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Bachelor Degree in International Business / International Marketing

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MARKETING REPOVESI NATIONAL PARK TO COMPANIES

Bachelor's Thesis 2014

ABSTRACT

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The objective of the thesis is to create a service package for organizational customers of Repovesi national park and suggest the appropriate marketing communication methods to promote the package. The purpose is to solve the problem of Repovesi national park's low yielding profit compared to other national parks in Southern Finland despite having the highest number of visitors.

Previous researches on visitors and the operation of tourism businesses in the area as well as different theories on B2B and tourism marketing were studied. Interviews with 3 tourism entrepreneurs in the area were conducted to gather empirical data suggesting components of the package and appropriate marketing communication methods.

The final results of the thesis proposed a new service package for organizational customers and the most effective methods of marketing the package. In essence, the package is designed to appeal to organizational customers visiting in the summer, for a period of 1-2 days. Personal selling, direct marketing, sales promotion, Internet and mobile marketing emerge as suitable methods of communication to organizational customers.

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1. INTRODUCTION

1.1. Research and Development Problem

Repovesi national park is a popular natural tourism destination in the municipalities of Mäntyharju and Kouvola. Being one of the most beautiful national parks in Finland, Repovesi has many tourism attractions such as the Olhavanvuori Rock, Lake Olhavanlampi, Mustalamminvuori Hill, Lapinsalmi hanging bridge, the collapsed cliff at Kuutinlahti Bay and other scenic spots. Besides immersing in the natural surroundings, tourists can participate in a number of outdoors activities, e.g. rock climbing, trekking, canoeing, rowing, motor boating, fishing and other favourite endeavours.

However, Repovesi national park has yielded the lowest profit despite having the highest number of visitors compared to other national parks in Southern Finland, specifically Linnansaari and Seitseminen, according to studies made by the Finnish Forest Research Institute (Metla) and the national park authority Metsähallitus. According to Selby and Petäjistö (2009), one of the main reasons for the modest yielding profit mentioned above is the lack of services offered by entrepreneurs in the area. The research problem arises when Repovesi national park has not been able to produce the expected and potential turnover by failing to meet the demand for tourism services, illustrated by e.g. the lack of innovative service packages, insufficient networking and cooperation between entrepreneurs in the area as well as no apparent marketing effort.

1.2. Research and Development Objective

To tackle the research problem, widening the customer base as well as creating new tourism products and services for entrepreneurs operating in Repovesi national park are needed.

Therefore, it is my intention to promote Repovesi national park as a favourable tourism and holiday destination to the business market - companies, enterprises and corporations – through B2B marketing. Rather than promoting Repovesi national park to individual consumers, a B2B marketing approach with the creation of a new service package appropriately designed for organizational customers and corresponding marketing communication methods is proposed to attract more customers and increase profit. This thesis will not discuss the price aspect of the service package, instead it will focus on the necessary components making up an appealing product for organizational customers and how to efficiently market it in B2B context.

By helping Repovesi national park turn into an attractive tourism destination for company and a profitable recreational area, the thesis will achieve its development goal of improving the economic situation of local municipalities as well as assisting Repovesi national park in generating the necessary funds to preserve its natural environment and scenery.

1.3. Research and Development Questions

As identified above, the research objective of my thesis is to promote Repovesi national park as a popular tourism and holiday destination for organizational customers. To achieve that goal, the two main research questions presented below will have to be answered at the end of my thesis:

- What is a potential service package suitable for organizational customers of Repovesi national park?
- How can the service package be promoted to the targeted organizations?

By being able to deliver satisfactory answers to these two research questions, my thesis will provide solutions to Repovesi national park's low yielding profit, by attracting more organizational customers to the area.

2. MARKETING & DEVELOPING TOURISM PRODUCT

2.1. Tourism Marketing

2.1.1. Overview about Tourism Industry

As the thesis topic concerns with marketing Repovesi National Park, a visitor attraction and its associated businesses, it is necessary to get a general understanding of the industry the topic surrounds, the tourism industry. As defined by WTO - World Trade Organization (1992 cited in Middleton, Fyall, Morgan and Ranchhod, 2009, p.3), "tourism comprises the activities of persons travelling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business and other purposes". Indeed, the target customers of the industry are tourists, who travel domestically or internationally for different purposes, provided that the trips are temporary and don't include normal day-to-day travel, such as to neighbourhood shops, schools, etc. (Middleton, Fyall, Morgan and Ranchhod, 2009).

In order to further clarify the concept of tourism, the component sectors making up the industry need to be identified. These sectors illustrate the activities and services the tourism industry brings to tourists, the customers, in general. According to Middleton, Fyall, Morgan and Ranchhod (2009), the main sectors belonging to the tourism industry are as followed: hospitality (e.g. hotels, restaurants, inns and cafes), attractions and events (e.g. museums, galleries and national parks), transport (e.g. airlines, railways), travel organizers and intermediaries (e.g. travel e-intermediaries, tour operators) and destination organizations (e.g. national tourism offices, destination marketing organizations).

Moreover, as the thesis aims to create a potential tourism product for organizational customers of Repovesi national park, it is essential to get a thorough understanding of what a tourism product exactly is. According to Medlik and Middleton (1973 cited in Pérez and María, 2010), tourism product covers an entire experience from the moment

customers leave for their trip until the moment they come homes. From the perspectives of customers, tourism product is considered as "the interpretation (…) of the experience undergone" (Pérez and María, 2010, p.15), which is made possible by all the services they have received during their trips. In other words, tourism products can be regarded as tourism services, accompanied by elements such as infrastructure and the biophysical as well as socio-cultural heritage of the tourism destination.

Tourism services can be classified, based on their degree of tangibility, association with tangible products. Pure services are defined as intangible products (services) with no or very few tangible products needed for service provision, e.g. services offered by a tour guide. In addition, services with accompanying minor goods refer to the service offerings which cannot be provided without support from tangible equipment, e.g. taxi and hotel services. Then, services with accompanying major goods offer customers services attached with purchase of tangible goods. Such services only support the sales of the tangible goods (Pérez and María, 2010), e.g. sales of a souvenir at an attraction site accompanied by tourist guide about the attraction.

Usually, for the tourism industry, there are two main customer segments: domestic tourists and international tourists (Middleton, Fyall, Morgan and Ranchhod, 2009). However, according to the UNWTO – World Tourism Organization (cited in Middleton, Fyall, Morgan and Ranchhod, 2009, p.7), the number of domestic tourists is 10 times greater than that of international tourists worldwide. Therefore, it is reasonable to limit to the customer segments in this thesis to only domestic tourists since they are the people who mainly go to Repovesi national park. Additionally, since the thesis wants to answer the question of how to market Repovesi national park to organizational customers, possible customer segments which can be discussed and analysed in the thesis include local companies in the area as well as companies outside the area with an interest in visiting the park.

2.1.2. Marketing in Tourism

In modern business environment generally and the tourism industry particularly, marketing has always been an efficient approach to achieve high customer retention and satisfaction (Middleton, Fyall, Morgan and Ranchhod, 2009). Through high customer retention and satisfaction, organizations reach their own goals, mostly in the form of monetary benefit. Defined by American Marketing Association (2007 cited in Middleton, Fyall, Morgan and Ranchhod, 2009, p.21), marketing is "the activity, set of institutions, and processes for creating, communicating, delivering and exchanging offerings that have value for customers, clients, partners and society at large". Stemming from the definition, basic principles of marketing and justification of its role in business operation are suggested. First and foremost, in the exchange process between two parties, the clients and the providers, what the clients want and are willing to pay often does not coincide with what the providers are able and willing to give. Therefore, marketing, how the providers communicate, distribute and deliver their products to clients, is considered as a way to balance these conflicting needs between the two parties. The main processes involved in marketing begin from analysis of the business environment, ranging from threats, competitors to opportunities and trends, etc. Afterwards, business strategies and operational plans are drawn out after careful planning to determine the products offered to clients and the marketing campaigns to organize (marketing mix and budget). Implementation of plans takes place, illustrating the communication, distribution and delivery of products from providers to clients. Feedback from clients about the marketing effort can be then collected for further improvement and references.

However, even though tourism marketing is based on the basics of general marketing, it depends on several distinguishing characteristics of tourism industry, due to the fact that the industry belongs to the service sector in the economy (Middleton, Fyall, Morgan and Ranchhod, 2009). In tourism industry, most operating organizations provide clients with a wide range of service offerings, such as hotels, attractions, events and transportation. As these service offerings represent tourism products, the main characteristics of these services need to be taken into account in order to market them efficiently. Original characteristics of services in general, including tourism

services, are inseparability, heterogeneity, intangibility and perishability. In more details, inseparability demonstrates the simultaneous act of providing the services and its consumption. Services are provided and consumed by clients at the same time. Heterogeneity illustrates the unique experience of each client when using the same services based on the fact that every service experience can be influenced by different factors, such as clients' mood, providers' attitudes, etc., when services are being delivered. Additionally, the intangible characteristic of service derives from the fact that services cannot be measured before purchasing. Also, the perishability of services prevents providers from storing or saving service capacity for future sales. Once the services remain unsold on a particular day, the potential revenue which can potentially generated from that day is lost permanently (Middleton, Fyall, Morgan and Ranchhod, 2009).

Besides depending on these core service characteristics, to effectively market tourism services, additional features are taken into consideration. The first relevant feature affecting tourism marketing is the seasonality and variation of demands from clients. As tourism businesses flourish and peak at specific times, marketing acts as a tool to increase the demands when the market condition is not favourable. Furthermore, tourism businesses have very high fixed cost of operation, which leads to the need for increased demands. Also, the interdependence of tourism products leads to the need for a solution which can combine several tourism products together, e.g. transportation, accommodation, food, etc., in a reasonable and attractive manner. Therefore, collaborative marketing appears as the key to satisfying different demands from clients. Joined effort between entrepreneurs in the same tourism area can help reduce costs and widen the product and service offerings (Middleton, Fyall, Morgan and Ranchhod, 2009).

2.2. Organizational Buying Behaviour

In order to make any appropriate marketing approaches for organizational customers, marketing managers need to have an in-depth understanding of organizational buying

behaviour. In the present thesis, the target customers of Repovesi National Park are companies – organizational customers.

2.2.1. Special Features of B2B Marketing

According to Ellis (2011), even though organizations are the target customers, they do not make the buying decisions, people in the organizations do. Therefore, it is essential for marketers to acquire sufficient knowledge concerning consumer buying behaviour (business-to-consumer). Indeed, based on the buyer behaviour model (Middleton, Fyall, Morgan and Ranchhod, 2009), consumers often receive stimuli from external environment, which motivate them towards the purchasing decisions. These stimuli include information from marketing communication carried out by the providers or word-of-mouth from families, friends, co-workers, etc. After receiving this information, consumers process them by reflecting on their personal buying characteristics (needs, desires, motives, personality, personal situation and economic capability) before making the purchasing decision. Ego, social status and level of utility (how the products/services meet customers' needs) are important factors influencing individual buying behaviour. However, price, value as well as utility are considered more important in B2B markets (Ellis, 2011). In other words, personal feelings (ego) are not highly regarded in the process of making business purchase decision, but they still play a role in the decision-making process due to the fact, mentioned above, that people, instead of organizations, make the purchasing decision in B2B market.

On the other hand, according to Ellis (2011), with B2C market, the selling organizations have to deal with a massive number of individual customers whereas B2B market is made up of only a limited number of people. However, these organizational customers spend a large amount of money in every segment, propelling them to be one of the most important target customers for any businesses. In addition, individual customers tend to buy in small quantity while organizational customers usually purchase in large quantity. Not only are the orders much larger than those of

individual customers, but the value of these organizational purchases are higher, often millions of Euros. Consequently, the risk involved in the buying decisions for organizational customers is high since they have to put a lot of money in each transaction, leading to more complex decision-making process in order to limit the risk. Vice versa, individual customers are less cautious about their purchases as the level of risk attached to each purchasing decisions is low. Specifically, the money wasted and the effect of the individual buying decisions make no strong impact on the individual himself, e.g. failing to buy the right food for dinner, compared to the impacts a company will likely suffer when it fails to arrange catering service for annual stakeholder meeting.

To sum up, the difference between B2C and B2B marketing lies in the characteristics associated with the target customers of each market. To effectively market to individual customers, personal feelings are the key factor motivating them towards the purchasing decisions whereas they are the least important factor in organizational buying decisions, compared to other factors such as cost and the benefits offered to the organizations. In addition, the value of organizational purchases create tremendous risk on themselves, leading to a more critical and careful approach to evaluate buying options, in comparison to individual purchases with low level of risk. Consequently, the marketing approach to organizational customers must focus on what the products or services being marketed specifically bring to organizations, how they should be demonstrated as the best solution to resolve problems the organizations are facing without having to lose so much costs, resources and time. Differently, individual customers do not make the purchasing decisions solely based on prices, resources and the time they put into. The purchasing decisions are not as rational and result-oriented as of organizational customers due to personal feelings of each individual. Therefore, B2C market is more motivated towards buying the marketed products and services by being exposed to emotion-elicited messages (Ellis, 2011).

2.2.2. Organizational Decision-Making

- Decision-Making Unit (DMU)

    In the B2B decision-making process, there are many people involved, known as "the decision-making unit" (DMU). Acknowledging the parties involved in the DMU will further improve the sellers' chance of successfully signing a contract with the targeted organizational customer. Normally, a DMU consists of different potential members, including initiators, buyers, influencers, decision-makers, users, gatekeepers. As the name suggests, initiators are the one who requests the buying of new product. After the purchasing request is initiated, influencers provide information regarding buying alternatives, e.g. which companies to buy from. Decision-makers then have the authority to approve or deny purchases while buyers are in charge of ordering the product after authorization. Among the parties of DMU, gatekeepers are the ones monitoring the information flow, being able to allow or prevent approaches from selling companies' promoting their products. Finally, after the product is purchased, users will ultimately experience the product, evaluate and provide future feedback (Ellis, 2011).

- Organizational Buying Process

    Besides identifying the DMU and factors influencing the purchasing decision, B2B marketers must become acquainted with the commonly known model of organizational buying process, called "Buygrid framework" (Kotler, Bowen and Makens, 2014; Ellis, 2011). The model includes eight stages: problem recognition, general need description, specification, supplier search, proposal submission, supplier selection, order process specification, performance review (Figure 1).

Figure 1. Organizational Buying Process

(Ellis, 2011)

The 1st stage, problem recognition, begins when a person inside the organization recognizes the need for a product or service to solve a problem. Then, in stage 2, general need description, the buying organization outlines their needs and determines the product requirements to meet those needs. At this stage, marketers can promote their products by helping the buying organization determine their needs and offer products satisfying these needs. Afterwards, the client agrees on specification, the detailed requirements of the product. In addition to answering client's questions about the selling firm's capability to meet these requirements, further advantages over competitors can be achieved by actively contributing to the specification of the product. Supplier search is conducted, in which the client actively looks for the suitable firm selling the demanded product. After choosing a set of potential suppliers,

the buying organizational demands the submission of proposals to evaluate the suppliers' capabilities to meet the organization's needs. Drawing up an attractive proposal is crucial for marketers in this stage as the proposal has to appeal to the organization in order to stand out from competitors. Next, the supplier is selected after the process of evaluating proposals, negotiating to acquire better deals, etc. (supplier selection stage). Sometimes, several suppliers may be chosen simultaneously to avoid unqualified product delivery when using only one supplier. After choosing the supplier, a contract is drawn up to formalize the order (agreement) between the seller and the buyer. This stage, order process specification, signifies as the beginning of a relationship between two organizations, preferably long-term. The final stage, performance review, takes place after the purchase of the product. The DMU, especially the users, will evaluate the supplier's performance and if the product meets the buyer's specification. Upon consideration, the client will decide if they want to continue, modify or severe the relationship with the seller. Therefore, it is of utmost importance that the selling organization monitor the client's feedback and comments so as to deal with any arising problems immediately and attentively before final evaluation is determined.

- Buying Situation

Technically, the organizational buying process, as mentioned above, consists of eight separate stages. However, these stages can change and vary depending on the buying situations. These variations are attributed to the buying organization's familiarity and experience with the product to be purchased, categorized into three buying situations: new task purchase, modified re-buy and straight re-buy (Brennan, Canning and McDowell, 2007).

The first buying situation, new task purchase, takes place when the organization is buying a new product for the first time. A lot of information needs to be acquired in this situation since the buying organization has no experience with the product requirements as well as potential suppliers. Therefore, the DMU will be larger and the

buying process tends to be longer (Ellis, 2011). According to Brennan, Canning and McDowell (2007), there are 2 different buying approaches in this situation, depending on circumstances. The judgemental buying approach is applied when the buying organization is unable to draw appropriate specification to the product it needs to acquire. Also, the product is often of low importance to the firm strategically. As a result, the buying decision is often laid in the hand of a small group of managers as the effort taken to seek information and potential suppliers is moderate. On the other hand, the strategic buying approach is used when the buying decision is of high importance to the strategy of the firm. Usually, considerable effort is needed to find the right supplier, in contrast to the judgemental buying approach. In either new task purchase buying situation, marketers need to be involved at the early stages of the buying process by finding out about the problem the buying organization is facing. Marketers then tailor their proposals to suit the buying organization's product specification. In-suppliers, who have had transactions with the buying organization previously, are at an advantage over out-suppliers, as they can identify the purchasing problem more easily compared to their counterparts (Brennan, Canning and McDowell, 2007; Ellis, 2011).

The second buying situation that occurs frequently is modified re-buy. Modified re-buy involves repeated purchase to solve the same purchasing problem, though, with modifications more beneficial to the buying organization (Brennan, Canning and McDowell, 2007). According to Ellis (2011), the buying organization has had previous experience with the product so the DMU will be simpler. In-suppliers can be re-evaluated to find the proposal most suitable for the buying organization's needs if this situation takes place. Brennan, Canning and McDowell (2007) proposed that modified re-buy can be either simple or complex. In simple modified re-buy situation, the organization is dealing with buying the same product from the list of previously known suppliers. Therefore, information search and the buying process are often standardized and require little amount of effort on the part of buying organization. On the other hand, complex modified re-buy situation involves a long list of potential suppliers, which increases the buying organization's negotiating power. Information

search, analysis of proposals and adherence to buying procedures are emphasized by buying organization to find the most suitable supplier. The modified re-buy situation has different implications to in- and out-suppliers. For in-suppliers, it is essential for them to eliminate competition by constantly being aware of the client's changing needs and resolving any arising problems. In contrast, it is important for out-suppliers that the buying organization remains in modified re-buy situation, enabling the out-suppliers' chance of being chosen. To enhance their competitiveness, out-suppliers must look for the factors prompting modified re-buy in the first place and offer better benefits in relations to these factors.

The last buying situation that can happen is straight re-buy. Straight re-buy is repeated purchase without any modifications. According to Ellis (2011), straight re-buy is often routinized so the suppliers are usually in-suppliers receiving high customer satisfaction evaluation from past purchases. In straight re-buy situation, the buying organization usually applies two different approaches: casual re-buy and routine, low priority re-buy (Brennan, Canning and McDowell, 2007). Casual re-buy is characterized by the incidental purchase of products of low value and importance, thus requires little effort to reach the buying decision. Routine, low priority re-buy involves the purchase of products of more importance to the buying organization, compared to casual re-buy. However, the importance of these routine, low priority products still does not prove to be such a big difference for the customer to put more effort into the buying decision. Consequently, in-suppliers are often re-chosen in straight re-buy situation. However, constant monitoring of customer feedback needs to be applied to prevent the buying organizations from switching suppliers. For out-suppliers, straight re-buy proves to be the most challenging situation to encounter. Finding ways to reduce full cost (total cost of ownership – TCO) of the buying organization is offered by Brennan, Canning and McDowell (2007), as a strategy for out-suppliers to turn straight re-buy to modified re-buy.

2.2.3. Influences on Organizational Buying Decision

There are many factors influencing the organizational buying decision, apart from the DMU. These influences can be categorized into four main groups: environmental, organizational, interpersonal and individual (Kotler, Bowen and Makens, 2014). According to Webster and Wind (1996), environmental influences offer information, opportunities as well as obstacles to the buying process. Created by multiple external parties such as suppliers, competitors, customers, governments, trades unions, environment influences affect the buying organizations in four distinctive ways. Firstly, these influences define the products available to the buying organizations. Secondly, the general business conditions the organizations have to face are also determined, e.g. the rate of economic growth, the level of national income, interest rates and unemployment. Thirdly, environmental influences make an impact on the values and norms which guide relationships between buyers and sellers, competitors with each other and buying organizations with other institutions such as governments. Finally, the information flow is brought by environmental factors, especially marketing communication flow from potential suppliers (Webster and Wind, 1996). For marketers, it is important to be aware of these environmental influences and their effect on organizational customers in order to meet their needs.

Moreover, any organizations making a buying decision has to consult with the organizational objectives, policies, procedures, structures and systems related to buying. One of the most important organizational factors influencing the buying decision of organizational customers is their buying orientations. Buying orientation represents the approach that organizations apply to buying products from external sources, meaning the suppliers (Brennan, Canning and McDowell, 2007). Based on a proposal by Dobler and Burt (1996 cited in Brennan, Canning and McDowell, 2007, p.29), there are three different buying orientations: buying, procurement and supply management. Buying orientation utilizes purchasing measures to limit the money spent on buying external products to minimum. Therefore, the buying decision is favoured towards getting the best product with the lowest price possible. In order to achieve that goal, organizational customers strive to maximize their buying power, often by choosing the most appropriate supplier among a large number of potential

ones. The final supplier chosen for the business deal is determined based on its ability to meet the buying organization's requirements about product specification and price (either meeting the target price set or offering the lowest price compared to other competing suppliers).

Instead of applying the buying orientation, many companies engage in procurement orientation, where buying organizations focus on maximum optimization of resources and increasing productivity by buying better products, rather than products with the lowest price (buying orientation). Therefore, suppliers will be evaluated based on TCO, the true cost involved in the purchase of the product, from the beginning to the point of disposal. TCO is often used to evaluate long-term products and business deals, with large monetary value and repetitive orders. To determine the TCO associated with a particular product, information regarding the main cost drivers is to be obtained by close communication between departments directly using the product, the supplier and the purchasing decision-makers. Additionally, rather than implementing a target price that suppliers have to meet, companies with procurement orientation adopt target costing. Setting a target cost, instead of a target price, enables potential suppliers to come up with different alternatives to reduce the TCO associated with the product to be purchased.

Nevertheless, many organizations emphasize the importance of the whole value chain they are operating in as their performance is directly associated with the activities of other firms in the chain. Keeping that in mind, supply chain management orientation is used by many organizations to boost value of the chain. No longer driven by short-term benefits of each purchase decision, these buying organizations try to monitor the effect of the supply chain by limiting the number of suppliers they directly deal with. With fewer direct suppliers and a large network of second- and third-tier suppliers, the collaboration and relationships between the direct suppliers and the buying organization will be more developed and on a larger scale, compared to companies using buying and procurement orientations. Consequently, the purchasing decision-making process will be more complex in order to find the most suitable suppliers.

After the suppliers are chosen, the maintenance of relationships, between suppliers and their organizational customers, needs to be taken care of in order to ensure long-term cooperation. Overall, as tourism product (travel) is considered as product of low business risk and low purchase complexity (Brennan, Canning and McDowell, 2007), the purchasing orientation likely to be adopted regarding tourism product is buying orientation, concentrating on product specification and price, rather than TCO and long-term relationship between suppliers and organizational buyers.

At the same time, according to Kotler, Bowen and Makens (2014), an organization is built based on the sum of its employees, which suggests the importance role of interpersonal factors shaping the organizational environment. The relationships between members of the DMU often depend on individual authority, status, empathy and persuasiveness. On the other hand, Webster and Wind (1996, p.57) stated that "only the individual as an individual or as a member of a group can define and analyse buying situations, decide, and act", which further strengthens the conclusion that each person in the DMU is driven by both personal objectives and organizational objectives, constrained by organizational rules, the information flow and influenced by other member of DMU. In short, the marketing effort should be directed to these individuals, not the "abstract organization". Personality, perceived role set, motivation and knowledge are the basic psychological characteristics that affect individual response to the buying situation and marketing effort brought by marketers. In addition, individual prepositions, preference structure and decision models are regarded as key components of marketing strategy decisions (Webster and Wind, 1996).

By understanding these environmental, organizational, interpersonal and individual factors, the selling firms can acquire a substantial knowledge about the targeted organizational customers and what motivates them towards the purchasing decision.

2.3. Developing Tourism Product

2.3.1. Components of Tourism Product

According to Middleton, Fyall, Morgan and Ranchhod (2009), customers consider the tourism product as a package of activities and experiences at the tourism destination. Therefore, the tourism product often includes five main components: destination attractions and environment, destination facilities and services, accessibility of the destination, images of the destination, price to the consumer.

First, the component of destination attractions and environment represents different aspects of the physical environment the tourism destination has to offer while tourists spend time there. Natural attractions, built attractions, cultural attractions as well as social attractions play an important role in attracting tourists. For examples, people often come to Paris to witness the Eiffel Tower (built attraction), Louvre Museum (cultural attraction), the beautiful and scenic Seine River (natural attraction) and finally, to experience the way of life and customs of the French population (social attraction). In addition, destination facilities and services are another essential component, which allows tourists to enjoy their experiences in the tourism destination. If the facilities and services in one place are not up-to-par or prove to be inconvenient and unsatisfying, people naturally avoid going to that destination. These facilities and services may include: accommodation units, restaurants, bars and café, retail outlets. (Middleton, Fyall, Morgan and Ranchhod, 2009). Destination attractions and environment are the factors influencing tourists' decision to come to the destination but the facilities and services are what keep them satisfied during their journeys and motivate them to come back for future visits.

Moreover, the accessibility of the destination needs to be taken into account when developing a tourism product. Accessibility of the destination consists of both private and public transport available for tourists, which allow their travels to be the most convenient and quick without spending a large amount of money. According to Middleton, Fyall, Morgan and Ranchhod (2009), elements contributing to the accessibility of the tourism destination are infrastructure (roads, car parking and

airports), equipment (size, speed and variation of public transportation), operational factors (routes, service frequency, prices) and government regulations concerning transportation. At the same time, the images of the destination make a strong impact on customers' perceptions of the destination. Even when people have not been to a place before, they can still form a mental picture in mind of the destination due to being exposed to several information sources regarding the destination. How a particular tourism destination is portrayed in public forms the customers' expectations before departure. This is where marketing is implemented to deliver a positive image about the destination in question to customers and motivates them towards the buying decisions in the process.

Finally, the price associated with the visit to a certain destination is one of the influencing factor for customers in any tourism products. The cost of travel, accommodation, services and activities tourists are involved during the trips are all considered as tourism expenditures. Particularly in tourism industry, the price cover quite a large range, from extremely low to extremely high, depending on season, choice of activities, facilities and services, transportation modes used. For instance, the young may save cost by staying at a cheap motel during holiday but businessmen tend to spend their holiday in luxurious hotels. Whatever the price may be, it plays an important role in customers' buying decisions regarding any products, with no exception to tourism products.

2.3.2. Product Levels

While the components of a tourism product illustrate collaboration and interdependence of different sectors in the industry, product levels represent the internal dimensions of a product around a business operation (Middleton, Fyall, Morgan and Ranchhod, 2009). Based on Kotler's terminology (1984 cited in Middleton, Fyall, Morgan and Ranchhod, 2009, p.128) and Kotler, Bowen and Makens (2014), there are four levels to a tourism product: the core product, the formal

(tangible/facilitating) product, the supporting product and the augmented product (Figure 2).

Figure 2. Product Levels

(Based on data provided by Kotler, Bowen and Makens, 2014)

The core product is the most basic level of a product (Kotler, Bowen and Makens, 2014). Since it is only an idea about the services and benefits which meet and satisfy customers' need, the core product is intangible, demonstrated only by marketers through images and words. The message about the core product delivered to customers must convey what the sellers aim to communicate to customers, e.g. the experiences offered to customers – relaxing, fun, adventurous, etc. – when coming to the destination. When the core product reflects customers' need well, it will motivate customers towards the buying decisions (Middleton, Fyall, Morgan and Ranchhod, 2009).

The second level of a tourism product is the formal (tangible) product (Middleton, Fyall, Morgan and Ranchhod, 2009) or the facilitating product (Kotler, Bowen and

Makens, 2014). As its name suggests, the formal product is the tangible services and goods offered, provided clearly to customers when the product is being marketed (Middleton, Fyall, Morgan and Ranchhod, 2009). Developed from the core product, which is just an idea about the needs of the target customers, the formal product is the actual offers to customers, including the monetary value customers have to pay for the product, e.g. a 2-night stay in a hotel for the price of €100. In addition to the formal product, Kotler, Bowen and Makens (2014) suggested one more level called supporting product, which is the value-added product offered for customers to differentiate the sellers from competitors. Well planned, executed and implemented, the supporting product will set the sellers apart from its competitors, acting as a competitive advantage when meeting and exceeding customer expectations.

The last level of a product is the augmented product, which refers to accessibility, atmosphere, customer interaction and customer participation (Kotler, Bowen and Makens, 2014). The augmented product covers all stages, from providing customers with what is offered to handling how it is delivered. As the core, formal and supporting products have already been discussed, representing what is offered to customers, management of how these offers are delivered will be illustrated below.

Accessibility brings value to the product. Marketers need to find solutions to the two main obstacles of achieving accessibility, operation hours and lack of knowledge. As explained by Kotler, Bowen and Makens (2014), if a tourism business does not open at flexible and appropriate hours for the customers, it will prove to be inconvenient and irritable, prompting the customers to choose another business more suitable. Additionally, customers will not come to use the services offered by tourism businesses if they are not aware of their existence. Therefore, marketers always need to inform customers frequently about the businesses, enhancing the product accessibility. On the other hand, the atmosphere, the physical environment, which surrounds the product are highly valued by customers. When the atmosphere pleases the customers, it can affect purchase behaviour in different ways: creating attraction, creating messages to the customers, creating effects and creating moods. All impacts

on customers from the surrounding atmosphere act as an efficient instrument to persuade customers towards the buying decisions. It is the responsibility of marketers to identify the right elements to be implemented in the atmosphere so as to meet customers' expectation of their buying experiences.

At the same time, customer interaction, with both the service delivery system as well as other customers, influences customers' perception about the product. Usually, customers interact with the service delivery system through three stages: joining, consumption and detachment. In the joining phase, customers reach the tourism business to ask about a product. It is extremely important for customers to have all the necessary details about the product offerings and employees need to assist them professionally and make the purchasing process as easy as possible. Then, in the consumption phase, the customers actually experience the product. The direct interaction, with the employees, facilities and other customers, needs to be managed carefully to provide customers with a positive view of the product. Proper training and reinforcement of employees enhance the positive interaction between customers and the service delivery system tremendously. Afterwards, the detachment phase signifies the end of customers' using the product. A good impression of the product as well as the business is to be achieved at this stage. Further assistance, such as calling a taxi for the departing customers, showing directions, etc., brings a satisfying note to the end of customers' experiences at the destination. Overall, these stages need to be taken into account when marketers start designing a tourism product, meeting the needs of customers at every stage. In addition, besides interaction with service delivery system, bad interaction with other customers can prove to be serious to the business if not managed carefully, resulting in negative experiences for customers (Kotler, Bowen and Makens, 2014).

Customer participation (customer coproduction) also creates a positive impact on capacity, customer satisfaction and cost reduction. Even though some prefer being assisted at every step of their tourism experiences, more and more people like to engage in the experience by themselves. In an example mentioned by Kotler, Bowen

and Makens (2014), a club replaced its attendant who gave out locker keys to members by a device which allowed the club members to monitor their own lockers with membership cards. With the device, the attendant is no longer needed and the members are more satisfied since they do not have to show what lockers they would like to use. Instead, they can just choose the lockers by themselves, avoiding crowded areas. In this case, customer participation enhances their satisfaction and also reduce the club's cost of hiring an attendant. In retrospective, marketers must consider where customers can co-create the product to make their experiences more enjoyable and satisfying.

2.4. Marketing Communication Methods to Promote Tourism Product to Organizational Customers

Communication is a core component in the marketing process of any industries, including tourism. Belonging to the familiar marketing mix, the 4Ps (product, price, place, promotion), communication/promotion activities play an important role in marketing the tourism product under development. In B2B context, however, the traditional promotional tools are being used in a different approach.

- Advertising

Firstly, advertising tactics, though prove to be very effective in the consumer markets, are less appropriate when applying to organizational customers (Ellis, 2011). Usually, advertising are designed for entertainment and emotional purposes. For organizational customers, who often look for business-related benefits, advertising may not bring the desired result compared to individual customers. Nevertheless, advertising are still applied in B2B market in order to inform organizational customers of the suppliers' offerings. In tourism marketing, advertising is defined as "non-personal, paid for, mass communication by an identified sponsor in a commercially available medium" (Godfrey and Clarke, 2000, p.149). According to Morrison (2013), the media alternatives favoured in tourism advertising are online advertising, television, magazines, outdoor and transit advertising. First, due to their printing quality and

entertainment purposes, magazines are the perfect tool for advertising in tourism. In addition, outdoor and transit advertising cover a large audience, particularly commuters and passing traffic. Outdoor and transit advertising also allow marketers to place large ads, increasing the visual impact of the campaign. On the other hand, television provides a nice alternative to "still" advertisements offered by magazines, outdoor and transit advertising. The combination of visual and sound effects gives television marketing the edge compared to other advertising methods.

However, the most fast-growing and powerful mean of advertising nowadays is online advertising. With the help of the Internet, many tourism businesses, especially SMEs, have been able to introduce their service offerings to their customers (Goeldner and Ritchie, 2012). Regarding the application of online marketing, there are several ways to promote tourism products and tourism destinations online. One of which is the use of banner advertisements (Morrison, 2013). They are ads embedded on websites and they are often animated to catch Internet users' attention. When the users access the websites, the ad will appear and can potentially be viewed, which is called an "impression". When the users actually view the ad by clicking on it, it is called a "click-through". In addition, using keywords on major online search engines, e.g. Google, Bing, Yahoo!, is another way (Morrison, 2013). By choosing certain keywords to be applied on these search engines, tourism entrepreneurs are able to introduce their businesses and offerings to a large base of potential customers. When the keywords are entered, users can immediately see the search results presenting the associated tourism advertisements. If users click on the advertisements, tourism businesses have to pay the operators of the search engines according to the "pay-per-click" basis. However, the Internet, which will be discussed in more details later, is a part of several promotional tactics, limited not only in the field of advertising.

- Sales Promotion

Apart from advertising, organizational customers are exposed to many other promotional efforts from suppliers. Sales promotion, as it is important in the consumer

market, is also fairly essential in the context of B2B. By utilizing discounts, free gifts or merchandises, suppliers hope to persuade organizational customers towards the purchasing decisions (Ellis, 2011). In tourism industry, sales promotion techniques are divided into 2 groups (Figure 3): special offers and special communication methods (Morrison, 2013).

Special communication methods	Special offers
Specialty advertising	Coupons
Sampling	Price-offs/Sales
Travel shows and exhibitions	Contests, sweepstakes games
Merchandising materials	Travel trade inducements
Educational seminars	Recognition programmes
Audio-visual materials	Continuity programmes

Figure 3. Sales Promotion Techniques

(Morrison, 2013)

Specifically, special offers that encourage short-term purchases from customers include coupons and price-offs/sales. Contests, sweepstakes and games are often used to create excitement among the audiences. On the other hand, travel trade inducements usually involves paying commission or offer discounts to travel agencies so that in exchange, they promote the tourism products and offerings to potential customers.

Additionally, recognition programmes are created in order to reward old customers for their past interests and contributions. Similarly, continuity programmes demand continuous and repeated purchases from customers over a long period of time in exchange for special offers. Overall, special offers target all types of customers, including organizational customers. However, these offers may or may not be appreciated by organizational customers as tourism businesses hope (Ellis, 2011).

Nevertheless, special communication methods are designed for special customer groups (Morrison, 2013), such as organizational customers. Examples of special communication methods include speciality advertising, sampling, travel shows and exhibitions, educational seminars, merchandising and audio-visual materials. In particular, speciality advertising involves give-aways, consisting of items associated with the destination as well as the surrounding tourism businesses, e.g. cups, ornaments, T-shirts. By sending these items as gifts to recipients, these items act as permanent promotional message to customers. Sampling, on the other hand, involves inviting customers to the tourism destination for a visit to see the services and products that the tourism businesses have to offer. Often, there are two sampling formats: familiarisation tours and site investigations. Familiarisation tours are for travel agencies and media personnel whereas site investigations are for organizational customers who are inclined towards buying decisions. Another appealing special communication method to organizational customers is travel shows and exhibitions. These shows attract a lot of attention from organizational customers, providing every tourism businesses with the chance to engage in personal interaction with prospective customers, introducing tourism product offerings, negotiate and discuss prices and orders. To attend these events, tourism businesses are often required to pay certain amount of fees. Asides from travel shows and exhibitions, educational seminars, as well as professional conferences to which specialist users and industry experts are invited (Ellis, 2011), are also a great way to approach organizational customers. In addition, merchandising materials such as tourism prints, maps, brochures and posters are often produced for distribution. Audio-visual materials, e.g. videos/DVD, photos, PowerPoint presentations, are frequently seen in travel shows and exhibitions. They

can be used for pitches to prospective clients and given to journalists for publicity purposes.

- Public Relations (PR)

  PR is defined as "the planned and sustained effort to establish and maintain goodwill and mutual understanding" (UK Institute of Public Relations cited in Godfrey and Clarke, 2000, p.151) between tourism destinations as well as its tourism businesses and the publics. For B2B marketers, press releases can be distributed through traditional postage system, e-mails or posted on the tourism businesses' website to attract attention from the media (Ellis, 2011). It is important to keep in mind that the press releases are supposed to be newsworthy to guarantee publications by the media. Different PR techniques, such as product placement, organized events, sponsorships, etc., are used to create awareness and attract public interests, resulting in massive media coverage if well-executed (Godfrey and Clarke, 2000). In essence, PR helps build a better image of the destination as well as tourism businesses in the eyes of the publics as well as prevents and deals with crises happening along the way. When a crisis breaks out, PR is the ultimate promotion tool influencing public perceptions of how well the crisis is handled (Ellis, 2011).

- Direct Marketing & Personal Selling

  In consumer market, personalized messages are distributed to individuals through direct marketing, with the purpose of establishing relationships (Ellis, 2011). However, in B2B context, direct marketing is used as an accompanying tool to personal selling to reduce cost and improve performance. The two main direct marketing approaches are direct mail and telemarketing. In terms of direct mail, it is regarded as one of the most effective advertising methods in tourism industry (Goeldner and Richie, 2012). Advertising materials and brochures are often included in these mails and directly sent by postal services or e-mails to named individuals in the DMU of the organizational customers, leading to sales leads, inquiries and

personal relationships (Ellis, 2011). Telemarketing, on the other hand, is used to achieve similar purposes, but also to take orders and provide customers with needed information regarding the tourism businesses and its offerings (Ellis, 2011). Personal selling, regarded as the most important communication method in business market (Ellis, 2011), represents "oral communication between 1 or more prospective purchasers and a salesperson for the purpose of making a sales" (Godfrey and Clarke, 2000, p.153). According to Goeldner and Ritchie (2012), tourism businesses tailor their presentations to each customer and flexibly adjust their selling approaches if these approaches are not working. Additionally, personal selling allows instant feedback to tourism businesses from customers and gives them the opportunity to respond in order to close the deals (Ellis, 2011). Different from advertising, personal selling signifies personal and direct communication between tourism businesses and its customers (Goeldner and Ritchie, 2012), which is overall more preferred by organizational customers.

- Internet Marketing

Utilized by all the main elements making up the communication mix (advertising, sales promotion, PRs, direct marketing, personal selling), the Internet has become pervasive in all areas of tourism marketing (Goeldner and Ritchie, 2012). Indeed, Internet is the largest source of information available nowadays and continues to be an excellent platform for tourism businesses to market their product and service offerings. Multiple methods of marketing communication can be carried out via the Internet and the ones which are significantly appropriate for organizational customers are company websites, e-mails and business blogs (Ellis, 2011).

Recognized by many businesses, company websites allow tourism businesses to reach a large number of audience around the world, 24/7 access for customers and offer a convenient mean of communication between tourism businesses and their customers (Ellis, 2011). Because of websites' ability to deliver textual, visual and sound data to customers, marketers should take advantage of these features to retain customers'

attention and interest. A company website which is well-designed makes it easy for visitors to navigate through and find what they are looking for, simultaneously enhancing interactivity between tourism businesses and their customers, providing tourism businesses with the chance to quickly react to organizational customers' questions by personalized responses. E-commerce transactions, if present, are also a value-added feature, simplifying customers' purchasing process. The content of the websites is equally important to ensure the tourism businesses' reputation and acts as a direct source of information. Another tactic for using websites as a communication tool is "flick-to-click". Basically, tourism business can send their customers the companies' catalogues, featuring different offers provided by the companies. Afterwards, customers can access the tourism businesses' websites to purchase the offers they see from the catalogues using e-commerce transaction system available on the websites. According to Murphy (2007 cited in Ellis, 2011), "flick-to-click" works because it combines the appeal of browsing through a tangible catalogue and the simplicity of the online ordering process.

In addition, business blogs, defined as an online journal, diary or newsletters (Goeldner and Ritchie, 2012), is also an efficient tool to communicate with organizational customers (Ellis, 2011). A more personal tone of communication with customers, compared to company websites, is considered the main advantage of this method (Chaffey, 2007 cited in Ellis, 2011). Further supported by Goeldner and Ritchie (2012) and Morrison (2013), blogs gather unfiltered feedback and comments from customers. On the other hand, e-mails act as a mean of direct marketing as well as a form of online communication with the purpose of responding to questions sent via e-mails or company websites (Morrison, 2013). Specifically, e-mails used for direct marketing purpose help build established relationships with a target audience (Ellis, 2011). Nevertheless, the efficiency of such e-mails relies heavily on the mailing list, the recipient of such e-mails. If the tourism businesses fail to send the e-mails to appropriate recipients, these e-mails will be considered as spam, without the opportunity of their being opened and read. The mailing lists should be compiled based on information provided by the department handling customer relationships so

that the recipients of such mails will be existing and potential customers. Besides acting as a promotional tool utilized by direct marketing, e-mails are used as a channel to handle incoming questions and concerns. Whichever the case, tourism businesses must respond in a swift manner, acknowledge the outsiders' messages, provide legitimate answers, and initiate actions if required.

Other significant application of the Internet in tourism marketing communication nowadays is the use of social media and traveller review sites as well as SEO (Search Engine Optimization) (Goeldner and Ritchie, 2012; Morrison, 2013). Regarding social media, the most popular sites include Facebook, Twitter, YouTube, LinkedIn and Flickr. Currently being used by billions of Internet users, social media sites play an important role in communicating with customers. Instead of providing information (one-way communication), these sites allow customers to instantly give feedbacks and express their opinions on the information published (two-way communication). Various communication forms are available on social media, e.g. text, video, image, audio, links to other sites. Additionally, the presence of traveller review sites enhances customer participation in the communication flows. In particular, customers review tourism destinations as well as tourism business in the areas they have visited and share their opinions on these traveller review sites. Based on this information, prospective customers can either be inclined or uninclined towards the purchasing decisions. Among multiple traveller review sites, TripAdvisor (tripadvisor.com) remains the most dominant and popular one with a large amount of users. Besides using social media and travel review sites, SEO also plays an important part in attracting customers nowadays. In essence, SEO is the process of improving the visibility of a website in online search engines. With SEO, Internet users will instantaneously see tourism businesses' websites in the online search engines after entering certain keywords associated with the businesses in the search box. Therefore, users will likely access the businesses' websites found in the search engines for references and potential purchasing consideration.

- Mobile Marketing

Along with the increasing use of Internet, mobile marketing has become the next big thing in tourism marketing. Nowadays, everyone owns a mobile phone and billions of smartphones are being sold on a daily basis. The on-going presence of mobile phones capable of Internet access creates endless possibility for the tourism industry (Goeldner and Ritchie, 2012; Morrison, 2013). Modern mobile technology allows users "to access the Internet, to search, take photos, play videos, check in at the airport, and access GPS service, online mapping, location-based search, and geotagging" (Goeldner and Ritchie, 2012). Tourism businesses can take advantage of these features by developing websites designed to be specially viewed from mobile phones, all content provided similar to the original online websites. Bookings via these mobile phone sites can also be implemented to making the purchasing process more convenient for customers. Suggested by Morrison (2013), different mobile phone applications (apps) promoting tourism destinations and tourism businesses which are downloaded free-of-charge can also be developed to appeal to customers who are smartphone users.

- Word-of-mouth (WOM) Recommendations

Nevertheless, despite the increasing sophistication of the communication methods mentioned above, WOM recommendations remain the most effective means of attracting customers, both in consumer and organizational markets (Ellis, 2011; Godfrey and Clarke, 2000). WOM, as its name suggests, highly relies on customer satisfaction concerning the tourism businesses as well as its offerings. Only after the products or services are consumed will customer perception of these offerings be formed. If customers are satisfied with their purchases, they are more likely to recommend the tourism destinations or tourism businesses to others. If the offerings fail to impress or leave a negative impression, customers are prone to file complaints and generate bad reviews as well as advise people against future purchasing decisions. Therefore, tourism businesses must back up what they have promised customers via different communication methods with what they are actually offering. Provided that

tourism businesses successfully perform what they have promised, customer satisfaction will be guaranteed. As a result, happy customers, who are more likely to generate WOM recommendations, will act as free and effective marketing communication channels, providing tourism businesses with a potentially large number of incoming customers in the future.

3. PREVIOUS RESEARCHES ON REPOVESI NATIONAL PARK

3.1. Visitor Characteristics & Market Situation

According to the working papers written by Selby and Petäjistö (2009), compared to two other national parks in Southern Finland, Linnansaari and Seitseminen, Repovesi national park has attracted the highest number of visitors (69,000 visitors per year). The majority of visitors to these national parks, including Repovesi, are domestic tourists, of which about 10-15% come from Helsinki area and the others mainly from the adjacent region of each park. In addition, visitors to all three national parks are divided into three main categories: single visitors, groups of 2-5 people and groups of 6 people or more. For Repovesi national park, 5% of visitors are single people, 62% are groups from 2-5 people and the final 33% are groups of 6 people or more (Figure 4). Significantly, the number of large groups of visitors (6 people or more) is higher in Repovesi compared to the other two national parks, Linnansaari and Seitseminen.

Figure 4. Visitors Coming to Repovesi National Park
(Based on data provided by Selby and Petäjistö, 2009)

Specifically, visitor groups coming to Repovesi are often families (41%), friends (24%) and colleagues (12%) (Figure 5). As the topic focuses on organizational customers, the significant figure of colleagues coming to Repovesi national park represents an opportunity to market the park to organizational customers through their individual employees.
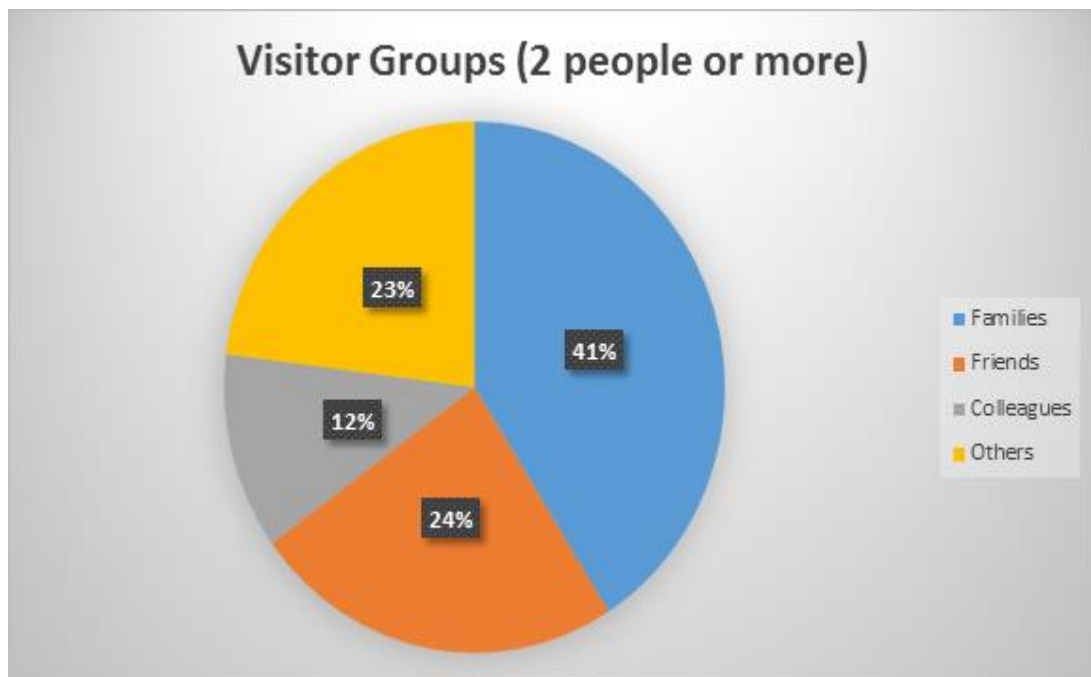
Figure 5. Visitor Groups (2 people or more)
(Based on data provided by Selby and Petäjistö, 2009)

On the other hand, according to Konu and Kajala (2012), tourists visiting national parks and other protected areas in Finland can be divided into different segments. Based on visitors' leisure motivations, four visitor segments are found: social self-developers, exercising nature explorers, nostalgia appreciative seekers of mental well-being and nature-oriented relaxation seekers. In the Nature Protection Publications of Metsähallitus (Konu and Kajala, 2012), there are 14 motivations prompting tourists to visit Finnish national parks and other protected areas. Specifically, social self-developers are motivated by "meeting new people, pleasant old memories, improving their skills and experiencing excitement". Exercising nature explorers, on the other hand, are mainly motivated by "keeping fit, learning about nature, improving their

skills and experiencing excitement". Nostalgia appreciative seekers of mental well-being often seek visits to tourism destinations where "mental well-being, pleasant old memories, being on their own, nature experiences, scenery, relaxation, getting away from noise and pollution" are promoted while nature-oriented relaxation seekers concentrate on features such as "nature experiences, scenery, relaxation, being together with own group and getting away from noise and pollution". By identifying the customer segments based on their motivations, it will be easier to locate a more specific target customer segment for Repovesi national park.

Indeed, visitors coming to Repovesi national park include all the four motivation-based customer segments, in which the number of visitors belonging to each segment is almost equal. Among 596 respondents having visited Repovesi during 2000-2010, 30.2% are social self-developers, 24.7% are exercising nature explorers, 21.5% are nostalgia appreciative seekers of mental well-being and 23.7% are nature-oriented relaxation seekers. Therefore, it can be seen that the slightly more dominant customer segment of Repovesi national park is social self-developers.

If marketers wish to target this particular segment, the best solution is to tailor tourism products to suit motivations of the customer segments. However, since the customer segments visiting Repovesi national park are nearly parallel, it might not be necessary important to tailor the tourism products to be specifically compatible to the social self-developer segment. Instead, a tourism product which can meet the needs and interests of all four customer segments may prove to be the most logical solution to efficiently market Repovesi to customers. The most popular activities across all mentioned customer segments are "fishing, viewing the scenery and hiking including overnight camping in the great outdoors" (Konu and Kajala, 2012). Another important factor in marketing to different customer segments is to be aware of information distribution, how the customers are able to acquire information about the national parks and other protected areas in Finland. The main information sources being mentioned are visitor centre, Metsähallitus customer service point, relatives, friends, acquaintances, Metsähallitus Internet pages, other Internet sites, brochures, guidebooks, TV, radio

programmes, newspaper articles, regional tourist agency, tourist information and people' familiarity with the destination.

In addition, visitors to Repovesi national parks have also been asked about their use of tourism services and their interests in using new services if they are made available to them (Selby and Petäjistö, 2009). This information is indicators for current service use and service demands in Repovesi national park. According to the figures (Selby and Petäjistö, 2009), the three most intensively used services are restaurants, rentals and extra park trails. On the other hand, visitors are willing to spend money on services such as restaurants, canoe trips & rentals, direct sales, cottage rentals and sauna rental. Future demand on these services as well as the high number of visitors coming to Repovesi national park offer many business opportunities for entrepreneurs in the area.

3.2. Factors Influencing Number of Visits

In her thesis about factors affecting number of visits to Finnish national parks, Vanhatalo (2009) aimed to explain the variation between number of visits to national parks and hiking areas in Finland. As a result, the variation in question can be explained by both supply factors and demand factors. Specifically, supply factors include land area, services inside and outside the park while demand factors consist of economic variables (income level, gasoline price) and demographic variables (population, age-class distribution).

Regarding supply factors, the land area has a positive effect on the number of visits to national parks since people often enjoy going to larger national parks which allow more space and more services to be presented inside the park. In Southern Finland, an increase of 1% in the area is equal to a 0.16% increase of visits. On the other hand, services inside the park, in this particular research conducted by Vanhatalo (2009), refer to visitor centres, campfire sites and hiking routes. Visitor centres, where information on the national parks and hiking areas is distributed and several

exhibitions and presentations about the same topics are held, play an important role in increasing the number of visits to national parks as it can be considered as "an attraction of the area". Unfortunately, there are only 11 national parks (among 35) having visitor centres inside the parks, excluding Repovesi. Also, campfire sites and hiking routes positively influence the number of visits to national parks as these services illustrate good conditions for outdoor recreation, e.g. increase in campfire sites – 0.24% increase in visits. Supporting a similar idea, Neuvonen, Pouta, Puustinen and Sievänen (2010) stated an increase in the number of visits to national parks is positively influenced by diversity in natural features, the trail networks and opportunities for recreational activities offered. Also, Neuvonen, Pouta, Puustinen and Sievänen (2010) considered park age as an important factor in increasing the number of visits, as the older the park gets, the more people are aware of the destination. Simultaneously, older parks often have been placed under protection first to preserve their beautiful features and the services offered in these parks have the chance to be more developed over time. On the other hand, accommodation services, such as bed capacity and summer cottages, represent services outside the park (Vanhatalo, 2009). Usually, high number of services outside the parks is indicated as a significant factor contributing to an increase in visits to national parks as "the number of visits was highest in the national parks, where the tourism services outside it were at a high level" (Vanhatalo, 2009, p.35). However, when restricted to accommodation services, bed capacity is not such an important factor in Southern Finland as in Northern Finland since visitors to national parks in Southern Finland are mainly local people, whose homes are located nearby. Also, summer cottages, often located in or near national parks, make it easy for visitors to come and spend time at the parks, thus it is reasonable to assume that these cottages have a positive effect on the number of visits. However, as can be seen in the figures, the number of summer cottages and the total visits to national parks in Finland, the number of summer cottages does not correlate strongly with the number of visits, leading to uncertainty about the previous assumption (Vanhatalo, 2009).

Nevertheless, demand factors such as population, age-class distribution, income level and gasoline price all have specific effects on the number of visits to Finnish national parks. Evidently, in Southern Finland, an increase in population explains the increasing demand for national parks and hiking areas. Therefore, population can be interpreted as having a positive effect on the number of visits to national parks. Particularly, when there is an increase of 1% in population of demand area, the number of visits increases 5% (Vanhatalo, 2009). In addition, age-class distribution in Finland emphasizes the effect of the age-class of 65-74 on the number of visits, especially in Southern Finland. Statistically, an increase of 1% in the share of this age-class results in an increase of 2.1% in the number of visits. The reason for this correlation can be the fact the people belonging to this group have just retired, thus they have more leisure time as well as are more mobile than older people. Additionally, these people are "assumed to be interested in easily attainable outdoor recreation possibilities", such as national parks and hiking areas (Vanhatalo, 2009). Income level, however, has a negative impact on the number of visits to national parks as people are more inclined to travel abroad when they have more money rather than going to national parks (an decrease of 1.21% in number of visits). Thus, during difficult economic situations, visits to national parks are more frequent as income level decreases. Finally, gasoline price also has a negative effect on number of visits, especially in Southern Finland. As visitors to national parks often travel by cars and the journey can be long, increased gasoline price leads to an increase in travelling costs. In Southern Finland, traveling costs are considered as an important factor to decide whether people visit national parks and hiking areas, compared to Northern Finland where other factors are more emphasized. Distance between national parks and population centres in Southern Finland, therefore, is considered as having a significant effect on the number of visits (Vanhatalo, 2009). In addition, trips to national parks in Southern Finland are characterised by large number of day visits, enhancing the effect created by the distance between the parks and big cities (Neuvonen, Pouta, Puustinen and Sievänen, 2010). Overall, all the supply and demand factors mentioned above contribute to the number of visits to national parks to different degrees. By acknowledging these factors, these information can be utilized to develop services inside and outside

Repovesi national parks to meet the increased demand as well as balance between the demands and supplies of the park.

However, the demands and supplies of Repovesi are not the only factors influencing the number of visits. According to Neuvonen, Pouta and Sievänen (2008), place attachment as well as quality perception also affect visit intention. Place attachment, as defined, is the bond created between the visitors and a particular place, either functional or emotional. Functional place attachment is called place dependency, concerning the features and conditions provided by the place for certain activities. On the other hand, emotional place attachment, place identity, represents a personal and emotionally invested connection between the place and its visitors. Additionally, quality perception not only concerns visitors' views of the services offered in Repovesi national park but also its recreational environment (local landscape and hospitality). Statistically, 70% of visitors intend to revisit Repovesi national park and 55% intend to revisit the surrounding area in the future (Neuvonen, Pouta and Sievänen, 2008). Specifically, the more satisfied people are with the services (quality perception) and the activities (place dependency) the national park has to offer, the more they are inclined towards revisiting the national park. Positive place identity (the emotional bond) does not directly increase the number of revisits to the national park but it boosts the visitors' satisfaction of services offered, in turn intention of revisiting. Overall, place dependency and quality perception of services are the main factors increasing the number of future visits whereas place identity and quality perception regarding local landscape and local hospitality play a less significant role.

3.3. Repovesi National Park's Yielding Profit & Entrepreneurial Behaviour

Another issue discussed in previous researches (Selby and Petäjistö, 2009) is the fact that although attracting quite a high number of visitors, Repovesi has the lowest yielding profit among the three national parks. The reason attributed to Repovesi's low yielding benefit is due to the lack of services provided by the national park and associated enterprises. Evidently, as Repovesi is a young national park, it provides the

lowest number of service offerings to visitors, 1.9/1000 (the number of service enterprises/the number of visitors) whereas respectively, Linnansaari, as the oldest park, has a ratio of 4/1000 visitors and Seitseminen, the 2nd oldest, has a ratio of 3.2/1000. Thus, Selby and Petäjistö (2009) suggested that the enterprises adjacent to Repovesi national park are either unable to recognize the opportunities provided by demands for tourism services or neglect providing such services. According to the responses to the surveys conducted, 74% of entrepreneurs in the area of Repovesi national park are either satisficers, who are satisfied with their businesses and unwilling to take risks, or informed satisficers, who rather remain the same but are informed of business opportunities nonetheless. As Repovesi is the youngest national parks in the three parks being mentioned, most entrepreneurs in the area remain satisficers due to the lack of time in order to recognize business opportunities or risk avoidance attitudes caused by the lack of tourism-oriented infrastructure. Indeed, as entrepreneurs in the area adjacent to Linnansaari and Seitseminen national parks have had more time to gain experience and knowledge about the opportunities offered by the visitor flows, thus enabling them to be more aware of visitor demand as well as the need for funding to start businesses. On the other hand, entrepreneurs can also be considered as either adapters or adopters. Adapters, as the name suggests, are entrepreneurs who are able to adapt to their own business environment within their capabilities whereas adopters ignore the conditions they are in, leading to failed business decisions. Thus, adapters have a competitive advantage over adopters by being proactive rather than reactive (Selby and Petäjistö, 2009). In the case of Repovesi national park, the number of adapters as well as adopters have not been determined. However, these adapters and adopters, if presented, may be insignificant, since 74% of entrepreneurs in the area of Repovesi national park are made up of satisficers and informed satisficers.

Nevertheless, it is beneficial to acknowledge the fact that 64.7% of entrepreneurs in the area of Seitseminen national park exhibit adapter attribute (higher business acumen and better opportunity recognition) while the number of entrepreneurs with the same attribute is slightly lower in the case of Linnansaari national park (57%)

(Selby and Petäjistö, 2008). Inter-firm cooperation is also highlighted in the case of these two national parks. 55% of entrepreneurs in the Seitseminen area co-operate with at least one other business to maximum four businesses, in which the majority (67%) is between firms located in the same area. However, these inter-firm cooperation are mostly irregular. Also, only 38% of entrepreneurs are in cooperation with Metsähallitus, the Finnish national park authority. In Linnansaari area, inter-firm cooperation is considered beneficial by more than 70% of entrepreneurs. However, cooperation with Metsähallitus is low compared to inter-firm cooperation. Nevertheless, the results (Selby and Petäjistö, 2008) support the positive effect of cooperation between different firms on a successful business. In addition, cooperation in the area of Seitseminen centralizes on purchases of goods and services while in the area of Linnansaari, cooperation mainly focuses on services and marketing, with the main lines of business being hospitality (accommodation, restaurants and cafés). By being aware of this information, marketers of Repovesi national parks can acquire some useful lessons from Linnansaari and Seitseminen national parks. Especially, it is important for entrepreneurs in Repovesi area to perceive and make the most of the new business opportunities offered by the underdevelopment of service structure as well as to be "critical of their decision-makers for not doing more to absorb the park into everyday life", like what Seitseminen national park has done (Selby and Petäjistö, 2008).

Moreover, the need arises for more development in the area adjacent to Repovesi national park to attract more visitors, due to the fact that 80% of visitors consider Repovesi as the main attraction, without travelling anywhere in the surrounding area. Consequently, tourist spending is low, as they do not see the appeal of visiting anywhere besides the park itself. On the other hand, Linnansaari national park is not the only main attraction point for visitors when they come to the area of the park. In addition, visitor satisfaction, a reflection of the provision of quality of services, is the lowest in Repovesi national park, compared to Linnansaari and Seitseminen (Selby and Petäjistö, 2009).

3.4. Measures for Developing Tourism Businesses

As measures preferred by decision-makers and entrepreneurs for developing tourism businesses in the area of Repovesi national park are addressed (Selby and Petäjistö, 2009), conclusion is drawn about the differences in the measure preference between the two parties. Specifically, local decision-makers in the area emphasize the importance of funding and development of supportive infrastructure, such as workspace, Repovesi Visitor Centre, enterprise incubators and workshop sessions. On the other hand, since tourism entrepreneurs in the area are mostly small and very small enterprises (SMEs and VSEs) lacking business acumen and resources, they prioritize the improvement of business competence (advancing informational dissemination and cooperation between interested parties). The difference in priorities between the parties can be attributed to decision-makers' lack of understanding about the SMEs as well as VSEs and their lack of commitment to local tourism development. However, decision-makers' lack of understanding can be argued by evidence supporting that entrepreneurs fail to actively seek out the available information on their own. These available information includes links to Repovesi in the municipalities' home-pages, a Repovesi-based enterprise information site. At the same time, an enormous source of information can be obtained from local enterprise centres. In addition, time is also noted by Selby and Petäjistö (2009) as a necessary factor for the development of tourism-based businesses, with strong emphasis on active cooperation between local parties involved – decision-makers, entrepreneurs and landowners (Selby and Petäjistö, 2009).

4. METHODOLOGY

4.1. Data Collection

Similar to every research, data collection plays an important part in the process of finding answers to the research questions and meeting the research objectives. According to Ghauri and Grønhaug (2005), the types of data collection methods being used are decided based on what data is needed to solve the particular research problem as well as the focus and purpose of the research.

After consideration, qualitative research was determined as the data collection method for this thesis. As emphasized and repeated throughout the thesis, this research aims to create and market a potential service package to organizational customers of Repovesi national park, in the hope of propelling the park's increase in profit. This study deals with unknown territory as not many researches have been carried out to tackle the problem of Repovesi's low yielding profit and poor marketing effort. Moreover, as mentioned earlier in the beginning of the thesis, B2B marketing is often neglected and less popular compared to its counterpart, B2C marketing. In addition, previous studies regarding creation of service package for tourism business, although presented in a number of researches, are not applicable outside their own contexts, leading to difficulties in retrieving the appropriate data for my thesis. According to Ghauri (2004), Marshan-Piekkari and Welch (2004), qualitative research methods fit the focus and purpose of the research perfectly as it is used to "uncover and understand a phenomenon about which little is known" (cited in Ghauri and Grønhaug, 2005, p.111). Also, it can lead to several useful hypotheses and explanations of the phenomenon at hand, leading to a better understanding of the given context and underlying reasons (Ghauri and Grønhaug, 2005).

The type of qualitative research method chosen for the thesis was interviews. According to Quinlan (2011), there are essentially five different types of interviews: one-to-one interview, group interview, telephone interview and online interview. At

first, online interviews, in the form of e-mails asking specific respondents to answer the questions being sent to them, seemed to be the most appropriate as people are more willing to answer these questions in their own personal time rather than having to set up a scheduled meeting, in my opinion. However, upon reflection, online interviews proved to be uninformative and useless since people prefer talking directly instead of having to type the answers. On the other hand, the information collected from the online interviews will not be as extensive and limited in nature since people often provide a lot of information when talking, even in a limited time, compared to writing answers in reply to a set of questions.

As a result, one-to-one interview was chosen as the most suitable method of data collection. In definition, in one-to-one interview (face-to-face/F2F interview), the researcher interviews each respondent directly and in details about the problem under investigation (Quinlan, 2011), based on a set of guiding questions (Appendix 1). As these interviews are conducted face-to-face, the researcher is able to observe the interviewees in a throughout manner, including subtle indications unable to be detected via telephone and online interviews, such as facial expressions and behaviour, which represent their opinions and attitudes towards the matters under investigation. Additionally, when the interviewer interacts with the respondents directly in one-to-one interviews, it proves easier for the interviewer to gather a considerable amount of useful and relevant information. Probing, as suggested by Quinlan (2011), helps the interviewer take full advantage of these F2F interviews due to the fact that the interviewer can ask for clarification when necessary and encourage the interviewees to elaborate and explain certain responses to the questions being asked.

Overall, one-to-one (F2F) interviews were the most suitable and appropriate method of data collection. The advantages of this method far outweigh its main disadvantage: time-consuming (Quinlan, 2011). This particular disadvantage can be easily solved by scheduling a convenient time and place to conduct the interviews, based on the interviewees' preferences and individual schedules.

After identifying interviews as the method suitable for my research, the next step was to choose the population from whom I would be collecting information from. As stated by Quinlan (2011), there are two alternatives when reaching this step: working with the entire population or drawing a sample from the population. As the research aims to create a new service package for Repovesi national park and market it to organizational customers, it is reasonable to conclude that the entire population of my research consists of every tourism business operating in the area of Repovesi national park and all its organizational customers. After doing several researches, only a few tourism businesses in the area were identified and no organizational customers could be identified since there no records available, either physically or via Internet database. Since the entire population could not be accounted for fully, a sample was drawn from the population to get insights into the issues under investigation.

To choose the right sampling frame, non-probability sampling was used since qualitative research relies on "the capacity of a relatively small number of cases to clearly and comprehensively illustrate the phenomenon under investigation" (Quinlan, 2011, p.213). Non-probability sampling, in essence, means the sampling frame is chosen based on my subjective judgement. As the purpose of the thesis is to generate more information and provide insights into an unknown field, the sample selected is not necessarily a representative of the entire population. Therefore, it was understandable to choose the already identified tourism businesses as my sampling frame.

Further explained, the tourism businesses identified were derived from the website of Metsähallitus, the state-owned organization who manages Repovesi national park. On its website (www.outdoor.fi), there are a list of tourism businesses operating in the area of Repovesi. Only businesses having cooperation with Metsähallitus and following the principles of sustainable nature tourism when operating in Repovesi are on the list. In total, there are 13 businesses, meaning the sampling frame consisted of 13 units. However, instead of contacting all 13 businesses for the chance of an

interview with their managers, it was possible to narrow the pool of the sample units to be contacted further by using a non-probability sampling technique, called judgemental (purposive sampling). According to Quinlan (2011), the researcher makes a decision on who to include in the research based on the ability of the respondents to contribute to the research. In essence, the only requirement is that each respondent should provide the researcher with adequate and useful sources of information. As a result, out of the 13 businesses in the sampling, only six businesses were contacted to request an interview with their managers. The tourism businesses chosen were Kirjokiven Kartano, Kuutin Kolo, KymiSun, Orilammen Maja ja Lomakeskus, Tervarumpu/Repovalkea Oy, SeikkailuviiKari. The reason why these particular businesses, sample units, were chosen was that they all had different and diversified services offered to customers, which promised the researcher high possibility of helpful and informative answers from operating tourism business professionals in the area.

On the other hand, apart from the sample frame I was able to specify, requesting interviews with two other tourism entrepreneurs, who are currently working and operating their businesses in the area of Repovesi national park, was recommended by my thesis supervisor and senior lecturer, Mrs. Ulla Puustelli. The first person she recommended was Paula Niskala, the owner, manager and guide of Repojotos, a tour, guided theme excursion and event agency. The other interviewee was Mr. Mika Väyrynen, the chef and owner of Eräkokki, a catering company in the area of Repovesi national park and Kouvola city. As they were highly recommended by Mrs. Ulla Puustelli, they were also included in the sampling frame and contacted for interview opportunities.

After sending eight e-mails to eight different tourism businesses included in my sampling frame, I received three replies from the manager of Orilammen Maja ja Lomakeskus (Orilampi Cottage and Holiday Centre), Mrs. Kukka-Maaria Vesalainen, the owner and director of KymiSun, Mrs. Riitta Noriola-Eskola and finally, the chef and owner of Eräkokki, Mr. Mika Väyrynen. The three listed entrepreneurs agreed to

meet with me for interviews to discuss about their businesses, their expertise, opinions and attitudes towards the creation of a new service package for organizational customers and how to best market it. As all three of my interviewees have had many years of experiences in the field of tourism business, especially in the area of Repovesi national park, it was reasonable to concur that they would provide me with very helpful and realistic insights into the issues under investigation. In addition, although I would like to conduct as many interviews as possible, the time for my empirical data collection was limited and my lack of connections to the local tourism businesses prevented me from getting more interview opportunities. Therefore, three interviews with three tourism business professionals should have been sufficient enough for me to draw up new ideas and interpretations as well as gain invaluable knowledge to solve my research problem.

Before the interviews are carried out, it is essential for every researcher to know as much as possible about the interviewees and any details pertinent to the research. In this particular research, the 1st interviewee was Mrs. Kukka-Maaria Vesalainen, the manager of Orilampi Cottage and Holiday Centre. From the website of the business (www.orilampi.com), the business operates in Hillosensalmi, situated in the area of Repovesi national park. Also, in addition to the company's website, customers can see the services that the business offers, available also on Kouvola tourism's website (www.visitkouvola.fi) and Metsähallitus's website (www.outdoor.fi). As mentioned before, Orilampi Cottage and Holiday Centre is in cooperation with Metsähallitus, thus explaining its presence on Metsähallitus's website. As a result, the main services offered by the company were gathered from the information available on these websites. Specifically, these services are the Finnish Golden Cruise, the water bus trip along Lake Vuohijärvi and the area of Repovesi national park, accommodations, restaurant services as well as sauna. From the company's website, Orilampi Cottage and Holiday Centre's service packages are presented, specifically for groups and lovers. As my thesis focuses on service packages and organizational customers, these particular information was an interesting topic for discussion. Browsing the website, one can easily see the three main packages the company offers customers: Gold

Package and Adult Overnight for groups of minimum 25 people, Kekkonen Package also for groups and Lovers' Package for couples. Even though the packages are present on the website, it was hard to understand in details the components of each package due to the fact that the website was in Finnish. Therefore, the interview with Vesalainen gave me the opportunities to understand more about the packages, not only what they include but also how they are made and marketed. Furthermore, as the manager of Orilampi Cottage and Holiday Centre, Vesalainen would possess a large amount of knowledge about the operation of a tourism business in the area of Repovesi national park, possible difficulties as well as solutions.

The 2nd interviewee was Mrs. Riitta Noriola-Eskola, the owner and director of KymiSun, a tour agency and a travel company. Similar to Orilampi Cottage and Holiday Centre, KymiSun has its own website (www.kymisun.com) and is present on Kouvola tourism's website as well as Metsähallitus's. Additionally, KymiSun has its own Facebook (FB) page. From these Internet sources, it was easy to see the services offered by the company, which are guided boat tours and catering services. There are several guided boat tour packages to different destinations in the area, including Repovesi national park, Kymi River, Verla Paper Mill (the UNESCO World Heritage site), etc. The company's philosophy is to provide their customers with guided boat tours which allow people to explore the history, nature and culture of the destinations they visit. In addition, catering services can be included in the tours as well as demanded separately for different events such as birthdays, family reunions, bachelor parties, etc. In terms of service packages offered by KymiSun, these guided tours are defined as ones because all of them incorporate different services, such as accommodation, catering services, activity programmes, sauna, etc. Also, on the company's website, customers can tailor their own packages according to their needs. Most these tours only happen in the daytime and last for a couple of hours but there is one specific package which lasts for three days, called "the 3-day excursion on Kymi River". On the other hand, the main customer groups, as suggested on these websites, are groups and companies. Furthermore, the fact that the company was established in 1998 indicates that Noriola-Eskola has had 16 years of experience of running the

business and has accumulated a lot of knowledge. Also, as a wilderness guide and a long-time traveller, she would understand the operation of the industry in the area of Repovesi national park and how to come up with a variety of service offerings attractive to customers.

The 3rd and final interview included in my research was with Mr. Mika Väyrynen, the chef and the owner of Eräkokki. Upon investigation, the company has its own website (www.erakokki.fi) and FB page and is present also on Kouvola's tourism website. The service offered by Eräkokki, as suggested online, are different types of catering services, including wilderness cooking, Hillosensalmi summer cafeteria, event catering on demand with the use of his food van. Specifically, wilderness cooking represents cooking by the campfire in nature, particular in the area of Repovesi national park. Also, Väyrynen runs a cafeteria, opening only in summer in Hillosensalmi, which is also situated in Repovesi. In addition, he caters for customers who demand his service by using a food van, where he can prepare salmon soup and coffee for different events happening in houses, offices and public markets, etc. Also, he offers cooking classes. In addition to being the chef and owner of a catering company, Väyrynen was a worldwide travellers and former chefs both in Finland and abroad during his younger years. Therefore, he has a vast knowledge not only about his craft, cooking, but he is also aware of how to operate a successful catering business in tourism industry. At the moment, he is operating his business in the Kymenlaakso area, including Repovesi national park, Verla Paper Mill, Kouvola and Kymi River. As an entrepreneur in the area, his insights, experience and expertise were highly valued in the course of finding the answers to my research problem.

4.2. Data Analysis

After the interviews, the analysis of interviews, i.e. empirical data analysis, was the next step in the research process. Upon consideration, the most appropriate approach to analyse these data was content analysis. According to Quinlan (2011, p.185), content analysis is used to "analyse the content of any text". In this particular research,

the particular piece of text was the interview transcripts, compiled from the recordings of the three interviews with Mrs. Kukka-Maaria Vesalainen, Mrs. Riitta Noriola-Eskola and Mr. Mika Väyrynen. Most importantly, content analysis helps the researcher examine the meaning behind the text, both written and implied (Quinlan, 2011). Therefore, the empirical data in the form of interview transcripts would best be analysed by content analysis approach, in order to produce more pertinent answers to the research questions.

5. EMPIRICAL DATA ANALYSIS

5.1. Available Services and Service Packages

5.1.1. The Main Service Offerings

Among tourism businesses operating in the area of Repovesi national park, Orilampi Cottage and Holiday Centre, KymiSun and Eräkokki offer a diversifying list of services to customers. These services include accommodation, water bus cruises, sauna, catering services, restaurant services and guided boat tours. Further information regarding these services are shown in the following paragraphs.

For Orilampi Cottage and Holiday Centre, the main services being offered are accommodation, water bus cruises, meals (breakfast, lunch, dinner) and sauna. According to Vesalainen, her business is able to accommodate maximum 450 people. Asides from being able to provide a large number of customers with places to stay, her company offers customers a very special experience by embarking on the Finnish Golden Cruise around Repovesi national park. The 3-hour cruise on the Tuuletar water bus takes customers to famous attractions such as Kuutinlahti Bay, Lapinsalmi hanging bridge, Lopposenluola cave paintings and multiple scenic nature creations along the way like uninhabited forests, steep cliff formations, beautiful lakes and ponds. Customers are able to listen to the history about the locals and participate in different programmes during the cruise. Customers can take part in the adventure from Orilampi pier, where the Tuuletar water bus leaves according to timetable from Wednesday to Sunday every week in the summer, from June 10 to August 20. In addition, customers can have the option of arranging their private cruises if they desire. Furthermore, Orilampi Cottage and Holiday Centre offers customers different meals throughout the day, produced by their own restaurant services. Different types of sauna are available to different likings, e.g. smoke sauna.

KymiSun offers customers with a number of different guided boat tours and catering services. These boat trips take customers to different destinations in the area, including Repovesi national park, Verla Paper Mill, Kymi River. All these trips are carried out on Noriola-Eskola's two river boats, each of which is able to carry 14 people. Normally, these trips last a couples of hours during the day, but there are tours which last for more than one day. According to Noriola-Eskola, usually each season she has 30-35 trips, about 3-4 trips per week on average. The main customers using the services her company offers are groups and organizational customers. These groups range from 7-50 people per trip but the normal number of people per trip are from 14-28. During the trips, customers have the opportunities to listen to the guides talking about nature, history and culture of the destinations visited. Different activities and services are included in the trips. However, usually the only services performed by KymiSun are the boat trips, the guides and the meals. At the same time, catering services offered by KymiSun are included in the boat trips, but they can also be demanded separately for different events, according to customer demands. Nevertheless, Noriola-Eskola prefers catering for the boat trips, rather than catering for events since event catering is a lot of work.

As Eräkokki is a catering company, Väyrynen offers customers different catering services. He cooks in the wilderness by open fire and gas as well as runs a café in Hillosensalmi, which opens only in the summertime. Around the year, he sells salmon soup and coffee via his food van, catering for different events such as public markets, fairs, etc. In addition, he offers cooking classes in nature. He also drives tourist bus for his Mikamatkat business, which is a part of Eräkokki. Mikamatkat often offers trips to Lapland, from Helsinki to Kouvola. However, the main business services he offers are catering services. On the other hand, Väyrynen's customers are very diverse, from individual customers, groups and companies to public markets, e.g. fairs. These customers are mostly Finnish, who live and work in the Kymenlaakso area, for examples, Repovesi national park, Kouvola, Lappeenranta, Kotka and Mikkeli and few from Helsinki. Sometimes, there are occasional international customers brought by UPM-Kymmene, the biofore company, who has an eco-factory in the area. Usually,

Eräkokki's main customers are organizations. Wilderness cooking as well as cooking classes in nature are available to organizational customers and groups consisting of minimum 10 people.

5.1.2. Accompanying Services Performed by Cooperating Companies

As a company cannot perform all services by itself, Orilampi Cottage and Holiday Centre, KymiSun and Eräkokki all have to rely on other cooperating companies in the area for support in terms of providing customers with extra services besides their own. However, the extent to which each of these companies relies on the extra services and cooperation is different.

Specifically, for Orilampi Cottage and Holiday Centre, extra services, such as hiking, fishing, canoeing and guides for such activities, etc., are not provided by the company itself at the moment but they are offered to customers through its cooperation with other companies in the area. Technically, the business does not offer these services but if these services are demanded by customers, they contact other companies in the area of Repovesi national park and ask them to provide the services for their customers at a price. Kuutin Kolo, WHD-Gård, SeikkailuviiKari, Eräkokki, etc., are some examples of the companies cooperating with Orilampi Cottage and Holiday Centre at the moment. These cooperation, in Vesalainen's opinion, are very good since she attributes them as a great way to provide business opportunities, customers and money to other people and companies, who are in need of more income and profit in an area which has not fully developed as a popular tourism destination like Repovesi national park.

When asked about her opinion on expanding the company's service offerings, Vesalainen stated that she would like to be able to offer more services, particularly guides and canoeing, because customers usually want these extra services. However, she is reluctant about the prospect of adding more services because the Finnish Golden Cruises are very popular in the summer, leading to no need for extra services. Also,

even though there are occasional Russian individual and organizational customers who may require the guides, Vesalainen stated that it is rare since Russian organizations mostly bring their own guides along when coming here as customers. Nevertheless, in autumn and winter when the cruises do not operate, the need for extra services does arise.

Similarly, KymiSun offers extra services for customers during its guided boat trips, such as sauna, dining at the restaurants, accommodation, conference rooms, etc., but they are usually taken care of by different companies in the area, who are in cooperation with KymiSun. Overall, KymiSun is heavily dependent upon these extra services as many of the guided boat trips include several component services, among which only the transportation, the guides are performed by Noriola-Eskola and her employees. The food, even though included also in trips and can be taken care of by the business, is not always what the customers may desire. In many cases, they demand food from other restaurant services from the area. Therefore, asides from the services Noriola-Eskola and her employees can offer by themselves, she requires the services from other companies to operate her business efficiently, in order to meet customer demands. Sinibell, Repovalkea, Tervarumpu, Orilampi Cottage and Holiday Centre, etc., are KymiSun's main partners at the moment.

In the case of Eräkokki, Väyrynen's wilderness cooking skills are needed to accompany other companies' services, which means he often takes care of catering or teaches cooking classes while other services are performed by others. However, different from Orilampi Cottage and Holiday Centre as well as KymiSun, the businesses cooperating with Eräkokki require the catering services the company offers, not vice versa. The reason for such situation is that Eräkokki is currently not in need of providing its customers additional services associated with the catering business. However, Väyrynen still heavily relies on these cooperation because these partnering companies are actually the ones who play an important part in introducing and bringing customers to Eräkokki. A large number of customers Väyrynen has served since the beginning of his business belongs to the customer groups who come

to Repovesi and require services from SeikkailuviiKari, Tervarumpu and Orilampi Cottage and Holiday Centre. When SeikkailuviiKari, Tervarumpu and Orilampi Cottage and Holiday Centre use the services of Eräkokki, their customers also become Väyrynen's customers. Therefore, the cooperation between Eräkokki and its partners proves to be highly beneficial for both parties.

5.1.3. The Service Packages & Customer Preference Regarding Service Packages

Based on the service offerings available, the three businesses have developed several service packages over the years to meet different customer needs. From the established service packages and how they are constructed as well as the interviewed entrepreneurs' opinion on what a service package should include, ideas regarding the creation of a new service package for organizational customers can be generated to solve the research problem. From the information gathered, it can be seen that organizational customers identify the individual service offerings, the price as well as the customer services as important components of a service package.

In terms of the service packages offered by Orilampi Cottage and Holiday Centre, there are three packages suitable for organizational customers, namely Gold Package, Adult Overnight and Kekkonen Package (Table 1). Even though the business's customers range from individual customers, groups to organizations, these packages mainly target groups and organizational customers. Usually, organizations come as groups of 7-100 people. The Gold Package and Adult Overnight are only for groups of at least 25 people. The Gold Package includes a meal, either lunch or dinner, and a Finnish Golden Cruise. Adult Overnight, on the other hand, offers customers a wide variety of services, encompassing accommodation, meals, sauna, the Finnish Golden Cruise and trips to different tourist attractions such as Verla Paper Mill, etc. Customers has two options regarding the Adult Overnight package, a 2-day, 1-night stay or a 3-day, 2-night stay. Also, the business has a special package dedicated to Former President of Finland, Mr. Urho Kaleva Kekkonen (1900-1986), who visited Orilampi Cottage and Holiday Centre three times in the past. The package offers the menu of

what Kekkonen ate in his stays here as well as accommodation and sauna. Rather than only for groups of minimum 25 people, the Kekkonen package is available for groups of minimum 5-6 people. For customers who do not want to choose the packages already available, they can always contact Orilampi Cottage and Holiday Centre for tailored service packages which suit their needs.

Table 1. Services Packages Offered by Orilampi Cottage and Holiday Centre

(Suitable for Organizational Customers)

Service Package	Number of people required	Services Offered	Duration
Gold Package	For groups of 25 people or more	Lunch + Cruise/Dinner + Cruise	Daytime only (4-5 hours)
Adult Overnight	For groups of 25 people or more	- Accommodation throughout the stay - 2-day, 1-night package: ● Day 1: Welcoming coffee, smoke sauna, dinner ● Day 2: Finnish Golden Cruise, lunch, wine tasting at Tyry – a berry wine yard ● Leave on day 2 - 3-day, 2-night package: ● Additional visits to Salmela – modern art museum (open in summer only), Verla Paper Mill, dinner, dancing (day 2) ● Leave on day 3	2 days, 1 night/3 days, 2 nights
Kekkonen package	For groups from 5-6 people	Dinner from the Kekkonen menu, accommodation, sauna	2 days, 1 night
Tailored service package(s)	According to customers	According to customers	According to customers

Overall, Orilampi Cottage and Holiday Centre's most popular services packages are the Gold Package, Adult Overnight and tailored service packages.

All the boat trips offered by KymiSun can be considered as service packages but there is one service package which includes several services and activities in a 3-day period, called "3-day excursion". According to Noriola-Eskola, the package provides customers trips to the 3 most popular tourism destination in the area, namely Repovesi national park, Kymi River and Verla Paper Mill. Accommodation, sauna and meals are also included. Offered only to organizational customers, there is one particular package Noriola-Eskola expressed her special interest about, called "counselling trip". The trip included in the package is basically the same as any other trips but asides from employees enjoying time outside the office as usual, they are to discuss their communication problems when working together, in the relaxing settings provided by the trip. With the help of KymiSun's psychology professional and Noriola-Eskola's background in economics, the trips serve as a therapy session, where employees can voice the problems they have in mind without the pressure of being in a normal office meeting.

Unlike Orilampi Cottage and Holiday Centre, at the moment, Eräkokki offers customers no services packages. However, Väyrynen expressed his intention to launch a new service package next summer, which he thinks has never been done in Finland. Without having to invest so much money in the package, he plans to create it with his own professional skills. Specifically, Väyrynen prefers creating a package which only consists of services he can offer on his own, without the need for other services from companies in the area, in turn increasing Eräkokki's profit by himself. Though, from an entrepreneur's point of view, he thinks guided tours are the services most used by organizational customers, besides food and catering services.

In terms of how to design a service package, Orilampi Cottage and Holiday Centre's were designed based on customer preference, testing of different kinds of packages with customers, history of customer package purchases and how much profit each

package generates. In the case of KymiSun, Noriola-Eskola said she created them based on her knowledge about the area and her business expertise. Every year, she designs new packages for KymiSun. At the same time, if customers are not satisfied with her packages, they can contact her by e-mail or phone to discuss what they like and create the trips according to their preference. Sometimes she comes to their places so as to create the packages together.

Regarding the possibility of creating a new service package for organizational customers, current situation makes it difficult to do so as a deep understanding of these customers is required in order to create such service package. In addition, the economic situation is quite bad so organizations usually do not use these service packages. Instead they normally make contact, state the amount of money they will be spending and ask what services they can get from that particular amount of money. In short, organizational customers seems to be more interested in tailored service packages which allow them the freedom of choice. Or in many cases, customers want to buy the simplest packages, the cheapest ones. Moreover, according to Väyrynen, it is really hard to create a permanent service package with other companies as nature tourism has only just begun in Repovesi. Compared to Lapland, nature tourism started long ago and tourism businesses there have constantly evolved over the last 30-40 years.

Nevertheless, these packages designed solely for organizational customers will eventually become a reality in the near future. Noriola-Eskola thinks a new service package should include local food, different activities to take part in, interesting places to visit, accommodation and if possible, transportation. According to her, it is important to bring local specialties and genuine daily living of the area to the service package. Interesting places to visit can be Kymi River, the lakes, rivers and sea in the area, Repovesi national park, Verla Paper Mill, Stone Age's historical sites (rock paintings, old living places), Tykkimäki amusement park. Furthermore, organizational customers come here often for meetings and afterwards, for relaxation or for company

trips. Therefore, they are usually attentive to these specific services such as conferences rooms, meals, sauna, accommodation and guided tours.

As for which aspects of a service package customers pay attention to the most, price is always an important issue for organizations. However, the individual services included in the package are also very important. For example, organizations are satisfied when the meeting rooms are big enough to their likings, the restaurant services and food are good and sauna is available at Orilampi Cottage and Holiday Centre. Similarly, customers like KymiSun's guided boat tours as a package, especially the meals. It can be understood that the customers enjoy the experience, the services and programmes during the trip and how they are put together to become a complete guided boat tour. Also, the significance of good food and good customer services is emphasized by Väyrynen. He acknowledges the importance of money as he stated it is always an important matter in any business endeavours. However, customer services and the quality of the food produced are, in his opinion, more important as creating good food is paramount when operating a catering company and good customer services guarantee returning customers and WOM recommendations.

5.1.4. Seasonality

Orilampi Cottage and Holiday Centre operates all year round as different customer groups come in different times during the year. Specifically, individual customers and other groups often come in both summer and winter whereas organizational customers often come in the summer. For KymiSun, the company operates every year only in spring, summer and autumn, specifically from the middle of May to the middle of October. According to Noriola-Eskola, KymiSun is a 1-person company. Even though she hires several different captains and guides to help her manage the business, they are not permanent workers. The captains and guides often have other jobs because there are not so many tourists in the area for the company to operate all around the year. Therefore, her employees cannot earn enough money to live only by working at KymiSun.

Eräkokki's services are also available for customers all year round, but mostly demanded in summer due to the fact that no one likes to go to the forest in the cold winter time. The same seasonal operation applies to his summer café in Hillosensalmi, which usually serves individual customers who make day trips to or stay in Repovesi for the summer. In other times during the year, he caters to different events, e.g. fairs, using his food van to cook and prepare salmon soup and coffee. In essence, his business operates according to customer demand, but it mostly runs in the summer, from May to September.

5.2. Marketing the Businesses, Services & Service Packages

To promote their businesses and service offerings, the three businesses under study have used several marketing communication methods. From the interviews conducted, these methods include advertising, direct marketing, personal selling, sales promotion and Internet marketing. How these methods are carried out for marketing purposes will be further analysed below.

5.2.1. Advertising

For advertising, Vesalainen allocates €20,000 per year for publishing advertisements on different newspapers, both locally and nationally, e.g. Kouvola, Lahti, Lappeenranta, Kotka, Helsinki. These newspapers include Kouvolan Sanomat, Helsingin Sanomat, Kaupunkilehti PK, Ankkuri, Kymen Sanomat, Länsi-Savo, Uusi Lahti and Pitäjänuutiset. Therefore, it is easily recognized that newspaper advertisements are a highly valued method of marketing communication to Orilampi Cottage and Holiday Centre. Noriola-Eskola used to do the same but through time, she sees that newspaper advertisements do not bring many customers and publishing these advertisements is very expensive.

Väyrynen attributes newspaper and magazine advertisements as an excellent way of marketing his business and services and plans to do it when he has the budget. The main purpose of this marketing method is to market his summer café in Hillosensalmi. In the summer, many elderly people come to Hillosensalmi summer café as customers and they are the ones between 60-70 years old, who often do not use Internet but frequently make day trips to or stay in Repovesi for the summer. Therefore, advertising on newspapers and magazines is considered as a great way to attract customers. Additionally, since he offers different kinds of catering services, newspapers and magazines act as an appropriate and timely marketing channel to inform customers of his operation, e.g. occasional opening of pop-up restaurants in Repovesi national park. However, whether this advertising tactic has the same impact on organizational customers is unclear.

5.2.2. Direct Marketing & Personal Selling

In terms of direct marketing, both direct mail and telemarketing are utilized by the three businesses. Specifically, Orilampi Cottage and Holiday Centre uses direct mail by hiring a third-party agency who takes care of making the business's brochures and sending them to organizations across Northern Finland. According to Vesalainen, these brochures are entirely designed by the third-party company and they usually send them in January every year to introduce Orilampi Cottage and Holiday Centre, its service offerings and service packages to different organizational customers. The number of brochures produced each year is 10,000, which assumably covers a large number of companies operating in the area. As stated in the interview, companies in the Kouvola area are the main target of this marketing method, among organizational customers all around Finland. The purpose is to prevent further loss of incoming organizational customers since the economic system in the area is changing and many companies are experiencing structural changes, leading to the reduction of Orilampi Cottage and Holiday Centre's organizational customers at the moment.

Telemarketing, on the other hand, is often used for collecting and discussing orders with customers. All three businesses have had phone conversations with organizational customers regarding the orders, e.g. what services they would like to have, the associated price. According to Vesalainen, phone conversations make it easier for customers to demand extra services and ease the communication flow between tourism businesses and their customers.

Personal selling is utilized only by one company, KymiSun. As mentioned before, Noriola-Eskola often comes to her customers' establishments to discuss the orders. In particular, she presents a detailed catalogue consisting of all the service packages KymiSun offers to customers when coming for discussion about the tours they want to go on. Each tour in the catalogue is designed and laid out in the following order: the name of the package, a short description of the package, the places the customers will be going, how long it will be and what they get to eat as well as the expected price, either for small or big groups. Pictures are also included in the catalogue for further illustration of the tours.

5.2.3. Sales Promotion

In terms of sales promotion tactics, travel shows and exhibitions as well as merchandising materials are used by the three businesses for marketing purposes. First, Vesalainen has gone to many fairs, including the ones in Helsinki as well as Kouvola, to promote Orilampi Cottage and Holiday Centre. However, during the fairs in Helsinki, she received many feedback from organizational customers in Helsinki saying that Kouvola is too far away from Helsinki and the drive to Kouvola takes too long, at least one hour. Therefore, Vesalainen recognized that Orilampi Cottage and Holiday Centre should focus on marketing to customers in the area of Repovesi national park instead of branching to other areas. Usually, Orilampi Cottage and Holiday Centre markets itself by participating in the travel fair, Matkamessut. However, fairs in Kouvola do not happen frequently and require very expensive fees to participate in. The high entrance fees also prove to be a problem for both Noriola-

Eskola and Väyrynen. KymiSun used to take part in such fairs but they did not bring any results and cost Noriola-Eskola a lot of money. On the other hand, even though Väyrynen thinks going to fairs may be a great idea to market the business, he does not intend to go due to the expensive fees. Nevertheless, Väyrynen often does not have to pay for participating in the fairs since Eräkokki is often hired as the catering service provider for such events. Therefore, Väyrynen usually has the chance to take part in countryside fairs and market his catering business to people who visit the fairs. According to him, these countryside fairs are often not so big but in January, there are tourism fairs, which attract a lot of people.

Merchandising materials such as maps and brochures are printed to promote the area and its tourism businesses, courtesy of Metsähallitus and the city of Kouvola. Indeed, they have printed brochures and maps for distribution to market Repovesi national park and its associated tourism businesses but there are not many of them available to create a significant effect.

5.2.4. Internet Marketing

The most common application of Internet for marketing communication is the use of company websites as well as company e-mails. Indeed, all three businesses have their own websites and e-mails as they are great and accessible ways to introduce, acquaint customers with what the companies can offer and communicate with them. Regarding company websites, in the case of Orilampi Cottage and Holiday Centre, Vesalainen attributes spending about €10,000 per year on maintaining the website. Orilampi Cottage and Holiday Centre's website is available in three languages, Finnish, English and Russian. It is indicated that the Finnish version of the website provides many useful information for Finnish-speaking customers but the English and Russian versions leave much to be desired as they present little to no valued information. When discussing this matter, Vesalainen stated that the poor establishment of the English and Russian versions could also be attributed as the reason for the lack of Orilampi Cottage and Holiday Centre's international customers over the years and vice versa.

Compared to Orilampi Cottage and Holiday Centre's website, KymiSun has developed very well all three language versions available on its website, which are Finnish, English and German. The information provided about the services as well as the service packages are well-presented and proves to be useful to incoming customers. From the website, customers can easily choose which boat tours they want to go on and contact Noriola-Eskola for further discussion. In terms of Eräkokki's website, the only language version is Finnish. However, in addition to the basic content such as the services he offers, Väyrynen features his blog and other posts regarding cooking, which are what Eräkokki is all about as a catering company.

Additionally, the three businesses are presented on Metsähallitus's and Kouvola tourism's websites. On Kouvola's tourism websites, customers can find the information regarding the services offered in the area of Repovesi national park and the businesses offering these services. On the other hand, only a few of tourism companies who are in cooperation with Metsähallitus, including Orilampi Cottage and Holiday Centre, KymSun and Eräkokki, are presented on its website. Overall, these websites only provide a brief description about the companies, mainly a few sentences about the services offered and contact information. Nevertheless, customers can find further information by sending e-mails or calling the service providers.

In addition, KymiSun as well as Eräkokki have their own FB pages, which is nowadays an efficient method to market any businesses to customers. However, up to November 18th, 2014, the number of likes on KymiSun's FB page is 200 likes, which are not up-to-par with how long the business has been operating and the supposedly past customers of the business. However, up to November 18th, 2014, there are 535 likes on Eräkokki's FB page, which is probably not a bad figure since the business has only started since January, 2014. According to Väyrynen, a lot of people said that they had seen and visited his website and FB page. The fact that he also uses SEO on Google (www.google.com) may also have played an important part in the increase of Eräkokki's popularity as a catering company as almost everyone is using Google as a

search engine nowadays. Nevertheless, commenting on how effective these marketing methods are, Väyrynen said he is not so sure regarding the matter since Eräkokki is a new company and it has only been operating for less than one year.

Instead of making a presence on FB, Orilampi Cottage and Holiday Centre markets its business and accommodation services on Booking.com (www.booking.com), one of the largest online travel agencies in the world for booking accommodation. As Booking.com is very famous among travellers nowadays, Vesalainen thinks it is a great way to attract more customers. Usually, the customers can make reservations by calling or e-mailing Orilampi Cottage and Holiday Centre, but there are many people who are unable to speak both Finnish and English, which makes Booking.com an especially convenient platform for these customers as it has different language versions for different countries. However, as she allows customers to cancel reservations after booking, it is really hard to keep track of the reservation statuses as many customers repeat the process of booking several times until they are satisfied with their reservations. In addition, another disadvantage when using Booking.com is the difficult in making changes or modifications regarding the reservations to suit personal customer needs. Usually, it is easier for customers to demand some other services besides accommodation through reservations by phone or e-mails.

5.2.5. WOM Recommendations

Even though tourism companies have to try their best in order to attract more customers by utilizing different marketing communication methods, the factor deciding the incoming customers in the future and customer retention is how the services are delivered to customers. As long as the services are delivered as promised and customers are satisfied with what they have gotten, customers will likely be coming and recommending the businesses to others. Therefore, WOM recommendations are still considered as the most effective and cost-free marketing communication method. For the three businesses under study, WOM recommendations are generated not only through customers but also through their

cooperating organizations. However, WOM cannot be controlled by tourism businesses like other marketing communication methods. Nevertheless, tourism businesses can mitigate the negative effect of bad WOM by being attentive to customers, dealing with any possible crises in a timely and efficient manner, etc.

5.3. Marketing Repovesi National Park

5.3.1. Current Situation

In general, entrepreneurs think Repovesi national park has been marketed quite badly over the years and the local authority has not been very supportive in the process of marketing the national park. Usually, to market Repovesi as a tourism destination, companies operating in the area have to do it by themselves, taking money from their own pockets. However, there are a lot of small companies in the area and their marketing budgets are very limited, thus not everyone is able to market their own businesses, much less the whole area. Orilampi Cottage and Holiday Centre is a big business and it has done its share in marketing the area. Nevertheless, without much help from local authority as well as other companies, Orilampi Cottage and Holiday can only contribute a small portion of its budget dedicated to the cause of marketing Repovesi national park.

In terms of local authority's effort in promoting the area, the city of Kouvola have made some brochures in the past few years, presenting different advertisements for tourism businesses operating in the area of Repovesi national park. However, these advertisements are not free of charge and the price to put them on these brochures cost too much for many tourism businesses. On the other hand, the city of Kouvola co-created free maps for visitors coming to the area with Metsähallitus and these maps include information of operating tourism businesses. Nevertheless, the number of maps produced is not sufficient enough to create an actual impact. In addition, even though Kouvola organize fairs every year, in order to attend these fairs for marketing purpose, tourism businesses also have to pay an entrance fee. For example, in order to

participate in Matkamessut, the travel fair, Orilampi Cottage and Holiday Centre has to pay a large amount of entrance fee, around €500-€800. According to Noriola-Eskola, small towns like Kouvola are generally incapable of marketing.

However, in contrast with her opinion regarding the city of Kouvola's marketing ability, Noriola-Eskola values the role of Metsähallitus in marketing the area and its cooperating businesses, among which include her business - KymiSun. Based on the information given, it can be seen that Noriola-Eskola appreciates the fact that Metsähallitus put their cooperating companies' information on their website and they took the time to meet with all the cooperating companies in order to discuss what they can do to market Repovesi national park and its tourism businesses. However, there were no further attempts to market the area or its businesses from Metsähallitus. Supporting this fact, Väyrynen thinks coopering tourism businesses' presence on Metsähallitus's websites is the only help with marketing the state-owned organization offers.

The reason for the lack of support for marketing, according to Väyrynen, stems from the fact that Metsähallitus does not have any money so they cannot hire people to do anything. Occasionally, they create fireworks in Repovesi national park but as a state-owned companies with the responsibilities of managing all Finnish national park, Metsähallitus has to take care of 20 national parks in total, not only Repovesi. Consequently, Metsähallitus cannot allocate a lot of money to promote one national park because they have to market every national park in Finland. Every year, a national park is chosen as "national park of the year" and gets more budget for marketing compared to other national parks. Repovesi's turn was in 2012 and the national park was marketed very well that year. Repovesi national park turned 10 years old in 2012 and you could read about the park on several newspapers and tourism magazines published that year. The newspaper coverage was a very important and very good marketing method to promote Repovesi national park as a tourism destination. Journalists came and write stories about the park, which attracted a lot of customers visiting Repovesi and spending money at its tourism businesses. Compared to 2012,

the current situation is very difficult since small companies are not provided with many opportunities to grow and get people to know about them better.

5.3.2. Ideas for Future Improvement

Some possible solutions could be implemented by the local authority to improve the marketing situation of Repovesi national park and its tourism businesses. First, the city should put more effort in marketing the area and its tourism businesses by producing more brochures and organizing more fairs. In addition, cooperating with other big areas, e.g. Helsinki and South Karelia, is also proposed as an idea for future marketing endeavours. Also, an interesting slogan to represent the Kymenlaakson region can be developed as part of an effort to market the area. At the same time, companies in the area should all take part in marketing Repovesi national park and its tourism businesses.

On the other hand, on November 10, 2014, all tourism companies in the area had a meeting with Kouvola Matkailu and Kouvola Innovation Oy to discuss important issues regarding the marketing and development of Repovesi area. Kouvola Innovation Oy is the big company who is in charge of marketing for all Kouvola, including tourism, while Kouvola Matkailu takes care of tourism businesses in the area. They are the local bodies who are trying to unite all businesses in Repovesi to market them as one big group, encourage them to work together and market together. The meeting showed that the local authority is now starting to do more. Specifically, Kouvola Innovation Oy has just replaced some personnel in the marketing department, signifying a shift in attitude towards the marketing problem. As many companies in the area of Repovesi national park do not have the money to do marketing, many hope that the local authority, Kinno and Kouvola Matkailu, will put more effort and money in the marketing of Repovesi because the city of Kouvola, as well as the government of Finland, provide them with the money to do that. Only the local authority has the money to take care of the current tourism marketing issue, no one else does.

5.4. Problems Preventing Customers from Visiting Repovesi National Park

In consensus, the three interviewees, Vesalainen, Noriola-Eskola and Väyrynen, are all in agreement that the lack of marketing plays a crucial role in preventing customers from visiting Repovesi, leading to the lack of customers using services from tourism businesses in the area. In addition, Noriola-Eskola believes that the lack of service offerings from Repovesi national park and its tourism businesses is another reason for the low number of customers. From her point of view, the area needs to offer more accommodations, cottages for lease, personal meeting places and restaurants with local food for bigger groups (20-50 people). At the same time, Väyrynen stated that Repovesi is a new national park and it is near the big city, thus it is easy for visitors to come here for 1-day trips and enjoy many things the national park has to offer. However, the location, the reputation of Kouvola as well as the local attitude towards the tourism industry pose as the big obstacles preventing the inflow of visitors.

Firstly, Kouvola is at a perfect location if tourists are travelling here by trains, since Kouvola is at the cross of two railway tracks. However, if tourists travel on highways or airplanes, Kouvola proves to be an inconvenient destination. Regarding Kouvola's reputation, the area inherits a bad reputation after putting down old beautiful buildings and building stone buildings to replace the old ones, which consequently makes the area look unattractive to tourists. In addition, Kouvola is not traditionally a tourism city. Some of the local paper factories have been shut down, resulting in a lot of people being unemployed. Now the area has Repovesi as a tourism destination which has the potential to become profitable and bring a lot of money to the area. However, Repovesi national park is still just in the beginning and learning phase. Therefore, lots of old people said tourism was not a good business. They do not understand that tourism can become an important industry for the area since most people have always worked in paper factories. Therefore, the paper industry is the only industry that they know can be profitable and provide them with sufficient income. Tourism, on the other hand, is not yet considered by many of the locals as a possible alternative to the prominent paper industry of the past. Supporting Väyrynen's opinion, Noriola-Eskola also thinks

that the locals should create a more positive atmosphere and be friendlier towards visitors coming to Repovesi national park.

6. DEVELOPMENT AND MARKETING OF THE NEW SERVICE PACKAGE FOR
   ORGANIZATIONAL CUSTOMERS OF REPOVESI NATIONAL PARK

6.1. Relevant Findings

Based on the information gathered from both secondary and empirical data analysis,
it is reasonable to summarize the findings appropriate to the development of a new
service package for organizational customers of Repovesi national park prior to the
package formation. Basically, these findings present the product and service offerings
preferred by organizational customers as well as how tourism businesses in the area
market their offerings to organizational customers.

First, organizational customers are an existing customer segment of Repovesi national
park, indicated by the working paper written by Selby and Petäjistö (2009). Each year,
there are 69,000 visitors coming to Repovesi, thus the number of organizational
customers is around 7,866 per year. In other words, organizational customers, or in a
different term, "colleagues", accounted for 11.4% of visitors coming to Repovesi
national park. Therefore, arises the need for a new service package appealing to a
significant existing customer segment of Repovesi national park.

In addition, there are four main types of visitors coming to Repovesi national park:
social self-developers, exercising nature explorers, nostalgia appreciative seekers of
mental well-being and nature-oriented relaxation seekers (Konu and Kajala, 2012).
These groups are categorized based on different travel motivations. Since the number
of visitors belonging to each of these four groups is basically equal, it is reasonable to
conclude that the service package created should meet the common needs and interests
across these groups. Secondary data shows that the activities favoured by all four
groups are enjoying the scenery and hiking, including overnight camping in nature.
Additionally, the services that visitors coming to Repovesi national park use the most
and are willing to pay extra for are restaurants, canoe trips and rentals, cottages as well
as sauna rentals, direct sales and extra park trails (Selby and Petäjistö, 2009). This

information applies to all visitors who come to Repovesi national park, including organizational customers.

In addition, from the empirical data analysis, it can be seen that organizational customers visiting Repovesi national park are mostly local companies, coming for both business purposes and leisure. Indeed, organizational customers often begin their trips with meetings and afterwards enjoying the rest of the time relaxing. Additionally, they go on company trips to spend time together away from work. Therefore, services such as conferences rooms, meals, sauna, accommodation and guided trips to different tourism sites are often important to this customer segment. Among these services, there are some of which organizations often pay more attention to, e.g. the conference rooms should be big enough according to their preference, the restaurant services and food should be decent and the availability of sauna is always a must. Also, transportation to/from the tourism destination is also another service that tourism businesses can offer organizational customers who intend to visit the area.

In addition, when organizations want to go on trips to visit nearby attractions, apart from Repovesi national park, Verla Paper Mill and Kymi River seem to be the most famous destinations. During these trips, different programmes and activities need to be included to make the trips more enjoyable. Usually, there are guides who are in charge of telling the visitors stories about the intended destinations. In addition, other interesting activities such as canoeing and cooking classes are currently being offered. As these customers are employees of organizations, they often have to deal with communication difficulties when working together, prompting the necessity of a relaxing setting where all employees are able to communicate without peer pressure. Therefore, a lot of organizations take advantage of their company trips to solve their internal problems. Available options for team-bonding activities, thus, are always welcomed by organizational customers.

Furthermore, it can be learned from the empirical data that organizational customers often demand a variety of choices, evident by the procedure they follow when making

reservations with Orilampi Cottage and Holiday Centre. By giving the service providers the amount of money they intend to spend, the service providers need to offer them the best deals in the hope of securing these organizations as customers. Additionally, involvement in the process is also demanded from organizational customers. Quite frequently, Noriola-Eskola, the owner and director of KymiSun has to discuss face-to-face with her customers about what they would like in their trips.

Normally, organizational customers are from Kouvola area, ranging from groups of 7-100 people. As the economic situation is bad in Finland as well as all over the world, price is always an important issue for organizational customers. By limiting the money to be spent beforehand, organizational customers only have to take into account which service providers offer the best services with the available budget. On the other hand, there are still many organizations who do not follow the same reservation procedure. In these particular cases, the simplest and the cheapest service package are what organizational customers often look for. Nevertheless, even though the price and the services themselves are important to organizational customers, their interaction with the service delivery throughout the process is equally imperative. If customer services leave a negative impression, the service providers will consequently receive bad reviews and lose existing and prospective customers.

In terms of marketing communication methods utilized by businesses in Repovesi national park, it can be seen that the main methods consist of advertising, direct marketing, personal selling, sales promotion and Internet marketing. Specifically, for advertising, all the three entrepreneurs interviewed concede that they have at least once published advertisements and articles on newspapers and magazines. However, their valuation regarding the extent to which newspaper and magazine advertising works is not unanimous. The reason supporting advertising on newspapers and magazines as a great marketing method is the fact that the coverage of these prints inform a large number of audience about any new developments of the businesses. However, whether advertising achieves its desired effect on organizational customers cannot be accounted for as the customers targeted by these entrepreneurs include both

individual and organizational customers. However, advertising on newspapers and magazines can result in not many additional customers and simultaneously costs a lots of money.

On the other hand, direct marketing is frequently used. Specifically, Vesalainen hires a third-party agency to take care of designing and sending direct mails to organizational customers every year to promote her business and its offerings. Telemarketing, however, is carried out by all three tourism businesses to collect orders. Organizational customers often make reservations and discuss the purchasing possibility through phone conversations. Usually, tourism businesses also find telemarketing as a convenient method as phone calls allow interactivity when discussing customer demands. Therefore, direct marketing plays an important part in the marketing communication for the businesses under study. Nevertheless, even though personal selling is considered as an effective method to communicate with organizational customers, only KymiSun actually uses this marketing communication method in its everyday business. According to Noriola-Eskola, on several occasions does she come to organizational customers' establishments to discuss what they want to include in their trips. She brings her catalogues featuring her business's offerings and present them to customers for their choosing.

In addition, sales promotion is also a part of the tourism businesses' marketing effort. Tactics such as participation in travel shows and exhibitions as well as distribution of merchandising materials, e.g. brochures, maps, are implemented. Specifically, to promote her business, Vesalainen often participate in fairs, similar to Noriola-Eskola and Väyrynen. Usually there are countryside fairs but they do not attract a large number of participants. However, the tourism fair organized in January is really big and offers a great opportunity to meet customers. Nevertheless, the fees to attend fairs are usually very high, which makes it difficult for tourism businesses to participate in. Besides, the low rate of merchandising material distribution prevents customers from being aware of Repovesi national park and its tourism businesses. Only a few

brochures and maps developed by Metsähallitus and the city of Kouvola are not enough to market and promote tourism in the area.

Nevertheless, the use of Internet marketing is pervasive in all three businesses. Specifically, Orilampi Cottage and Holiday Centre, KymiSun and Eräkokki all have their own websites. Also, company e-mails are all presented on the websites for customers to contact for inquiries and questions. However, blog is only utilized by Väyrynen to publish his posts with cooking as the main theme. On the other hand, the use of social media sites is not extensive since even though KymiSun and Eräkokki has their own FB pages, the attention these FB pages gets is really low, evident by the low number of likes, comments and interaction on each page. Therefore, it can be concluded that these FB pages may not be developed well enough to attract more customers. Orilampi Cottage and Holiday Centre does not even have a FB page in an effort to be present on one of the biggest Internet platforms nowadays. Asides from company websites, tourism businesses are also present on Kouvola's tourism website and Metsähallitus's website. Nevertheless, it is highly doubtful that such presence makes much of a difference. On the other hand, Väyrynen uses SEO to promote his business. As an increasingly popular means of Internet marketing in the digital age, SEO proves to be an efficient way of marketing communication method for tourism businesses in the area.

On the other hand, Booking.com is also used for the purpose of marketing as well as getting additional customers. As Booking.com is currently the most prominent online travel agencies for hotel booking, having a significant base of users, who are customers of tourism industry. Through Booking.com, tourists make reservations instantly via e-commerce feature available on the site. As Orilampi Cottage and Holiday Centre offers accommodation as one of its main services, Booking.com represents a great way to obtain customers.

In addition, the significant role of WOM recommendations is recognized in tourism. Orilampi Holiday Centre, KymiSun as well as Eräkokki all rely on WOM to attract

more customers. WOM can be generated by cooperating companies as well as customers. Across all marketing communication methods, WOM still remains the most effective method as it provides customers with credible, authentic and undistorted reviews based on past experiences. Therefore, it is imperative that every tourism business delivers what they promise and offers excellent customer services during every encounter. Nevertheless, tourism businesses still have to do their best to promote their businesses and offerings through other controllable methods of marketing communication.

6.2. Development of the Service Package

Based on the findings, the core product of the service package should reflect the benefits that organizational customers are going to get when travelling to Repovesi national park. As business meetings are often a usual occurrence during trips to Repovesi, it makes sense that the customers can engage in business endeavours first and then take part in different programmes and activities in the following days with their colleagues, outside in the natural settings of the area. Particularly, what the service providers should communicate to organizations visiting Repovesi national park is that by allowing them the freedom to work as well as relax, the service package does not merely offer a normal business or leisure trip, but the combination of both during a period of few days. In essence, it can be verbalized by this sentence: "Explore summer in the beautiful settings of Repovesi National Park. Return to Finnish nature by taking part in a variation of activities. Relaxing, fun and stress-free – a learning and bonding experience for organizations".

To identify the facilitating products (formal products), the services offered to organizations must be stated clearly to show the customers what exactly will be provided. In this case, according to the findings, the basic service offerings required by organizational customers coming to Repovesi national park are accommodation, restaurant services, sauna, conference rooms and guided trips to different attraction sites. As the main attractions preferred are Repovesi national park, Verla Paper Mill

and Kymi River, the guided trips included in the service package should be to these destinations. In essence, facilitating products need to be present so that customers can enjoy the benefits offered by the core product.

Supporting product, however, is not compulsory for the service package's functionality. Nevertheless, supporting product is required to differentiate the service package with others created by competitors. In this research, there are many supporting products inside the service package. As organizational customers may require conference rooms for meetings at the beginning of the trips, apart from the provision of such rooms, service providers can also provide them with coffee or other appropriate drinks and snacks during the course of the meetings. Some organizations may not require these additional delicacies, but it is indeed a positive gesture towards customers and demonstrates the companies' excellent customer services.

On the other hand, different programs and activities need to be present during the guided tours to popular sites. There are a variety of activities popular with visitors coming to Repovesi area and organizational customers are no exception. As the service package focuses on bonding and learning experiences, activities that encourage those features should be included. Among different activities available at Repovesi national park, fishing is a well-liked pastime that people engage in in the summer. On the other hand, cooking in nature is a great learning experience when going on trips in the forests, such as Repovesi area. Therefore, the combination of fishing and cooking appears as a great idea for activities that organizational customers can truly enjoy and take part in during their trips. Kymi River, apart from being a famous attraction in the area, is the perfect destination for fishing trips. Afterwards, cooking classes can be organized to prepare different dishes from the fish caught during the trip.

Another interesting activity to be included in the service package is canoeing. In the area, there are a lot of lakes and rivers where people can go canoeing and enjoy the beautiful landscape around them. It is essentially a fun experience that everyone can

enjoy and appreciate. Rented canoes and equipment should be available as well as canoeing guides who give instructions and guarantee safety for the groups. During the canoeing rides, the area, its natural beauty, history and culture will be introduced. On the other hand, hiking and camping overnight are also activities that many people often enjoy when coming to Repovesi national park. Hiking across the park trails under the instructions of experienced guides who are familiar with the area, organizational customers can immerse in the surrounding scenery from a different vantage point, watching from high grounds instead of looking up from low water surface like when going canoeing or fishing. At night, everyone can go camping, sit by the fire, cook and have meals in the mountainous area of Repovesi national park, spend time and relax together after an active day. All the services, activities and programmes cannot be provided solely by one tourism business in Repovesi national park, so cooperation between different service providers are essential in creating and maintaining the service package.

Asides from all the available activities currently available in Repovesi national park, a new activity can be developed for organizational customers visiting the area. In many countries, simulation games have been developed to help large groups deal with communication and trust issues among individuals. As Repovesi is a large forest and provides a great and spacious setting for such activities, a simulation game with military theme can be organized as a team-bonding activity for organizations to take part in. As the game is meant to be fun and relaxing but also is challenging and needs the involvement and effort from every teammate, the military-themed simulation game will allow organizations to strengthen the relationships between colleagues without any pressures often present in the usual team-bonding sessions organized by organizations to improve communication in the workplace.

Finally, the combination of the all mentioned product levels and how the new service package offered is to be delivered to customers depend on the final level of the product – the augmented product. First, accessibility of the service package is to be managed. Operation hours is an issue which needs to be taken into account when accessibility is

considered. As organizational customers requires time flexibility, it is better not to create a service package with strict schedules. For examples, what time it is that different trips, activities and programmes start should be consulted with the organizational customers to meet their needs. The service package should only include the services offered, rather than a rigid timeline, allowing little or no freedom of choice from the customers' part. In addition, lack of knowledge often reduces the accessibility of the service package. If people are not aware of the service package, it will never be demanded. Therefore, marketing the service package is an important step in developing a service package and will later be discussed in the next part of the thesis. Additionally, how customers are able to get to the tourism destination is another significant aspect of product accessibility. Available modes of transportation for organizational customers in Finland normally include cars, buses and trains. Therefore, organizational customers would most likely appreciate complementary transportation service offered by the tourism businesses if available.

At the same time, the atmosphere (physical environment) surrounding the services is also a critical element. For any customers who visits Repovesi, including organizational customers, they are looking forward to an escape from their normal busy lives, relaxing and having fun in nature. Thus, service providers should pay attention to how customers can appreciate the surrounding environment when using their service offerings. For tourism businesses in Repovesi who provide accommodation, an old-fashioned and nature-inspired settings enhance the desired atmosphere. Different pictures and traditional decorations promoting the national park and its attractions help maximize the intended effect. Similarly, tourism businesses offering other services, whose surrounding atmosphere can be controlled, should also make an effort to create appropriate atmosphere in order to promote their service offerings. For examples, guided boat tour operators should be mindful of how the boats customers are travelling on are decorated and designed, how these details reflect the stories being told during the tour and enhance the trip experience.

Additionally, customer interaction with the service delivery is another issue which needs to be addressed when creating a service package. The beginning of this interaction starts with the joining phase, initial contact from organizational customers to ask about the service package. According to the empirical data, organizations usually contact service providers by e-mails or phone, indicating their intention to purchase with a budget limit in mind. Nevertheless, instead of several exchanges through e-mails or phone, service providers can also take initiative by coming to the organizational customers' premises if they are in close proximity since discussing face-to-face proves to be more convenient for both parties. However the initial contact is carried out, the service package created should allow customers different options so that organizations can choose what services they wish to use within their budget limit during the discussion with the service providers. It is important, in this phase, for the service providers to be assistive and informative to the organizational customers, letting them know about all the available options within their limited budget as well as presenting the businesses and service offerings in the best light possible.

After the organizational customers decide on the final purchase, the next phase, the consumption phase, takes places when they arrive to the establishments. The interaction between the customers and the staff must be managed so that customers are always satisfied with the services offered throughout the trips. As the service offerings are mostly handled separately by different companies in the area of Repovesi, it is imperative that every company taking part in creating the service package pays attention to customer service as one bad experience may affect all other components of the package. When the organizational customers leave (the detachment phase), the service providers should always be attentive to the customers until the very end. Positive and helpful gestures such as helping with luggage transport and answering last-minute questions always leave the customers with a nice impression of the businesses and the service packages they have purchased.

On the other hand, organizational customers' interaction with other guests can also pose as an issue. For instance, organizational customers would prefer having rooms

close to each other inside the accommodation and would most certainly dislike disturbance from other guests during their meetings and duration of stay. Therefore, it is necessary for service providers to provide them with a separate space to stay, take part in activities and enjoy time with each other. Nevertheless, customer participation during their trips are as equally important as every other elements mentioned so far. Service package relies on participation from customers, thus they should be created to encourage people to take part in the service delivery as frequently as possible. Different activities in the service packages can ensure customer participation and ensure their having a good time. At the same time, services such as meals in the form of buffets can enhance customer participation as well as reducing wasted time waiting for the orders to be processed and brought out. However, self-services such as buffets are an option rather than a compulsory component making up the service package for organizational customers of Repovesi national park.

Overall, based on the product levels discussed (core product, facilitating, supporting product and augmented product), a new service package for organizational customers of Repovesi national park is composed as followed:

Table 2. Service Package for Organizational Customers of Repovesi National Park

DAY 1: ARRIVAL DAY	- Arrival at the accommodation - Meetings (with coffee and refreshments) - Guided boat trip to Kymi River - Fishing - Cooking classes in nature (dishes featuring fish) - Sauna - Dinner
DAY 2: EXPLORING REPOVESI NATIONAL PARK	- Meals + Accommodation - Hiking across park trails - Available options for team-bonding activity: ● Option 1: Taking part in military-themed simulation game ● Option 2: Going canoeing - Visiting Verla Paper Mill - Camping overnight/Early departure from the accommodation
DAY 3: DEPARTURE DAY	- Breakfast - Departure from the accommodation.

Table 2 is the outline of the service package for organizational customers of Repovesi national park. The package is comprised by the existing services, activities and programmes appealing to organizational customers and illustrates what they may want from a trip to the area of Repovesi. The final product is a 2-night/3-day service package, with accommodation and meals provided throughout the stay and different activities and programmes are available every day during the trip for organizational customers to take part in. Nevertheless, organizations can choose to depart early, staying only for 1 night/2 days. The package is designed to accommodate organizational preference in taking short trips in the summertime, for the period of 1-

2 days. Also, it aims at creating a relaxing, fun and stress-free trip and wishes to offer what organizations consider as learning and bonding experience.

On the 1st day, organizations arrive and check-in at the accommodation. After settling down and dealing with the luggage, organizations can have their meetings in the conference rooms available at the place of stay. Indeed, if they wish to have meetings, previous arrangement have to be made with the service providers before arrival. Coffee and refreshments are available. The same applies to demands for other services, activities and programmes offered during the trip. After meetings, organizational customers can enjoy lunch and have a rest before taking part in activities reserved for the afternoon.

In the afternoon, the customers can enjoy a guided boat tour to one of the most famous destination in the area, Kymi River. During the tour, not only can they admire the beautiful surrounding scenery on water but they can also listen to the guides talking about its history, natural features, etc. At one point, the boat will stop at a suitable location for fishing activities. Organizational customers can spend time together catching fish under the instructions of the fishing guides. Later, for dinner, the boat will come to the intended location for a cooking class, where organizational customers learn the techniques of cooking in nature, with the main ingredients being fish. After cooking together, everyone can eat the final product and have a good time outdoors. At night, after dinner, customers can relax by the heat of the sauna and get a good night sleep after a long day.

On the next day, there are many activities available for organizations to take part in. The first activity of the day is a hiking expenditure to Repovesi national park. Customers will hike across park trails and immerse in the beautiful landscape of the forests. During the trip, organizations can take several breaks to enjoy some snacks and coffee and have lunch. Also, at one point in the trip, customers will be led to a specific location reserved for a military-theme simulation game. Basically, the organization will be divided into two teams. Each team will have a flag and the first

team who is able to get the competitor's flag will win the game. Indeed, every member of each team must defend the flag and also figure out a way to get the opponent's flag. Artificial gaming guns will be provided as weapons for the game. If anyone gets hit, they will be eliminated from the game. This team-bonding activity will strengthen the relationships between colleagues and provide them with a fun time outdoors. In addition, as Repovesi national park is a forest, it is the ideal location for the game settings. However, if customers prefer taking part in other team-bonding activities, going canoeing is available. The guides will instruct customers on basic canoeing techniques and the necessary safety measures. During the ride, people will go canoeing in teams, relying on each other to manoeuvre the canoes and simultaneously enjoy the lake, the beautiful surroundings and listen to the stories told by the guides.

Afterwards, customers return to the accommodation to have lunch and a short rest before visiting Verla Paper Mill in the afternoon. After the visit, early departure is optional for customers. Nevertheless, if they want to go camping overnight with each other, arrangements will be made to accommodate them, e.g. providing suitable camping gears, determining suitable camping location for camping. As camping is a bonding experience that everyone can enjoy when visiting national park, it is an option included in the package. On the morning of the next day, after having breakfast, organizations depart from the accommodation and Repovesi national park.

Overall, the service package suggests the services, activities and programmes suitable for an existing customer segment, organizational customers. Different modifications and alterations are necessary for each individual organization since not everyone likes the same set of offerings and schedule provided. Rather, the service package is compiled as an example package, which can be considered as a plausible development suggestion for future endeavours. Nevertheless, the service package requires a lot of effort and cooperation from different companies in the area of Repovesi. Although there are many companies here, each one has a certain specialty and services that satisfy the needs of organizational customers. Therefore, it is essential for every

service provider to cooperate with each other in order to create and maintain the service package.

6.3. Marketing the Service Package

Among all the marketing communication methods available, the most effective ones applied in B2B market are direct communication methods. According to Ellis (2011), these direct communication methods allow development of strong relationships between the buyers and the suppliers as well as low number of customers with large individual orders per purchase. Therefore, personal selling, direct marketing and sales promotion become the most appropriate communication tactics for organizational customers.

Usually, personal selling involves more than just introducing the service package for organizations. To secure customers, the sales force taking charge of personal selling tasks must be aware of the customers they are dealing with, how to contact them, how to tailor the service package according to what the customers desire and support them throughout the ordering process. When customers initiate contact with the service providers, tourism businesses can take advantage of personal selling by offering to come to the customers' establishments to discuss further details involving the purchase. Face-to-face personal interaction between the two parties makes it easier for the customers to voice their demands and gives them an insight into the service quality they will be getting from the tourism businesses.

On the other hand, customer relationship management is also very important when using personal selling as a communication method. By trying to establishing a personal relationship with each organizational customer before and after sales, especially the DMU of the organizations, tourism businesses can acquire a number of long-term customers who will come to their establishments on a frequent basis. For example, if the organizational customers are in the vicinity of Repovesi area and are more likely to come back in the future, it is worthwhile for tourism businesses to make

an effort in developing a relationship with them and keeping them informed of certain development news, e.g. a new service package, discounts, promotional programmes, from time to time, after their very 1st orders.

Direct marketing, therefore, appears as an excellent way to establish the desired relationships with organizational customers. Sending direct mails to the DMU of both prospective and existing organizational customers helps them be aware of what the tourism businesses are offering at the moment. Direct mails should contain not only the service offerings, but also the sales promotional programmes available for the current time period. By providing customers with several incentives presented in the direct mails, customers may be more inclined towards the purchasing decisions. Also, the time these direct mails are sent is also equally important as tourism businesses should send these mails before the period customers usually go on trips to Repovesi national park. For organizational customers, they often go on trips in the summer, starting from May. Therefore, the appropriate time to distribute direct mails is after Christmas, starting from January, so that customers have the time to place orders for their trips next season. Telemarketing, on the other hand, even though serves the same purpose, is not particularly an useful marketing communication tactic as customers may not be receptive when having to take unexpected calls from tourism businesses. Therefore, telemarketing should only be used for taking orders and answering inquiries, initiated by the customers. Tourism businesses should not attempt to contact organizational customers unannounced and cause interruption in their working hours.

Besides personal selling and direct marketing, sales promotion plays an important role in attracting customers and generating sales for tourism businesses. Special offers, such as discounts, coupons and sales, etc., can be included in the direct mails sent to organizational customers to promote one-time purchases. Recognition programmes and continuity programmes are also considered as great ways to boost future purchases. Specifically, tourism businesses can enlist organizational customers who frequently use their services as loyal customers and give them special offers when they reach a monumental milestone, e.g. bringing the 500th guest to the business.

On the other hand, special communication methods are much more effective when marketing to organizational customers. First, specialty sampling can be used to build strong relationships with the customers. For example, to commemorate the 10-year operation of the organizational customers, specialty baskets consisting of items associated with the tourism businesses can be sent as gifts. These gift baskets not only act as hidden promotional messages, showing excellent customer care, but also strengthen the relationships between the customers and the tourism businesses. In addition, sampling is also an appropriate method of marketing service package. Sampling involves inviting different parties for a visit to the tourism destinations to experience the service packages that tourism businesses have to offer. As mentioned before, to generate publicity, familiarisation tours are organized for travel agencies and the media for sampling purposes. On the other hand, site investigation is offered to organizations that have the intention to go forward with the purchasing decisions but are not absolutely certain. Overall, sampling is a great way to assure different parties about the quality of the services offered and gives customers a taste of what they can expect from the purchases.

Next, to approach prospective organizational customers, participating in travel shows and exhibitions is paramount in the marketing effort taken by tourism businesses. By attending these events where a lot of organizations are gathered, tourism businesses can simultaneously have the opportunities to interact with many customers as well as introduce their service offerings. Personal interaction, direct dialogues and on-site demonstrations are made possible in these events. Presence at these events is essential not only for the sole purpose of marketing but also in order to not lose to competition. Tourism businesses must attempt to increase as much awareness as possible, in the quest of acquiring future orders. Associated tourism seminars or professional tourism conferences also offer the same opportunities as travel shows and exhibitions. Even though participation in these events are reported to be costly, tourism businesses can take advantage of these marketing opportunities by choosing wisely which events they will be attending. Instead of being present at every single tourism event available,

tourism businesses should only choose to take part in big and important tourism events to which lots of potential customers are guaranteed to come. In addition, besides tourism businesses' presence in such events, showings, distribution and hand-outs of merchandising and audio-visual materials, such as brochures, tourism prints, posters, videos, PowerPoint presentations, etc., are necessary to promote the businesses and their offerings, especially in these occasions.

Besides personal selling, direct marketing and sales promotion, Internet marketing plays an important role in communicating with customers. Presence on social media sites, especially on FB, is a must nowadays for any industries, including tourism. Instead of just depending on company websites, tourism businesses should interact with customers through social media more actively. Posting new statuses on a frequent basis on FB helps retain customer attention and interest in the firms' activities. Several promotional programmes can also be held on FB to encourage future purchase and create awareness. For example, a contest rewards the person who gets the most likes on his/her FB status shared from the tourism business's website. Even though organizational customers prefer direct marketing communication advances from the tourism businesses, presence on social media sites overall improves the chance of getting more organizational customers, by approaching the individual employees belonging to the organizations. In essence, social media marketing should be directed to these individuals as they are actually the ones who will influence the organizational buying decisions.

Apart from FB, YouTube is also an excellent way to promote tourism businesses and its service packages. Particularly, YouTube is a website used for the purpose of uploading and sharing videos and they currently have a massive user network and attract a large number of visitors every day. Therefore, tourism businesses can take advantage of YouTube's features by uploading and sharing their own self-produced videos, with the hope of its going viral on the YouTube platform as well as the Internet. By creating videos with interesting content, nice visual and audio effects, depicting the tourism businesses and its service packages in a creative and well-

constructed manner, these videos can receive a lot of attention from viewers, prompting an increase in the businesses' popularity and sales. YouTube, thus, will be the perfect channel for uploading the videos since it is a popular and easily accessed channel for every Internet user.

In addition, tourism businesses can also put their advertisements on YouTube, in the form of videos. Nevertheless, instead of being free-of-charge like the 1st tactic previously mentioned, video advertisements on YouTube cost money since these advertisements will be embedded inside every video shown on YouTube. Specifically, if each time a user wants to watch a video on YouTube, he/she has to see at least five seconds of one video advertisement. Therefore, if tourism businesses decide to spend more money on advertising, this is a great way to ensure that customers actually see the advertisements. This tactic can be considered as one form of online advertising. On the other hand, another popular form of online advertising is banner advertisements. Usually, these advertisements are animated and embedded in different websites to attract attention and encourage Internet users to view them. Also, "flick-to-click", as introduced before, is a suitable accompanying tactic for direct marketing. Specifically, tourism businesses can design their websites to accommodate e-commerce, online transactions so that customers can purchase the offers they see from the catalogues sent to them via direct mails.

In addition to social media, travel review sites make a great impact on anyone who intends to embark on a trip. The most influential and widely recognized travel review site up-to-date is TripAdvisor. On the site, reviews of thousands of tourism businesses are available, providing prospective tourists with a large source of travel information. Therefore, the tourism businesses who are present on TripAdvisor will likely be getting a large number of future customers if they are frequently reviewed positively and recommended by their existing customers. In a way, this is a form of online WOM recommendations. However, it is not free-of-charge like the traditional WOM recommendations since TripAdvisor charges commission for listing businesses on their site.

On the other hand, SEO proves to be indispensable in today's Internet marketing scheme. As Internet users are heavily dependent on popular search engines, e.g. Google, Bing, Yahoo!, SEO will help tourism businesses improve the visibility of their websites in these search engines. In particular, tourism businesses should appropriately incorporate the keywords illustrating their businesses and offerings into their websites. The keywords need to be chosen correctly and present proportionately throughout the website to well-present the businesses, leading to improvement in search engine rankings. When tourism businesses achieve that goal, Internet users who enter the associated keywords in the search query on a particular online search engine can immediately see the tourism businesses' websites listed as the top results. Thus, tourism businesses will acquire significant online presence, leading to maximum marketing coverage on the Internet platform.

Furthermore, mobile marketing is considered as the next breakthrough in marketing communication after Internet marketing. With the increasing use of smart phones capable of Internet connectivity and high technological programmes, new apps on mobiles are being created day by day more frequently for marketing purposes. Instead of having to access tourism businesses' websites, customers now can download certain apps developed by the businesses to view their offerings, promotional programmes and related news. As these apps often can be downloaded free-of-charge and provide a lot of useful information for tourists, such as guides, maps of tourism destinations, etc., customers are more receptive towards them due to the fact that they are convenient sources of information, provide ease of access and simplified purchasing processes as well as engage customers in an interactive experience through their own smart phones. Therefore, Repovesi national park and its tourism businesses should make an effort in designing a mobile app facilitating travellers who visit the area. By developing such app, prospective customers can have the chance to get to know about Repovesi national park as well as its tourism businesses. For existing customers, this app can introduce them to certain aspects and activities that they have never known or never been aware of before.

7. CONCLUSIONS

7.1. Research Results and Reflection on the Thesis

During the course of writing the thesis, I have learnt a lot about the field of B2B marketing in tourism and gathered a significant amount of practical information concerning Repovesi national park and its tourism businesses in order to solve my research problem. Specifically, the thesis aimed to create a new service package for organizational customers visiting Repovesi national park and suggest the communication methods suitable for marketing the package as well as the tourism businesses in the area. To achieve that goal, the thesis was constructed based on the foundation of both theoretical and empirical data.

In the literature review, previous researches on Repovesi national park were collected and discussed, giving an insight into the operation of tourism businesses in the area and current situation. Simultaneously, relevant theories on tourism marketing and organizational buying behaviour were brought forward in order to understand more about the characteristics of marketing in tourism industry and the target customer group of the research. In addition, the development of tourism product and marketing communication methods available to promote such product were also discussed in details. Furthermore, different issues such as cooperation in the area as well as current problems preventing customers from visiting Repovesi national park also surfaced during the research. Empirical data, in the form of interview transcripts, were collected and analysed. The three interviews conducted with three entrepreneurs working in the tourism industry operating in Repovesi national park provided useful information for the development of a new service package for organizational customers and how to efficiently market the package.

Concluded from both literature review and empirical analysis, organizational customers are found to visit often in the summertime, in groups of 7-100 people and stay for about 1-2 days, for both business and leisure purposes. Different services are

identified as being mainly used and preferred by organizations, i.e. conference rooms, accommodation, sauna and meals. Also, there are several activity options that they like to take part in during their trips to Repovesi national park. In particular, hiking, camping overnight, canoeing, fishing and taking part in cooking classes emerge as interesting activities to organizations.

Based on the findings derived from both theoretical and empirical data as well as personal ideas, a new service package for organizational customers of Repovesi national park was outlined and proposed. The service package is designed for organizational customers visiting Repovesi national park in the summer, for 1-2 days. The package includes several services and activities necessary for a fun, relaxing and stress-free trip as well as for a learning and bonding experience. Nevertheless, the package can only be created by combining several services and activities offered by different tourism businesses, prompting the need for cooperation in the area of Repovesi national park. At the same time, different application of marketing communication methods was illustrated and their effectiveness was discussed. Personal selling, direct marketing, sales promotion, Internet marketing and mobile marketing prove to be the most appropriate methods to promote the service package due to their direct and pervasive nature in today's tourism and B2B marketing.

Overall, the objectives of the research were met, producing concrete answers to the research questions and providing tourism businesses with new ideas for future development. However, there are limitations concerning the thesis. Due to the restricted time frame of writing, many issues were not able to be fully explored in more details. Additionally, the lack of English materials about Repovesi national park also proved to be quite a big problem. The information I had managed to gather for the research, therefore, might not be as extensive compared to what a Finnish student could. For the most parts, these are the two main issues I have had during the course of thesis writing.

7.2. Validity & Reliability

The issues of validity and reliability have become an important criterion in evaluating every research nowadays. Therefore, it is reasonable to discuss the validity and reliability of the thesis in order to fully examine its quality. According to Golafshani (2003), often in quantitative research, reliability is defined as the research results' consistency over time and the representation accuracy of the population under study. On the other hand, validity is defined as the credibility and trustworthiness of the research as well as its ability to answer the research questions. However, the terms reliability and validity are not suitable for measuring the quality of qualitative research. Instead, criterion such as credibility, confirmability, dependability and transferability are more appropriate. Therefore, these four criterion will be examined below to measure the validity and reliability of this research.

The interviews with the tourism entrepreneurs aim to gather in-depth information about their companies, their expertise, opinions and thoughts regarding the creation of new service package for organizational customers of Repovesi national park. Since the respondents were interviewed face-to-face, the interviews conducted were deemed to be credible and truthful. However, the analysis of the interviews and the results drawn from the analysis could be misinterpreted in the process due to misunderstandings or personal biases. Nevertheless, the credibility gap of the research was kept to minimum by careful analysis of the interview transcripts and discussions between myself and the interviewees to prevent possible biases.

Given the fact that everyone offers a different perspective to an issue, confirmability regards the extent to which the results of a research can be corroborated by other researchers. As the thesis was written and conducted by myself entirely, it was hard to determine whether the results could be confirmed as true or false, or if they were corrupted by any distortions or biases in the process. Even though I assumed the role of a subjective third-party throughout the research, past experiences and knowledge

could affect my results. However, the issue of confirmability is present in every research conducted by one person and mine is no exception.

At the same time, to measure the dependability of the research, the researchers must examine if the results would be the same if the interviews were carried out again. However, in any researches, including the current one under examination, the context in which the research takes place is constantly changing. Specifically, in this particular research, if the same entrepreneurs were re-interviewed after 1 year, they might have different answers regarding the current services offered by their companies and marketing practices utilized. Their new answers do not necessarily mean that the old answers are no long applicable or true, but rather they establish the fact that these entrepreneurs have developed new opinions after a period of time. Therefore, the dependability of the research depends on the context within which the research occurs.

Finally, the transferability criteria means to evaluate if the research results can be applied in other contexts or be generalized. Similar to what has been mentioned above about dependability, a qualitative research can only be fully understood in its natural setting. If other researchers want to generalize or transfer the results of this research to other contexts, they have to take into consideration the relevance of information and its generalizability.

7.3. Suggestions for Future Researches

As my thesis was carried out in a limited amount of time, there are several subjects that cannot be addressed. In particular, even though I have suggested several marketing communication methods to promote the service package as well as tourism businesses in the area of Repovesi national park, specific and detailed marketing campaigns need to be developed in order to take advantage of my research results.

For examples, regarding mobile marketing, the development of a mobile app to promote tourism in Repovesi national park can be an interesting and challenging topic

for future researchers. In-depth analysis and a descriptive action plan to market Repovesi national park and its tourism businesses through social media sites and travel review sites can also be considered as topics for future studies. Simultaneously, issues about cooperation between different tourism businesses in the area can also be analysed in a more throughout manner and solutions to improve the overall attitude of local residence towards tourism industry are worth discussing.

Tourism industry in the area of Repovesi is an interesting and huge source of ideal topics for any researchers. Overall, there are still many stones left unturned in the field of tourism marketing in Repovesi national park.

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APPENDIX

APPENDIX 1: Guiding Questions of the Interviews

1. What are your main target customers? Do these target groups include organizational customers? What services does your business offer?

2. What do you think about creating a service package for organizational customers? What service offerings, from your perspectives, are appealing to them and should be included in the service package?

3. What do you think is the most appropriate method of marketing the service package to organizational customers, e.g. via brochures, newspapers, Internet, pamphlets?

4. What is your opinion on cooperation with other entrepreneurs in the area of Repovesi National Park in the creation of the service package?

5. How do you think Repovesi national park has been marketed so far? Do you have any improvement solutions for marketing Repovesi national park in the future?