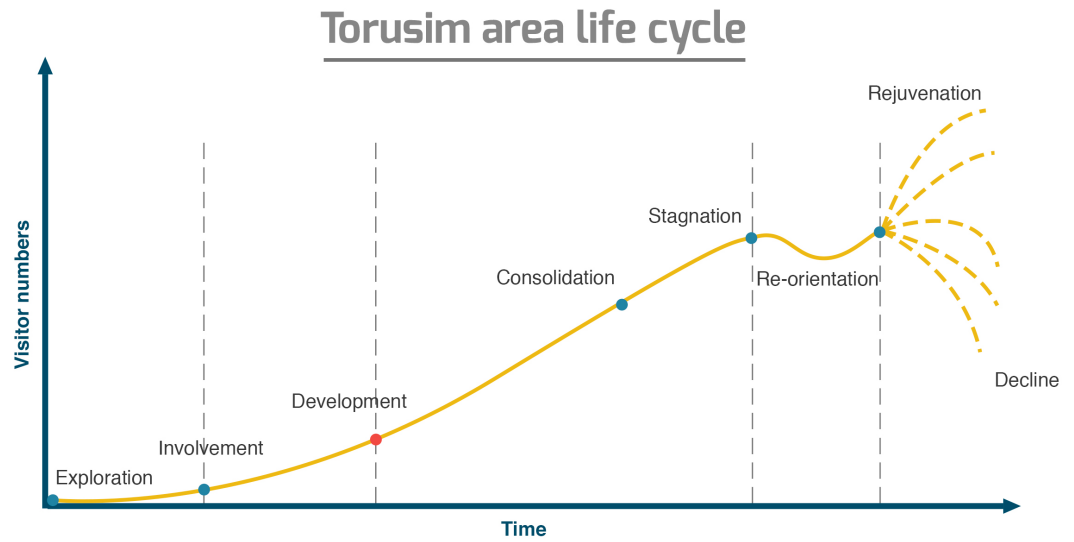


Figure 4.2. TALC model. Adopted from Agarwal (2006). Based on Butler (1980)

Four abilities matrix developed by Kotler, Hamlin, Rein & Haider (2002) identify four basic marketing environments, depending on variables of strategic and implementation abilities. It shows the place of destination in the context of abilities for development. Frustrators possessed strategic thinking, but not necessarily implementation skills. The gamblers success comes only occasionally from luck and hard work, targeted marketing campaigns are made rarely because strategic targeting has not been made. Expanders are destinations with both developed dimensions, industry leaders support long-term strategies and encourage appropriate sub-strategies and action plans.

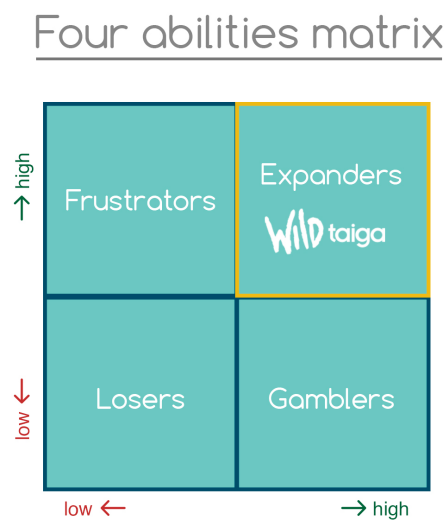


Figure 4.3. Four abilities matrix. Adopted from Kotler, Hamlin, Rein & Haider (2002)

4.2 Tourism statistics

According to the Statistics Finland (2014) figures, number of tourists in the Kuhmo and Suomussalmi regions for 3 quarters (Jan-Sept) in 2014 compose 55 100 overnight stays. Share of foreigners is about 1/4 which are 13 400 overnight stays in absolute numbers. The growth for the same period of last year was 19%. Main international markets are France (4 999), Russia (1805), Germany (1616). The average length of stay is 2 days overall. Predictably, domestic average is 1,9 and foreign is 2,5.

Comparing to other popular Finnish destinations, the market share is quite low. In Kainuu region, around 70% of accommodation overnight stays market share is allocated to Sotkamo municipality with a Vuokatti as a main attraction. Suomussalmi market share is around 4,5%, Kuhmo has only 2,5%. Total Wild Taiga region market share in Kainuu region is around 7%. (Kajaanin ammattikorkeakoulu, 2014: Statistics Finland)

According to the capacity analysis of Wild Taiga partner organization in chapter 2.1, the accommodation sector has an average occupancy rate of around 38%. This number do not take into account non-member facilities. The potential for the development of the region is supported by unemployed residents, accounted up to 4 700 of people which potential can be trained for working in tourism area. (Kajaanin ammattikorkeakoulu, 2014: Statistics Finland)

Wildlife programs are highly attractive to professional and amateur photographers. The typical clients are foreigners (63%) from England or Germany, and more than half (57%) of them are amateur or professional photographers. (Järviluoma, 2012)

4.3 Situational analysis

4.3.1 Marketing activities

Previous research about Wild Taiga in English was made by Petrova N. (2013) who researched the development of cross-border collaboration and internet marketing problems of ENPI Karelia members. Review on Wild Taiga organizational structure and usability of the website was positive. Tourism clusters also encouraged by MEK policy. This is beneficial for the consumer looking for tourism services about Kainuu region tourism information.

Wild Taiga has a well-established network of more than 140 partner tour operators the cooperation all over the world, which as a good indicator of traditional marketing. Digital initiatives include recently updated website with an improved usability, responsive web-design and sense of good user experience. Website moved from informational structure to communicative by adding the opportunities to see the prices and make reservations straight from the website. Old navigation which was separated into categories of nature and culture activities are now integrated into solid style which makes it easy to navigate. The international versions of the website are available on English, another foreign language in the development stage.

Wild Taiga has good attendance in social media. Facebook community has almost 10 000 subscribers and good engagement indicators. The publications are made quite often in qualitative manner. There are motivational and informational style of posts which are supported by professional photos made in the region. Publications are copyrighted or reposted from member organizations. Youtube profile has 11 videos in Finnish language, the latest video uploaded 2 years ago. Pinterest profile looks like the new initiative of the organization and currently is filling with information. There is also a Flickr account, which is not mentioned on the website, but provide 255 qualitative photos.

The website already has a certain level of trust in search engines. Current Yandex thematic citation index (CY) is 10, Google PR for the main page is 4. There are 712 pages indexed by

Google and 83 pages indexed by Yandex. 63 websites and 316 pages backlinks to Wild Taiga website. No sanctions and domain gluing are detected.(SEOGadget; PR-CY; Linkpad, 2015)

4.3.2 Foreign markets

Russian market is the main international tourism market for the Finland and Kainuu region both in terms of volume and economic value. The number of Outbound trips made by Russians to Finland in 2013 was 5,5 million. The share of leisure trips is less than one-fifth, but still the numbers are significant, accounted for 0,9 million tourists. In 2012, there were 5,1 millions of outbound trips and only 0,5 millions of leisure trips. (Federal Tourism Agency, 2013)

UNWTO and ETC (2009) research showed that younger Russians are generally good at English skills, but the older ones are having problems communicating in English, mostly because learning of foreign languages was not encouraged under the Soviet regime. That's why the most travelers are happy to have an hard-copy or online materials in their own language. This is a strong prerequisite for having marketing materials in the Russian language in the digital environment and good accessibility of Information on the destination travel websites.

Wild Taiga informational support in Russian language is provided by brochures in Russian, but the web site is currently provided only English and German as foreign languages alternatives. Also, less than half of websites of Wild Taiga members are localized to Russian language, which means that those websites have to be done also in Russian if targeting this market.

5 RESEARCH

Research is a must have part of any marketing plan and its purpose is to answer the questions mentioned in chapter 1.1. It was conducted in order to analyze preferences of concerned target group, prove concepts mentioned above and adjust marketing strategy. Preferred digital marketing channels, their effectiveness and customers expectations on marketing initiatives of DMO are the main problems of research.

5.1 Methodology

Quantitative research was chosen as a way of statistical interpretation of researched problems. The reasons why it was preferred to qualitative research are ease of operation, higher auditory sampling abilities, cost efficiency and sufficient interpretation possibilities for information interpretation. Moreover, quantitative research is considered to be more context-free and objective rather than qualitative. It used the deductive approach in order to test the theory and generalize the measurement. (Zeinab, 2012)

Singh, (2011) argue that innovative design and personalization is key strategies in web surveys quality and reliability improvements. The survey was done on paid «Anketolog.ru» survey platform, which allow to create customized surveys with a functional and good looking interface. 22 survey questions and 5 personal information fields (appendix 3) was organized in comprehensive and structured way by 4 steps, so people was not demotivated by a huge amount of questions. This is also proven by 90% conversion rate of the survey. Intro text allowed to get into the survey more accurate and was addressed in a personal way. After the survey submission, a thanks message was shown and the person was redirected back to the website which he comes from.

Survey awareness was reached by promotional publication in Vuokatti VK community. Vuokatti has several companies which are the members of Wild Taiga network, which means that survey was done within the target audience and most experienced travelers. Community has over 5 700 active members and some participants was already aware of the Wild Taiga brand. The publication was attached to the header of community for the period of the survey in order to attract extra attention. All responses get by behalf of users and no additional motivation was required.

For the implementation of the marketing plan, some personal information was collected. That information was not required to be filled and noted as «I allow to receive emails» and «I allow to be invited into social media community». Those people are expected to be first ones for the forming base of Wild Taiga community.

The limitations of the research are that it was conducted in VK presence and therefore questions on participants use of social media might have higher indicators rather if it would be conducted through other source.

5.2 Research results and analysis

Procession of the results was done in «anketolog ru» online survey platform. 165 responses were received during 17.11. - 02.12.2014. Average time of completion was 6 minutes. According to the professionals in research industry, operation of sociological research and statistical data which is influenced by the volume of correspondences. (TNS Web Index, 2014) Therefore, bigger volumes mean more precise outcome. Accuracy rate calculated as the difference of practical and research data. The results can be considered to be reliable with an accuracy rate of at least 95% (Selin, 1999)

Also 130 email addresses and 81 social media profiles (mostly VK), was collected with a permission for sending invitation into social media community. Those information was provided by participants voluntarily and, therefore, can be used in marketing activities for Wild Taiga. The procession of the results should be finished on 10.12.2014.

According to the results overall segment major trends are seen. Such travelers want to have leisure weekend which last 3-7 days or 1-2 weeks. (Figure 5.1, Figure 5.2).

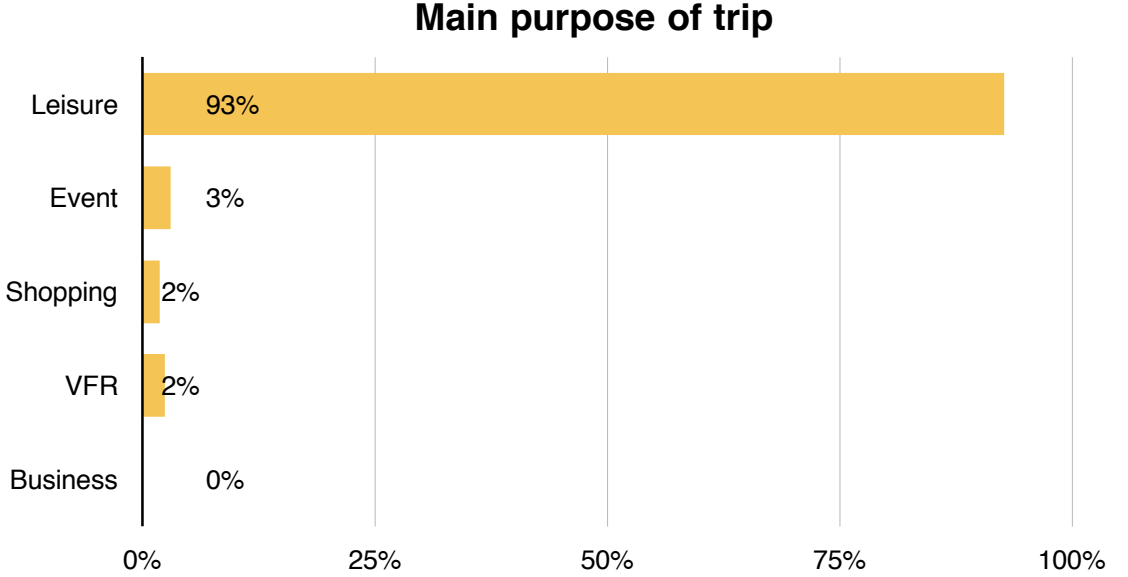


Figure 5.1. Main purpose of trip (n=165)

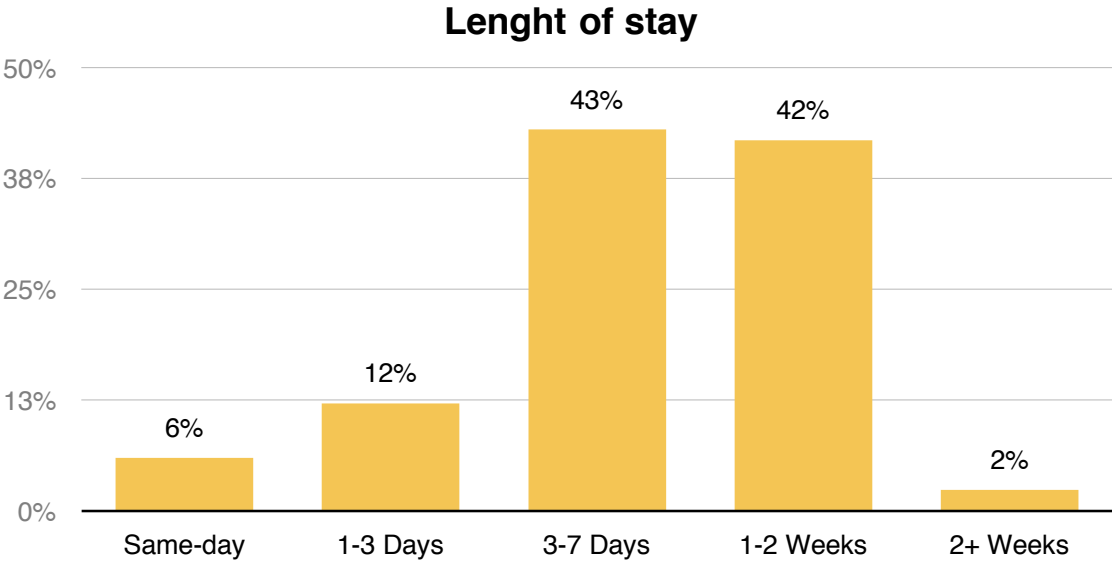


Figure 5.2. Length of stay (n=165)

Researched market prefers traveling in pairs or with family. Only quarter has groups from 5 persons. (Figure 5.3) Accommodation type preferences are hotel (58%) and cottages (28%). (Figure 5.4)

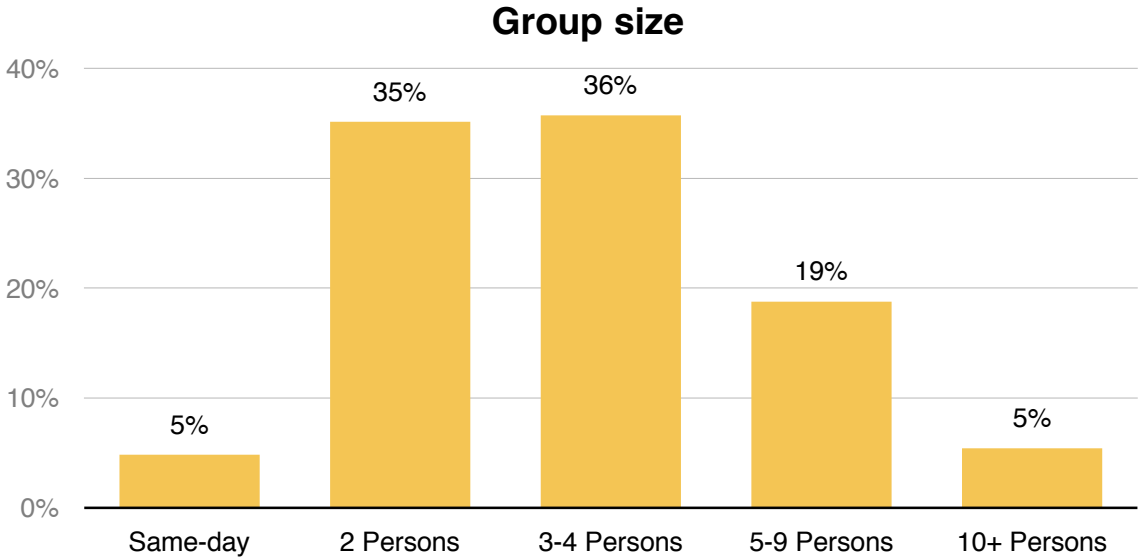


Figure 5.3. Group size (n=165)

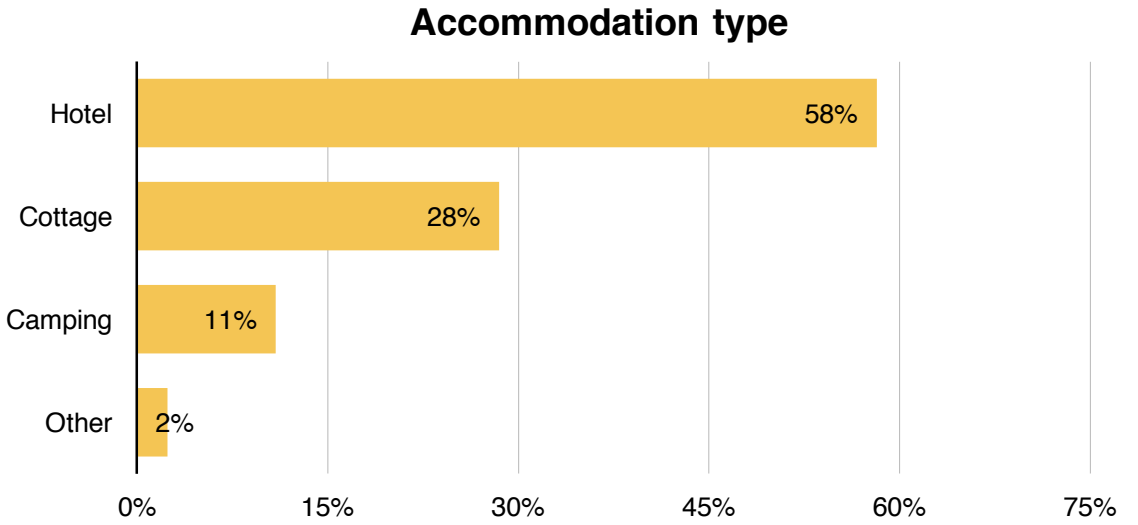


Figure 5.4. Accommodation type (n=165)

Most important in decision-making are Wildlife and nature, comfortable accommodation, tourism programs and price level. Neutral factors are restaurants, public transport, and Russian-speaking personal. Closeness to the border is and re minor decision-making factor.

(Figure 5.5)

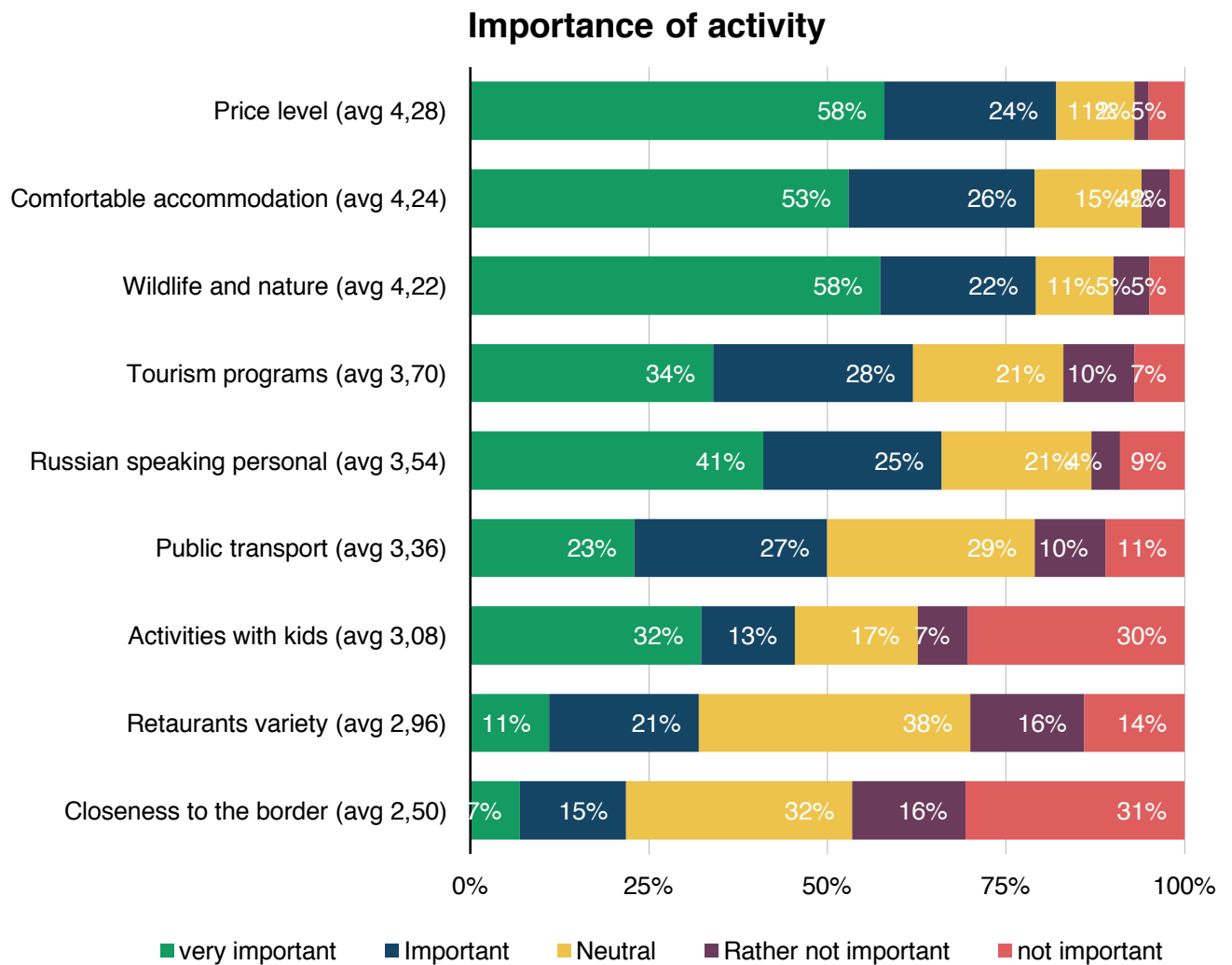


Figure 5.5. Importance of activity (n=165)

Planning usually starts from 1 to 3 months before going. (Figure 5.6) Travelers tend to consider many different information sources, such search engines, reviews websites and travel agent. (Figure 5.7)

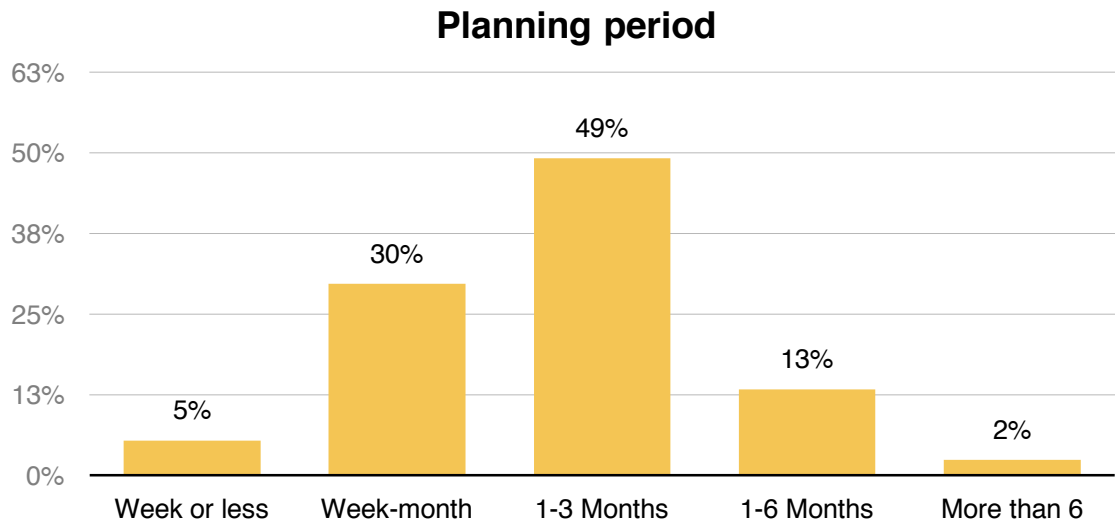


Figure 5.6. Planning period (n=165)

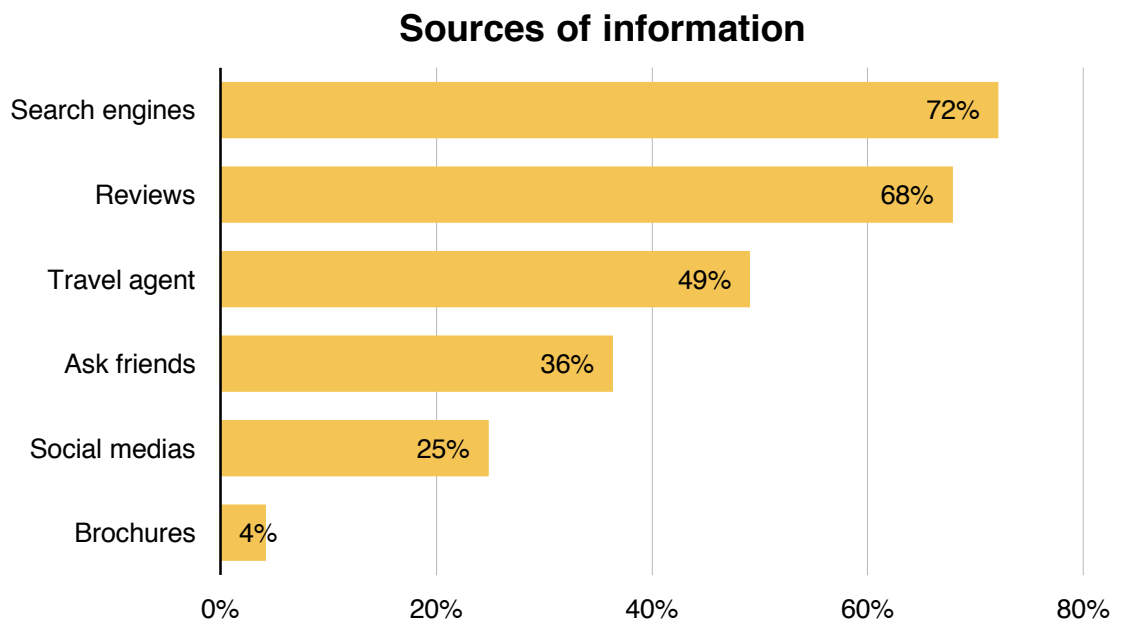


Figure 5.7. Sources of information (n=165, multiple choice)

2x more times people used travel agent services rather than direct booking (20%). (Figure 5.8) Half of people do not speak English. (Figure 5.9)

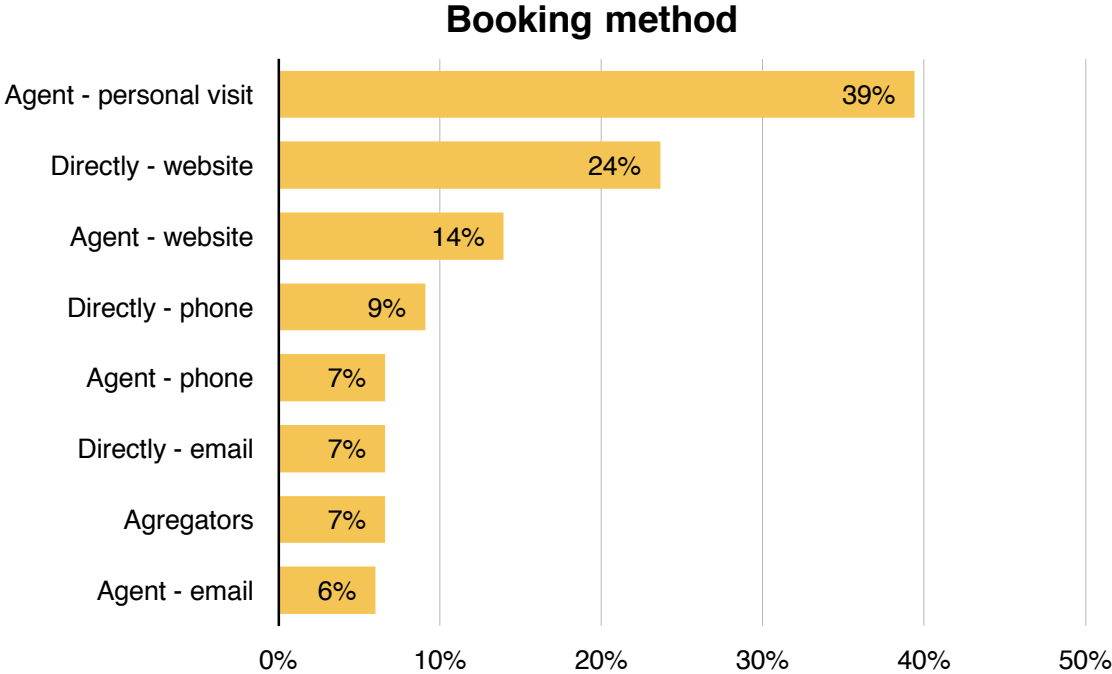


Figure 5.8. Booking method (n=165, multiple choice)

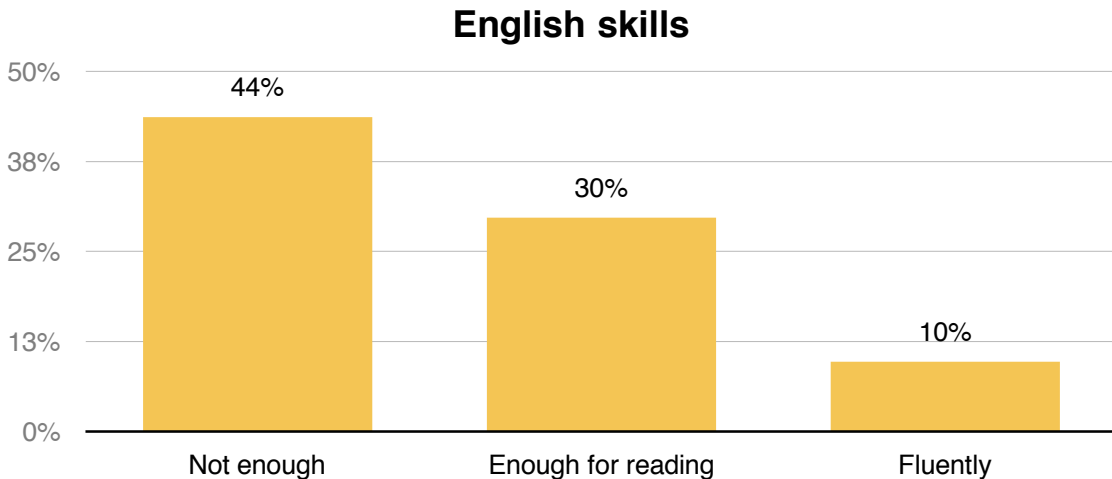


Figure 5.9. English skills (n=165)

Finland is rated as positive destination and 20% of responses are aware of Wild Taiga brand. (Figure 5.10, Figure 5.11)

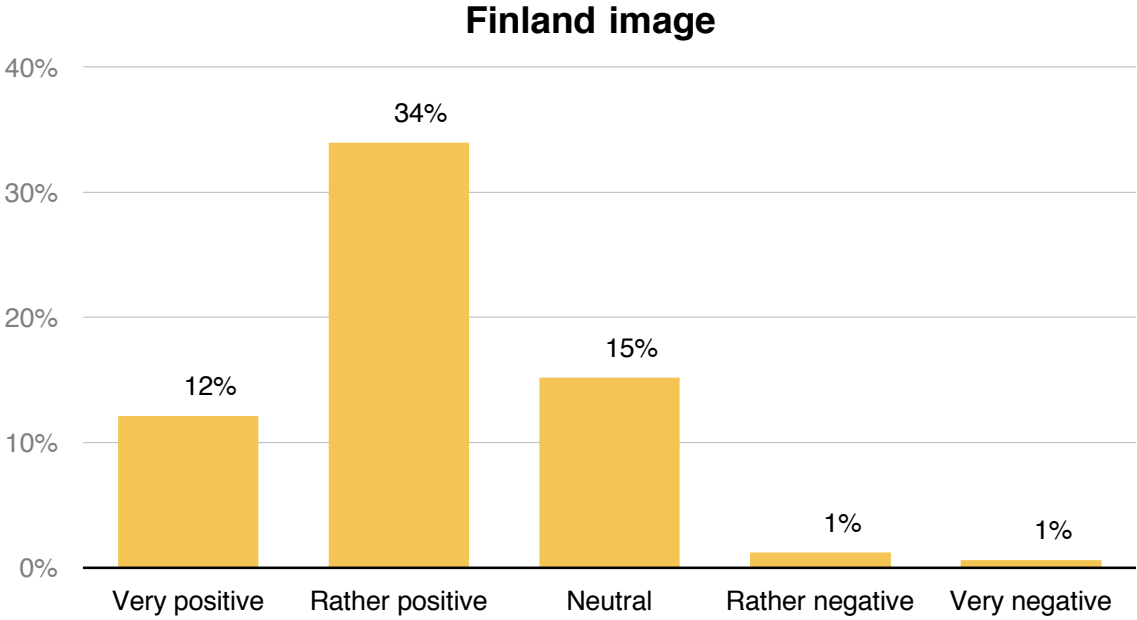


Figure 5.10. Finland image (n=165)

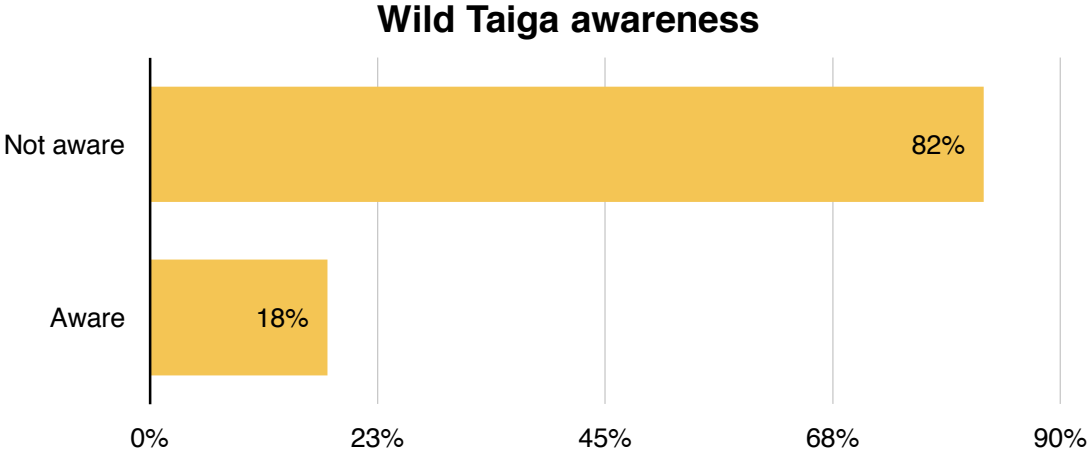


Figure 5.11. Wild Taiga awareness (n=165)

People would like to visit husky and reindeer farms, do nature watching programs, photography and local dishes. (Figure 5.12)

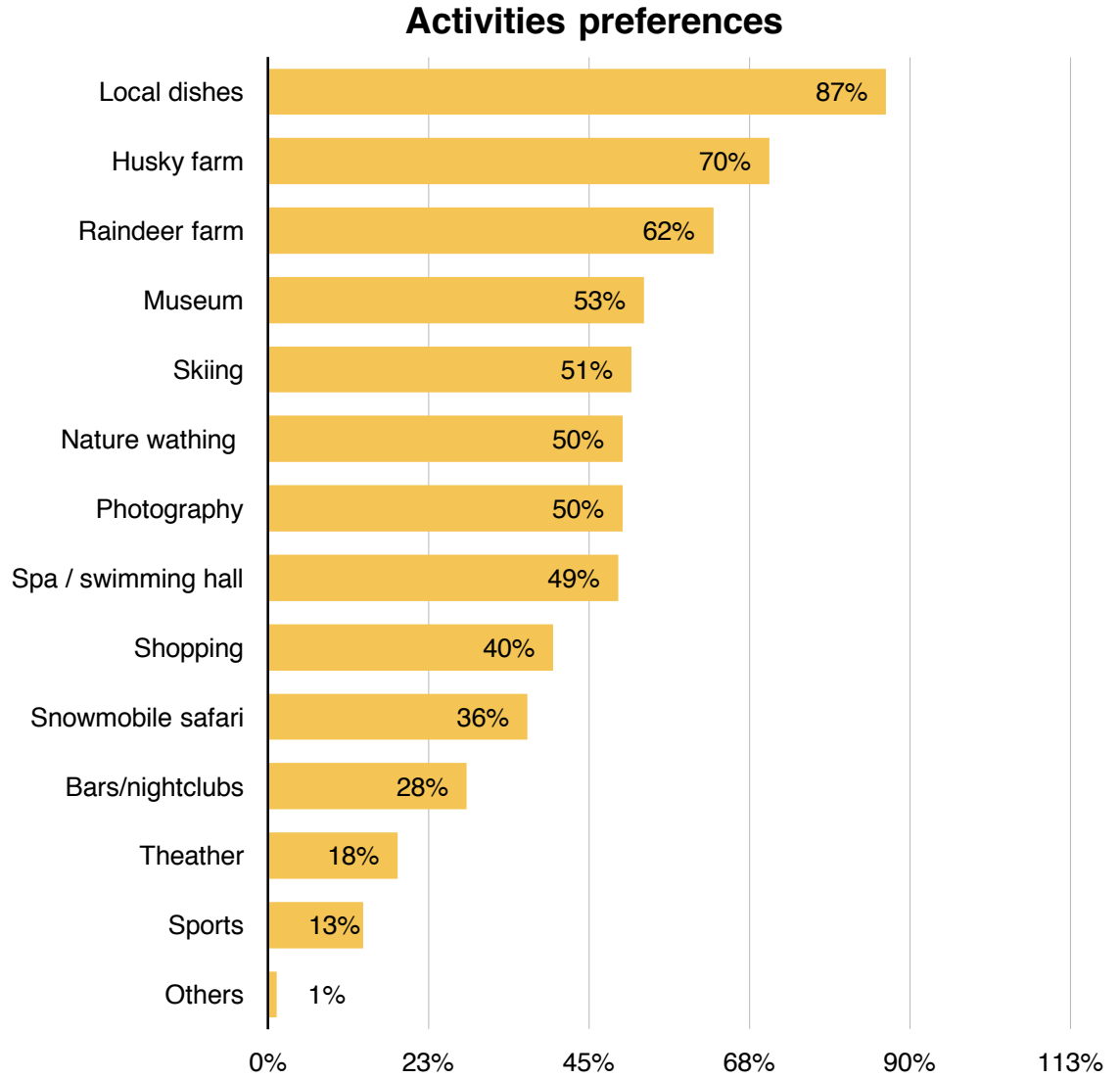


Figure 5.12. Activities preferences (n=165, multiple choice)

Yandex have a 52% share versus 38,5% by Google as major search engine. (Figure 5.13)

Web sites visits to the official page mostly on planning stage and less during traveling. (Figure 5.14)

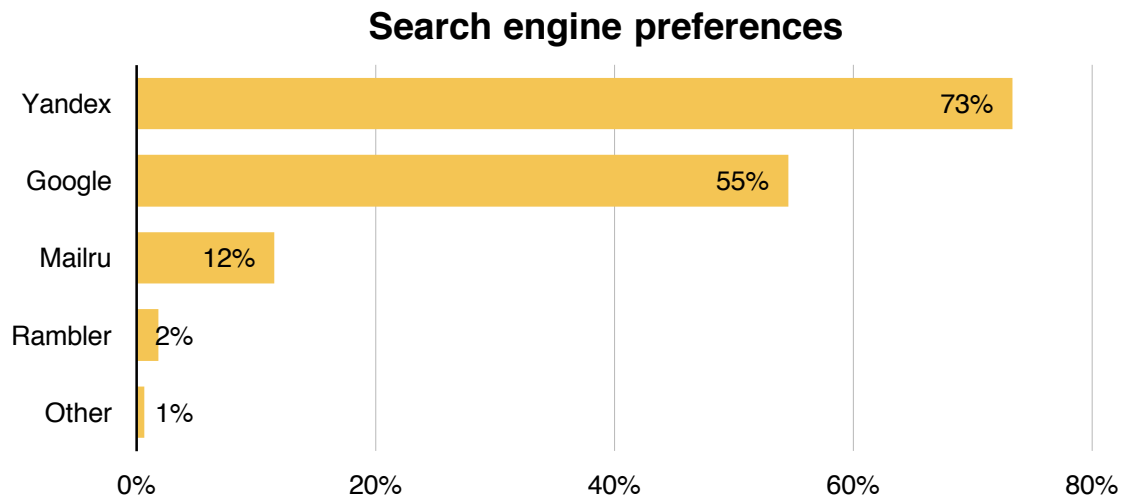


Figure 5.13. Search engine preferences (n=165, multiple choice)

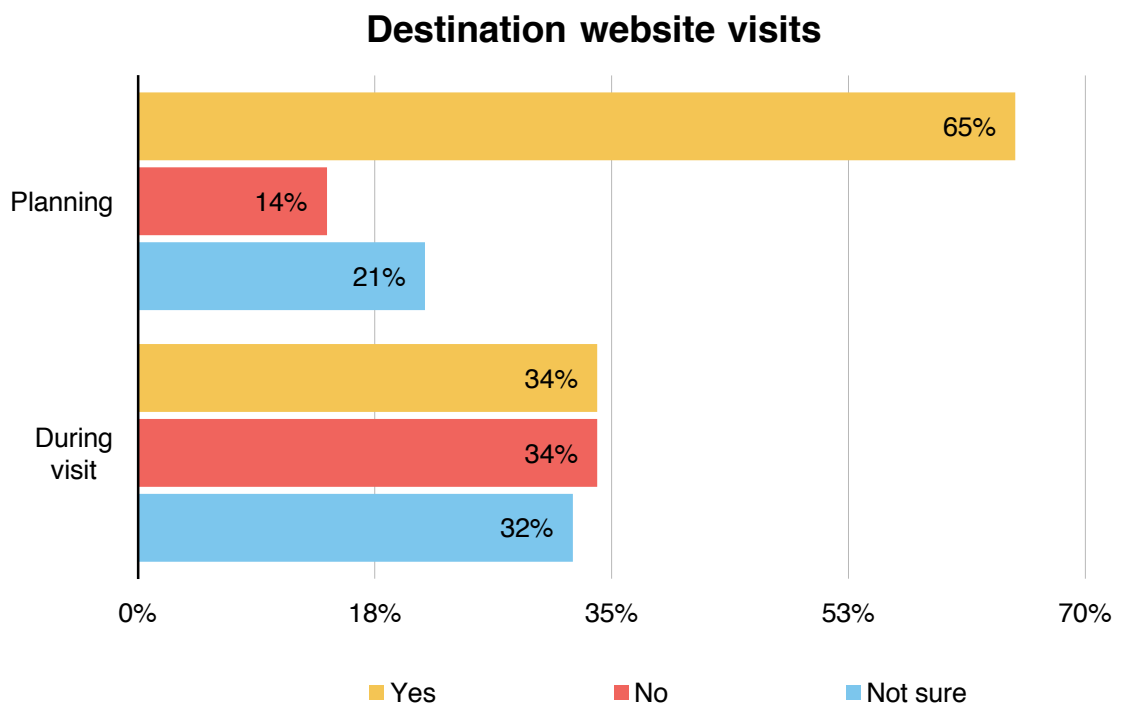


Figure 5.14. Official destination website visits (n=165)

Sights and activities are the major purposes of website visit. Accommodation information and Tourism programs are important expected information on the DMO's website. Traveler's also would like to see Reviews and Events info, as well as half of respondents expect to see booking facilities. (Figure 5.15)

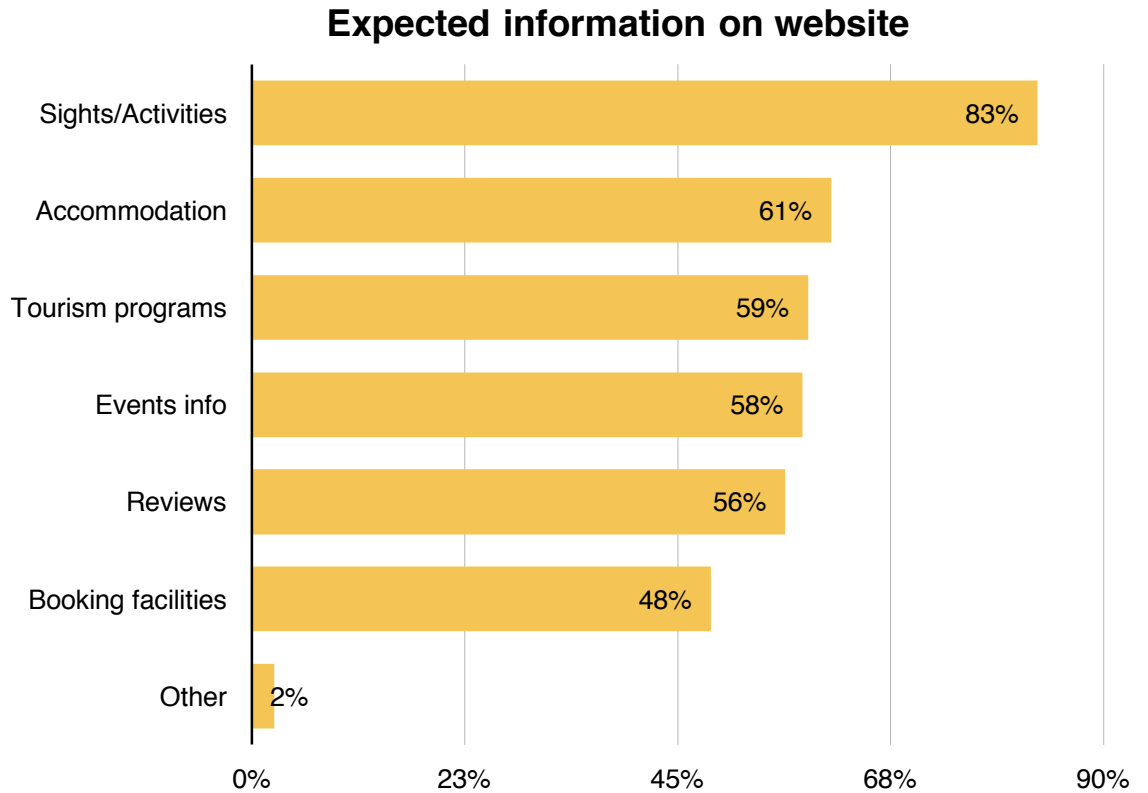


Figure 5.15. Expected information on website (n=165, multiple choice)

VK users were accounted as leading, FB also used by half of responded. (Figure 5.16) Only have of members are engaged with brands in social medias. (Figure 5.17)

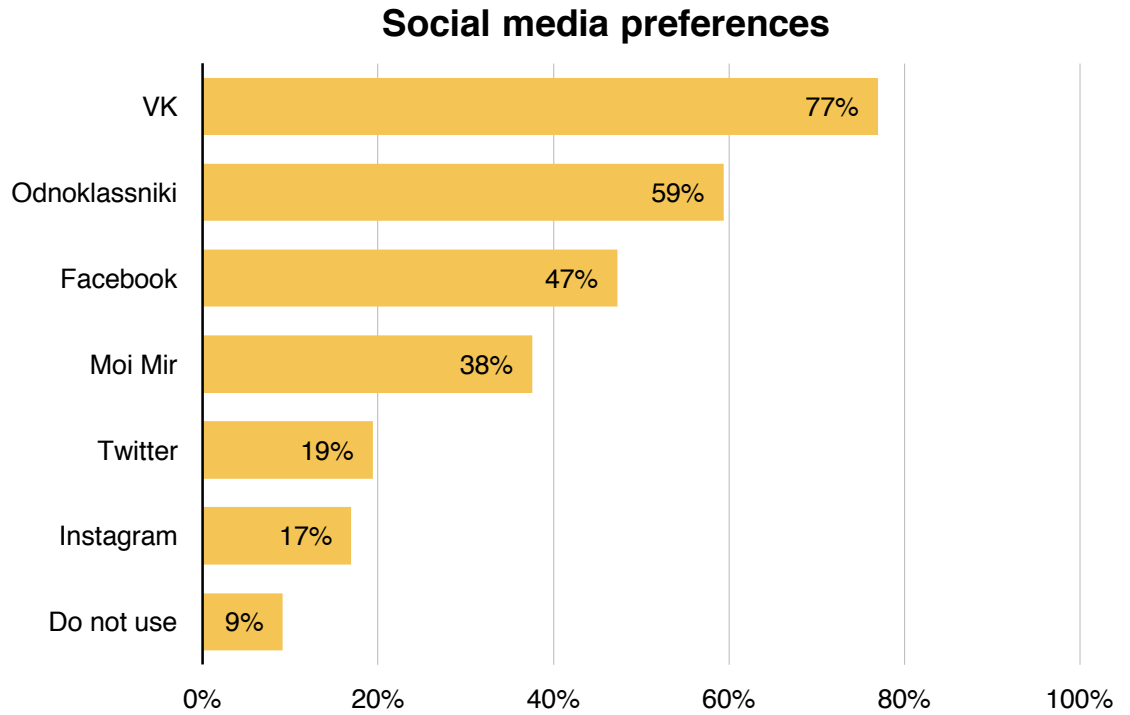


Figure 5.16. Social media preferences (n=165, multiple choice)

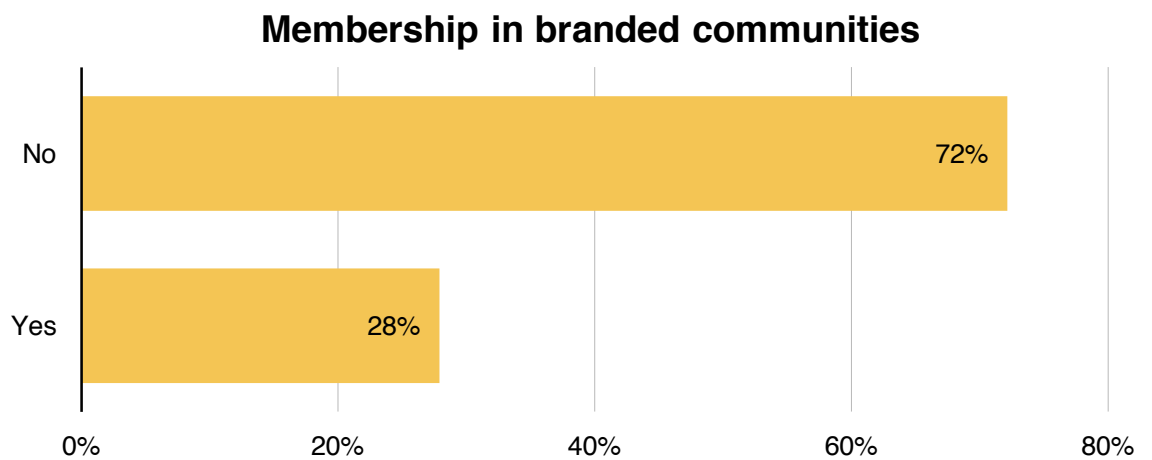


Figure 5.17. Membership in branded communities (n=165)

Tourists are doing photo shooting while traveling (Figure 5.18) and 40% never do publications on the personal profile. (Figure 5.19)

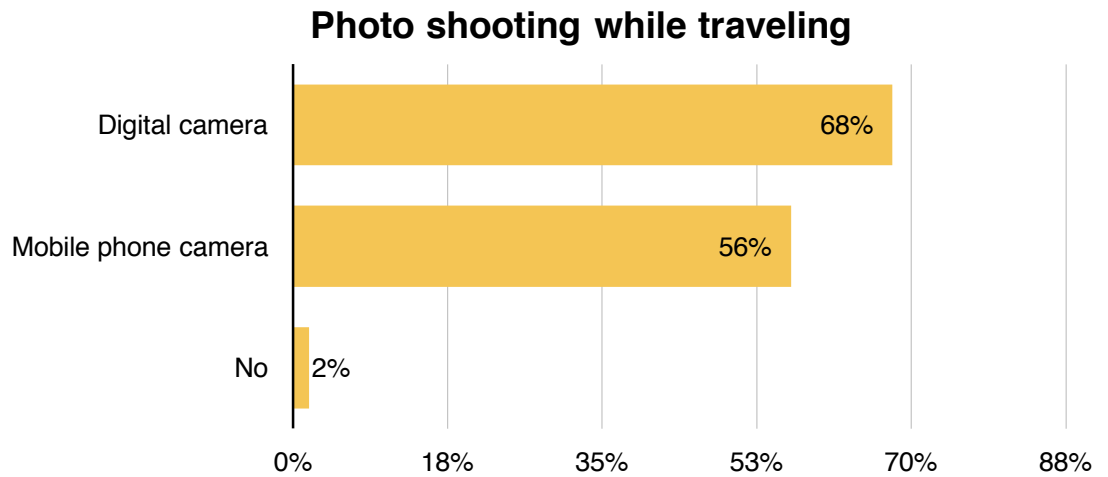


Figure 5.18. Photo shooting while traveling (n=165)

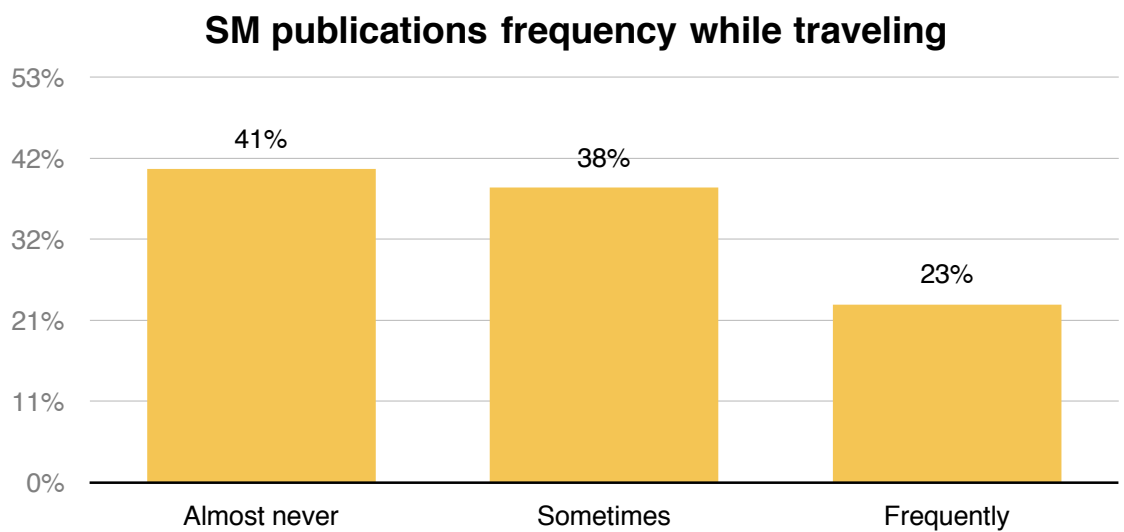


Figure 5.19. Social media publications frequency while traveling (n=165)

DMO activities are more attractive in VK (51%), OK (22,5%) and FB (14,4%). (Figure 5.20) People would like to see publications about culture and traditions, professional photos, special offers, feedbacks and Wild Taiga attractions. (Figure 5.21) Targeting data said about matching the target audience females (70%) with age 35-44. Only quarter aged less 35.

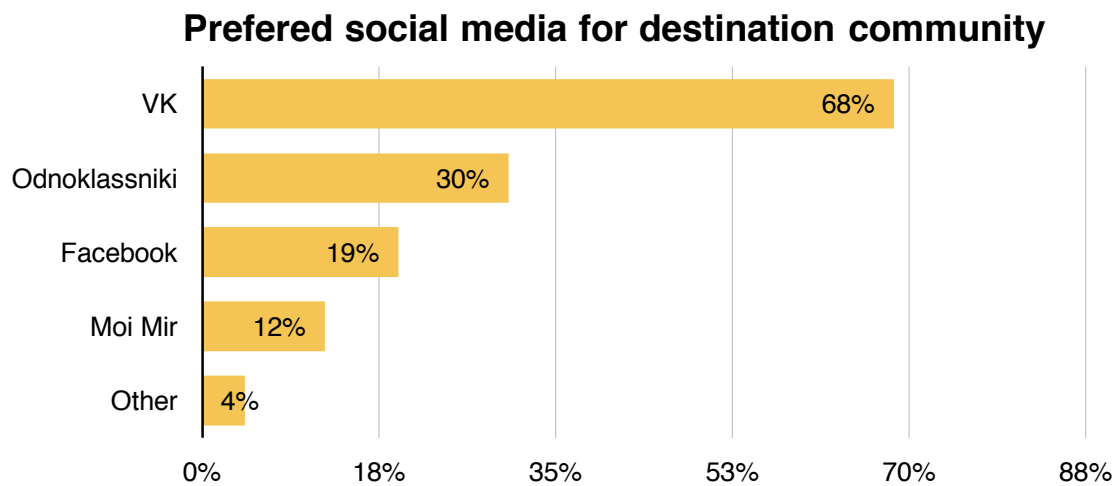


Figure 5.20. Preferred social media destination community (n=165)

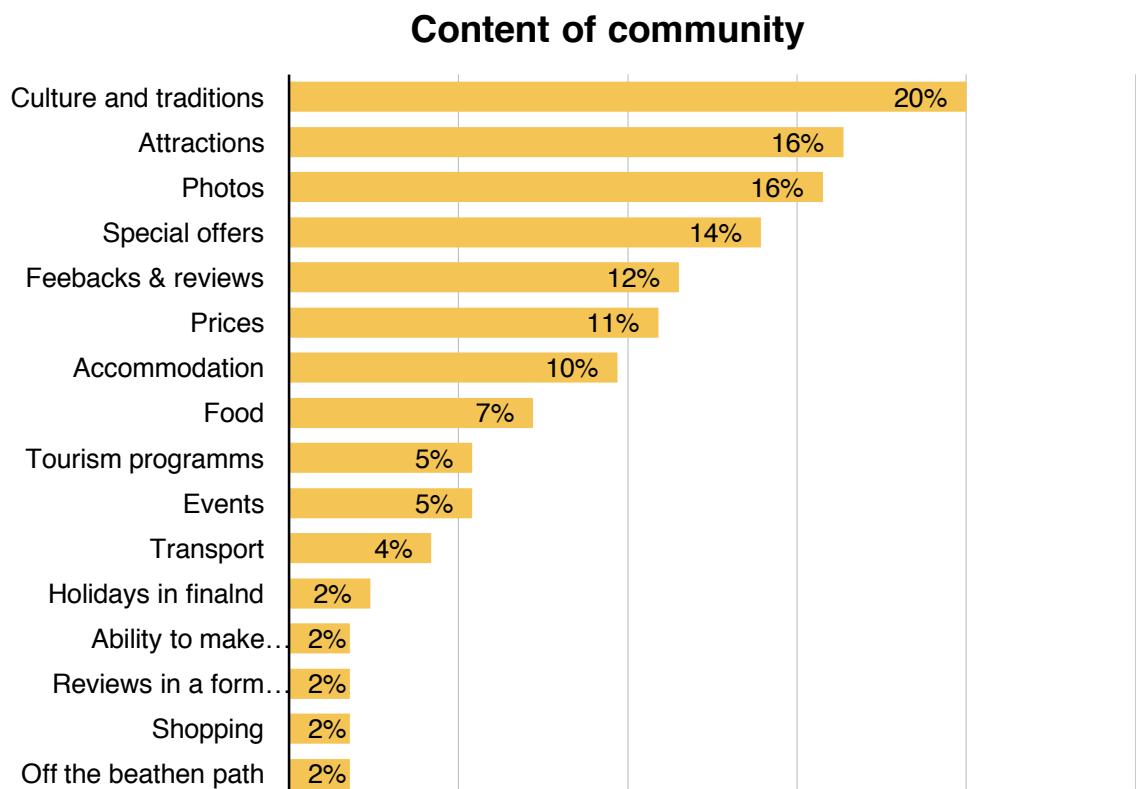


Figure 5.21. Content of community (n=116)

6 DIGITAL MARKETING PLAN

Planning is a fundamental process in marketing, it provides a valuable set of goals, helps to clarify management structure and identify performance indicators. The traditional planning process coherently consists of

- Situational analysis, market research (Where we are now?)
- Objectives, positioning strategy (What do we want to archive?)
- Marketing mix, implementation plan (How to get there?)
- Metrics, Timelines, controls (Where should we end up?)

Digital marketing plan should increase brand awareness among Russian customers. The perceived quality of Wild Taiga should create a positive image of sustainable destination with a variety of opportunities for leisure tourism and shopping tours.

6.1 Setting up the goals

Setting up the goals and objectives is an important aspect of marketing strategy which helps to measure the strategy achievability. It's obvious that objectives should reflect desired outcomes and current situation. The SMART approach is probably most suitable and commonly used - each objective should be specific, measurable, actionable, realistic and timetabled. (Doran, 1981)

- **S** - problem-solving, informational support
- **M** - number of customer questions handled
- **A** - maintain a discussion board, search for Wild Taiga in VK
- **R** - require little of the time of SMM specialist
- **T** - up to 48 hours response.

Objectives categories of digital marketing plan are Information dissemination (providing relevant information for those, who are interested), promotional (motivation to act, such as visit region or purchase tourism product of association members), entertainment-oriented (encourage repeat visits) (Dann, S & Dann, S, 2011)

Implementation plan measurements depend on the objectives. Information dissemination objectives are to be found through search engine and to be ranked higher to attract more visitors and encouraged people by content. Promotional objectives are generation of conversation about the brand, monitoring for the feedbacks and website and media traffic. Entertainment-oriented objectives are measured by community centric activities which generates consumer interest.

Policy metrics will be developed:

- SERP on semantic core keywords; website traffic data (hits, views) (Informational)
- Conversations in VK (promotional)
- Engagement is SMM based on likes, shares, comments, etc. (Entertainment)
- Brand buzz queries growth (branded keywords analysis)

Ideally conversion to region visitors would be more precise based on yearly reports Statistics of Finland. But

Online analytics instruments can measure effectiveness by visitors analysis of behavior, time spend, page-views, target actions and conversion. In SMM number of subscribers, page views, mentions, comments, discussions and social attention is measured. Trend analysis helps to maintain exponential growth..

Several goals are set to estimate effectiveness calculations and make correction based on measured ROI.

- SEO campaign should attract 500 visitors per months.
- PPC campaign should attract 250 additionally. CTR is now lower 10%
- Target action on website is no higher 2 euro/visitor.
- PR campaigns should cover 50 000 visitors yearly.
- SMM strategy should bring monthly average ER=0,3% which leads to 4 000 followers by end of the year.

6.2 Customer profiles

Segmentation is marketing technique of dividing the marketplace into subgroups with specific needs and preferences. Specifications can be based on demographic, geographic, behavioral and psychographic aspects. Digital marketing allows to target macro level segments with a number of variables which will deliver the highest value based on destination strengths. Furthermore, budgets can be allocated into selected segment and then growing the market share there. Such personalization technique allows to expand more effectively and make emphasis on strong values rather than trying to reach all segments to serve general needs.

UNWTO; ETC (2009) states that «potential of Russian tourism market can be reached by understanding the mindset of Russian traveller». Research about Russian traveler showed that that only 15% of Russia's 142 million population have ever traveled abroad and it's one of the most fastest growing outbound travel markets. Moscow accounts for the 2/3 of all package tours, generating around 25% of total trips abroad. Unlike European countries, 75% of leisure trips are booked within two weeks of departure.

Preferences on destinations vary within the regions of Russia. People from St. Petersburg travel more to the Nordic countries, because of its closeness to the border and multiply-visa entries. They prefer short-term shopping and leisure trips to cottages. Experts tell's that «Russian tourists and tourists from St. Petersburg are very different people. We in St. Petersburg travel little in compassion with Muscovites because we are isolated.» Therefore, In many ways the popularity of destination depends on income level and accessibility. 65% of Russian tourists in Finland are from St.Petersburg. The share of leisure trips (52%) tend to be highest during winter or summer period, especially during the Russian New Year. The majority is buying holiday cottages and travel there independently by car or train. The most likely age of travelers is 35-54 years.

Previous researchers findings from Stanford Research Institute and Angus Reid claims that 10-15% of discretionary travelers are looking for unusual, authentic travel experience. Those tourists are highly educated, experienced travelers, mature, affluent, environmentally responsible and aware of social and cultural traditions. (UNWTO, 2011) While becoming more ex-

perienced travelers and discovering new destinations, tourists become more travel-wise and their tastes are changing in a more sophisticated way. Also, more experienced travelers tend to organize and book trips independently and discover places where majority of Russian tourists do not usually go. Russian tourists generally have very positive image of Finland as a destination and assume that tourism product have as secure, variety of tourism programs, sights, and rich culture. Negative associations are high prices and difficulties in obtaining a visa. (UNWTO & ETC, 2009) Natural geographic attractions of Europe are often similar to those in Russia, that's why nature itself is rarely the main purpose of the trip. However, there are no infrastructure and nature-based services in similar Russian destinations. Russians are strong shoppers of retails goods and aware of brands, meaning that they are ready to pay extra for the things that they can't find a home. Global Refund network states that Russian federation is the 3rd country in terms of tax refund services, which account up to 10% of total spending.

Russian travelers are often generalized by foreign suppliers in their travel habits and holiday aspiration, which is frequent mistake. In reality, there are significant differences in behavior of segments. Major segments of travelers can be classified by UNWTO; ETC, (2009) as:

- Middle class is accounted for 8 millions of people, which are mostly urban residents mostly with an average income of \$800-1000 per months. Many of them take at least one annual holiday where they also very much engaged in shopping, such as buying clothing.
- Young professionals have an average income of \$1200 - \$3500 and tend to have good English skills, travel widely and know the value for money. This group is most internet-savvy and plan and book their trips online.
- The upper-income group is those which have income from \$4000 and it is the most attractive group of destinations. Those people are rarely ambitious and aggressive, majority of this group live in Moscow and St. Petersburg and tend to travel frequently as couples, small groups or families with children.
- Golden Youth and Ultra-rich persons tend to have short trips or stay in their private houses abroad and remain quietly in secluded areas.

Therefore, several consumers profiles with behavioral patterns can be developed. This is useful to analyze which problems are covered by certain distribution channel and what values should be delivered by priority.

1- Olga, 40 years old, married, 2 children, lives in St. Petersburg, upper income, looking for the allocentric experience and calm place to have a short vacation with a spa and culture as a main attraction, possibly will have nature-watching program if the kinds will be secure. Interested in good value for the money spend and «off the beaten path» activities, that's why use website to discover the activities and attractions, additionally visit social media site and ask a question in helpdesk.

2 - Ivan, 25 years old, single, young professional, live in Petrozavodsk, speak fluent English, enjoy photography. Looking for nature-watching program to take photos. Going for the trip to Wild Taiga with a small group of friends or girlfriend. Active user of social medias, share the photos in Instagram, Facebook and VK. Take an overnight stay in the hotel, involve visiting bar in the evening time. Interested in photography ideas, which can be found in social media community.

3 - Alexandra, 50 years old, married, have 3 children, live in Kostamus. The main motivation is shopping, buying food and clothing, some electronics for the children. Goes for same day tour on private car, possibly with a group of friends or husband. Interested in opening hours of the shops, the tax-free or ALV applications. Visit social media to check special offers and interested in the news of the region.

The accent in marketing strategy should be made on adventurous travelers, professional photographers and also one-day shopping tourists. Awareness stage of consumer journey map should be educative for responsible travel and become key driver in socio-economic development.

6.3 Implementation plan

Implementation plan is based on Integrated marketing communications principle through coherent strategy across the channels and markets with consistency of message and clarity in organization activities. Therefore, integration of Russian digital marketing strategy is based on company activities on the domestic market with an adoption to the cultural and behavioral aspects of Russian market. Following initiatives are offered for implementation based on the finding in previous chapters.

6.3.1 Search engine marketing

SEO starts from the compilation of semantic core, which means finding out relevant search engine keywords which describe the activities of the organization. Firstly the keywords masks, which describe the service generally are added to the list. Than masks are used for discovering other relevant queries based on relevant words/phrases found through Yandex.Wordstat and search suggestions. Keywords are categorized based on the topic and frequency and oriented for 1 specific page. Depending on the competition on the query, it is recommended to have 5-15 target keywords on each page.

SEO based only on highly frequent queries is one of the common mistakes of marketers because often the competition is higher and it will take more resources (time and money) to reach the target positions. Also, high frequency queries often have a high «plume», which means that the query include words which are listed in a medium and low-frequency queries and the net demand is less than gross demand. To see the net demand, the «!» symbol is used before keyword. If customer expectations are not meet on the website, the budget for optimization is spent on effectively. There is no point to attract traffic, which doesn't lead to any actions or decisions, furthermore today's algorithms of search engines rate the behavioral factors of the site, which means low activity of consumers on website will lead to search engine pessimization. To sum up semantic core should be oriented for general, non-target and non-thematic queries such as «holidays in Finland» because it is highly competitive and non-effective, because only minor percent will be interested in holidays in Wild Taiga, instead

more specific query as «nature watching programs in Finnish Karelia» can be used. The proposed semantic core is available in appendix 5.

Content of the Wild Taiga pages in Russian should be created based on semantic core and written according to the inner SEO recommendations mentioned in chapter 3.3.2. Each page should serve the search needs of the consumer and include relevant keywords as well as be unique from the search engine point of view and interesting for the reading.

Technical part of the website also have to be slightly modified. It is recommended to make 301 redirects from <http://Wild Taiga.fi> to <http://www.Wild Taiga.fi> as well as 301 redirect to close the inner pages links with slash. 10 outer links can be closed by <noindex> HTML tag to save the weight distributed to inner pages.

The outer optimization actions can be made only after new pages will be indexed by Yandex and Google, which takes from two weeks to one month. Acceleration of indexation can be made thought adding links to social medias and Yandex AddUrl using automatic services such as indeksator.com. After that, the website positions should be monitored. With a help of SEO optimized content, several keyword will be in the top 10 of the SERP without any outer marketing actions. Automotive positions monitoring features with reporting are offered by various platforms, but topvisor.ru is probably most advanced one. The search results are not changing dynamically. Seobudget (2015) monitoring system claims that Yandex base updates are done on average 3 days, CY is 48 days.

General recommendations for todays SEM realities are using only trustful and thematic donors and placing the links in the content with potential of getting relevant traffic. Links should be placed smoothly with even increasing. These facilities are offered by marketplaces of blogs, posts, and articles, where the page is fully or partly devoted to the project. Such marketplaces examples are blogun.ru and webartex.ru.

PPC campaign can be used on high demand queries which are challenging to achieve TOP 10 position and may take up to 6 months to promote Wild Taiga website in organic SERP. Yandex.Direct and Google AdWords platforms can be used to place relevant advertisement in SERP. It's recommended to make customized texts of advertisement for each keyword in

order to achieve better performance. PPC is more predictable and easy for ROI calculation, but from the long-term perspective organic SEM is more cost-efficient.

6.3.2 Social media marketing

Social media management starts from the creation of community. VK offers two options for community creation: group and public page. The major differences are in ideology of the community type. Public page is designed for companies and, therefore, have a formal informational status and ideal for organization public relations and promotion. Groups are designed as an informal community united under one category of interests. Technological differences are that 5 most popular public pages are indicated on the members personal profile and potentially can attract more members if the public page is highly visited by this member. Group benefit is invitation ability of friends to the group, but this feature is rarely used if the group is commercially oriented. Another benefit of the group is ability to create wiki pages, which are informative pages with content inside the group. This feature is not presented in public page because the official website handles this need. Public page publications wall show only publication made by administrators in contrast to group, where publications on wall can also be made by community members. From organizations, perspective for consistency of message publications should be made only by organization name and consumers can leave their message or ask a question in discussions boards. Therefore, because of official status of Wild Taiga and considering all for and against, the recommendation is to create public page. Public page functionality differs by provided content: wall, photo albums, videos, audios, discussion boards, links, events and places.

Public page visual identity is attached demonstrated in figure 6.1. Available size for the avatar is 200x500px, which is bigger than Facebook avatar and generally used by organizations to place a logo, contact information, and main marketing message. Visual identity supported by watermarks on publications photos and photos in the album. Liks connect other social media and wildtaiga.fi website. Hashtag #Wild Taiga will be used to make visible through search. Relevant hashtags with a content may be used to increase auditory reach of the publication, but generally have low efficiency.

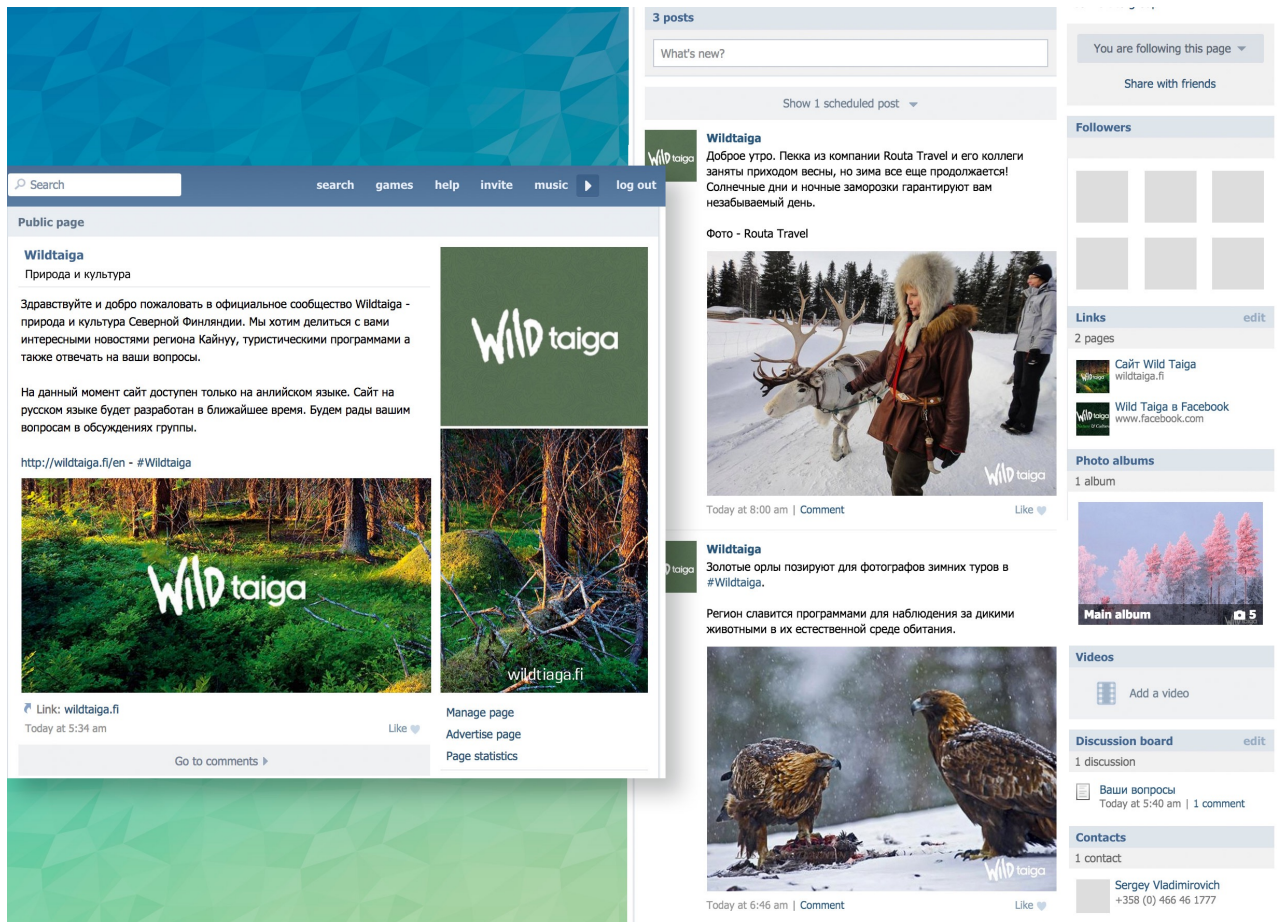


Figure 6.1. Wild Taiga purposed VK community layout.

The source of publications is continuous monitoring of all Facebook pages and web pages of Wilddataiga members (appendix 6). Community manager should be aware of cultural aspects and know the target group behavior to publish only relevant content which will be effectively engaged. Best practices show that 25-40 publications per month is optimal for keeping the interest warm. Furthermore, all marketing members of Wildtiga can get the access to publish material by request.

Thesis research showed that people are willing to see versatile content with professional pictures and relevant information optimal mix as editorial, informational, cultural, promotional and related to Finland and Kainuu region. Sometimes communities chose the strategy of maximizing frequency of publications, but it can create additional noise around the brand. The orientation should be made to the quality of content and consumer centric. Content strategy is defined by the objectives and performance analysis within the target auditory.

Timing of publications also an important factor in social media engagement. The peak times of members activity are generally 12:00-13:00, when people are having lunch time and 18:00-19:00 when the majority of people are coming back from their work. Amount of publications during this time is high which minimize chances to be seen and leads to low coverage. Most effective interactions per post timing for publications in VK are evening (20:00-22:00) and mornings (08:00-09:00) because of less noise in publications and highest interaction with social network. Only 13% of branded publications are published during the weekend, but those publications get the greatest share of social shares, during Saturdays the share is 18% (TrackMaven, 2015) Of course timing depends on content type. Such during Thursday and Friday people are more opened for tourism related information and looking for planning, and publication of special offers is most effective. In contrast, informational publications about the culture and traditions of Finland will be more effective during weekends, because of the need for entertainment. In Mondays, people want to get inspiration and entertainment also applicable. Visibility of publication also created through visual identity for attachments. It can be a special form of frame for the picture, placement of heading, watermark (logo), etc.

In contrast to Facebook, where official community can make interactions with a social media community members, VK does not offer this functionality. In the other words, administrators of community can not act outside community. Because sometimes it is required to handle consumers responses and like relevant publications which are made in the Wildtiaga region the official profile of the organization will be created.

Creation of the official is discussed in SMM professional community because official guidelines said that personal profile can be used only by individuals and companies should not groups or public page to operate in social networks. However, this does not allow to communicate outside community and sometimes help with consumer response handling by commenting his publication. Many companies use official account and also «friending» technique to increase the reach. It is possible to add 40 friends daily for target audience. The targeting is usually based on active people who have used to the product already. In the case of Wild Taiga, targeting can be geo-based photo tags and comments in other communities. Consumer relation management include operations on discussions boards and organized policy of responding to questions, suggestions, positive and negative feedbacks, critics, etc.

Negative feedbacks are handled in a formal communication style, do not discredit and oriented for problem-solving.

Affordable way to grow community followers is promotional strategy with paid features because the content itself usually do not provide expected viral effect. Targeting works predictable and able to measure joined members and clicks over expressions. The costs per 1 joined members, according to personal experience is around 1 euro. Paid publications marketplace has more wide auditory coverage reach, but much more difficult to predict and have same KPI. Where certain level of trust will be granted for the community competition with tangible benefits help to significantly increase awareness through social shares. Such accommodation prize of 2 nights plus activities has the costs of 300 euro and able to attract around 3 000 new followers. Promotional mix of different paid advertisement tools maintain the exponential growth of community coverage and becoming more effective for social media marketing.

Because social medias are not only outgoing communications, monitoring of thematic communities is needed to learn the trends, inspire for new ideas and communicate with travelers.

6.3.3 Online PR

Public relations with bloggers can be effective in promoting within photographers segment and can be reached by direct communication with photography bloggers, which are ready to recommend Wild Taiga as an excellent place for wildlife photography. Bloggers tend to ask for mutual benefits, but still the minority of communities ready to share interesting materials on voluntary bases. Media persons database allow effective communication with blogosphere by press-releases, storytelling and interviews.

Paid marketplaces such as begun.ru help marketers to discover blogs, segmented by relevant topic, which are ready to place publications or/and paragraphs on paid basics. Inline PR is correlated with general SEO policy taking into account actions for improving link and behavioral factors.

6.3.4 KPI and effectiveness framework

To estimate the effectiveness web site analytics systems such as Yandex.metrka and Google Analytics is generally used. Those services continuously analyze website visits, structure of traffic and behavior of consumers. Estimating of effectiveness and KPI should be reported on a monthly basis and gain accesses for real-time calculations

Web site metrics is aimed to segment different campaigns and estimate their KPI per each channel and even each advertisement. For example, UTM tags used to track visits in social medias or PPR. Targets are set to estimate the sales tunnel by advertisement coverage, website visits, target action and conversion. Sales tunnel allow to adjust different channels based on traffic and calculation of ROI.

Audience coverage KPI is CTR, which measure conversion of coverage to website visits. It is calculated as $CTR = (N \text{ visits} / N \text{ views}) * 100\%$. For PPC advertisements CTR varies from low (0,5%) to high (20%). Good semantic core and targeting improve CTR efficiency. CTR in SEO depends on a specific keyword, TOP 3 web sites always have indicators starting from 20%. Website visits KPI's are bounce rate, time spent, and page-views. It is the effectiveness calculated as the Price Per Lead, $PPL = \text{campaign price} / \text{target actions}$. This depends on website usability and the relevance of traffic. Conversion KPI aimed to show percentage of sales or user interaction. It is calculated as $C = \text{reached targets} / \text{website visits}$. For example, targets for Wild Taiga can be booking requests. Overall channel KPI s $ROI = \text{profit} / \text{campaign price}$. (Ingate Digital Agency, 2015) $ROI > 1$ is considered to be successful. Different stages of the conversion process able to demonstrate the problematic areas of the process and adjust it properly. The more its looks like a cube - the more effective the marketing initiatives.

Evans, L. (2010) argue that social media strategy alter from traditional KPI of Return on Investment (ROI) and Return on Conversations (ROC) is more reliable. Word-of-mouth and social media marketing are inseparable, that's why monitoring and measurement of conversation applicable. Marketing professionals have to measure and report their activities, but the problem is that social media effort is difficult to gauge. For example, German National Tourism Board consider measurement of ROI impossible, because of the nature of non-

commercial company, which can not measure number of sales. Still, their targets their action by getting X number of fans by the following year. They said that number of fans doesn't show the realistic picture, but this metrics is what everybody looks at externally. Partner organizations do not have access to internal community statistics and that's why sometimes it's the only thing they rely on to measure effort. (Hays S., Page S. J. & Buhalis D., 2012) Top 3 problems in social medias, according to the Awareness Network, (2012) research, SMM specialists said that Measurement of ROI is problematic in social medias (57% of responses).

VK Social media metrics can measure audience size (community followers), reach (viral impact), actions (likes, shares, comments), sentiment (based on feedbacks), outcomes (traffic to website). Measuring the quantitative figures of the community is often not effective, thus number of community members do not show how active those members. Engagement metrics is more qualitative based and it's more frequently used by marketing professionals. However the engagement always has drawbacks, because it doesn't show the relevance of content to the community. For example general publications about culture of Finland or shopping news will have 2-3x times more response rather than more community relevant information about organization services. To underline said above measuring ROI in social media takes the form complex qualitative analysis, which sometimes can be subjective and nature of communication in social medias require a long-term commitment.

In Online PR KPI is measured by Google Alerts system or Yandex.Wordstat to see the frequency of branded requests. Other CTR from also SEO applicable if the coverage statistics supplied. Otherwise, sales tunnel is becoming 3 steps estimation.

7 CONCLUSION AND RECOMMENDATIONS

Importance of digital marketing for organizations is increasing because of its effective communication with target audience. Wild Taiga has an implementation ability to start digital marketing activities on challenging, but perspective Russian market to promote destination and member organizations.

Theoretical framework shows that marketing principles adapt to the volatile market and emerging tools are raising. The trends of digital marketing and tourism leads to switch to online booking and intangible nature of tourism services are fits well into the general picture.

Implementation plan done on basis of Integrated marketing communication will help to structure theoretical findings into practical concept. KPI's performances showed that digital marketing have an benefits over traditional channels, but building of communicational platform is not an fast procedure. But once it was set up and managed properly it bring benefits for organization members and Wild Taiga brand.

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LIST OF APPENDICES

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Appendix 1. Accommodation Units in Wild Taiga network.

Loma Hossa - 6 cottages for 33 persons.

Hotel Kalevala - 47 rooms for approximately 100 persons

Hotel Kainuu - 29 rooms for 50 persons

Hotelli Kiannon Kuohut - 73 rooms for approximately 143 persons

Kartanohotelli Karolineburg - 20 rooms for 50 persons

Lentiiran Lomakylä Oy - 9 cottages for approximately 36 persons

Lentuankosken leirintäalue - 5 units for 17 persons

Pykälä - 5 cottages for 24 persons

Tulikettu - facilities for 82 persons

Appendix 2. Top digital media by interaction

Google	46 014 (43.6%) 234.8	30 183.3 (28.6%) 82.2	13 125.8(12,4%) 27.4
Youtube	43 312 (41%) 145.6	26 808.4 (25.4) 55.2	9 944 (9,4%) 21.1
mail.ru	57 813 (54.8%) 265.1	44 226.3 (41.9%) 79.9	24 212.5 (22.9%) 21.1
Odnoklas	39 132 (37.1%) 347.2	28 320 (26.8%) 111.4	16 264 (15,4%) 27.8
Moi mir	22 612.5 (21.4%) 73.3	10 606.4 (10%) 36.3	3 516 (3.3%) 15.7
Rambler	12 756 (12.1%) 96.7	7 267 (6,9%) 39.5	3 268 (3,1%) 12.6
VK	51 998 (49,3%) 1 456	39 344.7 (37.3%) 449.9	24 224.6 (22.9%) 104.2
Yandex	57 697 (54.7%) 257.6	46 816 (44.4%) 73,4	28 642.9 (27.1%) 17.3

Appendix 3. Survey questions

Intro

Thank you for your interest and participation in this survey. Imagine that you are going to travel to Finland, particularly to the Wild Taiga region (Kuhmo-Suomosalmi-Vuokatti). You can consider your previous travels to other destinations and correlate them to Finland.

Please answer the questions about decision making process while researching the destination, important values, preferred search methods, use of social medias and other relevant aspects. The survey will take 5-10 minutes.

Values

Purpose of visit?

Vacation Shopping Visit friends Business Event

How long does your travel last?

one-day trip 1-3 3-7 1-2 weeks More than 2 weeks

How many people will be in your group ?

From 1 to 10+

What accommodation would you prefer?

Hotel Cottage/Apartments Camping Other

How important are those aspects choosing the destination ? (each rated 1-5)

1. Unspoiled nature and Wildlife
2. Program services variety
3. Comfortable accommodation
4. Restaurants variety
5. Activities with kids
6. Public transportation
7. Proximity to the border
8. Price level
9. Russian speaking personal

Informational search

How many days before the departure would you start planning?

1 week up to 1 year month+

Which channels do you use? (multiple choice)

Search engine Ask friends Visit travel agency Social media
Reviews website Brochures Other...

How do you usually book your tour? (multiple choice)

Travel agent - website TA - phone TA - email TA - personal visit
Directly - website Directly - phone Directly - email Aggregators Others

Which search engine do you use most frequently? (multiple choice)

Yandex Google Mail_ru Rambler Other

Do you speak English?

Fluently Enough to understand main information Badly Not at all

Do you visit official website destination during planning?

Yes No

Do you visit official website while visiting destination?

Yes No

What do you expect to see on the travel website?

Attractions Tourism programs Accommodation Booking facilities
Events info Reviews Other...

Social medias

Are you aware of Wild Taiga organization ?

Yes No

Rate the Finland image generally

Very positive Rather positive Neutral Rather negative Very negative

Which activities would you like to do? (multiple choice)

Wildlife Nature watching	Shopping	Skiing	Snowmobile safari
Sports	Spa and wellbeing	Visit Husky's	Visit Reindeer farm
Taste local cuisine	Visit bar/nightclub	Photography	Other....

Which social media do you use to find out about destination?

Vkontakte	Odnoklassniki	Moi Mir	Facebook	
Instagram	Twitter	Other		Non of the above

Are you a member of some brands in social media?

Yes No

Do you take photos while traveling? (multiple choice)

Yes, Using mobile phone Yes, with an Digital-camera No

Do you make public publications/photos from destinations in social media (on your personal profile)

Quite frequently Rarely Never

Which social media community in Russian language would you prefer? (multiple choice)

VK Odnoklassniki Moi Mir Facebook

What kind of information would you like to see in the community?

:textbox

Personal information

Age

12-17 18-24 25-34 35-44 45-54 55-65

Gender

Male Female

City

:textbox

Email address (I agree to receive information)

:textbox

Social media address (I agree to be invited to Wild Taiga communities)

:textbox

Outro text

Thank you for your opinion. You will be redirected to [VK.com/vuokatti](https://vk.com/vuokatti) in 5 seconds

Appendix 4. Survey results

1. The main purpose of trip

Leisure	153	92,73%
Shopping	3	1,82%
Visiting FR	4	2,42%
Business	0	0,00%
Event	5	3,03%

2. How long would you intend to stay?

Same-day trip	1	0,61%
1-3 days	20	12,12%
3-7 days	71	43,03%
1-2 weeks	69	41,82%
2+ weeks	4	2,42%

3. What is the size of your group?

1	2	3	4	5	6	7	8	9	10+
8	58	28	31	14	8	2	6	1	9

4. What type of accommodation do you prefer?

Hotel	96	58,18%
Cottage	47	28,48%
Camping	18	10,91%
Other	4	2,42%
Others - private housing or hostel		

5. Rate the factors according to the importance of choice of destination

Wildlife and nature	8	8	18	36	95
Variety of tourism programs	12	16	34	46	56
Comfortable accommodation	4	6	24	43	88
Restaurants variety	23	27	62	34	18
Activities with kids	50	11	28	22	53
Public transport	18	16	48	44	37
Closeness to the border	51	26	53	24	11
Price level	8	4	18	39	96
Russian speaking personal	14	7	34	41	58

Information search

6. How early you would start planning the trip and search for information?

Week or less	9	5,45%
Week-month	49	29,7%
1-3 Months	81	49,09%
1-6 Months	22	13,33%
6-12 Months	4	2,42%
More than year	0	0,00%

7. How do you intend to search the information ? (multiple choice)

Search engines	119	72,12%
Social medias	41	24,85%
Reviews sites	112	67,88%
Through travel agent	81	49,09%
Ask friends	60	36,36%
Brochures	7	4,24%
Others	0	0,00%

8. How are you going to book tour? (multiple choice)

Travel agent - website	23	22,12%
Travel agent - phone	11	10,58%
Travel agent - email	10	9,62%
Travel agent - personal visit	65	62,5%
Directly - website	39	37,5%
Directly - phone	15	14,42%
Directly - email	11	10,58%
Aggregators (booking)	11	10,58%
Others	0	

9. Which search engine do you use? (multiple choice)

Yandex	121	73,33%
Google	90	54,55%
Mail ru	19	11,52%
Rambler	3	1,82%
Other (Bing)	1	0,61%

10. Do you speak English?

Fluent	16	9,7%
Enough to understand website	49	29,7%
Not good enough	72	43,64%
Not at all	28	16,97%

11. Do you visit official travel website during planning?

Yes	107	64,85%
No	23	13,94%
Not sure	35	21,21%

12. Do you visit official travel website during the trip?

Yes	56	33,94%
No	56	33,94%
Not sure	53	32,12%

13. What kind of information would you like to see on the page? (multiple choice)

Sights/Activities	137	83,03%
Tourism programs	97	58,79%
Accommodation	101	61,21%
Booking facilities	80	48,48%
Events info	96	58,18%
Reviews	93	56,36%
Other	4	2,42%

others are prices, transport booking, special offers, subscribe, emergency services, pharmacy addresses

14. Are you aware of Wild Taiga region?

Yes	29	17,58%
No	136	82,42%

15. Rate the Finland image generally

Very positive	20	19,23%
Rather positive	56	53,85%
Neutral	25	24,04%
Rather negative	2	1,92%
Very negative	1	0,96%

16. What activities would you like to do? (multiple choice)

Nature watching	82	49,70%
Shopping	66	40,00%
Skiing	84	50,91%
Snowmobile safari	60	36,36%
Do sports	22	13,33%
Spa/swimming hall	81	49,09%
Husky farm	116	70,30%
Reindeer farm	103	62,42%
Museum	87	52,73%
Theater	30	18,18%
taste local dishes	143	86,67%
Bar/nightclub	46	27,88%
Do photography	82	49,70%
Other	2	1,21%

biking, mummies park, lapland

17. Which social medias do you use? (multiple choice)

VK	127	76,97%
OK	98	59,39%
Moi Mir	62	37,58%
Facebook	78	47,27%
Instagram	28	16,97%
Twitter	32	19,39%
Do not use	15	9,09%
Other	4	2,42%

18. Are you a member of some branded community in social medias?

Yes	46	27,88%
No	119	72,12%

19. Do you take photos while traveling? (multiple choice)

Yes, using mobile phone	93	56,36%
Yes, using digital-camera	122	73,94%
No	3	1,82%

20. Do you making publications ins social medias while traveling?

Quite frequently	38	23,03%
Sometimes	63	38,18%
Almost never	67	40,61%

21. Which travel destination social media in Russian media would you prefer? (multiple choice)

VK	113	68,48%
OK	50	30,30%
Moi Mir	20	12,12%
Facebook	32	19,39%
Other (do not use)	7	4,24%

22. Which information would you like to see in the community (116 responses)

Categorized by variety of answers:

Info about culture and traditions (33), attractions (27), Professional photos (26), special offers (23), feedbacks (19), prices (18), accommodation (16), food (12), tourism programs (9), events (9), transport (7), holidays in Finland (4), ability to book (3), personal reviews in a form of blog (3), shopping (3), off-the beaten path tips (3)

23. Age structure		
12 - 17	2	1.21%
18 - 24	16	9.70%
25 - 34	28	16.97%
35 - 44	74	44.85%
45 - 54	37	22.42%
55 - 64	8	4.85%
24. Gender		
Male	50	30.30%
Female	115	69.70%

Appendix 5. Semantic core

Keyword category	Keyword	Keyword (en)	Relevant page	Frequency
Wild Taiga	Wild Taiga	Wild Taiga	http://wildtaiga.fi/en/	4
	Дикая тайга	Wild Taiga (in RU - supposed as Russian taiga)		1138
	Отдых в Кухмо	Holiday in Kuhmo		1
	Отдых в Суомуссалми	Holiday in Suomussalmi		1
		Things to do		
Дикая природа	Дикая природа Финляндии	Wildlife Finland	http://wildtaiga.fi/en/wildlife/	35
	Дикая природа экскурсии	Wildlife excursions		24
Медведь	Наблюдение за медведем	Bear watching	http://wildtaiga.fi/en/wildlife/bear/	96
	Фотографировать медведя	Do bear photoshooting		15
	Медведь экскурсия	Bear excursion		79
	Медведь Финляндия	Bear Finland		83
Росомаха	росомаха Финляндия	Wolfrine Finland	http://wildtaiga.fi/en/wildlife/wolverine/	16
Волк	Наблюдение за волком	Wolf watching	http://wildtaiga.fi/en/wildlife/wolf/	60
	Фотографировать волка	Do wolf photoshooting		51
	Экскурсия с волком	Wolf excursion		38
	Волк Финляндия	Wolf Finland		28
Птицы тайги	наблюдение за птицами на природе	Bird Watching in natural environment	http://wildtaiga.fi/en/wildlife/taiga-birds-and-specials/	134
	Фотографировать птиц	Do birds photoshooting		149
	экскурсия с птицами	Birds excursion		461
	птицы Финляндии	Birds Finland		65
Комбинированные тур программы	Комбинированные туры Финляндия	Combined tours Finland	http://wildtaiga.fi/en/wildlife/combinations/	16

Пейзажная фотография	"Пейзажная фотография"	Landscape photography	http://wildtaiga.fi/en/wildlife/landscape-and-winter/	64
Профессиональным фотографам	Профессиональная фотография Финляндия	Pro Photographers Finland	http://wildtaiga.fi/en/wildlife/pro-photographers/	0
	где фотографировать зверей	Where to shoot animal photo		11
Специальные программы	специальные программы животные	Special programs animals	http://wildtaiga.fi/en/wildlife/wildlife-specials/	21
	дикая природа специальные	Wildlife specials		18
Летние развлечения	Отдых летом Финляндия	Summer holidays Finland	http://wildtaiga.fi/en/summer-activities/	464
	Летние программы Финляндия	Summer programmes Finland		26
	летние каникулы +в финляндии	Summer vacation in Finland		29
	финляндия отдых летом цены	Summer holidays in Finland prices		43
Каное	Каное Финляндия	Canoeing Finland	http://wildtaiga.fi/en/summer-activities/canoeing/	9
	байдарки Финляндия	Canoeing Finland		26
	Сплав на байдарках Финляндия	Canoeing Finland		2
	Сплав по рекам Финляндии	Canoeing Finland		10
Велосипедные прогулки	Экскурсии на велосипедах	Cycling excursions	http://wildtaiga.fi/en/summer-activities/cycling/	1425
	программы прогулки на велосипедах	Cycling programmes		7
	на велосипеде по финляндии	Cycling in Finland		373
	езда на велосипеде Финляндия	Cycling in Finland		4
Рыбалка	Рыбалка в Финляндии	Fishing in Finland	http://wildtaiga.fi/en/summer-activities/fishing/	1583
	Рыбалка в Финляндии летом	Fishing in Finland summer		33

	Рыбалка в Финляндии цены	Fishing in Finland prices		120
	Рыбалка туры в Финляндии	Fishing programmes in Finland		47
Туристические маршруты	туристические маршруты Финляндия	Travel routes Finland	http://wildtaiga.fi/en/summer-activities/hiking/	16
	Пеший туризм Финляндия	Hiking Finland		3
	пешеходная экскурсия Финляндия	Hiking Finland		1
Летние программы хаски	Хаски летом программы	Husky programmes summer	http://wildtaiga.fi/en/summer-activities/husky-programmes-summer/	2
комбинированные программы летом	комбинированные программы летом	Summer multiactivities	http://wildtaiga.fi/en/summer-activities/summer-multiactivities/	22
Специальные программы летом	Специальные программы летом	Wild summer specialities	http://wildtaiga.fi/en/summer-activities/wild-summer-specialities/	148
Зимние развлечения	Отдых зимой финляндия	Winter holiday in Finland	http://wildtaiga.fi/en/winter-activities/	144
	Зимние программы Финляндия	Winter programmes Finland		22
	зимние каникулы +в финляндии	Winter holidays in Finland		15
	зимний отдых на природе	Winter holidays outdoors		156
	зимние развлечения Финляндия	Winter activities Finland		2
	зимний отдых +в карелии	Winter holidays in Karelia		125
Беговые лыжи	Беговые лыжи в Финляндии	CC skiing Finland	http://wildtaiga.fi/en/winter-activities/cross-country-skiing/	85
	программы на беговых лыжах	Programmes on CC skies		16

Хаски зимой	Хаски программы	Husky programmes	http://wildtaiga.fi/en/winter-activities/husky-programmes-winter/	289
	хаски сафари	Husky Safaries		23
Снегоступы	Прогулка на снегоступах	Snowshoeing	http://wildtaiga.fi/en/winter-activities/snowshoeing/	18
	Снегоступы финляндия	Snowshoes Finland		7
	тур на снегоступах	Snowshoeing tour		2
Различные развлечения зимой	комбинированные программы зимой	Winter multiactivities	http://wildtaiga.fi/en/winter-activities/winter-multiactivities/	2
Специальные предложения зимой	Специальные программы зимой	Wild Winter specialities	http://wildtaiga.fi/en/winter-activities/wild-winter-specialities/	3
Фестивали	Фестивали финляндии	Festivals Finland	http://wildtaiga.fi/en/festivals/	238
	Фестивали кухмо	Kuhmo Festivals		11
Фестиваль камерной музыки Кухмо	Фестиваль камерной музыки Кухмо	Kuhmo Chamber music	http://wildtaiga.fi/en/festivals/kuhmo-chamber-music/	5
	концерт камерной музыки	Chamber Music concert		481
	фестиваль камерной музыки	Chamber Music Festival		220
Культура и история	Культура и история финляндии	Culture and history Finland	http://wildtaiga.fi/en/culture-and-history/	16
Военные туры	Военные экскурсии	Battlefields excursions	http://wildtaiga.fi/en/culture-and-history/battlefield-tours/	815
	зимняя война экскурсия	Winter war excursion		5
	советско финская зимняя война	sovient finnish winter war		98
	экскурсия +в музей военной техники	War technique museum excursion		48

Другие культурные и исторические предложения	культурные и исторические предложения	Culture and history offers	http://wildtaiga.fi/en/culture-and-history/other-culture-and-history-offers/	10
	культурные программы Финляндия	Cultural programs Finland		2
Красота и благополучие		Wellbeing	http://wildtaiga.fi/en/wellbeing/	
Велнес программы	Велнес программы	Wellness care	http://wildtaiga.fi/en/wellbeing/wellness-care/	41
Сауны и СПА	спа тур +в финляндию	SPA tour Finland	http://wildtaiga.fi/en/wellbeing/sauna-and-spa/	54
	спа +в финляндии	SPA in Finland		305
	спа отдых +в финляндии	SPA holidays in Finland		34
	сауна финляндия	Sauna Finland		551
Другие предложения		Other themes	http://wildtaiga.fi/en/other-themes/	
Самостоятельное путешествие	Самостоятельное путешествие финляндия	Self Drive Finland	http://wildtaiga.fi/en/other-themes/self-drive/-fd/-finland-bustrips/	25
	Автобусные экскурсии финляндия	Finland bustrips		34
Прокат снаряжения	Прокат снаряжения финляндия	Equipment rental	http://wildtaiga.fi/en/other-themes/equipment-rental/	3
Праздники		Holidays	http://wildtaiga.fi/en/holidays/	
	финляндия национальные праздники	Finland National Holidays		42
Рождество	Рождество в финляндии	Christmas Finland	http://wildtaiga.fi/en/holidays/christmas/	98
Новый год	новый год в финляндии	New Year Finland	http://wildtaiga.fi/en/holidays/new-year/	314
Куда пойти		Places to go		

Природные центры		Nature Centers	http://wildtaiga.fi/en/nature-centers/	
	Природные центры финляндии			3
Где остановятся		Where to stay		
Отели	Отель в Кухмо	Hottels in Kuhmo	http://wildtaiga.fi/en/hotels/	1
	Отель в Суомуссалми	Hotels in Suomussalmi		1
Коттеджи	коттедж в Кухмо	Cottages in Kuhmo	http://wildtaiga.fi/en/cottages/	
	коттедж в Суомуссалми	Cottages in Suomussalmi		
Другое размещение	Размещение в Финляндии	Accommodation in Finland	http://wildtaiga.fi/en/others/	73
Рестораны и кафе	Рестораны кухмо	Restaurants and cafe Finland	http://wildtaiga.fi/en/restaurants-and-cafes/	1
	Рестораны финляндия	Restaurants in Finland		111
	Кафе финляндия	Cafe in Finland		124
Информация		Info		
Туристические зоны		Area Info		
Кухмо	Кухмо	Kuhmo	http://wildtaiga.fi/en/info/kuhmo/	389
	кухмо финляндия	Kuhmo Finland		79
	Kuhmo	Kuhmo		62
Суомуссалми	Суомуссалми	Suomussalmi	http://wildtaiga.fi/en/info/suomussalmi/	136
	Suomussalmi	Suomussalmi		31
Хосса	Хосса	Hossa	http://wildtaiga.fi/en/info/hossa/	2032

	Hossa	Hossa		97
Уккохалла	Уккохалла	Ukkohalla	http://wildtaiga.fi/en/info/ukkohalla/	120
	Уккохалла Финляндия	Ukkohalla Finland		22
	Ukkohalla	Ukkohalla		44
Вуокатти	Вуокатти	Vuokatti	http://wildtaiga.fi/en/info/vuokatti/	1141
	Вуокатти Финляндия	Vuokatti Finland		300
	Vuokatti	Vuokatti		270
Тематический отдых		Themes		
Животный мир	Животный мир Финляндии	Animals Finland	http://wildtaiga.fi/en/info/wildlife/	47
	Животные Финляндии	Animals Finland		445
Другие животные	Дикие природа финляндии	Wild life Finland	http://wildtaiga.fi/en/info/other-animals/	11
	Бобер Финляндия	Beaver Finland		7
	лось финляндия	Moose Finland		129
	олень финляндия	Raindeer Finland		91
	кит финляндия	Whale Finland		29
Летние развлечения	Летние мероприятия	summer activities	http://wildtaiga.fi/en/info/summer-activities/	
Зимние развлечения	Зимние мероприятия	Winter activities	http://wildtaiga.fi/en/info/winter-activities/	
Wild taiga		Wildtaiga		
Как добраться в Wild Taiga ?	Как добраться в Wild Taiga ?	How to get to Wild taiga	http://wildtaiga.fi/en/info/how-to-get-to-wild-taiga/	0
Брошюры	туристическая брошюра	Brochures	http://wildtaiga.fi/en/info/brochures/	177
	брошюры финляндия	Brochures Finland		2
Компании	Компании финляндии туристические	Companies tourism Finland	http://wildtaiga.fi/en/info/companies-of-wild-taiga/	5

Arola Farm	Arola Farm	Arola Farm +11	http://wildtaiga.fi/en/yritys/arola-farm/	0
Бореал природный центр	Boreal природный центр	Boreal Wildlife Centre +7	http://wildtaiga.fi/en/yritys/boreal-wildlife-centre/	
Experience KL	Experience KL	Experience KL	http://wildtaiga.fi/en/yritys/experience-kl/	2
Finnshui farm Siirtola	Finnshui farm Siirtola	Finnshui farm Siirtola	http://wildtaiga.fi/en/yritys/finnshui-farm-siirtola/	0
Отель Кайноон Куоһут	Отель Кайноон Куоһут	Hotel Kainoon Kuohut +7	http://wildtaiga.fi/en/yritys/hotel-kiannon-kuohut/	0
Хосса туристический центр	Хосса туристический центр	Hossa Visitor centre +1	http://wildtaiga.fi/en/yritys/hossa-visitor-centre/	0
Hiiden Torppa	Hiiden Torppa	Hiiden Torppa	http://wildtaiga.fi/en/yritys/hiiden-torppa/	0
	Хииден Торппа	Hiiden Torppa		0
Отель Кайнуу	Hotel Kainuu	Hotel Kainuu +4	http://wildtaiga.fi/en/yritys/hotel-kainuu/	0
	Отель Кайнуу	Hotel Kainuu		0
Отель Туликетту	Отель Tulikettu	Hotel Tulikettu	http://wildtaiga.fi/en/yritys/hotel-tulikettu/	2
	Hotel Tulikettu	Hotel Tulikettu		3
Оленья ферма Хосса	Оленья ферма Hossa	Hossa Reindeer farm +3	http://wildtaiga.fi/en/yritys/hossa-reindeer-farm/	0
	Hossa Reindeer farm	Hossa Reindeer farm		0
	Оленья ферма Финляндия	Hossa Reindeer farm		2
	экскурсия +на оленью ферму	Hossa Reindeer farm		103
Отель Калевала	Hotel Kalevala	Hotel kalevala +9	http://wildtaiga.fi/en/yritys/hotel-kalevala/	5
	Отель Калевала	Hotel kalevala		245
Juminkeko	Juminkeko	Juminkeko	http://wildtaiga.fi/en/yritys/juminkeko/	6
	Юминкеко	Juminkeko		6

Jarmon Eräpalvelu	Jarmon Eräpalvelu	Jarmon Eräpalvelu	http://wildtaiga.fi/en/yritys/jarmon-erapalvelu/	0
	Ярмон Ерапалвелу	Jarmon Eräpalvelu		0
Kuhmo Visitor Centre Perola	Центр посетителей Кухмо	Kuhmo Visitor Centre +1	http://wildtaiga.fi/en/yritys/kuhmo-visitor-centre-petola/	0
	Центр посетителей Кухмо	Kuhmo Visitor Centre		0
	Kuhmo Visitor Centre Perola	Kuhmo Visitor Centre Perola		0
Kainnon Kuohet Recreational SPA	Kainnon Kuohet Recreational SPA	Kainnon Kuohet Recreational SPA	http://wildtaiga.fi/en/yritys/kiannon-kuohut-recreational-spa/	
Центр искусств Кухмо	Kuhmo Arts centre	Kuhmo Arts centre	http://wildtaiga.fi/en/yritys/kuhmo-arts-centre/	0
	Центр искусств Кухмо	Kuhmo Arts centre		0
Камерная музыка Кухмо	Камерная музыка Кухмо	Kuhmo Chamber music	http://wildtaiga.fi/en/yritys/kuhmo-chamber-music/	
Lentuankosken Leorinta	Лентуанкоскен Леоринта	Lentuankosken Leorinta	http://wildtaiga.fi/en/yritys/lentuankosken-leirinta/	0
	Lentuankosken Leorinta	Lentuankosken Leorinta		0
Loma Hossa	Loma Hossa	Loma Hossa	http://wildtaiga.fi/en/yritys/loma-hossa/	0
	Лома Хосса	Loma Hossa		0
База отдыха Lentiira	Lentiira Holiday Village	Lentiira Holiday Village +2	http://wildtaiga.fi/en/yritys/lentiira-holiday-village/	0
	База отдыха Lentiira	Lentiira Holiday Village		0
Martinselkone n Wilds Centre	Martinselkonen Wilds Centre	Martinselkonen Wilds Centre +6	http://wildtaiga.fi/en/yritys/martinselkonen-wilds-centre/	0
	Природный центр Martinselkonen	Martinselkonen Wilds Centre		0

M/S Kianta Озерные круизы	M/S Kianta Озерные круизы	M/S Kianta Lake Cruises		0
	M/S Kianta Lake Crusies	M/S Kianta Lake Cruises		0
	Озеро Круизы	Lake Cruises		157
Nordwide Finland	Nordwide Finland	Nordwide Finland +9	http://wildtaiga.fi/en/yritys/norwide-finland/	0
	Nordwide Финляндия	Nordwide Finland		0
Pykala	Pykala	Pykala +1	http://wildtaiga.fi/en/yritys/pykala/	1
	Пюкала	Pykala		0
Reki-Pertti	Reki-Pertti	Reki-Pertti	http://wildtaiga.fi/en/yritys/reki-pertti/	0
Рестаран Kultainen Kukko	Рестаран Kultainen Kukko	restaurant Kultainen Kukko	http://wildtaiga.fi/en/yritys/restaurant-kultainen-kukko/	0
Routra Travel	Routra Travel	Routra Travel +7	http://wildtaiga.fi/en/yritys/routa-travel/	0
Raatteen Petobongaus	Raatteen Petobongaus	Raatteen Petobongaus	http://wildtaiga.fi/en/yritys/raatteen-petobongaus/	0
Ratteen Portti	Ratteen Portti	Ratteen Portti	http://wildtaiga.fi/en/yritys/raatteen-portti/	0
	Раттеен Порtti	Ratteen Portti		0
Этнический музыкальный фестиваль Somello	Somello Ethno Music Festival	Somello Ethno Music Festival	http://wildtaiga.fi/en/yritys/sommelo-ethno-music-festival/	0
	Этнический музыкальный фестиваль Somello	Somello Ethno Music Festival		0
	фестиваль этнической музыки	Ethno Music Festival		200
	Фестиваль Соммело			1
Домашний музей Tuupala	Tuupala Home Museum	Tuupala Home Museum	http://wildtaiga.fi/en/yritys/tuupala-home-museum/	0
	Домашний музей Туупала	Tuupala Home Museum		0

	Музей Tuupala	Tuupala Museum		0
The silent People	Молчаливый народ	The silent People	http://wildtaiga.fi/en/yritys/the-silent-people/	97
taiga spirit, Nature and Wildlife experience	taiga spirit	taiga spirit, Nature and Wildlife experience +24	http://wildtaiga.fi/en/yritys/taiga-spirit-nature-and-wildlife-experiences/	4
Teatr Retikka	Teatr Retikka	Theatre Retikka	http://wildtaiga.fi/en/yritys/theatre-retikka/	0
	Theatre Retikka			0
Upitrek	Upitrek	Upitrek +23	http://wildtaiga.fi/en/yritys/upitrek/	0
Vuokatti Safaris	Vuokatti Safaris	Vuokatti Safaris +17	http://wildtaiga.fi/en/yritys/vuokatti-safaris/	1
	Вуокатти сафари			1
Wildspiira	Wildspiira	Wildspiira +3	http://wildtaiga.fi/en/yritys/wildspiira/	0
Музей Wanhan Majurin	Wanhan Majurin Museum	Wanhan Majurin Museum	http://wildtaiga.fi/en/yritys/wanhan-majurin-majatalo/	0
	Музей Wanhan Majurin	Wanhan Majurin Museum		0
Музей зимней войны	Музей зимней войны	Winter War Museum	http://wildtaiga.fi/en/yritys/winter-war-museum/	21
	Winter War Museum			1
Wildlife Safaris Finland	Wildlife Safaris Finland	Wildlife Safaris Finland +5	http://wildtaiga.fi/en/yritys/wildlife-safaris-finland/	0
Askyt Ammat	Askyt Ammat	Askyt Ammat +2	http://wildtaiga.fi/en/yritys/aksyt-ammatt/	0

Appendix 6. Social media monitoring

Name	Website	Social media
Wild Taiga	http://wildtaiga.fi	facebook.com/wildtaiga
Hiidenportti	http://www.luontoon.fi/hiidenportti	https://www.facebook.com/hiidenportinkansallispuisto
Arolan maatila- ja eräloomat	www.arolabear.fi/	
Wildlife Safaris Finland Oy / ent. Articmedia Lassi Rautiainen Ky	www.articmedia.fi	https://www.facebook.com/wildfinland
Boreal Wildlife Centre Oy	www.viiksimo.fi	https://www.facebook.com/BorealWildlifeCentre
Erämatkailu Piirainen	www.erapiira.fi	https://www.facebook.com/pages/EräPiira-WildsPiira
Martinselkosen Eräkeskus	www.martinselkonen.fi	https://www.facebook.com/Martinselkonen
Raatteen Petobongaus Ay	www.raatteenpetobongaus.fi	
Taiga Spirit	www.taigaspirit.com	https://www.facebook.com/taigaspirit.finland
Juminkeko-säätiö	www.juminkeko.fi	https://www.facebook.com/pages/Juminkeko
Kuhmon Kamarimusiikki	www.kuhmofestival.fi	https://www.facebook.com/kuhmofestival
Kuhmo-talo	www.kuhmotalo.fi	https://www.facebook.com/pages/Kuhmo-talo
Talvisotamuseo	www.kuhmo.fi	https://www.facebook.com/pages/Kuhmon-Talvi
Tuupalan museo	www.kuhmo.fi	https://www.facebook.com/kaupunkikuhmo
Musiikkijuhla Sommelo	www.runolaulu.fi/sommelo	https://www.facebook.com/sommelo
Teatteri Retikka	www.teatteriretikka.net	https://www.facebook.com/pages/Teatteri-Retikka
Hikes'n Trails	http://www.hikesntrails.com	https://www.facebook.com/pages/HikesnTrails
Hossan Lomakeskus	www.hossanlomakeskus.com	
Hossan Luontokeskus	www.kylmaluoma.com	
Hoivatila Siirtola	www.kummussavirtaa.fi	
Hossan Poropuisto	www.hossanporopuisto.fi	https://www.facebook.com/pages/Hossa-Poropuisto-Reindeer-Park
Jarmon Eräpalvelu	www.erapalvelu.net	
Kiannon Kuohut Virkistyskylpylä	www.suomussalmi.fi	
Reki-Pertti	http://www.reki-pertti.fi	

Routa Travel	www.routatravel.fi	https://www.facebook.com/RoutaTravel
Upitrek Oy	www.upitrek.com	https://www.facebook.com/upitrek
Vuokatti Husky Oy	www.vuokattihusky.com	https://www.facebook.com/vuokattisafaris.huskyfanclub
Wanhan Majurin Majatalo		
Äksyt Ämmät	www.aksytammat.fi	https://www.facebook.com/AksytAmmat
Domnan pirtti	www.domnanpirtti.fi	https://www.facebook.com/domnanpirtti
Hiljainen Kansa, Osuuskunta Kainuun Kuutamokeikat	www.kuutamokeikat.fi	
Luontokeskus Petola	www.suurpedot.fi	https://www.facebook.com/luontokeskuspetola
Niemisen Kyläyhdistys ry	http://www.kainuu.fi/kylat/index.php?mid=2_25_91&pre=2_25&frame=info&cm=enable	
Raatteen Portti Oy	www.raatteenportti.fi	https://www.facebook.com/raatteenportti
Turjanlinna	www.suomussalmi.fi/matkailu/index.html	
Hiiden Torppa Ay	www.hiidentorppa.com	
Loma Hossa	www.loma-hossa.fi	
Hotelli Kalevala	www.hotellikalevala.fi	https://www.facebook.com/HotelliKalevala
Hotelli Kainuu Oy	www.hotellikainuu.com	https://www.facebook.com/HotelliKainuu
Hotelli Kiannon Kuohut	www.kiannonkuohut.fi	https://www.facebook.com/kiannonkuohut
Kartanohotelli Karolineburg	www.karolineburg.fi	https://www.facebook.com/pages/Kartanohotelli-Karolineburg
Lentiiran Lomakylä Oy	www.lentiira.com	https://www.facebook.com/Vuokatinmaa
Lentuankosken leirintäalue	www.lentuankoski.fi	https://www.facebook.com/Lentuankoski
Pykälä	www.pykala.net	https://www.facebook.com/pykala.net
Tulijärven Tuvat (T:mi Auvo Kärnä)	www.tulijarventuvat.fi	
Tulikettu (Bellastep)	www.tulikettu.fi	https://www.facebook.com/Tulikettu
Kultainen Kukko/Wanha Kurimo V. Huovinen Oy	www.kultainenkukko.fi	

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Bachelor thesis

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