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RECOMMENDATIONS FOR
JÄRVISYDÄN
TO ATTRACT INCENTIVE
TOURISTS FROM MOSCOW AND
SAINT PETERSBURG

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DESCRIPTION

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Abstract The research is focused on the study of incentive tourism. The target group is incentive tourists from Moscow and St. Petersburg because those are the major business cities in Russia. The thesis is aimed to answer the following research question: What can be done in Järvisydän in order to attract more Russian incentive customers? The method of the thesis was interviews with the Hotel and SPA Resort Järvisydän and a Destination Management Company Aeroclub tour. This method was used in order to come up with valid recommendations. The results of the research follow the usual patterns of tourist behavior. During the process of choosing a destination customers pay a lot of attention at the price/quality relations and the location of the holiday destination and offered services there. After analysing the results of the research it was possible to elaborate the following recommendations: maintain the current policy and keep the service at the same high level, as well as pay more attention to the business to business cooperation and add more information about incentive programs on the official web page, since corporate clients deal with DMC companies, who explore the market of such offers in the Internet.		
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1 INTRODUCTION

Tourism is a part of our life. With developing technologies traveling becomes easier every year. Moreover, it is a good opportunity for people to relax and to change the every-day routine. The industry provides a huge choice of various accommodation and travel services which can be suitable for different tourist groups, such as luxury travelers, business travelers and travelers with limited budget and so on. Additionally, there are numerous purposes for tourists. For instance, one travels in order to learn about new culture and develop himself/herself, the other travels due to business purposes.

According to the World Travel and Tourism Council (WTTC) report for 2015 the tourism and travel industry provide 5,1% of the whole GDP in Finland and the influence of this sector is expecting to grow up to 7,7% till 2024 (Turner 2015). Additionally, tourism sector provides people with jobs which is significantly necessarily in order to have stable environment (Vesterinen 2015). Therefore, tourism is important for Finnish national economy.

There are many various types of tourism and one of them is MICE tourism (Meetings, Incentives, Conventions or Conferences and Exhibitions). This type of tourism is important, because it is a motivation tool. As each type of enterprise is interested in high productivity and revenues, the managers strongly advised to organize several motivation programs for the employees. Therefore, only when the employees are engaged with the company the success follows. Branson (2013) believes in and maintains the philosophy that "engaged and motivated employees lead to happy customers, which in turn leads to shareholder gain". The part of MICE tourism, which calls incentive is a successful motivation technique. Nowadays, companies from various spheres agree that it is an important method of gaining employees' loyalty. Regarding several researches, such as the fall survey conducted in 2014 by IRF (Incentive research foundation) and the research made by SITE (Society for Incentive travel executive) there is a positive forecast that incentive tourism is expected to grow within a few years.

1.1 Purpose of study

According to the SITE (Society for incentive travel excellence) International Foundation's annual forecast (2014) on the incentive travel industry the majority of incentive professionals expect that incentive travel will increase substantially between 2014 and 2016. In other findings, almost 72 percent of respondents predict an increasing number of business meetings and motivational events over the next 12 months (Grimaldi 2014). Those trends are quite promising and therefore, in case of growing popularity of incentive trips, the researcher would like to analyze the incentive market of clients in Finland and Russia and as a result to elaborate the list of recommendations in attracting more incentive customers from Moscow and Saint Petersburg to the Hotel and SPA Resort Järvisydän in Finland.

1.2 The goal and objectives

The organization, which has commissioned the thesis is The Hotel and SPA Resort Järvisydän. My commissioner is Miikka Aira and he asked me to think about possible ways of increasing the number of incentive tourists from Russia.

The research question is:

- What can be done in Järvisydän in order to attract more Russian incentive customers?

Therefore, the goal of my thesis is to identify the attracting features for Russian incentive tourists.

The objectives are as follows:

- To analyze future incentive travel trends in Russia
- To analyze what Järvisydän can offer for incentive tourists from Russia
- To find out what are the needs and demands of Russian incentive tourists

Eventually, the outcome of the thesis will be a list of recommendations for attracting more incentive customers from Moscow and Saint Petersburg to the particular hotel. The recommendations will be based on the results of two interviews and the theory.

1.3 Methods of the research

There are many various methods of collecting information, such as questionnaires and interviews. For this particular thesis was chosen the semi-structured interview method. It was chosen due to several reasons. Firstly, interview helps the researcher to collect the information from certain people and get guaranteed answers as well as it is a face2face communication situation. Secondly, it is a flexible tool, which helps to modify questions regarding required information. Thirdly, using open-ended questions provides the interviewer with longer and detailed answers because people are generally more likely to give detailed responses orally than when writing them down. Another advantage of the interview method is the possibility to observe non-verbal language of the interviewee and thus, to be able to understand, whether the respondent feels comfortable or not, whether he/she tells the truth or not. Those aspects help the interviewer change topics and maintain a friendly and open discussion.

The population of the research is incentive tourists from Moscow and Moscow area and St. Petersburg and its area. They were not chosen accidentally. Secondly, those cities are the major business centers in Russia. Moreover, incentive travel industry is growing up, according to expectations of MICE experts, such as IRF (Incentive Research Foundation).

In order to answer the research question and to reach the goal, two face2face interviews and one email interview were conducted. During the process two face2face interviews were conducted in February 2015 and an interview via email took place in March 2015.

The first interview was held in Moscow at the office of the DMC (Destination Management Company) Aeroclub Tour with the head of MICE department and the head of department of outbound corporate events. The second interview took place in Finland with the sales person from Järvisydän. The interview via email was conducted with the managing director of A-DMC Global Russia.

The purpose of those interviews was to find out what a potential consumer needs are for the possible destination for incentive tours and what Järvisydän as a provider of such

services can offer to customers from Moscow and Saint Petersburg. Therefore, the data from those interviews helped the researcher to formulate more reliable recommendations for Järvisydän.

1.4 The description of the destination

Järvisydän is a hotel and SPA resort on the Saimaa lake founded in 1658. It is situated near a small town Rantasalmi and a town of Savonlinna. Rantasalmi is famous for its remarkable scenery and fine ice-skating routes in Linnansaari National Park and Lake Rauanvesi (Rantasalmi 2015). Additionally, there is a good opportunity for paddling, boat cruising and guided fishing trips with professionals who make these activities interesting, thrilling and amazing (Rantasalmen Matkailu ry 2015). Regarding Savonlinna, it is one of the most popular destinations for holiday in Finland (Savonlinna Ltd 2015). The region suggests its guests a huge variety of outdoor activities, starting from a beach holiday to the world famous Opera Festival and world class concerts and performances. It is an interesting fact that these opera festivals take place on the grounds of the medieval Olavinlinna Castle (Savonlinna Ltd 2015). Thus, the tourists who will need some other sightseeing may visit those cities as well. For instance, the way to Savonlinna from Järvisydän will take approximately half an hour by car.

Järvisydän is a member of the Saimaa holiday club (Järvisydän 2015). The resort is located on the shore of the Lake Saimaa and translated from Finnish as a Heart of the lake (Järvisydän 2015). When you reach its shore the fresh breeze fills your heart with peace and tranquillity. The hotel offers its guests a wide choice of different activities which can be appreciated even by demanding guests. For example, during autumn and spring the hotel organizes guided fishing safaris at the Linnansaari National Park. In addition, a catch is guaranteed or money return, which is also very important part of such an activity. Moreover, Järvisydän offers contest games for teambuilding (2015). Regarding the accommodation, there are various types starting from an ordinary room to a luxurious villa with a suite. By summer 2015, they are going to open a new hotel right next to the main building and later in 2015 the SPA center will be ready to host its guests (Järvisydän 2015).



PICTURE 1. Interior of the hillside villa for 10 guests (Järvisydän 2015)

Regarding the places where to have a tasty lunch or relaxing evening with mouth-watering dishes there are two different restaurants. First one is the medieval restaurant Piikättyttö at the Holiday Resort Järvisydän, which offers unique setting for dining and organizing special events, such as gala dinners in the medieval atmosphere.



PICTURE 2. Piikättyttö restaurant (Järvisydän 2015)

Furthermore, regarding the second restaurant, it is Tepee, which is situated in the middle spruce forest, not far away from the cottages of the Holiday Resort (Järvisydän 2015.) Regarding the other place where guests of the Holiday Resort can try something special, it could be The Wine Hall with the biggest wine cellar in the area. It is situated in connection with the Medieval Restaurant Piikatyttö. It was built in the natural rock and offers new premises for festive occasions and dining (Järvisydän 2015).

2 MICE TOURISM

People travel around the world each year. Traveling has become an essential part of their lives. There are different reasons why people are keen on traveling, for instance while traveling they learn about themselves and new cultures, find new friends and develop themselves (AirTreks International 2014). However, tourism is a living organism with dynamic growth and reduction, new ideas, new destinations, innovative methods and techniques. (Goeldner & Ritchie 2012, 3.)

By any name - whether it is a conference, convention, meeting, training – this element of market is huge as it seems to be at first (Goeldner & Ritchie 2012, 142). Many large business centers, such as Moscow, Saint Petersburg, and Helsinki have an assembly center devoted to hosting various meetings because of the significant economic impact. This sector is often given the acronym MICE, which stands for meetings, incentives, conventions, and exhibitions (Goeldner & Ritchie 2012, 142). Talking about the meeting industry, it consists of a huge range of organizers, facilities engaged in the development and delivery of meetings, conferences, exhibitions, and other related events which are held in order to achieve a range of professional, business, cultural and academic objectives (IAPCO 2014).

MICE is considered to be a particular type of tourism in which large groups planned in advance are brought together for some definite purpose (Micepoint 2013). MICE tourism is well-known for its perfect planning and critical clientele (Micepoint 2013). Generally, MICE tourism consists of a well-planned agenda centered on a specific theme,

such as a hobby, a profession, or an educational topic (IAPCO 2014). MICE tourism is a particular and specific area with its own trade shows and practices.

MICE events are commonly sold by specialized travel organizations – Destination Management Companies (DMC) (Kelly 2014). Destination management company (DMC) is a locally-based professional service company who provides knowledge about destination, services, and creates special tailor-made trips for companies in regard with their special needs and demands (Gillette 1998). Additionally, they help companies to organize the most beneficial trips, since they analyse the market and offer the most suitable solutions. DMCs create each program regarding the particular group, budget, appropriate activities, targets set by consumer company etc (ADMEI 2015).

During a creation of incentive trips DMCs co-operate with other local DMCs at the destination and additionally, look for potential suitable hotels in the internet. Thus, they represent business to business (B2B) marketing. B2B is a close co-operation between businesses during the process of creation a product or service, while each business meet the needs of the other (Hague 2015). As a rule, B2B consumers are more demanding since they operate on behalf of other companies. They need to possess enough knowledge as far as, they spend more money than average consumers and therefore expect more attentive attitude.

2.1 Incentive tourism

Most components of MICE are well understood, probably with the exception of Incentives. Incentive tourism is usually undertaken as a type of employee reward by a company for targets met or exceeded, or a job well done (Kelly 2014). Therefore, incentive tourism connected with travel benefit (Goeldner & Ritchie 2012, 142). Unlike the other types of MICE tourism, Incentive tourism is usually conducted purely for entertainment, rather than professional or educational purposes (Micepoint 2013). The other components of MICE have a professional or educational aim. Moreover, incentives can be formidable motivators for employee performance and travel is a prime reward incentive (Goeldner & Ritchie 2012, 142). Incentive systems are a special form of reward. They

place the focus of performance on very concrete objectives and at the same time reward the achievement of these objectives (Kressler 2003).

In today's world competition became more than an essential part of our life and especially at the workplace. In this case, many companies compete with each other in order to gain customer's affection, employee's loyalty and the highest levels of performance, contributions, productivity (Watson 2012). First of all, the most known ways to motivate an employee are incentive and recognition programs. The difference between these two types of reward can be clarified in the Table 1 below.

TABLE 1. The difference between recognition and incentive programs (Watson 2012)

Recognition program	Incentive program
Reward desired behaviors	Reward achievement or successful performance
More immediate rewards	Need some time and results
Can be meaningful on relatively modest budget	Requires a significant amount of money
Provides an excellent opportunity to publicly recognize good performance	Limited communication except on an individual basis

Recognition program is a way of acknowledging employee success after the performance. The purpose is to highlight work and behavior that support/further the mission, goals and values of the company (Economy 2014). Generally, recognition associates with emotional connection between employees and managers. As can be seen in Table 1, recognition programs reward desired behavior in the company and therefore, help to create required atmosphere and relationship within the organization. On the other hand, incentive programs operate differently. Incentive refers systems towards the promise of agreed reward in case an employee achieve the goal of the company Kressler (2003) states: "Incentive program sounds like when you achieve the goal, then you will get the promised reward".

Regarding the frequencies of both programs, incentives are used more rarely, due to the requirement of time to reach the target or perform a successful campaign. Generally, incentives aimed to reward success of the employee, and to achieve this target they should be exceptional and tailor-made. Therefore, to create such program requires a significant amount of money. Regarding the recognition programs, they could work even with a modest fund. Sometimes, it is enough to send a letter with kind and appreciative content to the person. Moreover, rewarded person by recognition program and incentive program receive different publicity at the company. For instance, incentive award available only for a small group of people, who are incentive tourists likewise.

In general, both programs are suitable for the potential recipients of sales force, other employees, distributors, customers or stakeholders of the company (Watson 2012).

Travel brings a bouquet of bright emotions, which helps to live a full life. Therefore, people want to travel as much as they can. Although, in case of a busy life and high prices, nowadays only a few people can travel as much as they want. So, in fact, by introducing incentive travel to employees employers can really motivate them and develop business. Moreover, several scientists have proved with several researches that non-cash rewards are more valuable than just an average cash reward (Watson 2012). According to Deanna Ting (2013) Western Europe was the third popular destination for incentive travel programs. The variety of experiences afforded in Europe — historical, cultural, luxurious, and adventurous — make the region a perennial favorite among incentive groups (Ting 2013).

In addition, if we ask people what would be more valuable to them between a money reward and a travel to some exotic destination, which brings a lot of new emotions and feelings they would point out that a trip is much preferable than a cash-reward (QIC 2014). Scientists hypothesized that the understanding of receiving a gift is much exciting for everyone especially if this gift is something that a person was dreaming of or going to buy for himself (SITE 2014). On the other hand, cash reward is considered to be a wise present which will likely be used as everyday – expenses, e.g. repay a loan, etc. As a result, all intensions regarding motivation of a person who gain a reward go for nothing, since the gifted money using as an additional part to the salary. Thus, the employee would be grateful, but the desired effect is not achieved completely. In some

cases, adult people are considered to be grown children and, according to psychology studies they want just simple surprises and bright emotions but not emotionless money.

Since, incentive programmes connected with motivation it is necessary to take into account the Maslow theory. Obviously, everyone is acquainted with this hierarchy since school days. Unfortunately, many managers forget about it while planning the award-system. It is important to realize that, according to the theory, an employee will not reach higher goals until he/she satisfies the essential lower needs. Therefore, a remarkable holiday as a reward might be less helpful for a person who feels stress at the workplace, due to lack of safety, which can be caused by high emotional pressure and the unfriendly work environment. That is why, it is very important to be aware that employees are happy and satisfied.

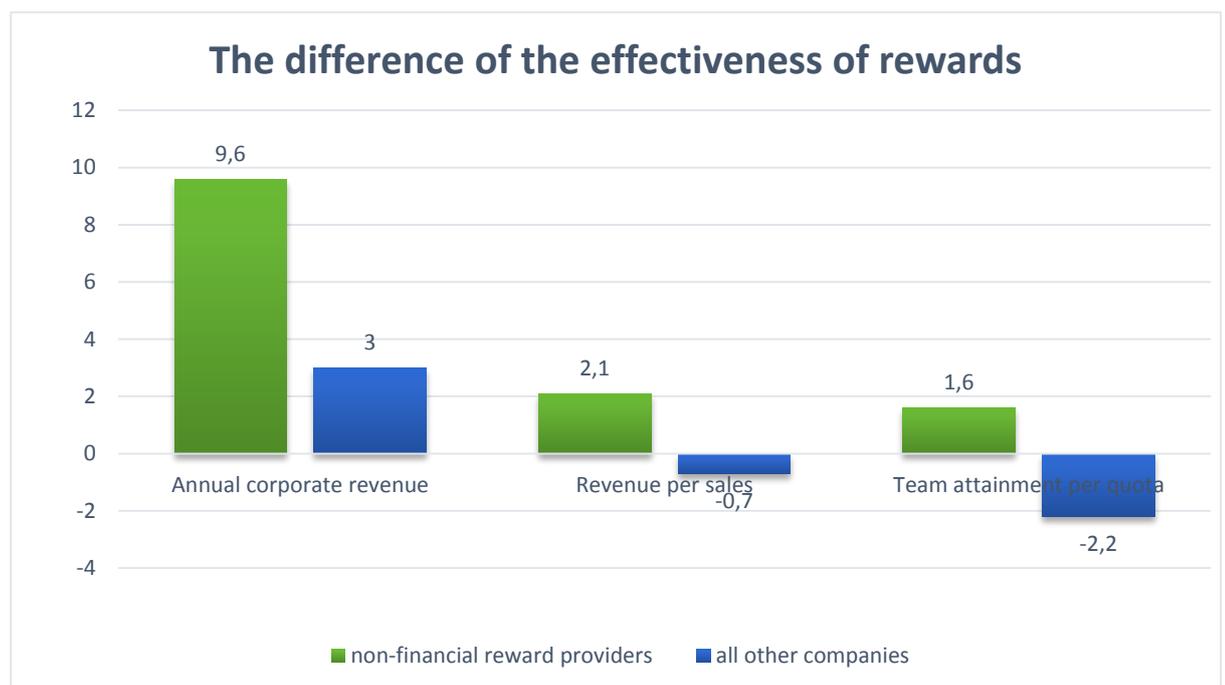


FIGURE 1. The comparison of cash and non-cash rewards

In Figure 1 above the significant difference between the results of companies using different methods of employee rewards is clearly seen. Those companies who use non-cash incentives gain more successful goals and targets. Thus, they increase the effectiveness and productivity of their enterprise.

Additionally, for successful incentive program it is important to set targets. The targets are might be as follows:

- Increase the sales volume
- Create and expand the dealer network
- A transition in the market share from competitors
- A presentation and promotion of a new product or service
- A team reinforcement

All incentive trips are tailor- made, nevertheless it is essential to know what the objectives and goals of the particular company are. They can be vary from teambuilding to attracting potential customers. (Kressler 2003.)

Incentive tourists expect something special from their holiday because the main purpose of such a trip is to motivate an employee (Kelly 2014). Finland suggests its incentive tourists various activities, such as ice experience with a dip in the icy Baltic Sea, Lapland experience with northern lights, Helsinki classic incentive and so on. All these programs are award-winning destinations in Finland (The Travel Experience 2012).

Several academic researches, such as IRF (Incentive Research Foundation) fall survey, Sodexo, Strategic Incentives, SITE (Society for Incentive Travel Excellence) show that non-cash rewards have more influence than cash-compensations in order to motivate desired behaviours, distinguish employee accomplishments and express gratitude from the company towards a brilliant employee. These non-cash rewards might include trips, tickets to an exclusive place, such as theatres, private cocktail parties and different privileges (QIC 2014).

It is important to realize that, as a rule, the majority of incentive gifts are considered to be luxurious and wealthy, so it makes an emotional connection. Moreover, several incentive rewards can be shared with friends, relatives and it also creates more than the positive influence. Apparently, incentive trips are much acceptable in the society due to a couple of reasons, such as the story of an incredible journey, which can light up the hearts of colleagues and motivate them to achieve higher goals. Additionally, the fact of an incentive trip can be motivator itself. Concerning the human nature, for people it

is more valuable to get appreciation and recognition. That is why many companies are interested in including the incentive segment in their motivation programmes.

2.2 Useful tool for creating an incentive program

In order to create a useful motivation, it is important to understand cultural differences of potential customers. It is not a secret that people are different and everybody needs an individual approach. For international companies it is quite a challenge to elaborate on good and successful motivation programs. To achieve the success in such matters they can use the individual approach regarding the cultural diversity, which is clearly presented in the studies conducted by Professor Geert Hofstede. It is considered to be one of the most comprehensive studies about the effect of culture at the workplace (National cultural dimensions 2012). He analysed a large database of employee values collected in 70s. After careful and hard work he managed to create the approach which helps to understand more or less different cultures, regarding their values and life views.

As far as incentive tourism is considered to be a part of motivation, it is very important to take into account that if a company wants to have a successful co-operation with corporate clients it needs to provide them with an exceptional holiday. It can be done much better if there is understanding and awareness of customers' mentality, regarding his/her culture. That is why the Hofstede theory about cultural dimensions is a very helpful tool. Järvisydän is interested in attracting new incentive customers and in order to meet this goal, careful attention on the data and results of the research should be paid because in order to create a great memorable holiday one should be proactive and be able to predict any future demands of customers. Russian customers are quite new at the tourism market, due to historical isolation during the Soviet Union time and therefore, they require much more attention.

2.3 Russian case

Talking about incentive tourists, if a company really wants to motivate its best employees it should apply the cultural individual approach to them. The results of Russian case can be seen in Figure 2. Concerning Russians, according to the Hofstede research they have 93 points for power distance, therefore it can be concluded that for Russian people

it is extremely important to show their power and wealth. Moreover, for Russians it is essential to talk about their personal achievements, contributions and rewards. (Dimensions of national culture, 2012.)

Regarding uncertainly avoidance and indulgence scales, Russian respondents show 95 points and 20 points of 100. That is means that they prefer risk-taking and adventures types of vacation rather more than a peaceful type of vacation.

To be aware of cultural differences and possible demands connected with destination is an important issue in terms of customer service abroad. In order to reach the complete customer satisfaction one should always be aware of and tolerant to the cultural dimensions. That makes life more interesting and exciting.

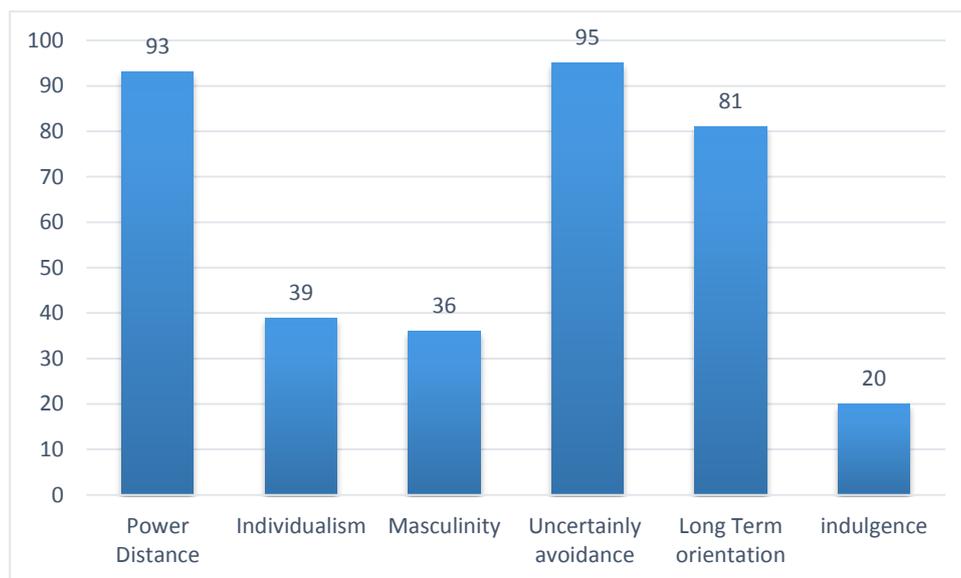


FIGURE 2. Russian index according to Hofstede's study

2.4 Incentive tourism trends

Different organizations frequently make various researches in order to measure the effectiveness and popularity of incentive trips. According to the Incentive Travel Annual Forecast for 2015, conducted by Society for Incentive Travel Excellence (SITE) in 2014, 52% of the respondents believe that the number of incentive trips will increase in the next 6 months. Regarding the trend watch report by EIBTM (The Global Meetings & Event Expo) from 2014 the participants do not anticipate any significant changes in

Incentive trips, almost 50% think the popularity of such a motivation tool will remain the same and 54% of the respondents suppose that the budget for incentive trips will be the same. However, concerning the future trends of incentive travel, 87% respondents mentioned that over the next 1 to 3 years the usage of incentive travel will increase.

Concerning the following forecast regarding the components of incentive trips in 2015, there is a forecast in Figure 3. Most of the respondents (49%) indicated that there will be no changes in the programme destinations, while 20% think that there will be changes from domestic to international trips. That can be a significance of the travel importance itself, 12% responded that in the following year companies will choose locations near home country. This answer might be connected with price matters.

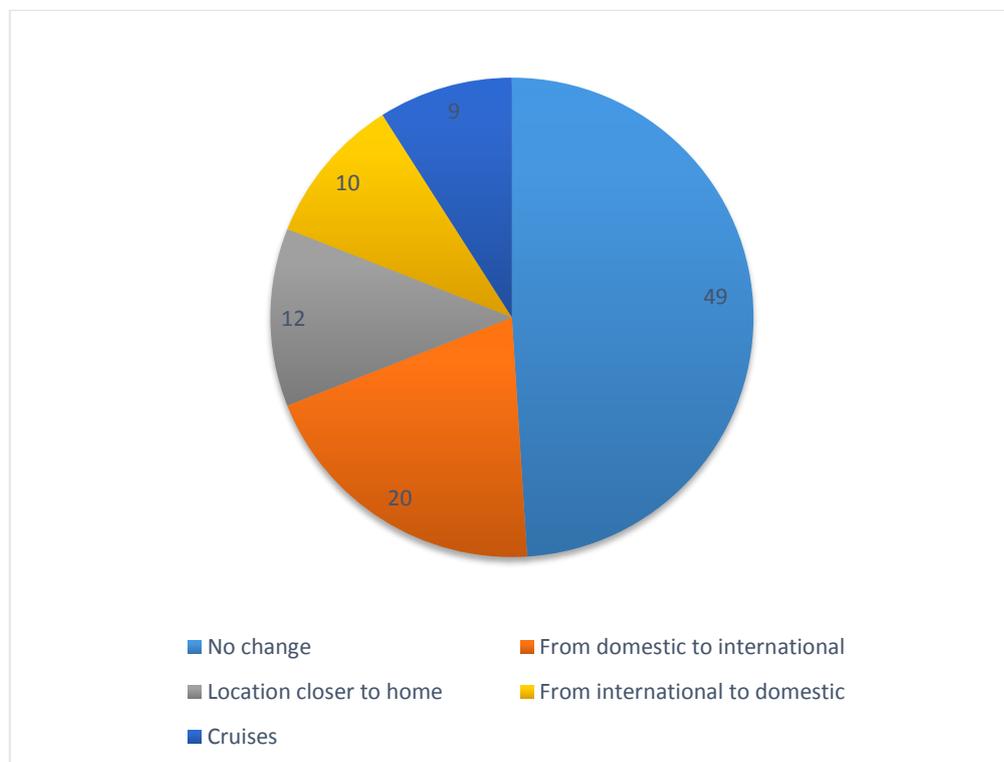


FIGURE 3. The forecast regarding components of incentive trips in 2015

Regarding the effective incentive trip it is important to know the average budget spending per person in order to create the most suitable offer. Indeed, the price is depending on the company's revenues and ability to purchase such motivations. Although, in general the respondents chose 2000\$-4000\$ per person (IRF 2015). That is a clear significance, which shows the importance of incentive trips and readiness of employers to invest in their employees.

Analysing the Russian incentive segment, there is a reduction in the demand for incentive programmes, conferences/meetings, business trips and corporate events. It can be caused by several reasons, such as decreasing interest amongst companies for incentive trips due to the lack of their effectiveness, money issues and a life cycle of such a way of motivation. Regarding the official statistics, the number of Russian tourists traveling abroad in tourism purposes decreased down to 58% in comparison between 2013 and 2014 years. In this tourist flow there is also a number of incentive travellers (Federal agency for travel 2014). According to the Figure 4, Finland was the thirteenth popular destination for Russians in 2014. Therefore, even with the recession of Russian visitors in Finland, this country remains to be a visited destination.

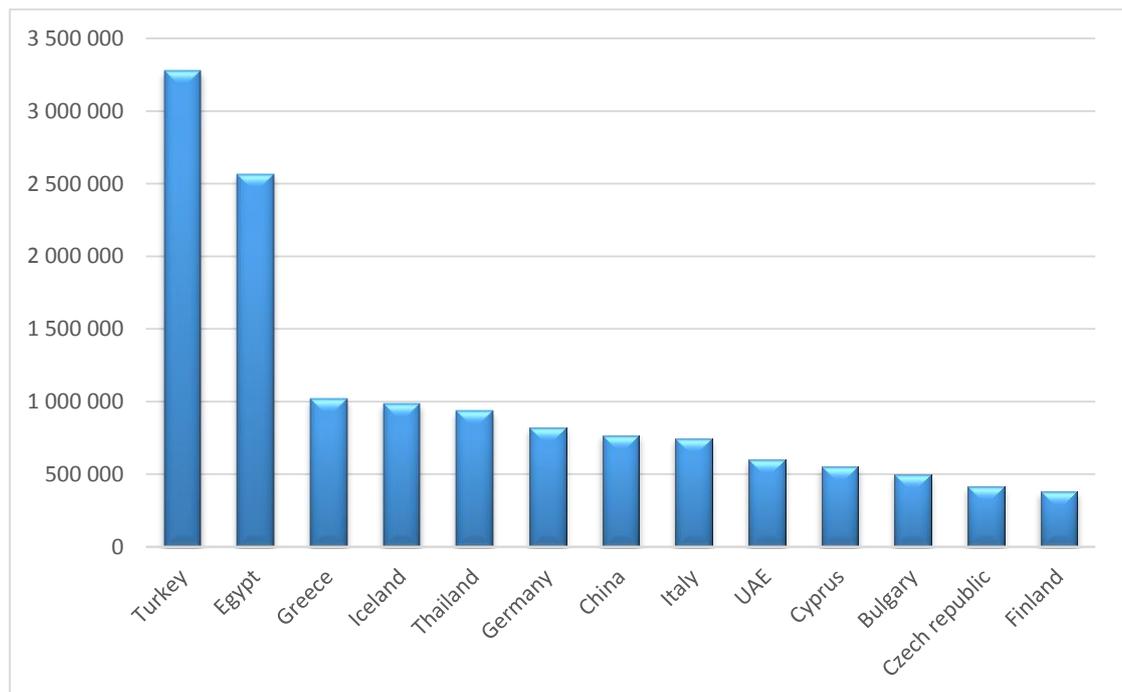


FIGURE 4. Popular destinations for Russian tourists in 2014

Year 2014 was quite difficult for Russian tourists. In relation with economic troubles, the average price for a trip to Europe increased by 20%. However, regarding the research from December 2014, made by World Travel Monitor, there is a positive forecast, that Russian outbound travel will grow by 4% in 2015. (ITB 2014.)

Why should the companies use incentive trips? First of all, if the employees are satisfied with their job and work environment, it results in the company having happy and satisfied customers, which is essential for successful business. Moreover, according to the study by Frederick Reichhel about loyal customers, if a company can increase customer retention at least about 5% then the following effect will be growth of profit up to 75%. (Costal Vacations 2015.)

2.5 Incentive trip sample

Incentive trips are tailor-made holidays in regard with individual circumstances of a company, who order them. Although, the basics of those trips can be alike. All incentive trips likewise others holidays have the beginning and the end. The starting point is the railway station/airport/seaport etc. Afterwards, lodging is provided. At the destination, incentive tourists are offered various interesting activities, which can help to achieve the target set by the company managers. Usually food and beverages are included to the package, thus employees have no need to spend the addition money. Additionally, sometimes incentive trips can include special conferences, aimed to bring new knowledge to the tourists. Eventually, the trip ends at the beginning point – airport/railway station/port. In order to better understand what Russian incentive customers' needs and demands are it is good to have a look at an average incentive trip sample for Russian clients.

The following incentive program was elaborated by the Destination Management Company Prime Business Garant, located in Russia in 2012. The programs calls “The trip to the North”. The location of the trip was Russia, particularly Kola Peninsula. The trip took 5 days and was prepared for 12 persons. The purpose of the trip was to thank the partners of the company for successful co-operation. The most interesting part of the trip was the salmon fishing at the Murman river. The entertainment program was consisted of different competitions, such shooting, paintball and special dinners. (Incentive tourism for your business 2014.)

Therefore, taking the location of the trip and activities offered for incentive tourists into consideration could be conclude that Finland is a quite suitable destination for incentive

tourists from Russia. They are interested in fishing and other outdoor activities and the number of the group was quite small. Finland could offer them exceptional service and remarkable holiday.

3 FINLAND AS A DESTINATION FOR INCENTIVE TOURISTS

Finland is a country of the unique nature and peaceful environment. Nowadays it is essential for countries to benchmark their destinations due to several reasons, such as economic issues, competitive matters and Finland benchmark itself as well.

In recent years the tourism sphere has become rather competitive than previous. There are plenty of reasons explaining this situation. For instance, the simplified procedure for traveling and a grown demand for different vacations. Competition today is an essential part of our life (Kozak 2004). Therefore, each year we can observe the increasing of customers' demands (Wober 2002). Tourists have a big choice of various destinations and services which could be chosen for a holiday and therefore they chose the most suitable offer. As a matter of fact, enterprises are interested in constant developing of their services responding customer needs. Developing the tourism sector is connected with the development of tourism destinations, which is considered to be more important than individual enterprises (Kozak 2004). Additionally, benchmarking can be defined as the practice of being attentive and wise enough to learn from the best achievements of others. (Kozak & Nield 2001, 8-9.)

Many researches indicate that benchmarking is significantly important for the hospitality industry and it is not surprising, since it helps to improve the performance and effectiveness of a hotel, a restaurant, etc (Wober 2012, 12-13). Therefore, in order to achieve a great performance, tourism enterprises should be aware of actual and recent trends and demands of their customers. Concerning the destination for incentive trips, it is essential to organize smart benchmarking.

According to Finland's tourism strategy for 2020, the Finnish government is interested in developing tourism in the country, since it is a promising sector which provides people with jobs and brings additional income to the economy. Therefore, it is a good op-

portunity to increase the number of tourists in Finland. Moreover, the majority of popular destinations in regard with the biggest foreign tourist groups offer services in Russian language as well as in English, which is doubtless important, considering Finland as a tourist destination for Russian clients. The service which is provided in the mother tongue of guests creates a very positive effect on customers, and as a result they feel more welcomed at the destination.

Regarding Finland as a destination for incentive tourists there is a tiny obstacle. The price average is rather high in comparison with other European countries. According to Eurostat statistics report (2014) Finland ranked as the fifth most expensive county in EU (European Union), regarding services and consumer goods. Since the companies organizing incentive trips for their employees are interested in the question of money, it could be difficult for them to purchase incentive programs in Finland. Definitely, it all depends on a company's income and readiness to invest their money in employees. In addition, Finland is not a very well-known country amongst others, due to lack of appropriate marketing. Nevertheless, Finland has a remarkable nature and unique atmosphere combined with customer-oriented services, constant innovations and modifications of offered services, thus the researcher presumes that with good marketing it can become one of the luxurious destinations in Europe for incentive travelers.

In addition, many tourism experts see Finland as a good place for ecotourism, (Green Tourism of Finland 2014). Regarding everyday life of people who live in big cities, such as Moscow and St. Petersburg, they spend much of their time and nerves at work in the offices. But taking the human nature into account, they need sometimes peace, tranquility and spend a little time with nature. According to CREST statistics (2015) the popularity of ecotourism continues to grow amongst people in 2015. This is quite an important trend, concerning that Russian customers are interested in ecotourism activities. It becomes popular among different age and social groups.

In recent years it can be seen that a number of Russian tourists have decreased due to some reasons, such as political situation and economic issues. Moreover, regarding the statistical data of incoming tourists from Russia in Figure 5, there is a significant decline of about 52 per cent for December 2014 and 55 per cent decline in February 2015 (Statistics Finland 2015). Those changes are not accidental. Regarding the exchange rates

of Russian Ruble and Euro, the situation is more than sad for Russian customers because their expenses will double. It is one of the possible main reasons of such a huge difference in the number of Russian tourists' visiting in regard with the data from September 2014 till January 2015. As far as the statistical data shows the total number of Russian tourists without specifying the kind of travellers can be guessed that with leisure tourists the number of incentive tourists decreased likewise.

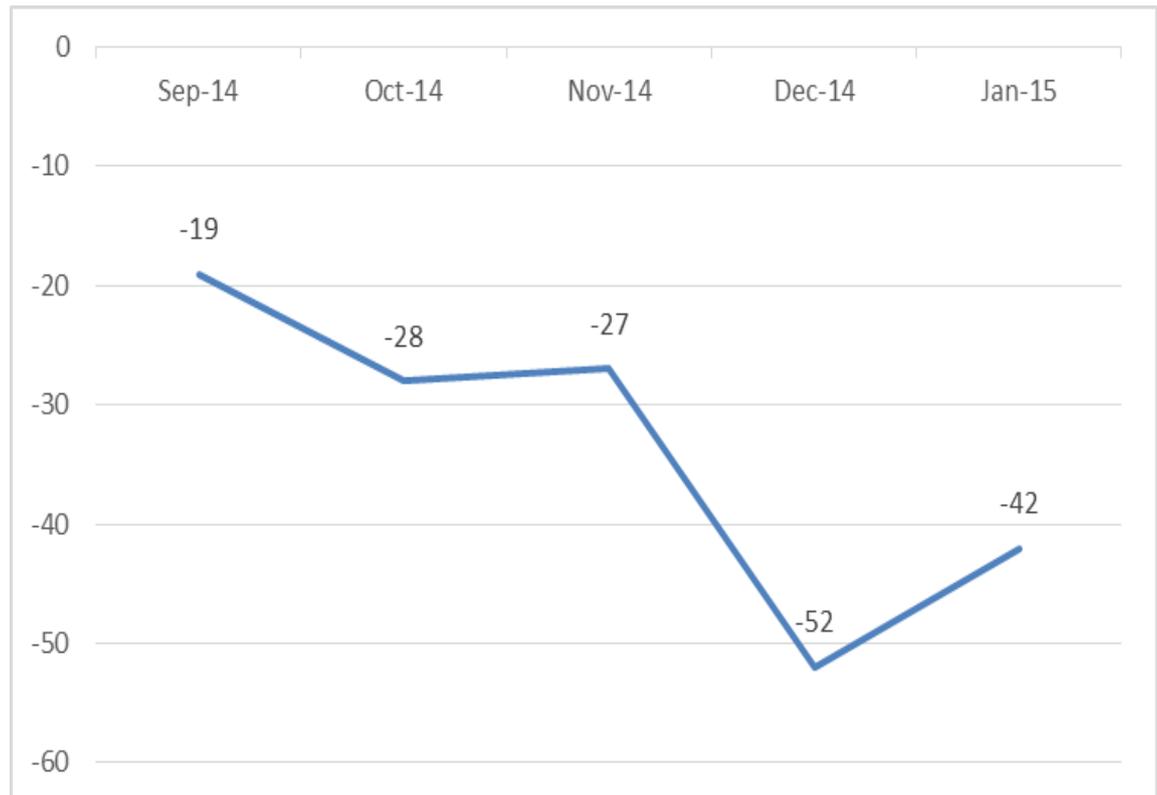


FIGURE 5. Russians' overnight stays in Finland (Statistics Finland 2015)

Regarding incentive tourists from Moscow, their trips always begins at Helsinki airport. It is the most convenient way to get to Finland. Afterwards, they continue their trip and travel to other destinations, which have been chosen in advance. As for Helsinki, it is the major business city in Finland, conferences and other business events take place there. For instance, some companies organize incentive programs connected with conferences and exhibitions. Thus, rewarded employees can enjoy the holiday as well as learn something new.

The volume of international passengers at Helsinki-Vantaa airport increased by 1.5% in January 2015. It is a very promising result, which can indicate a growing interest towards Finland. However, the number of passengers from Russia reduced down to 5% (VisitHelsinki 2015). The main possible cause of the decrease of Russian consumers is the economic situation.

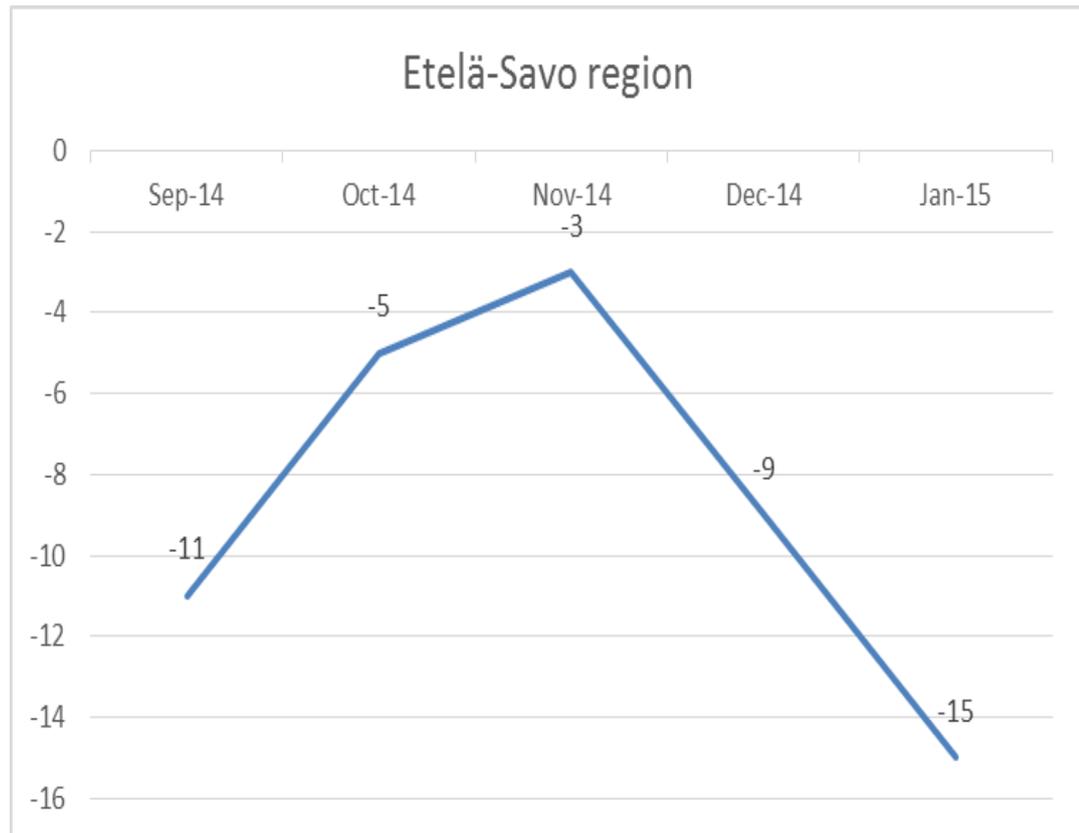


FIGURE 6. Decrease of overnight stays in the South Savonia region (Statistics Finland 2015)

Equally, Figure 6 shows the decrease of overnight stays regarding the South Savonia region. However, regarding the number of visitors in different regions of Finland. One of the most likely causes of such a situation is the economic issues, which indeed have changed the number of Russian customers.

4 CASE JÄRVISYDÄN

According to the annual statistics regarding Järvisydän's guests, the part of Russian customers is approximately 20% of the whole target group of the hotel. Thus, in the whole number of Russian customers there is also a share of incentive tourists.

In case of attracting Russian incentive consumers, Järvisydän should consider their demands and expectations. The best way to find out customer demands and expectations is to collect their feedback. Järvisydän pays a lot of attention on this issue and carefully analyses the customers' responds. As a matter of fact, they win customers' loyalty and trust and eventually their new customers become return ones, according to the interview with Järvisydän.

4.1 Customer profile

In this research the Russian and Finnish incentive market is analyzed. Incentive tourists are rewarded employees who met the targets of the company or became leaders of the department during a certain campaign. In order to express gratitude towards the successful persons managers create different motivation programs and one of them is incentive trips. The importance of such motivation is significant, therefore those trips take place in the beautiful destinations and in the 5*- 4* hotels and resorts.

Potential customers are small groups of 30-50 incentive tourists from Moscow and Saint Petersburg. They were chosen due to convenient location to Finland and presence of many business enterprises there. That particular number was chosen according to the results of the interview with the Destination Management Company from Moscow Aeroclub. The potential customers are employees of the pharmaceutical industry, bank sector and market departments. Their programs will be purchased as All-inclusive trips, according to the both interviews the majority of Russian incentive clients always prefer this kind of package.

4.2 The first interview

According to the research method, face2face interviews were conducted. The first two interviews with companies who create incentives tours and the other one with a potential host of incentive tourists. The interviews were conducted in February 2015.

The first interview was with a DMC Aeroclub. This company was chosen because it is considered to be one of the leaders amongst Russian MICE travel providers. It is a leading incentive and corporate travel company in Russia, which deals with MICE events and it is a part of an alliance of the three biggest MICE providers at the Russian Business Travel (Aeroclub 2015). In addition, this company is the representative of the global travel management company BCD Travel (Aeroclub 2014). The interview was organized with the head of the Russian corporate MICE events department Ekaterina Golovanova and her colleague Alexey Mezhirov, who is the Head of the Department of Outbound Corporate Events for Russian corporate clients.

In order to find out what incentive tourists expect from the destination, an interview with one of the biggest DMC in Moscow was organized. The interview took place in Moscow at the office of Aeroclub Tour Company. Aeroclub is considered to be one of the leading companies on the Russian market in dealing with corporate clients and organizing the most remarkable trips for them. In addition, this company is the representative of the global travel management company BCD in Russia, (Aeroclub, 2014.)

During the interview Alexey Mezhirov and Ekaterina Golovanova were suggested several questions regarding incentive programs and demands of their consumers. Those questions are important as far as, in order to increase popularity of Järvisydän among Russian customers the hotel needs to understand the demands of potential clients.

According to their answers, can be said that incentive trips required exceptional service, hotels and resorts from 4*+ to 5*+, therefore, it can be concluded that as far as incentive programmes are aimed to motivate employees, they should impress their consumers in the best way. Also, when Ekaterina Golovanova and Alexey Mezhirov were asked about Finland as a possible destination for incentive customers, they were quite certain that this country and area South Savonia has all the necessary services to offer their corporate clients. Regarding this particular Holiday and SPA resort Järvisydän, they have

never heard about it, although when we met and I sent them general information about this place and eventually, they were interested in this hotel.

Then, talking about preferable destinations among Russian customers, Ekaterina Golovanova and Alexey Mezhirov pointed out that the most popular destinations for their Russian clients are Thailand, Singapore, Vietnam and India. Ekaterina clarified this trend is a matter of exotic holiday which is more valuable for Russian tourists, regarding the power distance aspect. During the history of Russian travelers and their trips, the term holiday reflects for the majority of Russians as a beach holiday somewhere at the seashore or the ocean coast with a lot of sun and relaxation. Perhaps, this preferable type of activity may be associated with a busy life and a constant stress at workplaces, especially taking into consideration people who live in big cities, such as Moscow and St. Petersburg and work for global organizations. Moreover, most corporate companies choose India, Thailand and Vietnam because of low prices and high quality service, especially while difficult economic situations, when motivation is so needed in order to reach the targets and fix the obstacles.

On another point of view, if someone likes a beach holiday it does not mean that the other one would like it also. One should always remember of people unique preferences and that is why, some people would be happy having a vacation on the lake shore and enjoy peace and beauty of the place. Also, talking about different people, they have different values regarding the best holiday. Moreover, for corporate clients from St. Petersburg, there is a high probability to choose Finland due to the convenient location.

Regarding targets of incentive groups from Moscow and Saint Petersburg, in most cases it is an employee reward. In addition, they have companies who order incentive trips for their regular partners as well as potential clients. In fact, the purposes of incentives trips can vary and everything depends on the company's wishes and demands.

Taking the economic influence on the sector of incentive trips into consideration, both Alexey Mezhirov and Ekaterina Golovanova do not see very much difference. However, they said that the format of incentive events in 2008 was different. This is probably because of the life circle of MICE tourism and nowadays, we can observe its recession.

As for the duration of incentive trips, mainly they last four days and three nights. Commonly the trip begins on Thursdays. This information is required when one is planning an incentive trip at the destination. Regarding the preferable destination while companies are choosing the one, Alexey Mezhirov highlighted that the geographical location is important and if a company has a production at one destination it would be an advantage and in this case, an excursion at the factory could be included as additional entertainment for incentive tourists. The potential place should be unique and impressive and meanwhile has an acceptable price. As a rule, corporate clients change the destination of their incentive trips, however if a company likes the destination very much then the probability of return is very high. In addition, considering services provided by suitable destination should include various outdoors activities, such kayaking, hiking, fishing and so on. The main demand of corporate clients is exceptionality of activities which bring a lot of joy and satisfaction to the consumers. Also, services provided in Russian are an additional advantage. Russian customers appreciate and value this very much.

Then, regarding the average number of incentive tourists sending at one trip is usually from 30 up to 50 persons. As to seasonality, Ekaterina Golovanova said there is no significant difference, nevertheless when we consider summer time, then there are very few orders for such trips, since many employees have their summer vacations. Therefore, all seasons could be suitable for incentive tourists, but with a little exception in summer time when the demand for such trips could be low.

Regarding the type of incentive programs, the majority of Russian clients are likely to purchase all-inclusive options, so their employees shall not spend any additional money either for entertainment activities or for food and accommodation.

As for the possibility for incentive tourists to travel with their family members, Aeroclub only support such wishes because this gesture shows the respect towards employee's feelings and as a result can be a part of good motivation to attend the special events.

Concerning the channels of search for hotels and resorts, Alexey Mezhirov said that Aeroclub looks for the suitable offers in the Internet, regarding the particular area of the

destination, co-operate with local DMC and eventually, send their managers to check the quality of the resort.

4.3 The second interview

The second interview was conducted with Dmitri Ovchinnikov who is in charge of Russian sales at the resort Järvisydän. My goal was to find out about what Järvisydän has to offer for its corporate clients.

Regarding the first question about the average number of incentive trips per year, Dmitri Ovchinnikov said that consider 2014, 20 trips from Russia were hosted. Besides, the number can be different each year due to different reasons, such as interest in this particular resort and etc.

As for the major purposes of incentive trips, Dmitri Ovchinnikov pointed out team building and entertainment types as leaders. Moreover, there are several cases in which incentive programs include relaxing vacations as well as active holiday. Usually, they organize different kinds of competitions, such as fishing, hunting, shooting and so on. Also, regarding group activities, they offer the biggest variety of entertainment in the whole region, starting from hiking to safaris and paddling.

Talking about economic influence, he supposes there is not any significant difference, because in the end of December 2014 they had several incentive trips. As to the duration of such trips he agreed with Ekaterina Golovanva and Alexey Mezhirov that the average duration is from 2 days up to 4 days.

Then, analyzing the service at Järvisydän, it can be clearly concluded that Järvisydän has strong advantages regarding cuisine and the unique medieval style, which is really appealing. And definitely, it does impress tourists from Russia. When one finds oneself at such place, he begins to feel this incredible atmosphere and imagines himself as an earl or a duke of the Middle Ages time. This is remarkable.

Regarding the seasonality of incentive trips, Dmitri Ovchinnikov said that the majority of these events take place from May till September. However, despite of this, they also

have incentive trips connected with conferences, seminars and symposiums mainly from October till April. As for winter holidays, it is different each year. In contrast with Aroclub Järvisydän has the majority of incentive trips in summer time, since most of them are connected with fishing.

As to additional or special services by request, he told me about recent demands concerning ice fishing in December. Unfortunately, that time there was not any snow and even ice. So, they modified the request a bit and organize good fishing with the reach catch.

Talking about the maximum number of incentive tourists who can stay at Järvisydän at once, the possible number is to 150 such tourists. Also, concerning the type of purchasing holiday, the majority of Russian companies provide their employees with all-inclusive holiday in 90% cases. Furthermore, Järvisydän is ready to host incentive tourists who travel with their family members at the same conditions, since it is a group. Needless to say, it is the significant advantage.

In addition, regarding Järvisydän as a possible destination for Russian incentive tourists the managing director of A-DMC Global Russia Gennady Kharchenko was interviewed. A-DMC is an alliance of destination management companies (DMCs) and companies offered inbound travel. He mentioned that for their clients it is important that a possible destination for incentive trips has a well-developed infrastructure and offers exceptional service for its guests.

Regarding a hotel it should be only 4*+ 5*+ with high quality services and reasonable price. In the organization of an incentive trip careful attention is paid to the presence of high quality restaurants, where there is a possibility to organize gala dinners, special celebrations and conference rooms, likewise seminars or conventions. For incentive programs also is important an entertainment part for tourists. It could be the possibility of cultural activities, such as various excursions to historical sights, acquaintance with local traditions and culture, various outdoor activities and appropriate transportation. Indeed, the incentive trips are planned specifically for a particular customer and in regard with his special targets and needs.

A-DMC Global Russia looks for potential partners via Internet and during their search concerning the hotel Järvisydän they found not enough information to make any valid decisions. Gennady Kharchenko said that he has never heard of such a hotel and resort, although for every customer there is an offer and probably Järvisydän could be interesting for his customers ordering incentive trips.

4.4 Results of the interviews

The most valuable factors for Russian companies purchasing incentive trips were found after the interviews.

- Location of the destination is one of the most important factors
- Infrastructure of the destination
- Cost/quality
- Services offered by the hotel and stars
- Activities offered
- Seasonality

Those factors are the driving ones for companies in choosing the destination for incentive trips. Figure 6 below, it can be seen that there are many matches in demands from Aeroclub tour regarding incentive trips and services offered in Järvisydän.

Aeroclub tour

Fishing
Cruises
Hiking
Kayaking
Paddling
Skiing
Evening cultural programs
4 days 3 nights
All-inclusive
Holiday with family members
Ecotourism
30-50 incentive tourists for 1 trip
Farm sector and sales department
No seasonality, except the summer time, when people leave for vacations

Järvisydän

Fishing
Cruises
Hiking
Kayaking
Paddling
Skiing
Sailing
Hunting
4 days 3 nights
All-inclusive
Holiday with family members
Sales department
Ready to host up to 150 incentive tourists
The most customers come in summer

FIGURE 7. Demands of Aeroclub and services offered in Järvisydän

First of all, regarding the location of the hotel, it is in the picturesque area in the lake land. There are beautiful forest, magnificent and pure Lake Saimaa, charming rocks and all in all create a unique atmosphere, and therefore it can be attractive for Russian customers. Then, regarding the infrastructure of the region, there are numerous advantages. Firstly, the hotel is located in a peaceful environment, there is no pollution and the only noise is the bird singing. There are cruises organized for tourists, as well as there is a possibility to rent a boat and organize private tour and fishing. Concerning cost/quality issues, Järvisydän offers corporate customers special offers in certain circumstances, for instance in advance booking. As for services, there is Russian-speaking personnel, which is another advantage of the destination. Moreover, this is 4* star hotel and suitable for incentive tourists. Then, regarding the most preferable type of holiday for Russian consumers it is All-inclusive and Järvisydän offers this option also.

As for activities, the main activity for Russian customers is fishing. The hotel offers different kinds of fishing, such as ice fishing, various types of summer fishing (fishing with fishing-rod, trolling and spinning etc). Additionally, regarding other activities which can be interesting for Russian incentive customers, there are kayaking, paddling, hiking, skiing and so on. All those activities are available in Järvisydän in Russian language, which makes those activities more valuable for Russian incentive customers.

4.5 Recommendations for Järvisydän to attract incentive tourists from Moscow and St. Petersburg

From the interviews it can be seen that Järvisydän provides its guests with a huge choice of various outdoor activities and high quality services, additionally they constantly invent something new in order to keep their customers attention and to attract new clients, for instance, as a spa area with swimming pools, treatment rooms, various types of saunas.

Analysing what can be done in order to attract more Russian incentive customers, it is essential to keep in mind their demands. After the interviews it can be concluded that Järvisydän is a suitable provider of incentive trips for potential co-operation with Aeroclub tour.

Then, regarding awareness of the companies about the Holiday Resort Järvisydän it can be concluded that those two companies who participated in the interviews knew nothing about this destination beforehand. It is a well-known fact that in order to sell a product or service, it should be well-promoted to customers. Therefore, promotion is a vital part of any marketing system. Considering promotion as a term it can be defined as a complex of activities aimed to gain customer attention towards the product, to create a better image of the product than the competitors and eventually induce the customer to buy the product (The Economic Times 2015). Regarding the DMC companies who create incentive trips, they look for suitable offers in the Internet, using the required location and key services, such as various choice of group activities, high quality services and price/quality relation (Mezhirov 2015). Thus, if the resort is interested in new incentive

customers, it would be a wise decision to pay more attention to the promotion campaign at the official web page of the hotel.

For a good and successful co-operation it is vital to know the demands of potential customers, Järvisydän could be suggested to continue the current practice at the market, since high quality service, individual approach and uniqueness of the destination are very strong advantages. Also, it would be useful to pay more attention at the marketing business to business co-operation and provide potential corporate clients with more information in the internet, regarding incentive programs and offers. Perhaps, a co-operation with local DMC could help to spread the information to potential new customers.

Additionally, concerning the interview with Aeroclub, Alexey Mezhirov and Ekaterina Golovanova mentioned that incentive tourists are also interested in exploring local culture of the destination, therefore, as an additional activity for incentive customers could be organization of a medieval traditional dance evening. During this activity, incentive tourists could learn something new for them, enjoy the unique atmosphere and reinforce the team spirit of the group.

5. CONCLUSION

The goal of the thesis was to identify the attracting features for Russian incentive tourists. After the interviews can be concluded that the attracting features for Russian incentive tourist are:

- Reasonable price
- Uniqueness of the destination
- A variety of offered services and activities for incentive tourists

The objectives of the thesis were to analyse the future incentive travel trends in Russia and from the analytical part it can be seen that nowadays, incentive market in Russia is not on the highest level of demand, on the contrary, in comparison with 2008 is on a depression level. The majority of companies are trying to find an alternative way of motivating their employees. Also, some incentive programmes are replaced by ordinary

short business trips, while managers believe that having a conference somewhere in a nice place far away from the city makes this conference a reward itself. Nevertheless, regarding the report by SITE international foundation's annual forecast concerning incentive tourism they assume that by 2016 incentive component will again be popular among motivation programmes.

Then, it was found out what Järvisydän has to offer for incentive tourists from Russia. There are a huge choice of various activities, exceptional service, cozy lodging, exceptional cuisine special offers for groups and constant development of services.

Regarding the third objective, which was to find out the needs and demands of Russian tourists, the researcher found that the most important factors are price/quality relation, location of the destination and offered activities for incentive tourists. People love traveling and the idea of even a slight possibility of a great trip is a good motivation tool.

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APPENDIX 1 (1).

An Interview with Aeroclub.

The head of the Russian corporate MICE events department Ekaterina Golovanova

The head of the Department of Outbound Corporate Events for Russian corporate clients Alexey Mezhirov.

Здравствуйте, меня зовут Юлия. Я студентка 3-го курса в институте туризма и гостеприимства имени Ю.А. Сенкевича. В настоящее время, я учусь по программе двойных дипломов в Финляндии, в Университете прикладных наук города Миккели. Сейчас, я пишу дипломную работу по привлечению инсентив туристов на курорт Järvisydän, который находится в Финляндии в озерном краю.

Julia: Моя компания и я заинтересованы в том, чтобы выяснить, что думают российские компании, предоставляющие услуги MICE о возможности организации поездок в Финляндию. Скажите пожалуйста, как часто у Вас заказывают мероприятия формата MICE, в частности инсентив поездки?

Ekaterina Golovanova: В данный момент, у нас не так много заказов. Возможно, это связано с экономической ситуацией в РФ. Однако, последнее время наблюдается тенденция сокращения инсентив туров. Вместо них набирают популярность деловые бизнес поездки.

Julia: Как Вы считаете, возможно ли Финляндии стать одной из самых популярных дестнаций для инсентив туристов из России?

Alexey Mezhirov: Мы считаем, что вполне.

Julia: Немогли бы Вы пояснить?

APPENDIX 1 (2).

Alexey Mezhirov: Все очень просто. Прежде всего, расположение Финляндии играет очень важную роль. До нее удобно добираться из СПб и существуют различные варианты путешествия из Москвы. Кроме того, для жителей северной столицы существует довольно хороший способ передвижения с помощью круизов. Говоря о Финляндии, есть еще и дополнительный плюс – это ценообразование. Для компаний заказывающих инсентив поездки это один из решающих факторов.

Так же, в Финляндии благоприятные условия для развития экотуризма, набирающего популярность в наши дни. Затем, рассматривая зимний период, Финляндия предоставляет широкий спектр увлекательных занятий для туристов, например, катание на лыжах. Помимо этого, некоторые туристы ценят шоппинг в Хельсинки. Если мы организуем инсентив поездку из северной столицы, то несомненно, она будет включать в себя круиз. Если рассматривать вариант такого путешествия из Москвы, то непременно пунктом будет авиaperелет из Москвы в Хельсинки.

Julia: С какими главными целями инсентив программ Вы сталкиваетесь чаще всего?

Ekaterina Golovanova: Чаще всего, мы встречаем в своей практике вознаграждение сотрудников за достижение поставленных целей компании или вознаграждение сотрудника, ставшего лидером в сфере. Кроме это, бывают заказы на инсентив поездки для постоянных и потенциальных клиентов. В любом случае, формирование инсентив тура зависит от целей компании. Что им необходимо в первую очередь, тимбилдинг или что-то еще.

Julia: Рассматривая настоящую экономическую ситуацию, можете ли Вы сделать прогнозы на возможное изменение спроса на инсентив поездки?

Ekaterina Golovanova: 2008 year is different from 2015.

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2008 и 2015 года имеют различия. К примеру, в 2008 мероприятия формата MICE носили более широкий характер. Сейчас инсентив программы носят преимущественно бизнес подконтекст и некоторые компании, заказывая подобную конференцию, считают, что сам факт выездного мероприятия должен мотивировать сотрудников. Самое главное, чтобы место было привлекательным и вызывало у людей восторг.

Julia: Какая средняя продолжительность у инсентив поездок?

Alexey Mezhirov: В большинстве случаев, 4 дня и 3 ночи. Чаще всего, такие поездки начинаются с четверга или среды до понедельника.

Julia: Существуют ли какие-либо факторы, влияющие на выбор компании дестинации?

Ekaterina Golovanova:

Таким фактором может быть наличие производства на территории региона. Компания может организовать обзорную экскурсию для своих сотрудников с целью лучше познакомить их с производством.

Так же необходимо учитывать то, если компании понравилось место предыдущего отдыха, она может организовать повторный выезд туда же, однако, в целом, компании меняют дестинации. И, опять же таки, цена. Она является очень важным фактором.

Julia: Какого рода компании у Вас чаще всего заказывают инсентив поездки?

Ekaterina Golovanova: Преимущественно, фарм и банк сектор.

Julia: Существуют ли особенные запросы к сервису гостиницы, предоставляющей размещение?

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Alexey Mezhirov: Если мы рассматриваем молодой коллектив, то вероятность заказа каких-либо экстремальных услуг составляет 50/50. Безусловно, в любую инсентив поездку должны быть включены вечерние программы и различные досуговые мероприятия.

Julia: Какое количество инсентив туристов отправляется в одну поездку?

Alexey Mezhirov: В зависимости от формата мероприятия. В основном 30-50 туристов.

Julia: Существует ли сезонность на заказы инсентив поездок?

Ekaterina Golovanova: Трудно сказать. В настоящее время, как таковой сезонности нет. В основном заказывают такие мероприятия всегда, кроме летнего периода отпусков.

Julia: Какой в среднем бюджет для инсентив поездок?

Ekaterina Golovanova: Это просто посчитать. Берется минимальная стоимость авиабилетов, размещения на 3 ночи, полностью оплаченное питание. С другой стороны, есть инсентив программы, которые подразумевают, что инсентив туристы обедают в городе и проводят свободное время так, как хотят сами. Тем не менее, подавляющее большинство наших клиентов около 90% заинтересованы в тур пакетах All-inclusive.

Julia: Как Вы считаете, что может быть добавлено в качестве дополнительных услуг к инсентив туру?

Alexey Mezhirov: Все зависит от количества человек. Может быть интересным предложение катания на собачьих упряжках. Так же, нашим клиентам интересны рыбалка, туристические походы, знакомство с местной культурой и другие виды

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досуга. Рассматривая Финляндию, это страна наиболее подходящая для отдыха семейного формата и, соответственно небольших групп туристов.

Julia: Как часто у Вас заказывают поощрительные поездки в Европу?

Ekaterina Golovanova: Сложно сказать. В каждой компании есть собственные статистические данные, которые не доступны в свободном доступе, так как являются конфиденциальной информацией.

Julia: Существует ли возможность для инсетив туристов брать с собой членов своей семьи?

Alexey Mezhirov: Все зависит от политики компании. Некоторые компании строго запрещают своим сотрудникам брать с собой членов своей семьи в инсетив поездки. С другой стороны, большинство компаний заинтересованы в предоставлении подобной услуги, так как это жест уважения коллег и их личной жизни. Более того, мне известны случаи, когда члены семьи инсетив туриста могли посетить официальные вечерние мероприятия, такие как гала ужины.

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An Interview with Järvisydän.

Dmitri Ovchinnikov the sales person in charge for Russian clients in the hotel and spa Resort.

Julia: Как часто у Вас останавливаются русские инсентив туристы в год?

Dmitri Ovchinnikov: Если мы рассматриваем один год, то это приблизительно 20 поездок в год. Однако, количество таких туристов меняется с каждым годом из-за разных причин, таких как экономические.

Julia: С каким главным целями инсентив поездок Вы чаще всего встречаетесь тимбилдинг, развлечения, отдых?

Dmitri Ovchinnikov: тимбилдинг, развлекательный туризм, отдых, активный досуг, такой как рыбалка, разнообразные командные соревнования, стрельба из разных видов оружия, таких как стрельба из лука, стрельба из разных видов ружий, в том числе и стрельба из профессиональной рогатки, которая может быть использована во время охоты.

Julia: Организуете ли Вы охоту для инсентив туристов?

Dmitri Ovchinnikov: Да, однако, охота в Финляндии – это вещь непростая. Так как она подразумевает, наличие специальных разрешений, ограниченных по времени.

Julia: Существуют ли изменения относительно запросов на инсентив программы среди русских туристов, в связи с текущей экономической ситуацией?

Dmitri Ovchinnikov: Сложно сказать, так как, в конце 2014 у нас было несколько заказов на инсентив программы для туристов из России и все они прошли довольно успешно. Одна из них была компания, которая является нашим постоянным клиентом и покупает наши услуги уже на протяжении нескольких

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лет. Это не удивительно, так как Järvisydän предоставляет более 50 различных программ активного отдыха для инсентив туристов. Так же, здесь имеется авторская кухня, отражающая в себе лучшие сочетания средневековых блюд и традиций, что является дополнительным преимуществом. Помимо всего этого, в настоящий момент мы строим новый отель и спа центр, которые будут готовы принять гостей уже летом. Jarvisydan является одним из старейших туристических мест в Финляндии и сохраняет традиции и стиль средневековья, что является дополнительным привлекающим фактором для туристов. Рассматривая комментарии гостей отеля, туристы из Германии, Швейцарии, Италии и Франции говорят, что такого отеля они не встречали нигде.

Julia: Спасибо за Ваш ответ. Немогли бы Вы сказать, среднюю продолжительность инсентив туров в Вашем отеле? На данный момент, существует тенденция, когда компании заказывают поощрительные туры на 4 дня и 3 ночи, характерно ли это для клиентов Järvisydän?

Dmitri Ovchinnikov: Да, можно сказать и так. Иногда мы встречаем инсентив программы по длительности 2 ночи и за редким исключением бывают программы, рассчитанные на 7 ночей. Рассматривая семи дневные программы, они, как правило, совмещены с конференциями и семинарами. Все очень индивидуально. В целом, самый частый вариант размещения для инсентив туристов 3 ночи и 4 дня.

Julia: Бывают ли специальные запросы от компаний, относительно инсентив программ?

Dmitri Ovchinnikov: Разумеется, существуют разные дополнительные запросы. Например, в декабре 2014 с 20 по 21 курорт Järvisydän получил запрос на организацию подледной рыбалки. К сожалению, в то время было не очень много снега и для реализации подобного запроса мы предложили слегка

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видоизмененный досуг. Мы предложили своим клиентам двух дневную рыбалку на моторных лодках и они остались очень довольны таким выходом из ситуации, так как поймали много рыбы и получили удовольствие от проведенного времени.

Julia: Что Вы можете сказать по поводу сезонности? Существует ли особо популярное время для посещений корпоративных туристов?

Dmitri Ovchinnikov: В течении Новогодних праздников, у нас останавливаются только частные туристы, которые снимают коттеджи минимум на одну неделю. Относительно ин센див туристов, наблюдается сезонность. Так как в большинстве таких программ неотъемлемой частью является рыбалка в открытой воде, то большинство туристов приезжают с мая по сентябрь. Также, летнее время очень популярно для корпоративных клиентов.

Julia: Интересные факты, однако, я проводила интервью с одной из московских компаний, которая работает с инсендив туристами, они подчеркнули, что в летний период минимальные заказы на подобные поощрительные поездки.

Dmitri Ovchinnikov: Интересно, в нашем курорте самые грандиозные и масштабные инсендив программы проходят в летний период. Тем не менее, рассматривая инсендив программы связанные с семинарами, то они преимущественно проходят весной и осенью.

Julia: Какого сектора компании преимущественно являются Вашими клиентами?

Dmitri Ovchinnikov: Строительные компании, фарма компании, торговые компании.

Julia: Какое максимальное число инсендив туристов в один заезд готов принять Ваш курорт?

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Dmitri Ovchinnikov: В настоящий момент до 150 человек. Довольно сложно принимать ин센сив туристов в выходные дни, как правило у нас заранее забронированы коттеджи в это время. Так как, Järvisydän предоставляет высокклассный сервис, то компании желающие сотрудничать с данным курортом, должны производить бронь заранее, хотя бы за год.

Julia: Какие виды инсенсив туров наиболее часто встречаются в вашем отеле, рассматривая покупаемый пакет услуг?

Dmitri Ovchinnikov: Абсолютное большинство инсенсив туров покупаются по принципу All-inclusive. Таким образом, награжденные сотрудники не оплаивают дополнительно себе проживание, питание или досуг. Все оплачивается компанией заранее. Talking about Приводя пример финских инсенсив туристов, их компании оплаивают только завтраки и размещение в отеле, остальные услуги оплачиваются самими туристами по желанию.

Julia: Возможно ли в вашем отеле организация размещения не только для инсенсив туристов, но и для их членов семьи на специальных условиях?

Dmitri Ovchinnikov: Когда приезжает группа, она получает специальные групповые предложения, действительные на всех участников и курорт Järvisydän рад принимать инсенсив туристов вместе с их членами семьи.

APPENDIX 3

Questions of the first interview.

1. How often do you have orders for MICE events in particular incentive trips?
2. What do you think is it possible for Finland to become one of the most popular destinations for incentive tourists from Russia?
3. Why do you think it is possible?
4. What are the major targets of incentive programs you deal with most of all?
5. Taking the current economic situation into account do you anticipate any differences regarding demand for incentive programs?
6. What is the average duration of an incentive trip?
7. Are there any preferences for companies while they are choosing a destination for incentive trips?
8. What kind of companies are your major clients?
9. Are there any special demands regarding services provided by the hotel for incentive programs?
10. What is the average number of incentive tourists in one trip?
11. Does the seasonality influence on incentive trips?
12. What is the average budget of incentive trip for one person?
13. What services can be added to incentive program in order to improve it?
14. What kind of incentive programs are the most popular among Russian customers?
15. How often do you have orders for incentive trips which take place in EU?
16. Is it possible for incentive tourists to take their family members to incentive trips, regarding almost the same conditions of the trip?

APPENDIX 4

Questions of the second interview

1. How often do you have Russian incentive tourists?
2. What are the major targets of incentive programs you deal with?
3. Do you organize hunting for incentive tourists?
4. Regarding current economic situation did you notice any differences in demands of incentive programs? Did the number of incentive tourists change?
5. What is the average duration of an incentive trip in your hotel?
6. Are there any special demands regarding the services for incentive tourists?
7. Is there a seasonality influence on the demand for incentive trips?
8. What kind of companies are your major clients?
9. What is the biggest number of incentive tourists Järvisydän can host?
10. What kind of incentive programs are the most popular among Russian customers?
11. Is it possible for incentive tourists to take their family members to incentive trips, regarding almost the same conditions of the trip?