

Julia Miroshnichenko

MARKETING STRATEGY FOR THE
FINNISH TOURIST COMPANY
BASED ON SAINT PETERSBURG
MARKET RESEARCH

Master's thesis
Master Degree Program in Tourism

May 2014



This thesis is dedicated to Ingermanland Finn, my mom,
Alida-Alexandra Petrovna (Pekan tyttö) Mumina

Acknowledgements:

Author would like to say special thanks to people made the great input in this work:

Eugeny Miletsky

Anya Miroshnitchenko

Oleg Shwetz

Lyubov Tynkkunen

Minna Malankin


Anna Kunyasheva

Katja Vanchinova


Katya Lebedeva

Veli-Matti Koivula

KUVAILEHTI

		Opinnäytetyön päivämäärä 20.05.2014
Tekijä (t) Julia Miroshnichenko		Koulutusohjelma ja suuntautuminen YAMK, Restonomi (Matkailun koulutusohjelma)
Nimeke Suomalaisen matkailuyrityksen markkinointistrategia Pietarissa tehdyn markkinatutkimuksen pohjalta.		
Tiivistelmä Tutkimuksen tavoitteena on luoda alkavalle matkailuyritykselle markkinatutkimukseen perustuva markkinointistrategia. Tutkimuksen tarkoituksena on kartoittaa Pietarin matkailijoiden suhtautumista Suomen-matkailuun. Tutkimuksessa selvitettiin potentiaalisten matkailijoiden arvio Suomen matkailutarjonnasta sekä asiantuntijoiden (Pietarin matkailutoimistojen johtajien) arvio matkailutuotteiden potentiaalista. Tutkimus tuotti lisäksi asiakasprofiilitietoa, jossa mittarina on käytetty mm. ikää ja ammattia. Tutkimus toteutettiin määrällistä lähestymistapaa käyttäen. Tutkimusaineisto koottiin tätä tutkimusta varten kehitetyllä strukturoidulla kyselylomakkeella. Kyselylomake muodostettiin iTravel/Elämyssihteerit Oy:n (toimeksiantaja) mallia hyödyntäen. Kyselyyn vastattiin joulukuu 2012 – toukokuu 2013 välisenä aikana. Hyväksytyjä vastauksia saatiin 40 matkailijalta (Pietarin viisumikeskuksen asiakkaita n=40), vastausprosentti oli 90, ja 13 asiantuntijalta (Pietarin matkailutoimistojen johtajat n=13), vastausprosentti oli 76. Matkailijoiden kohtaaminen Pietarin matkailutoimistoissa oli haastavaa ja siihen liittyi usein ongelmatilanteita Suomen matkailuyrityksen markkinointi- ja hintapolitiikan kanssa. Matkailijoilla esiintyi paljon stereotyyppisiä asenteita Suomen matkoja kohtaan ja jonkin verran oman kulttuurin painottamista. Matkailijoiden yleiset asenteet Suomen elämyksellistä matkailun kehittämistä kohtaan olivat enemmän positiivisia kuin negatiivisia. Tutkimus oli oman matkailuyrityksen strategisen suunnitelman markkinoinnin osa. Strategiankehittämissä käytettiin toimintatutkimuksen menetelmiä. Tutkimuksen tuloksiin perustuvien johtopäätösten mukaan oman matkailuyrityksen markkinointitaidoilla on positiivinen vaikutus siihen, kuinka edulliset hinnat ovat ja kuinka monipuolista ja vastuullista palvelua tavoiteryhmän asiakkaat saavat yrityksen internet sivuilta ja sosiaaliverkoilta. Tästä tutkimuksesta saatua tietoa voidaan jatkossa käyttää matkailuyrityksen toiminnan, markkinoinnin, ohjeistuksen, prosessien, koulutuksen, rekrytoinnin ja oppimismateriaalin kehittelyn apuna.		
Asiasanat (avainsanat) markkinointi tutkimus; Suomen matkailu; Venäjän matkailijat; Pietarin matkailutoimistot; toiminta tutkimus menetelmä		
Sivumäärä 55+13	Kieli englanti	URN
Huomautus (huomautukset liitteistä)		
Ohjaavan opettajan nimi Natalia Kushcheva		Opinnäytetyön toimeksiantaja iTravel/Elämyssihteerit Oy -digital mainonta

DESCRIPTION

		Date of the master's thesis 20.05.2014
Author(s) Julia Miroshnichenko		Degree program and option YAMK, Master Degree Program in Tourism
Name of the master's thesis Marketing strategy for the Finnish tourist company based on Saint Petersburg, Russia market research.		
Abstract <p>The goal of this thesis is to get a marketing strategy for proposed tourist business through the fieldwork marketing research.</p> <p>The purpose of this marketing research was to investigate the attitudes of Russian tourists in Saint Petersburg towards Finland as a destination. The research examines the respondents' own evaluation of the Finnish tourism possibilities, as well as the expert evaluation (made by the professionals of tourist agencies in Saint Petersburg) of the Finnish tourist market potential. One of the outcomes of this research was a client profile clusters tool based on their age and occupation.</p> <p>The quantitative evidence was collected with a structured questionnaire, specifically developed for the purposes of this research. The questionnaire follows the model developed by iTravel/Elamyssihteerit Oy (the Finnish marketing agency assigning and supporting this project). Replies of the ultimate customers in Visa center in Saint Petersburg (n = 40) were collected in December 2012 (90% response rate) and the interviews with the experts (managers of tourist agencies in Saint Petersburg, n=13) were provided in January-May 2013 (76 % response rate).</p> <p>The research shows that Saint Petersburg's tourist agencies regularly encountered problems when servicing the customers due to the marketing policy and pricing in sales channel of Finnish tourist companies. The research revealed that many Russian tourists had stereotypical attitudes towards this destination and some held ethnocentric views. However, the attitudes towards Finnish tourism development by experience were generally positive.</p> <p>The research was a marketing issue of the strategy for the proposed tourist company enterprising. For the development of the strategy, the method of action research was used. According to the action research methodology, the managerial problems must be treated step by step through the collective work of the participants.</p> <p>According to the analysis of the investigation results, the marketing plan of the proposed tourist company may have a considerable impact on the efficient pricing policy and as versatile and tailored as possible but reliable service by the Internet-page and social network, which is available for the target clients.</p> <p>The information gained from this research can be used for development of business activity, marketing, guidelines, processes, training, recruitment and learning materials in the tourism sector.</p>		
Subject headings, (keywords) marketing research; fieldwork research; Finnish tourism; Russian tourists; tourist agencies in Saint Petersburg; Finnish destination; action research methodology.		
Pages 55+13	Language English	URN
Remarks, notes on appendices The appendices consist of 3 Tables of questionnaires, which are the integral part of the theses, and 2 text appendices that are necessary for the understanding of thesis drawings but might be hardly available in future in Russia and put in Appendix for convenience.		
Tutor Natalia Kushcheva		Master's thesis assigned by iTravel/Elamyssihteerit Oy

CONTENTS

1	INTRODUCTION.....	1
1.1	Background.....	2
1.1.1	The author's point of view and objectives.....	2
1.1.2	Action research methodology	5
1.2	External sources for the action research implementation in the Finnish tourism strategic development.....	9
1.2.1	Inquiry of Finnish companies for marketing researches in Saint Petersburg.....	11
1.2.2	The terms and the forms of the marketing researches' results presentation.....	13
2	CONCEPTS OF RESEARCH	14
2.1	Marketing in tourism.....	14
2.1.1	Specific objectives of marketing in tourism	15
2.1.2	Special approaches, possibilities and restrictions	17
2.1.3	Selection of methods, cabinet and fieldwork	17
2.1.4	The methods of fieldwork chosen for the case.....	20
2.2	Marketing research, fieldwork: interview with final customers	22
2.3	Marketing research, fieldwork: interview with experts, surveys.....	24
2.4	Marketing research, fieldwork: observations, exhibition in brief.....	26
3	RESULTS AND CONCLUSIONS	28
3.1	Statistics and surveys: results of investigations	28
3.1.1	Results of marketing research in Saint Petersburg: customer profiles.....	28
3.1.2	Results of marketing researches in Saint Petersburg and at MATKA-2013 Tourist Exhibition in Helsinki.....	34
3.1.3	Results of marketing research in Saint Petersburg: interviews with professionals (tour agencies and tour operators).....	39
3.2	Marketing strategy for proposed tourist business	44
4	THE FORECASTS BASED ON CLIENT-ORIENTED STRATEGY IN FINNISH-RUSSIAN TOURISM.....	47
4.1	Trends in Finnish-Russian tourism marketing.....	47
4.2	The action research methodology applied to the proposed business strategy.....	49
5	CONCLUSIONS	51

BIBLIOGRAPHY.....	53
6 APPENDICES.....	56
APPENDIX 1. THE QUESTIONNAIRE FOR THE CUSTOMERS IN SAINT PETERSBURG (IN RUSSIAN) ПРЕДПОЧТЕНИЯ И ПРИВЫЧКИ ПРИ ПОЕЗДКАХ В ФИНЛЯНДИЮ	1
APPENDIX 2. THE REPORT ON MEETINGS WITH THE EXPERTS (TOUR OPERATORS AND TOUR AGENCIES) IN SAINT PETERSBURG, RUSSIA	2
APPENDIX 3. THE QUESTIONNAIRE FOR THE EXPERTS IN SPB (IN RUSSIAN AND FINNISH) ПРОДАЖИ ТУРПРОДУКТА: ТЕРРИТОРИЯ РУКА-КУУСАМО MATKAILUTUOTTEIDEN MYYNTI: RUKA-KUUSAMO ALUE.....	6
APPENDIX 4. THE HANDBOOK ON LEVELS OF EXPERIENCE AND ELEMENTS OF MEANINGFUL EXPERIENCE (BY LEO)	2
APPENDIX 5. THE HANDBOOK ON PRACTICES AND TACTICS CORRESPONDING TO THE STRATEGIC CHOICE IN HOSPITALITY INDUSTRY	2

INTRODUCTION

After this paper was finished, there were two parallel discussions on the problem of Russian tourism in Finland – in Finnish and Russian blogospheres. Supposing those comments on the appreciations of Russians in Finland, as the tourists are the best illustration to the investigation of Russian tourists market for Finnish destination.

”Jos Etelä-Savosta tuunataan pelkästään venäläisille mieleinen lomaparatiisi, se tuskin miellyttää Euroopasta tulevia turisteja. En muutenkaan ymmärrä tätä älytöntä venäläisten ylisämistä, eivät ole itsekään kovin hyviä asiakaspalvelijoita”. Translated into English: [”If South Savo is going to create the only Russian favorite vacation paradise, it is unlikely to appeal the European tourists. Incidentally, I do not understand this crazy praising of Russians, because they are not very good in customer services themselves”]. (Behm 2013, anonymous comment.)

“На кой нам Финляндия? Мне, например, эта Финляндия глубоко фиолетова, как и то, что там происходит, как и её граждане, как и то, что эти граждане делают. У нас в России и своих проблем хватает и новостей тоже”. [Translated into English: «Who cares about Finland?! I personally could care less about Finland and what's going on there as well as about its citizens and what they do. We have enough problems here in Russia as well as plenty of local news”]. (Russian blog “What for do we need this Finland?” 2013.)

- Reply of Константа 25 августа 2013 г. 01:34

“Скажу правду :)

Просто и недорого шенген на год ;)

Дополнительный бонус — чисто, спокойно, грибы\ягоды\рыбалка (кому что).

Все, что можно было посмотреть в пределах шаговой доступности, — уже посмотрели, далеко заезжать — довольно накладно...”

[Translated into English:”I will say the truth ☺ To be honest, it [a trip to Finland] is a simple and cheap Schengen visa for a year. Added bonus - clean, safe, fishing/mushroom/berry picking. We have already seen everything nearby, but to travel deeper into the country is quite expensive”]. (Russian blog “What for do we need this Finland?” 2013, Неофит Константа 25.08.2013 г. 01:34)

These examples are the private opinions of two different people devoted to the Finnish tourist market demand and supply: a Finn says that they don't want Russian tourists very much because those Russians are not a very good customers and a Russian says that they don't need this Finnish tourism at all, they need an open visa only and by the way get some bonus such as safe and comfortable rest. Personally, I am sure that it is a common point of view (widely spread) and it is necessary to consider it when we speak about the strategic future of tourism to Finland. There is a global competition and the tourism fashion. Accordingly, the approaches that tourism organizations take in making strategic choices need careful consideration if they are to gain or retain competitive advantage. (Bordean and others, 2010.) To be competitive we should try to find what the real market situation is and this is the challenge for this thesis.

1.1 Background

There was an internal as well as an external reason for me to investigate the problems of Russian tourism in Finland and some strategic ideas affected my approach to the marketing practices used in the researches and developments in the industry. There was a strategic plan of entrepreneurship in Finnish tourism industry developed by the group of MUAS students and this plan demands a marketing strategy as a first part. More, there was a demand of Finnish tourist companies for a marketing research in Saint Petersburg due to the lack of fieldwork research for Finland as a destination (Jakosuo 2011.)

1.1.1 The author's point of view and objectives

The history of Russian contemporary tourism to Finland is not long, and in the last 20 years, it has changed drastically, mostly due to changes in the minds of Russians. The flow of tourists who have been in Finland for the first time or visited Finland just due to "common practice" ("everybody visits Finland") – is over. I felt it in 2010, while the main question new visitors should answer was "what for?" and some of them could not answer this question.

I supposed that there are very strong changes in Russian tourists' attitudes and everything might look very different in a short time, by other words, there will not be so many Russians visiting Finland soon. However, I was not sure that those are real

changes, not my feelings only or my friends' words. I knew that to be sure we must research the situation thoroughly and provide the results of researches based on the mass point of view, instead of my personal impression. I felt the interest in the problems of the Russian-Finnish sport tourism, wanted to move to Finland for work, and the future of tourism industry in Finland was very important for me personally. The findings of my marketing researches support my hypothesis (see Chapter 3).

In 2011, I started the graduate program in MUAS (Mikkeli University of Applied Sciences), the program in tourism industry involved direct interpersonal communication between Russian and Finnish students and teachers. I entered the program, started my studies and found it challenging! There was a possibility to investigate the problem from both Russian and Finnish side and do it in a new context of experiential tourism. By meeting Maija-Liisa Eskelinen during her lectures in MUAS, I got the way to understand the future strategy of tourism through the idea of experience as the driver of motivation and development (Eskelinen 2011). What for people come to the new place in new circumstance. What is the mainstream of tourism? Experience! It is the very old and very new idea – people want to get the experience, as much as possible and it should be as various as possible. (Weller 1998, 179), see more on experience' levels in tourism in Chapter 6 as Appendix 4 (Elämystuottajan käsikirja, 2009).

Russians had no possibility to visit other countries in USSR period, but they got this possibility in Russian Federation period, even if it was just for the sake of being able to say, "I was abroad, too". Many Russians have started a practice of mountain skiing as a hobby after 1990 and they have come to the Northern Finland because it is nearer and cheaper than Alps. Before Russians had no possibilities to get the trout, the caviar, and other delicious food quite usual for Finland, (it was only occasionally available in Saint Petersburg or Moscow) and for many years they bought these products visiting Finland. At last, Russians had bad roads, no safe and quiet life, and struggled in a daily routine so they looked for safety, silence, good environment, and peace in nearby Finland.

I summarized my assumptions on current Russian visit drivers at figure 1.



FIGURE 1. Current Russian Visit Drivers.

Those are reasonable (as I supposed) explanations of phenomena of Russian tourist flow in Finland in 1990-2000 years. When this period was over the new reasons for visiting Finland could be found. (Itä-Uudenmaan matkailustrategia 2007 – 2013, 2006). My assumption was that the experience is now demanded and I only should find out what can Finnish companies provide (see more Elämystuottajan käsikirja, 2009).

The objective of this work is to get a marketing strategy for Finnish tourist business through the fieldwork marketing research of the attitudes of Russian tourists in Saint Petersburg towards Finland as a destination. The purpose is to find out what is now demanded by Russian tourists, what services Finnish tourists companies can provide to them and which segment of Russian tourist market will be the target of Finnish tourists companies.

This research project is based on the action research methodology. It is a part of the larger project developed as a teamwork by the MUAS students. This vast project attempts to create a small tourist company in Finland that offers a range of services tailored to the Russian tourist market.

1.1.2 Action research methodology

I regard action research as a methodology, which is intended to have both action outcomes and research outcomes. This definition is capable of encompassing a variety of research and intervention methods. It is broad enough to include, as examples, the critical action research, the soft systems methodology and perhaps system analysis and the evaluation methods. (Dick 2000.)

According to Hopkins (1993, 43) the responsiveness of action research allows it to be used to develop hypotheses from the data, "on the run" as it were. It can therefore also be used as a research tool for investigative or pilot research, and generally for diagnosis or evaluation. From the other side, an action research has the potential to generate genuine and sustained improvements in education. It gives educators new opportunities to reflect on and assess their teaching; to explore and test new ideas, methods, and materials; to assess how effective the new approaches were; to share feedback with fellow team members; and to make decisions with new approaches to include in the team's curriculum, instructions, and assessment plans. Action research is a process designed to empower all participants in the educational process (students, instructors and other parties) to improve the practices conducted within the education.

The action research framework is most appropriate for participants who recognize the existence of shortcomings in their educational activities and who would like to adopt some initial stance concerning the problem, formulate a plan, carry out an intervention, evaluate the outcomes and develop further strategies in an iterative fashion (Hopkins 1993; 47).

In our case, we had an international group of students who were interested in the tourism industry. Some part of them (at least Russian students) had never done this business before, i.e. had no awareness of the problems of tourism. From the other side we had the brand new program where there was no experience of education of such international group obviously specializing in Russian-Finnish tourism and hospitality.

The action research methodology perfectly suited for this case: students can set the practical goal (for example, start their own business in tourism industry in Finland), plan the action research for achieving this goal, start the research and in the same time

get the theoretical knowledge needed while studying program topics. Due to the collaborative nature of the action research methodology (the possibility of collaboration is the basic principle of the one) the students will exchange the information according to the educational program and their own active research objectives. They will teach each other and learn every topic on their own experience. They will work with this research in more details and will prepare their thesis as a final product of their action research.

The activity in action research studies is a good way for the university educational program (such as YAMK at MUAS) to be included in the R&D (Research & Development) process as the agent of changes. Thus, two problems could be solved simultaneously: educational problem (how to give students the modern theory as the tool of practical investigation) and organizational problem (how to organize the new program conditions, the individual and/or collaborative work on the thesis at the framework of RDI (Research, Development and Innovation)). The yield could be the new product in tourism industry (innovation) and its testing in practice (as action research developed by students' group i.e. collaborative work) (Anttila 2008)

Note, that action research also has some characteristic differences from most other qualitative methods (Gabel 1995). Action research tends to be...

- cyclic -- similar steps tend to recur in a similar sequence;
- participative -- the clients and informants are involved as partners, or at least active participants, in the research process;
- qualitative -- it deals more often with language than with numbers; and
- reflective -- critical reflection upon the process and outcomes are important parts of each cycle, i.e. the questions should be answered: How to do most effective on the base of this research? Is the choice good explained (based), what is the foundation? What is the quality of the report?

Action research setting and understanding of a problem

My purpose was to provide in my research the development of a new approach in the organization practice of small company in tourism industry in some regions in Finland. In fact, it could be region Kymenlaakso, region Lahti, region Ruka but the region of choice is Savonlinna. This approach seems to base on the action research method-

ology that would be the source of innovations for business and social activity in the region.

The main problem of the tourism industry in Savonlinna region, in my opinion, is lack of defined strategy, hence the lack of innovations, misunderstanding of own core competence and missing competitive advantage. They have some mix of competitor-oriented and trade-oriented strategy (Savonlinna tourism, 2015). “In the Karelia region, the main strategic goals are to widely utilize Russia’s markets and Russians’ purchasing power” as it was stated by Jakosuo (2011).

It just follow up the warnings of Michel Porter about strategy which is the glue that aims to build and deliver a consistent and distinctive value proposition to the target market. Porter drew a clear distinction between operational excellence and strategic positioning. “Too many companies think they have a strategy by pursuing operational excellence. They work hard at “benchmarking” the “best-of-class performers” to stay ahead of their competition. But if they are running the same race as their competitors, their competitors may catch up. Their real need is to run a different race. Companies that target a specific group of customers and needs and deliver a different bundle of benefits can be said to have a strategy. Companies have a unique strategy when (1) they have defined a clear target market and demand, (2) developed a distinctive and winning value proposition for that market, and (3) arranged a distinctive supply network to deliver the value proposition to the target market” (Porter 1996, 62).

In my private opinion, companies, people, authorities in Savonlinna feel that the Russian tourists are oriented more to Helsinki region or to the shopping in Lappeenranta or to the bathing in spa in Imatra but they are too polite to state it straight forward and to start the open discussion what do the Russian tourists need and how can we bring them to Savonlinna. (Behm 2013.) The participants of the Master program in tourism (including myself) could realize this problem as the subject of the thesis and plan the actions to find the decision and work on the strategy for tourism industry. In addition, the local tourist firms will find the new clients and new strategy for development. Intercultural communication between Finland and Russia will be more fruitful and effective. It is interesting case for further development of the managerial science and very good sample of practical use of educational research by the group of participants (further in a text named “we”).

Due to specific method of managerial science applied in this case, the analysis is part of the everyday work with information and the main part of the discussions in working group. Properly, we will observe and analyze the prompt results, make some conclusions and plan the next cycle of action research as our practical method. The research should be participative, and every member of the working group should take part in the “negotiating around the plan” as it called in sales. Everybody should discuss the research, report the analysis and feel the involvement to process. Thus, this project will have sense as an educational project and will have outcome as an action research.

The goal and the field of action research

The goal of active research was to work out the strategy and policy for tourism company in Savonlinna or another region of Finland if suitable to provide the long-term competitive advantage and the increasing client flow. Fundamentally, we should propose the product offering built on client-oriented strategy. Crucial parts of the strategy are improved communication with clients and the marketing research as a part of daily routine. This client-oriented strategy will be the real source of innovation in the market and in addition, will satisfy all interested parties. The marketing strategy is an integral part of this general strategy and the first step in the action research process.

The process of action research is pictured at figure 2.

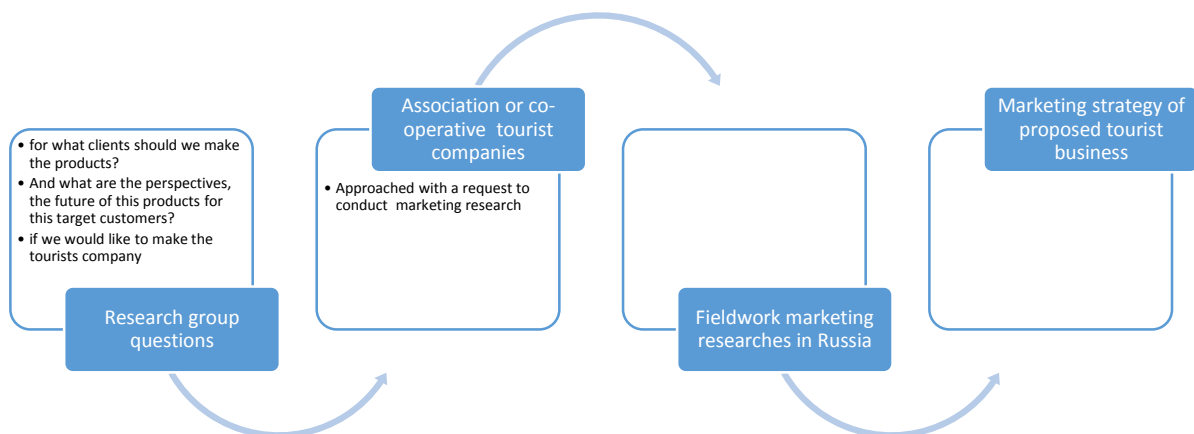


FIGURE 2. The goal and objectives achievement in action research methodology (action research as a process)

The plan of marketing research as a part of action research

First, we need the information on the market, i.e. marketing research of Russian tourists market and Finnish tourism market. Secondly, we need the information on main principles of business organizations here, in Finland. Thirdly, and the most important is the information on cross-cultural communication and interpersonal communication in these two different cultures: what do they like/dislike, want, and expect from each other? Moreover, how it can influence the marketing demand? What do Russian tourists would get here, in Savonlinna and what they could? What do we have to offer? What can we provide and how it would be adjusted to their demands? What do we give them and how do they feel with it, what is their impression?

The linked question is what the information channel is, how the Russians can learn about Savonlinna, and further what are the marketing and sales channels. All the investigations are supposed as self-conducted by participants but with involvement of possible collaborate here, in Finland (so called “kummiyrytykset”). At last (but not least) in order to make reasonable strategic choice, we need the information on the strategies of competitors (other companies at this market) and the analyses of their current strategic practices. This thesis is devoted to answering to the first question that is to marketing research of Russian tourist market.

1.2 External sources for the action research implementation in the Finnish tourism strategic development

The strategic choice of the Finnish tourist companies according to Finland tourism strategy to 2020 (2010) is

1. To develop in tourism such services, that are unique and different - Not experienced elsewhere
2. To use its own exoticism and strengthen Finnish images (Kurki 2012, 19)

Obviously, that their strategy is the generic Porter’s strategy of differentiation in this case. If the orientation toward rich Russian clients were made it would be the focus strategy – one more generic strategy by Michel Porter.

This is in accordance with the results of resent investigations of strategic practices hospitality companies used to use: “...two factors represent Porter generic strategies:

differentiation strategy and focus differentiation strategy. The cost-leadership and focus on cost strategies were not represented” (Bordean and others, 2010). Two alternative strategies also emerged from the factor analysis: the former was identified to be a so-called “Training Strategy” and the latter was a “Hybrid Strategy”. These strategies have no attributes of the cost-leadership strategy and as it was pointed out, any firm in the hotel industry (Harrison and Enz, 2005) does not follow the cost-leadership strategy.

As to strengthen the Finnish image, there is an unexpected obstacle: the brand of Finnish tourism 4C (Credible-Contrasting-Creative-Cool) seems to be for Russians not Finnish at all. Actually, Russians may agree that ‘Credible’ is the suitable word when we speak about Finns but only this word of these fours. “Why Finns are cool when they calm down?”-will say a polite Russian but impolite one will laugh and laugh. I made this experiment with more than hundred of my friends in Saint Petersburg: I showed them 4C as Finnish brand and got their reaction. They were laughing not to insult Finns but due to misunderstanding: the Russian perception of Finnish brand differs drastically from Finnish ones. Some of them were sure that it is a joke, it is impossible to imagine the Finnish brand as those 4C they supposed. Perhaps Russians will try not to express their reaction (for not to offend Finns) but they are not ready to this Finnish image and this brand 4C will fail in Russia. (Finland tourism strategy to 2020, 2010.)

This problem of brand management is only one in the complex of marketing problems based on the different culture and the different experience of Russians and Finns. Due to the cultural bias and perception differences, the mistakes arise in much-unexpected places resulting in very unpleasant failures in marketing strategy. (Vainikainen 2012.) Let us regard another example: according to the “Finland tourism strategy to 2020”, the first “minus” – the weakness of the Finnish tourism – is “Finland is unknown”. Of course, it is so, Finland (and Finnish culture) is unknown for most of Russians, but the usual Russian tourist is sure that he/she knows everything about Finland and he/she have visited all interesting places that are near the Russian border. More, he/she does not want to learn more about Finland because it is off his/her interests or move to the distinct places because it costs too much. The usual Russian tourist does not want to wonder more about Finland because he/she is sure that Finland is well known (in any case for them enough well-known).

Therefore, the strategy of the future Finnish tourism provided the external source for planned action research. There might have been some gaps and misunderstanding in this strategy, which could destroy the marketing efforts of some Finnish companies.

1.2.1 Inquiry of Finnish companies for marketing researches in Saint Petersburg

In October 2012 the Finnish company iTravel (Elamyssihteerit Oy) which works with digital advertising, marketing and promotion of Finnish companies got the inquiry from their client, group of tourist companies in Ruka, Kuusamo to make the fieldwork with marketing research in Saint Petersburg, Russia. The company iTravel acts both in Russia and in Finland. The client needed the new marketing strategy to fill the gap in their sales in summer and wanted to know from the fieldwork what could be the demand for their cottages in summer in Russian tourist market. They were informed that the fieldwork in marketing research is quite difficult and there is lack of such kind of researches concerned with the Russian tourists and Finnish destinations. There were only some theses with marketing researches (Potapova 2012) and the rural tourism research by University of Eastern Finland (2012) including the fieldwork researches but they used to use the selection of potential customers according their attitudes such as shopping tourism or rural tourism or the clients of some hotels.

The company iTravel specializing in marketing and advertising had proposed this client to make the complex marketing researches with three different methods and participation. The first part should be the interview with final customers: Russians who just got the Finnish visa (obviously, they had intention to visit Finland soon). Second part should be the structured interview with the professionals in tourism; the deep interview should be combined with explanation survey of some features. The third part supposed to be the marketing tools efficiency investigation based on observations of the reaction on the new advertisings with such tools as info panel ("plasma" as it said in Russia) and new printed format of catalogue of booking possibilities in Ruka/Kuusamo in winter.

Company iTravel (Elamyssihteerit Oy) contacted me as its contracted employee in Saint Petersburg for these marketing researches and the project "Marketing of Finnish

destination in Russian tourism market” started in November 2012. The definition of problems and situation analyses were made by the clients themselves and discussed with iTravel Company. Together they set the objectives and framework of the researches. The structure of researches (plan and procedures needed) was designed by me as field researcher and discussed with iTravel Company.

The questionnaires for the interviews (both first and second part of researches) were designed by iTravel Company in Finnish and confirmed by the client. On the base of this model, I designed these questionnaires in English and in Russian. Then iTravel Company and the client company controlled those translations and my instructions to the researcher for these questionnaire uses. There were native Russian speakers in the client company who can say what do they mean with the question and is the sense of question in Russian the same.

After confirmation, the Russian version of questionnaire was trialed with the group of friends of mine and other participants of project. Then the last correction was made, all the mistakes and misunderstandings defined with this probe were eliminated, that is some questions were redesigned by myself, and the instructions to the interviewers were finally prepared. Only two interviewers with due professional abilities worked for this project. Mentioned above correction was under the control of iTravel Company.

Fieldwork as well as the reports on the first part of researches were finished before Christmas in 2012. When the first part of researches was finished the primarily analyses was made and it was decided that we, iTravel Company and active research project team, need one more part of researches – the survey of Finnish companies marketing and sales tools on Russian market. For this part of researches there was supposed to take part in the tourism exhibition “Matka-2013” in Helsinki, January, 2013 and to use their observations and actual survey on the Finnish companies advertising and promotion in Russian.

Then, the third part of researches (observations on the reaction on new marketing tools at the partners’ offices) was fulfilled. Those observations were supposed with ultimate customers as well as with professionals of tourist market (managers of the tourist

companies that were the partners of iTravel and have placed info panels with new digital advertising of Finnish destination made by iTravel in their offices).

More, when the third part of researches was made and the results of observations were treated, commented and interpreted, some more marketing tools were proposed by Finnish companies to the Russian partners (which have worked with the info panels and first catalogues of Ruka/Kuusamo in winter) and implemented after the presentation in Sokos, Saint Petersburg, in March 2013. The direct communication of the Ruka tourist companies representatives and the Saint Petersburg tour operators/ tour agencies working with Finnish destinations was provided and fruitful discussion after the presentation showed the very good agreement between the results of observations/surveys and the new proposal understandings by all the participants of this presentation.

Thus the received results of the marketing researches were treated, analyzed, used in development of new marketing strategy and adjusted in the form of new marketing policies implemented in daily activity of the Finnish tourist companies.

As to the iTravel/Elämyssihteerit Oy company it approved the results of these marketing researches and developed the new product (service) for the Finnish clients: the marketing researches of Russian market (in Saint Petersburg). Two small investigations, namely the frequency of Finnish naming on billboards by the roadside at Scandinavia-road and the perception by Russians of examples of Finnish creative ads, were made in 2013 (iTravel/Elämyssihteerit Oy, 2013).

1.2.2 The terms and the forms of the marketing researches' results presentation

The framework of action researches has supposed the coordinated group work and the restricted terms of project: the results of marketing researches for own strategy development (such as marketing-mix, the target client portrait and the brand analyses) should be provided in winter 2013 to have enough time as for marketing policies and tools planning so for organizational project making.

The results of marketing researches for Finnish companies were obtained in two of three parts in January 2013 and would affect our own decision making process due to

information on Russian customers and Finnish competitors. However, the results of the structured interviews with the professionals of tourist market planned in April 2013 would be used to verify our own conclusions only and do not result in our strategic marketing plans.

The results presented should be in standard tables for the marketing researches with interviews and surveys; it could be made in form of diagrams and plots for more convenience. Actually, the special digital form was filled with the results of fieldwork and treated further statistically. The interpretation and conclusions were to be made in written both the analyses of statistics and the analyses of observation results. The reports on the researches had to be presented in brief immediately (in 2 day after research making) and in a full form in 2 weeks.

2. CONCEPTS OF RESEARCH

Marketing is a cornerstone of any business. About 40 years ago, Peter Drucker emphasized the importance of customer thinking to the success of a firm. He said that the purpose of a company is “to create a customer. Therefore, the business has two—and only two—basic functions: marketing and innovation. Marketing and innovation produce results: all the rest are costs.” (Drucker 1973, 64.)

More, as it was noted by Philip Kotler in the early 2000-s “We now live in a customer economy where the customer is king. This is a result of production overcapacity. It is customers, not goods, that are in short supply. Companies must learn how to move from a product-making focus to a customer-owning focus. Companies must wake up to the fact that they have a new boss—the customer. If your people are not thinking customer, they are not thinking. If they are not directly serving the customer, they’d better serve someone who is. If they don’t take care of your customers, someone else will”. (Kotler 2003.)

2.1 Marketing in tourism

Despite the age, place, position, functions, the size of company and its lifecycle stage nobody in modern business life wants to be educated by long theoretical issues. For this reason, the theory is very brief in this paper. The consideration in this chapter about the main definitions with special features of marketing in tourism is based on

the fundamental works of Quartalnov (2002) and Nikolashin (2010). The application of specific marketing strategies such as experiential marketing is provided in brief according to Tatum (2003). It should be noted as the main idea of these theoretical basics that specific of tourism industry is the service, (not the product) which is intangible, existing here and now, making impressions in assessment that are subjected to personal influences and the mood of the customers.

In tourism marketing hierarchy, the different levels of marketing are closely linked. The state, the local authorities and the associations are taking market data, including the information received from the tourist companies, which, in turn, base their marketing issues on concepts of national and local tourism (as on some recommendation guide).

The organizations of national and regional levels have the following functions:

- Market research at the national level;
- Development of marketing concepts with recommendations for their implementation by the enterprises and consulting services;
- Legal support and investments to the development of tourism infrastructure;
- Assistance in the activities of PR and advertising (exhibitions, newspapers, brochures);
- The creation of a positive image of the country, promoting the country as an attractive tourist destination for foreign tourists. (Quartalnov 2002.)

2.1.1 Specific objectives of marketing in tourism

Marketing in tourism are activities focused on planning and developing the tourist goods and services, their sales and promoting, encouraging the customer demand and pricing. This activity aids to promote products and services from the manufacturer to the consumer in order to obtain the maximum profit at the most efficient way of meeting the needs of the target group of tourists.

The features and distinctive characteristics of the tourist product, its production and consumption define the specific nature of marketing in tourism. The tourist product is a set of real (physical goods) and immaterial (in the form of services) utilities which are necessary to meet the needs of tourists encountered during the travel. The tourist

product consists of three parts: the tour (tourist trip on a certain route), tourist services (accommodation, meals, transporting, sightseeing tours and other services on the route, relating to the purpose of the trip) and commodities. The core of the product is tourist services, which exist in tourism industry in very flexible and variable environment. (Quartalnov 2002.)

Tourist services have some special features as followings:

1. Inability to storage. Place in a hotel or on an airplane, in the absence of demand for them now cannot be stored for selling them in the future. Therefore, managers need to make an effort to stimulate the demand for these services in the short term.
2. Intangibility of services. To assess the tourism product has no dimensional quantities: it is impossible to have an idea about the quality of the product before its purchase and consumption. In this regard, of particular importance to consumers when buying is a company's image in the market, the prestige of its goods (services).
3. Subject to seasonal fluctuations. Marketing activities of the firm will differ in the peak season and off-season. In the off-season, the additional measures to stimulate demand: low prices, a variety of additional services, diversification of tourism are needed.
4. Significant static position, attachment to a particular place (hotel, hostel, airport, as they cannot be moved to another place).
5. The gap between the time of the sale of tourism services and consumption. Purchase of tourism goods (services) is weeks or months before the start of their consumption. In this case, the important role has a printed advertising, providing visual information on travel products. It helps to create a sense of the benefits of its use in the future. Of great importance for the sales in tourism are the reliability of information and the reliability of the product (the matches of the quality to the product price).
6. Territorial fragmentation of the consumer and manufacturer is in the tourist market. The marketing activities should perform on a wider (international) level.
7. The buyer covers the distance from the product and the place of consumption, and not vice versa. (Nikolashin 2010.)

2.1.2 Special approaches, possibilities and restrictions

Actually, it is necessary to say some words about the experiential marketing.

.According to Tatum (2003) the experiential marketing is a unique approach to the task of marketing goods and services. It is a concept that integrates elements of emotions, logic, and general thought processes to connect with the consumer's response on both emotional and rational response levels. The strategy is ideally suited for contemporary sales and marketing campaigns. The point is that ads on the Internet, in print media, and on modern billboards must immediately catch the attention of prospective clients and hold that attention long enough to make an impact. With experiential marketing, by appealing to all the senses, and making the connection quickly and seamlessly, this approach provides the attractiveness of the proposals and satisfaction of the needs and desires of consumers. "Appealing to a variety of senses, experiential marketing seeks to tap into that special place within consumers that has to do with inspiring thoughts about comfort and pleasure, as well as inspiring a sense of practicality. This means that **the marketer needs to have a firm grasp on the mindset of the target audience he or she wishes to attract**. By understanding, what the consumer is likely to think and feel it is possible to get an idea of how to steer the customer in a direction that will relate with the product, and entice individuals to act on that impulse to purchase." (Tatum 2003.)

That is if the tourism companies are involved with the experiential approach as the strategic future of tourism (and use the experiential marketing as a strategy, not just a toy to play with for some days) they **must** find out what the prospective clients' thoughts and feelings are. Those companies find out the technologies to work in marketing channels with the experience and appeal to all the senses and mind of the customer. Moreover, they will demand the marketing researches on Russian market as with final customers so with the dealers such as tour agencies to get the answers on their questions: what do the Russian clients need and how they can get it from Finnish tourist companies.

2.1.3 Selection of methods, cabinet and fieldwork

Firms can conduct two types of research:

- the current study, conducted continuously in order to identify all the changes and trends taking place in the tourist market (even minor changes in the company envi-

ronment can affect the results of management decisions);

- the study of one particular situation (problem) in order to verify the assumptions or to analyze the changes in the tourist market.

The company carries out a comprehensive study of the tourism market in order to assess as a whole the current situation and arising around the problems, threats, and possible opportunities. The firm can also provide resources to conduct research on some of the challenging situations of the daily operation of the business. In addition, the company explores the internal and external factors of influence, studies the effects of advertising campaigns, market potential, and trends in business development.

The objectives of marketing research in tourism:

1. Identify the significant problems. The intensity of the daily business activities leaves too little time for the managers to concentrate on the problem zones, which are an obstacle to the success of the enterprise. Identifying the causes of inefficiency is often one of the simplest contributions of the researches in the management process.
2. Keeping in touch with the company of its target markets. Research in the tourism can identify future trends; provide an opportunity for the needs of markets understanding and tracking of changes in the market in order to develop the right policies. Studies reduce the risk of unexpected changes in the markets. To some extent, the study provides an assurance that the company will not produce the product that has already become obsolete due to the recent changes in the market.
3. Reduced costs. The study helps to identify the most effective ways of doing business and to eliminate inefficient ones.
4. Developing new sources of profit. The research could lead to the discovery of new markets, new products and new ways of use of products that are already on sale.
5. Help to stimulate sales. Results of the study are interesting not only for a company, but also for the society as a whole and can be used in promotional campaigns. Mostly it concerns with the studies of consumer attitudes to product, service, and those studies when consumers are needed to evaluate certain goods and services.
6. Creating a favorable attitude of buyers. Consumers relate well to the tourist enterprises research conduct. They believe that companies, which are engaged in such activity, actually are taking care about them and are making efforts to create a product or service that would satisfy customers' needs. Thus, if the questionnaire purpose is indicated as an improved quality of service, customers will be more willing to answer it, and they will have a favorable impression of the company, as the duty of maintaining

or improving the quality of services provided.

In the marketing research can be used primary or secondary data. Primary ones are the data collected for the first time just to address specific problems in the tourism environment. Secondary - the data previously collected for other purposes, so you can get it just by visiting a library or other secondary data source. If the researchers conduct an interview with cruise passengers to determine their attitudes and opinions - they collect primary data (fieldwork). When they turn to the statistical data obtained from previous surveys and questionnaires, they use secondary data (cabinetwork).

Publications provide data on market size, market shares of some companies, consumer preferences and behavior, as well as leaflets and brochures on travel destinations, hotels, and transport operators. Using national statistics gives us information about potential customers, their purchasing power, market size, about socio-demographic characteristics of the population (income per person).

Secondary data are the starting point of the study. If the suitable secondary sources of information are found, you can save a lot of money and time. The low cost of secondary data is the great advantage of this source. When the secondary sources are available, you would not prepare and print forms, hire interviewers, pay for transportation and information coding. The secondary data may be collected faster than the primary. Period the actual field survey data can be collected is at least 60-90 days, but secondary data may be derived from the library in a few days. Secondary data have its own drawbacks, and the main one - data became outdated very soon. For example, the census is conducted every 10 years. By the end of this period the population data may change significantly and data would no longer be so useful.

When you cannot obtain information from the available secondary sources, or when the available information is outdated or it is not enough, or there are doubts as to its authenticity, you refer to the primary data (obtained first-hand.) If you want to get information regarding the travelers' opinions, it is reasonable to refer to the original source, i.e. directly interrogate travelers. (Quartalnov 2002.)

For our case, the decision to obtain the primary data was made because the available secondary sources could not provide the updated reliable data on the Russian tourists' intentions and opinions concerned with Finland as a tourist destination.

2.1.4 The methods of fieldwork chosen for the case

After determining the need for primary data collection, it is necessary to choose the method of investigation. The choice of the methods of investigation described in this section was made by the detailed explanation by Quartalnov (2002) of specific features inherent to these methods. Additionally, the discussion of Papiryan (2001) on the role of psychographic characteristics was taken into account.

The most widely used method of data collection is a poll (a survey). Other common methods include observation and experiment. Collection of primary information requires a significant investment, but the data obtained are more effective in solving the problem. In the course of collecting primary data the secondary data are updated. The researchers make the necessary corrections.

The **method of the survey (questionnaire technique)** provide collecting information by the questions asked and includes the actual survey, a survey of opinions and explanatory survey. Surveys can be conducted through personal interviews, by mail or phone.

Interview is a more convenient way of collecting data than the survey by mail or phone, as the interviewer can adapt the questions for a particular situation to the respondent, to give the necessary explanations in the course of the interview. With the interview you can get much more information than with a survey in the mail or over the phone, which tend to be relatively limited in time. The person who conducts personal interviews may itself make the necessary observations on the spot and at the same time to ask questions. For example, the interviewer conducting the interview at home, may collect information regarding socio - economic status of respondents with direct observing, adding the results of his personal observations to the conversation results. Personal interview method allows better than other survey methods to monitor the implementation of the sample (properties of sample).

The **method of observation** is the direct observation of the people and the environment in the process of data collection. Tourist firm can, for example, ask the travel agents or other intermediaries working with its competitors, watch them work, and the reaction of their customers, to report how they solve their problems. Finally, the tour

companies representatives can stay in a hotel or buy a tour of competing organizations, to assess the level of service, to see the reaction of customers and identify any benefits and, if they are to achieve a competitive position in the market, then enter them in own company. If competitors make mistakes, the enterprise should consider them in order to avoid own mistakes in their activities.

The **method of experiment** involves conducting tests to identify cause-and-effect relationship. Experimental studies require the selection of comparable groups of subjects, for these groups in different conditions controlling of variable components to establish the degree of significance of the observed differences. With proper control, this method provides the most compelling evidence. We can rely upon the conclusion of the experiment to the extent that the idea and execution of experiment excludes the alternative assumptions by which one could explain the results. In tourism, it is difficult to conduct experimental research, because it is difficult to monitor the consistency of variable components. However, the resort regions or tourist enterprises can conduct promotional or pricing experiments to aid decision-making by managers.

A widely used tool, when gathering primary information, is a questionnaire. It was a main marketing research tool in our case; mostly we used the method of survey with questionnaire and method of observation. Questionnaire is a very flexible, as questions can be asked in different ways and well-treated method. The questionnaire consists of a series of questions to which the respondent must answer.

The questionnaire needs to be carefully developed, tested; all of the identified drawbacks must be eliminated before its widespread use. In preparing the questionnaire, tourist organizations can turn to an expert marketer or a company that specializes in market research to help with the necessary questions, their shape, the right wording and layout issues. The most frequent errors of self-made questionnaires are: asking questions that are impossible to answer, which does not want to be answered and which do not require a response, and the lack of questions that must be answered. Each question must be checked for compliance with the objectives of the research; not important questions should be omitted, as they delay the procedure and irritate the respondents. (Quartalnov 2002.)

In marketing research are two types of questions: closed and open. The question form can strongly affect the response of the respondents.

Closed question includes all possible answers. A respondent selects one of them. The

closed questions help you get the answers that are easy to interpret and to put them in the table. In contrast, the respondent in his /her own words should respond the open questions. They give better results, as the interviewees are no way limited in answering the questions. This type of question is particularly useful in the search phase of the study, when it is necessary to establish what people think, without specifying how many of them think anyway. The drawings on the psychographic characteristics can be based on such questions. (Papiryan 2001.)

It is important to pay attention to the wording of questions. Thus, it is necessary to use simple, unambiguous words that do not affect the direction of the answer. Questions should be tested (before drawing up the questionnaire).

Special attention is required with the logic of questions in the questionnaire. The first questions should generate interest among the respondents and be very simple, difficult and personal questions to ask at the end that the respondents did not have time to look inward. Questions should go in a logical sequence.

On the base of this consideration, the method of survey (questionnaire technique) with psychographic characteristics of respondents and the method of observation were proposed as the methods of choice for our case. The iTravel/Elamyssihteerit Oy as the provider of this marketing researches services for Finnish companies has approved this proposal and designed the first version of the questionnaires in Finnish.

2.2 Marketing research, fieldwork: interview with final customers

The first part of our fieldwork was supposed as the personal interview with the final customers in Saint Petersburg. To get the sample of customers - people that have an intention to visit Finland in the nearest future - it was decided to interview some randomly chosen people who were leaving the visas center in Saint Petersburg. The place for interviews was chosen near the exit of the center, inside the building, in the spaced hallway. The personal permission for this activity for 3 days was received both from administration of this center and from the security service. To provide minimum of selection of the sampled people due to their daily business it was decided to have the morning part of fieldwork as well as the evening part.

The center has the working hours 8-17 and some very busy people come at 8 o'clock being in a hurry for their own job and for their cars parked in no parking zone (it's an usual practice for Saint Petersburg). It would be very difficult to get the interview with these busy people after 9 o'clock. From the other side the students and other young people visit the center afternoon, they never come early in the morning. The data were received 20-22 December 2012. To better understanding the meaning of those thoroughly prepared conditions of sample selection, compare those with the selection of respondents made by Natalia Yapparova in the same period in the hotels Cumulus and Sokos in Finland (Yapparova 2013). Her respondents were the clients of those hotels in Christmas and New Year period that is no random sample in any case.

The questionnaire was printed on one page (A4) and prepared in some plain sheet for the convenience of respondents. Some people prefer to read and to mark the answers by themselves; some prefer to listen to the questions and the possible answers then informing the interviewer on their choice/ In the last case the marks are to be made by interviewer.

After the interview, the respondents were presented by sweets - mostly by Fazer, with blue and white Finnish flag - to thank them for the participation. It has no great matter for my company and me but it would effect on the relationship to the Finland as a whole (effect on image of Finland). Russians felt that "Finns" take care for their wishes and interests, for the tourists habits and feelings, participated in interview with some pleasure and were glad to be awarded for their efforts by "Finns".

The random sampling was provided by the random choice of the respondent: just after the accomplishing of interview with polite gratitude and wishing to have a nice day the interviewer turned around to face the next respondent exiting from the visa center. The planned sample should be at least 25 respondents, the actual one was of 40 persons.

The questionnaire consisted of 12 questions, 5 of them were simplest (age, sex, occupation, the countries visited earlier, the frequency of visiting Finland).

NB! The question on age could be very impolite when the respondent is a woman about 40 or more. Some Russian woman could refuse to take part in the research just

due to this question. They do not want to say that they are older than 40 - never mind, that the questionnaire is anonymous.

Then there were more difficult group of questions on Lapland and the region North Finland. The most difficult was the question: “*Would you like to visit the Finnish Lapland anytime?*” with answers ‘*yes/no/what for?*’ The preferable answer was: “*What for?*” (*Miksi* in Finnish). Often this question was answered “*what for?*” simultaneously with answer “*yes*” or “*no*” as the explanation of the tourist motivation. As a whole the Russian respondents would like to choose more than one answer of possible variants and to give their own answer on the “choice questions”. That is, the choice “*another, please, comment*” is a must for such questionnaires (if there exists only choice “*yes/no*” they will answer “*may be*” for alternatives). From the other side those “answers out of plans” could inform us on the actual preferences and intentions of respondents.

During the interview, the interviewer had no permission to stress on the region Ruka/Kuusamo or make any preferences on any other region. The personality of interviewer should not effect on the choices of respondents and nothing preferable should be showed to eliminate this influence.

The results of researches are provided in Chapter 3 of this paper.

The questionnaire in Russian is presented in Appendix 1, Chapter 6.

2.3 Marketing research, fieldwork: interview with experts, surveys

The second part of marketing researches according to the inquiry of Finnish tourist companies from Ruka/Kuusamo was supposed as the deep structured interview with professionals, the managers (sales and top managers) of the tourist companies (as tour operators so tour agencies) working in Saint Petersburg with destination Finland.

Most of them were the partners of company iTravel-Elamyssihteerit Oy and took part in the marketing campaign with new advertisements: the digital video on the info panels (the modern displays mounted in the partners’ offices). The results of this campaign and the role of those info panels in the advertising and the attraction of new clients were decided to be included into the special part of the marketing researches de-

voted to the tools of promotion and advertising used by Finnish companies for Russian market. This part is discussed in the section 2.4 of this thesis.

The plan of researches with the professionals of the tourist market in Saint Petersburg was performed in two stages: the first stage was the introduction of the researcher while visiting the partners' office for the presentation of the new catalogue of Ruka/Kuusamo offers in winter and for controlling of the info panel use. The second stage was the structured interview with addition the informal questions. For these tasks the good relationships between the researcher and the respondents and the high level of personal trust was definitely needed.

The managers (especially top managers) in Russia can pay some attention to the marketing problems and take part in the investigation undertaken by Finnish partners because it is necessary for the partners and it would be too impolite to refuse them directly. However, they would not waste their time for any interviews with any unknown marketers if it were not agreed during the preliminary meetings. They should know who is an interviewer and how the information resulted from the interview would be used.

Thus, during the first stage of these interviews the 17 partner offices were visited in January-February 2013 for the interviewer introduction and setting the co-operative style of communication. The same time the researches by observations methods were made. The observations were concerned with the info panel's and the new catalogue's use (see section 2.4).

Then, in April 2013, the interview meetings were appointed with the managers who contacted with the interviewer at the first stage according to their own timetable; some of them had the only possibility to appoint the meeting in May and three did not have a possibility of meeting in Saint Petersburg, mostly due to the work abroad. In some cases, the questionnaire was preliminary sent by e-mail according to the enquiry of the partners to be discussed in details during a meeting.

The questionnaire was printed in 3 pages (A4). Every question was translated into Russian but it was doubled in Finnish to provide the respondents the details of sense of the question. Most of interviewed managers are speaking Finnish.

The most difficult was the question on the forecast of sales volume of their company for Finnish destination in this year and for the next 5 years. Mostly the respondents were ready to give the forecast in percentage to the current volume or the predictions on the number of group of the clients or cottages they would sale in this season (they would quote this number of cottages). Nobody wants to discuss the turnover, the finance, the budget or give a forecast in rubles or euros. Often, when discussed in informal part of the interview, the reason was a decrease in their sales of Finnish destinations for last two years.

2.4 Marketing research, fieldwork: observations, exhibition in brief

Firstly, there was a question of the Finnish tourist companies from Ruka/Kuusamo on their new format of printed catalogue of their offers for winter season. They would like to evaluate the reaction of the Russian tourist market professionals on this catalogue before starting with the marketing campaign and advertising "Ruka in summer". They wondered what is the impression made by this catalogue, is it useful and helpful, what are the improvements and comments of Russian partners.

Secondly, there was a question of iTravel/Elamyssihteerit Oy on the role of the info panels in the advertising and the attraction of new clients. They would like to observe the reaction of final customers watching the video with the info panel. More, they wished to get the additional information why the info panels at the partners companies are switched off without the visible reasons in some cases.

Both these surveys were presented after visiting the partners' offices in winter and in spring. The method of observation was used for the info panel task; and there were two main points: if the customer paid the attention to the info panel and (if so) was his/her reaction on video mostly positive or negative. For the catalogue, the observation was combined with the questions on the experts' opinion in the product.

In addition, the question on the role of the info panel and the impression it makes on customers was discussed with the managers of partner companies due to necessity to find out why the panel could be switched off. What could be the reasons to switch it

off if the managers submit that it is very attractive advertising and very modern and fashionable device which attract the customers attention very much?

Then, it was decided to observe the tools of promotion and advertising used by Finnish companies for Russian market at the specialized tourist exhibition ”Matka-2013” in Helsinki 17-19 January, 2013. The booths of Finnish tourists companies exposed there were walked around and their managers were asked: “How about the printed advertising and promo-materials in Russian: sheets, booklets, maps, catalogues in Russian?” If they had such materials the visitor was given a full set of papers, booklets and prospects in Russian immediately, if not – they explained what are their own ways to inform and attract the Russian customers. The rarest case is when the company does not make any special advertising for Russians. For example, the region Savonlinna promoted the opera festival and the Sibelius music concerts only in English and made no special promotion and advertising in Russian. By the way, other tourist activities in region Savonlinna-Mikkeli were not promoted in Russian at the exhibition, too, and the first conclusion from this observation might be that the tourists companies in this region are oriented to the European tourists mostly, they are, probably, not very interested in Russian tourist market.

The very brief overview of the conducted fieldwork researches is made at figure 3.

<u>End Customer Interviews</u>	Helsinki Tourism Expo Survey	Expert Interviews
<ul style="list-style-type: none"> • <u>Random sampling of potential end customers</u> • <u>Used to develop customer profiles</u> • <u>Conducted in a visa center in St Pete</u> • <u>Timeframe: Christmas 2012</u> • <u>40 profiles for 3 days of survey, response 90%</u> 	<ul style="list-style-type: none"> • Conducted observations during MATKA 2013 Expo • More than one hundred contacts surveyed • Noted 5 different regions of Finland with different marketing strategies and promotion to Russian tourists 	<ul style="list-style-type: none"> • Managers of tour agencies and tour operators in St Pete • Preliminary contact with observations at the partners’ offices • Structured interview with experts on the Finnish destination in St-Petersburg tourist market • 13 interviews, response 76%

FIGURE 3. Research overview

3. RESULTS AND CONCLUSIONS

The results of the marketing researches for the Finnish tourists companies are provided in the section 3.1. The conclusions are made based on these results (sections 3.1.1, 3.1.2, and 3.1.3). As to the marketing-mix and branding for our own tourist companies it is provided in section 3.2 both with the marketing strategy for own tourists business according to the plan of action researches.

3.1 Statistics and surveys: results of investigations

3.1.1 Results of marketing research in Saint Petersburg: customer profiles

40 recipients answered the full questionnaire during these researches and 10 more persons who participated in preparation of the researches as a friendly test-group of customers. The results of this investigation are presented in tables 1-4 and figures 4-6. Note that the common number of replies in tables 2-4 might be more than 40 due to the double choice of recipients (they could choose more than one answer).

Note that the questionnaire is proposed for the Finland, not for the Lapland. The questions on Lapland are supplementary and are at the end of questionnaire. The full questionnaire in Russian is in Chapter 6 as Appendix 1.

TABLE 1 The personal information. Statistics of 40 persons.

Sex	female	24	male	16		0		0
Age	17-30	16	31-49	15	50-65	8	65+	1
Occupation	student/ retired	13	official/social service/ government	8	business/employ ee/manager	15	entrepreneur/ top manager	4
Have you ever visited Finland?	never	3	1-2 times	8	visit annually	1	more than once a year	28

Such psychographic characteristics as the interests, the drivers of motivation, the life-style features reflected in the questions of table 2 had correlations with the personal characteristics and were clustered in some groups. The statistics for the groups (clusters) divided by personal information were made.

TABLE 2 Customer profiles (destination Finland)

What is your destination of interest in Finland?	How do you book a trip?	Main factor of your choice of destination?	Are you familiar with any of the following resorts?	Have you considered visiting Finnish Lapland?	What transport would you prefer in journey to Northern Finland?	Which season would you prefer for traveling north?
Helsinki and other cities	travel agency in Russia	interesting place and good service	Levi	yes	by own car	New Year's holiday
17	11	20	4	15	27	18
Imatra, Lapeenranta	Internet, website of destination	references (friends or social net)	Vuokatti	no	by train	Winter ski season (Feb-April)
9	15	19	11	15	12	11
North, Arctic circle	Internet - large travel sites i.e. booking.com	recommended by tour agencies or travel sites	Ruka/Kuusamo	Why? What for?	by plane	Summer
10	12	1	11	6	1	16
enjoy nature/ lakeside cabin	phone/ email at the destination	Price/special offers	Rovaniemi	may be	by combination of the above	Autumn
6	14	6	13	5	6	11
own estate or no preference/ anything	other, relatives in Finland	Good advertisements or interesting article in media or on Internet	no, never heard before	interesting northern country above Arctic circle	another (some people interested in bus)	
6	1	6	16	3	4	
no imagination		open visa ASAP		simply to check out		
2		3		Cool!		
winter sports destination		Transit to airport or to Sweden/Norway		I was there with parents, I like active sport		
2		3		romantic		

The personal lifestyle features are highly expressed in table 3. The profiles' clusters could be well illustrated by these comments of respondents. These psychographic characteristics are the additional source of information for the target client portrait. More, there is a weak signal of competition with Estonia as a destination and it should be noted and investigated thoroughly. I had never heard before that Estonia is much better; it is very new opinion.

TABLE 3. Comments to the possible reasons for visiting Lapland or not

interesting northern country above Arctic circle
visited with parents and like it
simply to check out
Cool!
culturally interesting events
romantic
fishing
just take a look
would like to explore
Have a rest with the boyfriend/husband
My snowboard!
Just without any ski!
To the conference or for mushrooms picking
It's cold there in Lapland
Nowhere: Finland is a bad country. Estonia is much better

Note that respondents mostly spoke on the Finland as a destination, not only about Lapland.

TABLE 4. Score of interesting trip ideas for Lapland destination

Please select four of the following trip ideas that are most interesting for you (please rate 1-4)	Overall interest score	
Sauna and wellness	51	
Nature (mushroom and berry picking, hiking)	46	
Nice accommodations (cabin/hotel)	40	
Mountain skiing	39	
Santa Clause	32	
Snowmobiles and such	21	
Restaurants and food	21	
Business trip	20	
Fishing (regular or ice fishing)	19	
Event (i.e. World Championship)	17	
Shopping	12	Added by respondents
Snowboarding and such	11	Added by respondents
Shengen visa approval	9	Added by respondents
In transit to the airport or other country	8	Added by respondents
Comfortable vacation	4	Added by respondents
Own place (villa, cabin, apartments)	4	
Cross country skiing	0	

The clusters of the customers were defined mostly with the age and occupation. Such characteristic as sex are to be noted due to the difference in common amount of women and men, which took part in the research.

As a whole the women are more active visiting visa center (the significant difference was detected for students and people aged 50+, female recipients are two times more than male). Actually, it is not random variation; there is the correlation between the sex and the field of interests (activities). The women in Russia are more active than men when visiting the museums and theatres, traveling and going for excursions, doing fitness and shopping.

Then, the age 65+ is not presented in this statistics due to the absence of aged tourists who are going abroad. The mean lifetime for men in Russia is 62 year, for women – 72 year, but women are usually busy with their grandchildren and housekeeping.

Further, there is very special group of people with occupation “entrepreneur, top manager”. It is difficult to get the interview with them because they are very busy and they are in hurry when visit visa center. The results of the interview with them are shocking: they do not consider Finland as a tourist destination at all! They are making transit through Finland to Sweden or Norway (or through Vantaa airport to any place worldwide), they use Finland as a source of multi visa and visiting it just to “open visa” or to have a rest in their own cottage. Other dividing on occupation has not a strict prominence.

As to the question how many times the respondent was in Finland it is obviously that three of four recipients visit Finland at least twice a year and the flow of people who come there for the first time is over now (it is only about 7% of the clients).

The last point is the division by age. It has a sense, there is a correlation between age and customer profile clusters (see figure 4-6). Notice that the common picture is very different for some groups of customer. For example, the clients aged as 50+ do not want to visit Lapland at all. The young people (age 17-30) would like to visit Lapland, they have many romantic dreams about this Northern country but they have not enough money to travel there with some comfort. Usually they have no idea how they would travel without comfort and no idea where this Lapland is on the map, what is a distance and needed time. Therefore, that is just a dream to visit Santa Claus at North

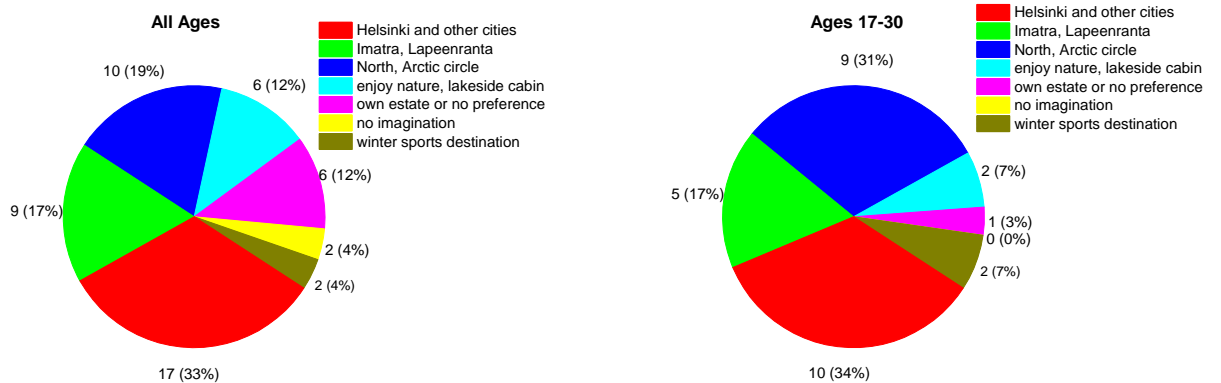
Pole. Some of young people are traveling with parents for winter sport as they have done for last 10 years. Of course they are tourists but the resort will be paid by their parents (if they would decide to go to Finland, not to Swiss or Austria for the mountain skiing).

Only people aged 31-49 are the possible target group of clients who consider the destination Lapland as the place of their rest (only one of three does not want to go to Lapland). By the way, only this group considers Lapland in summer and mostly interested in nature and environment.

As to other destinations in Finland the first place is Helsinki and the short tours there (usually with some shopping). Note that Russians added to the questionnaire some reasons for the trip to Finland (new answers are “shopping” and “to open visa”). There is some contradictory between this leadership of Helsinki region in the destinations rating and the score of ideas and reasons for traveling Finland where the 1 place belongs to “sauna and wellness” and “nature with mushrooms and berries picking” is number two. The progressive Russians would like to get the nature and wellness with recuperation in a cottage during the trip to Helsinki for shopping.

The choices of groups divided by age are compared in figures 4-6.

In figure 4, you can see that the top-4 of destinations are Helsinki (and city tourism), Imatra and Lapeenranta (and shopping), North, Arctic Circle (and mountain skiing) and lakeside cabin (with enjoying the nature, sauna and wellness)



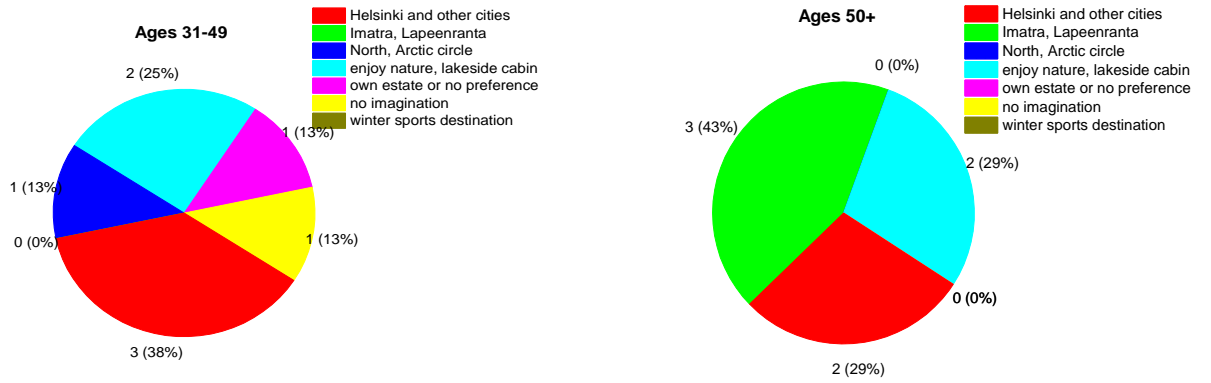


FIGURE 4. What is your destination of interest in Finland?

In figure 5 you can see that the preferable seasons are New Year holiday and summer

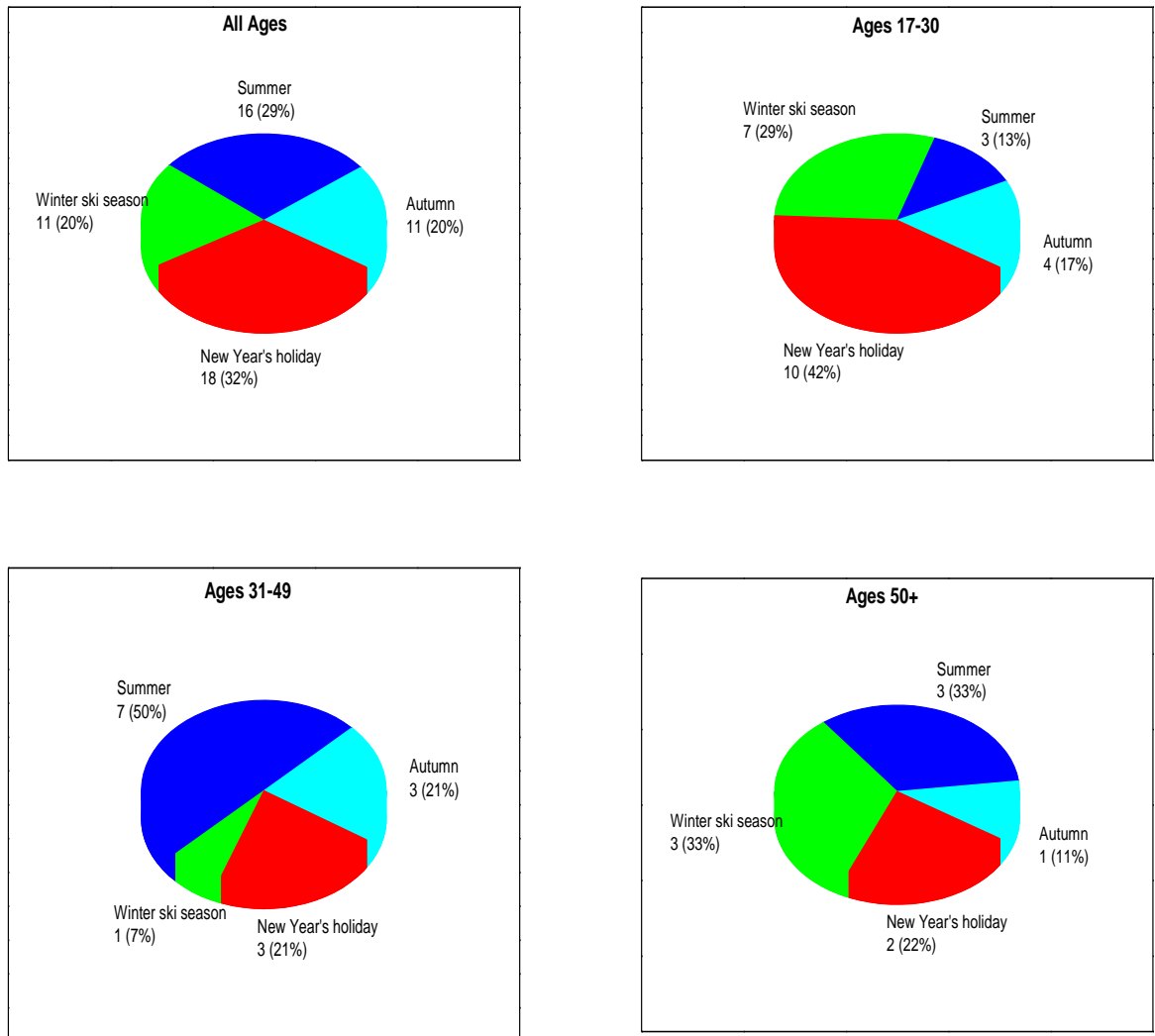


FIGURE 5. Which season would you prefer for traveling north?

In figure 6, the most popular choice of trip ideas is “Sauna and wellness” followed by “Nature (mushrooms picking etc.)”, “Nice accommodation (cabin, cottage)” and “Mountain skiing”. On the fifth place is “Santa Claus” due to romantic youth mostly.

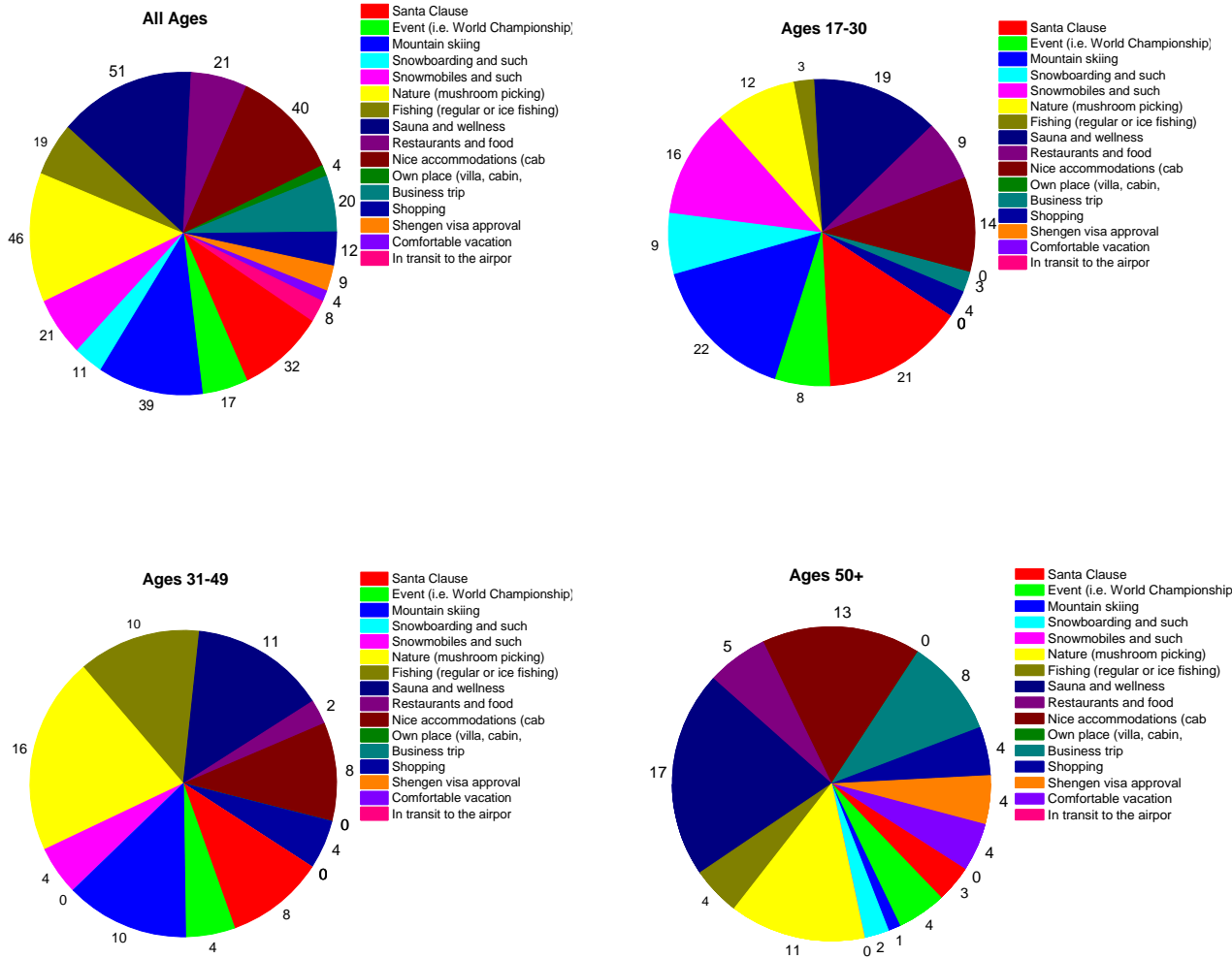


FIGURE 6. Rating of selected four of the following trip ideas as most interesting for customer (rate 1-4 applied to 4 of them).

3.1.2 Results of marketing researches in Saint Petersburg and at MATKA-2013 Tourist Exhibition in Helsinki

After the first part of marketing researches was done in January 2013 the decision was made to take part in the tourist exhibition Matka-2013 on 17-20 January in Helsinki.

The goal was to make the observations of the marketing methods of the companies-participants when they work with Russian clients. To get this information the researcher walked around all the exhibition area, and contacted with all relevant companies (besides media, insurance companies, foreign tourist companies etc.) with the question: “Do you have the promo materials and advertisings in Russian? Perhaps, some booklets, or brochures, or the website or some other information in Russian on your company?” Then the researcher observed the response and fixed it (usually in writing just on the printed promo material). To have more information on marketing methods of the contacted company the researcher introduced herself and explained that the materials are needed for the thesis devoted to marketing problems in Russian-Finnish tourism. The comprehensive answers were received in 90% cases.

The drawings of the observations made at the tourist exhibition MATKA-2013:

There are at least 5 regions of Finland where the methods of marketing of Russian tourist market are quite different. At least 4 of them are promoting and advertising their tourist businesses in Russian (often not only at the private company level but at the level of municipality and regional mass media). The regions Helsinki and Kymenlaakso are oriented mostly on city-tours and shopping in the trade centers, the country part of Kymenlaakso region (such as town Heinola etc.) are oriented mostly on wellness and family tours (the same picture is on the whole “kaakko” destination). There are some brochures and booklets (and web pages in Russian) of any place of interest of this region. The region Turku and Aland islands is mostly oriented on fishing and on family tours with children to Mumi-laakso, the ads in Russian are available.

The West Finland (up to Oulu) is calling for fishing (and Sweden companies promoted their family tours, Luna parks, aqua parks and other amusement for children as the nearest neighborhood to the West Finland). The fishing companies have a lot of enthusiasm in promoting for Russians, if they have no materials and website in Russian – well, they have a manager Pekka who is married Russian woman and when somebody contacted them in Russian, they ask Pekka to help and to say some words in Russian. By the way, it effects on the clients as the best advertising.

At last Lapland region is the great mountain skiing resort, named Levi-Ylläs-Rovaniemi-Ruka-Vuokatti and their efforts on the drawing the attention of potential

Russian tourists are titanic. There are a lot of managers and ski instructors – native Russian speakers, there are a lot of information in newspapers and other media (in Russian, too), the printed advertising and souvenirs such as calendar in Russian – obviously that Russians in winter are the main source for existing for all of these resorts.

The only region where is the lack of promotion and advertising in Russian is the Lake region (except the nearest to border Imatra-Lappeenranta). Such cities as Lahti, Mikkelä, Savonlinna, Juväskylä don't need the promo and advertisings in Russian as it was founded from the representatives at their booths. As they explained if the tourist comes to the cultural event such as Sibelius festival in Lahti or Opera festival in Savonlinna this tourist is cultural enough to speak English and they have ads in English because they are looking for tourists from Europe. From the other side if the Russian tourist is oriented to the cottage rest or on the Saimaa holiday club or other spa resorts – there are a lot of booking possibilities and web pages in Russian, it is not a problem to find it. But the nearest to the Russian borders places are totally oriented on Russians and have a lot of Russian speaking personals, special working hours for trading with Russians in holidays, mass media information in Russian (newspapers, magazines, booklets) and a lot of posters backsides of Scandinavia road (the main road from Saint Petersburg to Finnish border).

Further, some of destinations in Finland used to use not only traditional printed promo materials which reach the Russian tourist through the information stands at consulate, at visa center, at tour agencies in Saint Petersburg etc. but the digital advertisings too. The second stage of the observations on the marketing methods of Finnish companies at Russian tourist market was the observation of the customers' reaction on the digital ads of destination Finland at the plasma info panel in the offices of tour agencies in Saint Petersburg. For the goal the 17 partners of Finnish company iTravel – Elämyslihteerit Oy were visited in their offices in Saint Petersburg. The table 5 on the report on the meetings and this observations research results see in Chapter 6 as Appendix 2.

In brief, this part of marketing researches of Russian market for the Finnish tourist companies is made as following:

Objective:

To communicate with the existing partners of company iTravel in Saint Petersburg, Russia (tour operators and tour agencies), visit them personally, introduce myself and

the company iTravel with new ads format (catalogue), bring this catalogue (printed materials) to the partners' offices and propose it for the testing. Discuss the possibility of continuation, the perspectives of the promotion of the iTravel' client destination, agree on the next meeting appointments and getting the results of testing of catalogue.

Additional task: check the info panel situation; find out what are the problems with it, report immediately to take the prompt measures, observe the reaction (impression) on the panel as the customers so the managers of tour company. The last goal was not reached duly because only in two cases from 17 the customers were at the tour agency office when the researcher visited it.

The discussed question: how to involve the Russian clients to Ruka resorts in summer? What is your professional opinion?

The drawings:

First, there is a great problem with sales channels organization. If deal with tour operators as a distributor and with tour agency as a dealer, then standard organization "Vendor (producer)-Distributor-Dealer-Customer" would be efficient if pricing policy and direct sales of producer to final customer are coordinated and adjusted. When Finnish companies meet the clients of travel agencies at the place and propose them to rent the cottage next time without intermediaries with the lower price it is not a direct marketing, it is spoiled market. More, it is not a fair play, because the vendor (producer) must inform the dealers (and distributors) on changes of sales policy and conditions and inform them about direct sales to the final customer with the prices less than dealer price. There is low trust level between vendor and dealer i.e. when the tour operator does not want to show to the agents and customers the prices of vendor in catalogue but does his own pricing – it is low trust level to the pricing of the vendor.

Secondly, half of partners said that they fill the decrease of the demand on Finnish destination (in 2011-2012 at least). Nevertheless, they are ready to work more and try the new forms, new destinations, and new tours.

Thirdly, such places as "Lapland in summer" and Ruka in summer are absolutely unknown to their clients. Perhaps, some Russians, who travel by themselves, communicate only in social media, book via booking.com and so on do know what to do there in summer and go there but they are not the clients (and friends and relatives) of our partners. To promote the place it is necessary put a lot of efforts, money, and time.

The possibilities are fishing—at least 3 of partners specializing in it, nature without sunset in June, berries in July and mushrooms in August—mushrooms should be higher than neighbor dwarf birch, corporate meetings, as seminars so teambuilding. What client will go to Ruka in summer? In addition, what will be the commissions of travel agency?

Just for cottages and walking around the clients will not go to Ruka (so far away), there are many nice places much nearer. What special is there? (experience=elämys!)

Then, there are some specific problems of travel agencies in Russia. There is a problem with terms of making visa during 4 weeks before New Year, clients don't want to plan their visit in a month, they want right now).

Now, the travel agencies should pay for the insurance of their activity (it is normally) and additionally pay into the fund of Rostourism to stay in the commercial register of tour operators. This fund is not relevant to the Finland destination, it is used to use for charter flights insurance. That is our travel agencies will have additional expenses in 3000 Euro per year, which are not necessary in case of Finland and will work with the modest commissions and lose their competitive ability.

Additional drawings: the info panel is the device of special attention from customers. They really like it. There are some problems with the settings of the device but not with the digital ads. The managers of the tourist companies feel the positive effect of these info panels and prefer to have it switched on (if something is wrong they inform the iTravel company in short terms and have it reset or repaired). As to the new format of catalogue with the printed material on Ruka in winter, it has a great success, this is exactly what the tourist companies in Saint Petersburg needed.

The last part of the observations was made at the presentation of region Ruka-Kuusamo that was in Sokos Vasil'evsky ostrov in March 2013. The Finnish tourist companies who organized this presentation took into consideration all points of reports provided earlier and the most part of the problems mentioned before was solved for the presentation. There was a part of presentation with the professional fishing instructor provided according to the detailed studied demand of Russian companies which specializing in fishing. There was a new offer on the commission, which result-

ed in the better satisfaction of Russian partners, they would like to co-operate with such conditions. There was a new catalogue “Ruka in summer” and new digital ads at info panel. At last, there was discussed the idea of promo tour for professionals to Ruka in summer.

3.1.3 Results of marketing research in Saint Petersburg: interviews with professionals (tour agencies and tour operators)

The last part of marketing researches, the personal interview with the managers/directors of the tourist companies working with the destination Finland in Saint Petersburg was fulfilled in April-May 2013. There were 13 companies put their contribution in this research. The size and common profile of the tour companies-participants of the researches was quite different: there were 5 small companies (number of employees 1-5), 5 middle-sized companies (number of employees 6-10), 2 big companies with staff 10-50 employees and 1 great company where more than 50 managers are occupied. The favorite destination of most part of the companies is Scandinavia (12 vote for Finland, 9 for Norway, 8 for Sweden), then 3 of respondents mentioned Europe and 3 – Baltic countries, mainly Estonia as a favorite destinations, and then in this list are Greece, Cyprus, Tunis, Bulgaria, Denmark, Island and Greenland. There were no companies, which mention Finland only, all of them have 2-3 various destinations and are quite versatile.

The full questionnaire in Russian and in Finnish is in Chapter 6 as Appendix 3.

The results of researches are below in tables 6-9.

TABLE 6. Tourist companies: common profile.

Common profile of your company	The most popular tours in the nearest future are...(choose 2)	Tours to which two regions of Finland are preferred to sell?	Which travel seasons are of growing demand in Russia?
Cottage tourism	Cottage tourism	East Finland (Lake region)	New Year's holiday
10	6	12	12
Active vacations / holidays (skiing, fishing, etc)	Active vacations / holidays (skiing, fishing, etc)	Helsinki and nearest region	Summer season
7	6	9	13
Family tours	Family tours	Turku, Aland islands	National holidays in May
6	6	5	5
Group tours	Group tours	Lapland	Winter ski season (Febr-Apr)
6	4	4	3

Common profile of your company	The most popular tours in the nearest future are...(choose 2)	Tours to which two regions of Finland are preferred to sell?	Which travel seasons are of growing demand in Russia?
Business and incentive tourism	Business and incentive tourism	West Finland and Coast	Autumn (mushroom and berry picking, hiking, fishing season)
4	5	2	2
Cruises	Cruises		Other, events
4	4		1
Culture tours	Cultural tours		
1	1	0	0
City tours	City tours		
1	1	0	0
Exhibitions and tradeshows trips	Exhibitions and tradeshows trips		Event (i.e. World Championship)
1	1	0	0

Note that the question, which kind of the tours would they sell in the future, had the following answers: “Customized tours (tailor made tours)” (10 responses) followed by answer: “tour package with the ready modules of accommodation, transportation, excursions etc”. Only twice, our respondents chose an answer: “standard tour package”.

TABLE 7. Finnish destination: tourist companies profiles

What are the main challenges in tour operation activities in Russia now?	Which factors negatively influence your sales of tours to Finland (please select three)?	Please select 4 most interesting for your clients ideas of trip to Lapland	What services in summer in Ruka will see the highest demand growth?
Customers get the access to the full information on the destination and buy directly without tour agency	Lack of promotional partnerships/incorrect structure of partnerships (commission structure)	Santa Clause	Fishing
5	9	10	12
Competition	Pricing levels or unclear pricing structures	Cross-country skiing	Services/programs for children
4	6	5	4
The direct sales of Finnish entrepreneurs to the customers	Lack of a booking system with visibility to available slots at the destination (calendar)	Mountain skiing, snowboarding and such	Business trips (seminars, trainings, incentive tours)
3	6	12	4
The delays of visa approval	Lack of tour materials (brochures, pricing info, catalogs with pictures)	fishing (regular or ice fishing)	events tour (music, sport, special theme)
3	3	7	4
the laws and restrictions	Lack of interesting experience offers (limited service offerings)	Snowmobiles and such	mushroom and berry picking
3	2	3	3

What are the main challenges in tour operation activities in Russia now?	Which factors negatively influence your sales of tours to Finland (please select three)?	Please select 4 most interesting for your clients ideas of trip to Lapland	What services in summer in Ruka will see the highest demand growth?
The fund "Tourpomosch" and the fees we pay there	Competition, including direct on-line booking made by the clients themselves	nature (mushroom and berry picking, hiking)	Motosafari (ATVs, snowmobiles etc)
3	2	3	3
The problems with authorities (not only in Russia)	Lack of customer service agents with strong language skills	Event (i.e.World Championship)	Restaurants and food
1	1	4	2
The unprofitable prices from the Finnish partners (the small commission for our company)	Lack of Russian language websites about the destination	Sauna and wellness	Observation of nature, i.e.large predators as bears
1	1	1	2
The high competition with other destinations	Lack of personal experience (we don't know the partner enough)	Restaurants and food	Velotours, mountainbikes
1	0	1	1
Dumping		Nice accommodation (cabin/hotel)	Walking, hiking on nature
1		4	1
The lack of ads on TV and radio		Own place (villa, cabin, apartment)	Sauna and wellness
1		0	1
the lack of the specialists in tourism in Russia		Business trip	Canoeing and kayaking
1	0	0	0
The customers have multi visas and want to buy tour at the last moment, don't plan it			rafting and kayaking
1	0		0

TABLE 8. Ruka-Kuusamo destination specialty: tourist companies profiles

Which three destinations for North Finland tours do you prefer?	What is the biggest challenge your firm faces in selling Ruka-Kuusamo tours?	What would be the best way to promote tours to Ruka-Kuusamo?
Levi	the clients don't know the destination enough	Promo tours for sales managers to Ruka-Kuusamo
11	8	12
Vuokatti	availability of the travel	Marketing activity to raise customers' awareness
10	10	8
Rovaniemi	Price (the contract prices for tour companies)	Receiving of booking system (calendar) with visibility of slots
7	3	3

Which three destinations for North Finland tours do you prefer?	What is the biggest challenge your firm faces in selling Ruka-Kuusamo tours?	What would be the best way to promote tours to Ruka-Kuusamo?
Ruka-Kuusamo	The managers of tour company aren't informed enough on destination	Development of sales support materials, promo actions (catalogue, photos, descriptions of product, brochures etc)
7	2	2
Ylläs	absense of dealer prices	
3	1	
Oulu, Saariselka	Lack of services	
0	0	
We don't sale Northern Finland destination	Language (problems in communication between tour company and representatives at place)	
0	0	

TABLE 9. "Open questions" on sales of destinations in Finland and Ruka-Kuusamo in 2013 and next 3 years (tourist companies' answers).

Please estimate your 2013 Finland tour sales (how many tours and sales volume). What is your outlook for the next 3 years?	If product and service offerings, as well as the promotional materials available, were perfect, how would you estimate your potential annual sales of tours to the Ruka-Kuusamo region?
The sales volumes of New Year's holidays have increased vs 2012 year	For Russian tourists the North is the destination only for winter sport. In summer, the any sales volume is near impossible. In winter the increase could be 20%
Sales volume decreases vs 2012 year	Increase is possible but very small. The region is far away and the better transportation is needed
20 cottages/weeks	50 cottages/weeks
Planned increase of sales in 2013 is 100%. We are creating the new website where will be presented the cottages and hotels in Finland	Increased by 100%
Increase of sales due to the demand on cottages near the border and on the shop-tours in Helsinki. The sales will grow because Finland is the nearest European country where getting visa is easy.	Unfortunately this destination is not demanded in our company, mostly due to lack of available information
5000 clients. It's difficult to prognosis the next 3 year because last 2 years we have the decrease of sales of the destinations	difficult to say but not the significant amount
500 customers/days. Hope for increase	If the partnerships between tour firms and Finnish entrepreneurs will not develop the clients would leave tour firms for direct booking
700-800 clients at least 2 nights each	we are loosing our sales potential due to direct sales to the clients via Internet

Please estimate your 2013 Finland tour sales (how many tours and sales volume). What is your outlook for the next 3 years?	If product and service offerings, as well as the promotional materials available, were perfect, how would you estimate your potential annual sales of tours to the Ruka-Kuusamo region?
90% of the common sales volume of our company	10% of the sales volume destination Finland, i.e. small amount
About 1200 clients. The sales volume destination Finland decreased very much	The forecast of sales is bad because a lot of clients book the trip by themselves, without tourist company
the sales volume have decreased due to the self-booking by clients	it is a common tendency

The drawings:

There is a difference between the thoughts of tourist market professionals on the final customer's tastes and ideas and the real answers of final customers. For example, the professionals think that the cross-country skiing could be a good trip idea for their clients (just after fishing) but there was no customers who mentioned this activity as the reason or idea for trip to Lapland, no one.

There is a misunderstanding of the Finnish tourist companies concerned with the structure of the Russian tourist market and the importance of the constant marketing strategy and sales channel policy. If you (Tourist Company) decided to work with the Russian tourist companies as the dealers and distributors in the sales channel, you must make contract prices for your dealers and follow the rules of work in the sales channel. You should not give to the final customers the same prices as to your dealer, you should inform the customer who is your dealer and advice to contact him or give to the customer the prices for the final customers, not for the dealers. If you decided to work with the customers directly, you must inform your entire sales channel on this decision: another case it will not be a fair competition and you will lose all partners and the reputation of reliable partner.

There is a decrease in sales of destination Finland during last 2-3 years and it is a result of changes in the mind and lifestyle of final customers-Russian tourists, not the result of the changes in work of tourist companies in Russia or in Finland, not the result of changes in market conditions. Some part of this decrease of demand on tourist companies' services is due to the direct booking via Internet and new technologies of communications applied by the advanced customers. However, there is decrease in total demand for the tourist services of entire destination Finland. Russians do not have strong interest to visiting Finland anymore.

The future demand prognosis are more or less favorable for family tourism which means the trips with children according to their interests, for cottage rest and environment friendly tourism - as it named in Russia - "the ecologically clean tourism", for active vacations / holidays that is skiing, fishing, etc. and finally for business and incentive tourism.

The very short trips to the nearest border places will grow in accordance with the amount of people who need "to open visa" – as it named in Finnish- "tehdaan viisumi pesu". However, the sales of the shops traditionally visited by such "tourists" during their opening visa trips will slow down because all this shops' assortment with the same quality is available in Prisma and Siwa in Saint Petersburg.

3.2 Marketing strategy for proposed tourist business

The marketing strategy as a part of the general strategy of the company should describe the marketing complex, at least 4P marketing-mix, for the markets and customers, which are the target segment of the company. The marketing strategy should be in accordance with the mission of the company and the vision of its leaders, that is with the general strategy, the core competitive advantages, the value added chain, the way of organization and production in the company, the corporate culture and moral code adjusted here. As a specific marketing complex it used to be based on the results of marketing researches, in any case it should take into account the market signals and dispose the actual marketing information.

The main idea of our own tourist business in Finland, not too far away from the Russian border oriented toward the "economy-class" Russian tourists. The working name of project and logotype is "Lepo-talo"). The place will be organized in such a way that the small groups of tourists, namely families or friends will live in the cabins arranged quite near each other and will spend a free time in a common activity, according to the program. That is collective, organized forms of activities will dominate in the weekend timetable. The single tourists, without spouses, are welcome too; there will be possibilities of accommodation of this kind of tourists, in a guesthouse.

The transportation of the entire group of tourists from Saint Petersburg will be organized by bus; with the possibility to get to the place by car, for those who want to. The breakfast will be organized as usual B&B accommodation, the lunch and the dinner – according to the program, with the possibility to use the kitchen on the place of accommodation and have own food and drink.

The duly way of the organization gives us the format looking like the old story with “basa otdyha” or “dom otdyha” of Soviet time – but with new arrangements of native Finnish environments. The common idea of these tours (despite details of the program) is the wellness and the “ecologically clean” Finnish nature with some activities for the group (excursions, sport, exercises, dancing, fishing, cooking the national food, picking mushrooms, bathing, riding, watching birds and animals, amusements for children etc.) in weekend. As to the whole week, the places are supposed to use for language schools, corporate trainings and conferences, business meetings in the modest nice environment.

What is the Product in our marketing-mix?

The tours for weekend with module scheme of organization (different modules of accommodation-transportation-activities) for some small groups of customers, which have the common, collective program of activity for the whole weekend. The groups are associated by this program and have the organized collective form of spending their time. To have a rest in some company is more convenient for Russians than individual rest when you do not know what to do in the evening and there is no friends for drinking vodka and tee. The supplementary product is the corporate meeting program or study accommodation program for the week (Mon-Fri).

What is the Place in our marketing-mix?

Some nice place in East Finland, less than 150 km from the Russian border, such as Heinola or Nastola, Puumala or Punkaharju, Savonlinna or Kouvola, Tanhuvuono or any other, everywhere there are good options.

What is the Price in our marketing-mix?

When we talk about the new tourist center oriented toward the “economy-class” Russian tourists, we mean the low-middle segment of Russians. Those are the managers and the employees of small companies in Saint Petersburg, the officials, accountants, insurance agents, students and teachers and so on. Their income is less than middle-

income level in Saint Petersburg and 100 Euro is a significant sum in their monthly budget, more than 10% (for usual level of income and expenses of Russian tourists in Finland see Hyvönen, 2013). The low price and the modest lifestyle will attract more clients and result in more profit than any luxury apartments and yacht with white sails. Yes, we are focusing on the low-cost strategy. We will have small profit in the short period but the long-term stability and loyalty of our clients.

What is the Promotion in our marketing-mix?

Promote your business online, grow your net in social nets (VKontakte, Promotour Helsinki, 2013 is a good example), advertise your tourist company with digital advertising and promo-action, do not forget about Twitter and blogosphere – and you will be in the trend of contemporary business. The results of the marketing researches given in the previous section 3.1.3 show us that the tour agencies and tour operators lose their clients (at least destination Finland). Why? Because the clients get the information from Internet, from websites of the Finnish companies and cities, book the reservations and trip without tour agency and communicate with Finnish entrepreneurs directly – to save a little and get some discount. Online promotion is a must, we should create website in 3 languages (Finnish, English, Russian) and to sell online the products and services with own online shop. (Palo 2012.)

The main points are the webpage in Finnish – the clients must be sure that it is native Finnish tour business; it will grow up the trust level; and the webpage in Russian – because any serious promo and advertising and just the contact page must be in Russian if we are oriented on Russians as the main clients. Russians feel some inconvenience speaking and reading English and they are in some extent disappointed when there is no information in Russian or no contact person who speaks Russian. The webpage in English is necessary too, because some searches in social net (such as Facebook) are only in English and to get the good ratings in search engines we must put the key words in English at the right place. (Malankin 2012.)

The main tool of promotion should be the word of mouth but not only usual way with trendsetters and the followers but also the fitted fashion way with the groups VKontakte, “put your like, and ask your friends” (Sosiaalinen media ja markkinointi, 2012.)

Let our group get as much likes as it possible. We are for wellness and happiness against the drugs and illegal migrants. “Let’s all of us visit Finland for the good nature

and clean environment”. Our clients are some hundreds friends of our friends. They put their likes and we will gather the first group of 20 persons (see VKontakte, Poezdki, otdyh, shopping, i skidki v Finlandii, 2013).

Those are quite young, friendly, healthy, active Russians who don't know actually how to spend the time at the weekend with some use and will consider our trip to Finland as a very good alternative to the sitting in front of computer screen for all day and procrastinating their time. They need to have more healthy lifestyle and active weekend but they have too little possibilities in Russia – well, we create the fashion to go to Finland to hang up, to go on a fit diet and to be a part of ecological program simultaneously.

Back to the general strategy note that it is a very rare strategy choice in tourism (Bordean, 2010) – the focus on cost is not a strategy of choice for traditional tourist companies (so the generic Porter strategy cost-leadership) but it is the only segment of Russian tourism market where the potential of growth is available.

4. THE FORECASTS BASED ON CLIENT-ORIENTED STRATEGY IN FINNISH-RUSSIAN TOURISM

The trends in marketing and forecasts are discussed in Chapter 4, section 4.1.

The action researches methodology application is provided in Chapter 4, section 4.2.

The possibility of strategic choice with new strategy (never used before in this market as a completed strategy) is complementary discussed in section 4.2.

4.1 Trends in Finnish-Russian tourism marketing

Historically the Finnish tourism companies got the new customers from Russia starting in the 90-s of last century without any special efforts, as a bonus of Russian perestroika and start their marketing researches only in the last past years.

The problem is that when the Finnish tourist companies met the first Russian tourists they offered the same product, which they had offered to their Finnish clients. Nevertheless, it is not the same to service the Finnish (native locals) and Russians (foreign travelers). For the first 20 years, the market had an extensive growth due to external reasons: the Russians clients got the possibility to move anywhere abroad and they

moved to the nearest and more profitable countries. This was a golden age of the tour agencies and the Finnish companies and entrepreneurs who contacted them: every Russian family supposed that they should visit some aqua park in Finland or the snow slopes for skiing, to rent some cottage near the lake or at least to “open the visa”=”tehdaan viisumin pesu” with some bus to Helsinki. They had known that the friends or their colleagues or some relatives were there, in Finland, and it “must be done” because it is the pattern of image, it is cool; it is a prestigious trip abroad.

Finnish companies had no need to market their Russian clients; they only proposed their usual services and those Russians occupied all the places. Then the situation has changed according to the classic approach to the marketing: after the promotion of products they produced, the companies are to focus on marketing of their clients. That is to find out what are their needs, satisfy them and do it better than competitors. Due to international nature of tourism the competitors are not only the Finnish companies, it is global competition.

The Finnish tourist companies recognized-at least part of them- that for the efficient operation they need to study the demand in Russia and supply in Finland and worldwide. They need to take into account all the requirements of customers and their wishes. It is difficult task due to languages barriers and cross-cultural misunderstandings.

After all, they should sell services to Russian clients at the lowest cost. The fine idea but Russian clients would like to get the discount every time they got the offer with minimal prices and lowest cost – after all the efforts, improved quality and reduced prices, they want more and more additional discounts). Most of Russian clients would like to get the canary for 1 cent but it should sing bass (at least but better it should sing as Luciano Pavarotti). See more on the customer behavior on Russian tourists in Finland in Hyvonen (2013).

What are the suppliers of tourist’s services supposed to do? When the markets were “perfect” (or “primitive”) marketing meant just promoting goods to market, the company made people purchase what is produced. On the contrary, a thorough study of the tourist services will offer the services that the customer would like to purchase. The last approach to the implementation of marketing activities is considered more efficient and customer-oriented. It provides a significant increase in demand and increases

the prestige of the company. (Kotler 2003.) Due to this reason, the marketing researches of Russian market in tourism are recognized useful, fruitful, and much desired.

The drawings: most part of Russian clients would like to get a great experience with the low costs, in short time and short distance. The plus is that this experience could cost a little but make a great impression. If nobody has done such product in tourism, yet we have a niche for our business.

4.2 The action research methodology applied to the proposed business strategy

As it was proposed earlier, the niche for the tourist company could be found in new generic strategy adjustment: focusing on cost strategy for Russian-Finnish tourism.

That means following elements of marketing strategy:

- the orientation on low-middle Russians as the target segment of the tourist market. The typical client is the midlevel manager working in Saint Petersburg, married or having girlfriend/boyfriend (traditional orientation). Perhaps it is a family with a child or the group of friends with common interests;
- the target clients do not have much time and money but a lot of activity and communications, with family values and social adjustment. This is those who will visit the nearest Finnish cottages and hotels or camping in summer for weekend only;
- they value the attention and service, the clean nature and still morning, the healthy food -special diet to be thin!- and natural environment, the birds, animals and mushrooms, and playground for children somewhere distant -not to be woke up early in the morning. In our program, these options should be provided but the program should be low cost.
- they are used to use Internet and social media and listening to the advice of some friends more than any professionals. (MEK 2012.) More so, they suppose that they are the professionals in tourism because they have made booking themselves (flights and accommodations) more than once; and there is a lot of information about sightseeing in Internet; and Google will help them!
- they need Shengen multi-visa for next year and they need “to open it” and to spend some time in Finland to get this visa next time. They might have an intention to go to Spain or to Czech Republic, but they will start from Finland - it is obligatory condition for getting visa.

-they need the new ideas for holidays - i.e. Happy Birthday or the trip with children for vacation and they have not many possibilities in Russia.

There were not found any competitors in Finland who used this new marketing strategy as a complex and we have a chance to be first and make it our core competitive advantage. That is during our discussions in the frame of action researches methodology we, the group of four MAMK students, living in Saint Petersburg now in the close contact with our target clients, decided that we could start our own tourist business to develop our business idea of Lepo-Talo. If we start our business, we will get the part-time job in Finland at least and will realize our potential as the full-time employees occupied in tourism business in Finland. We can work with very low margin (small profitability), only to cover our costs and develop the business idea with this brand and our reputation. When in 5 years we need the new business idea for tourism in Finland our company will have a great goodwill but will be profitable only due to the short turnover period of our main capital: the organizational capital, human resources. The next step is the creation of business plan of our cooperation, that is the evaluation of the project and then the organizational steps on the foundation our own tourist company if the business plan is recognized as feasible. For the details of tactics corresponding to our focus low-cost strategy, see Chapter 6, Appendix 5.

The roles and functions are divided between the participants as a draft, according to the vision of the company and ideas of my business guru, Hirotaka Takeuchi, about the role of CEO of company in tacit knowledge treatment. The organizational part would be discussed in the next step of our action researches development (Takeuchi, 2007.)

5. CONCLUSIONS



FIGURE 7. The goal of the researches, it's relevance and practical value of the achievements

The goal of this thesis was to get a marketing strategy for proposed tourist business through the fieldwork marketing research. The purpose of this marketing research was to investigate the attitudes of Russian tourists in Saint Petersburg towards Finnish destination. The goal and objectives were achieved with the development of marketing strategy through the analyses of the results of fieldwork marketing researches.

Relevance and practical value of this research is concerned with the demand of Finnish tourist companies (as actual so proposed as new business) on such investigation. The research examined the respondents' own evaluation of the Finnish tourism possibilities, as well as the expert evaluation (made by the professionals of tourist agencies in Saint Petersburg) of the Finnish tourist market potential. One of the outcomes of this research was a client profile clusters tool based on their age and occupation.

The research was a marketing part of the strategy for the proposed tourist company enterprising. According to the analysis of the investigations results the own tourist company marketing plan may have a considerable impact on the efficient pricing policy and as versatile and tailored as possible but reliable service by the www-page and social network which is available for the target clients.

For the development of the strategy, the method of action research was used. According to the action research methodology, the managerial problems must be treated step by step through the collective work of the participants. The marketing research was supported by iTravel/Elamussihteerit Oy which provided the interest to fieldwork in Saint Petersburg, Russia.

The information gained from this research can be used for development of business activity, marketing, guidelines, processes, training, recruitment and learning materials in the tourism sector.

BIBLIOGRAPHY

Anttila, Pirkko, 2008 Luento: Kehittämishankkeen tutkimuksellinen ote (Luento 1-5, Realistinen evaluaatio ja tuloksellinen kehittämistyö) [WWW.document](#) Updated 2.6.2014 r. <http://www.youtube.com/watch?v=9Xn2CH803V4&feature=related>

Behm, Pia 2013, [WWW.document](#) Updated 2.6.2014 r <http://www.ita-savo.fi/mielipide/kolumnit/kolumni-ven%C3%A4j%C3%A4-ven%C3%A4j%C3%A4-ven%C3%A4j%C3%A4-65239> paperista kommentit: Itä-Savo: Mielipide: Kolumni: Venäjä, Venäjä, Venäjä Kommentti [Strastuit mutta ei nöyristellä](#)

Bordean, Ovidiu N, Anca I. Borza, Rrızvan L. Nistor and Crtrlina S. Mitra, 2010. The Use of Michael Porter's Generic Strategies in the Romanian Hotel Industry , International Journal of Trade, Economics and Finance, Vol. 1, No. 2, August, 2010 2010-023X

Dick, B. (2000) A beginner's guide to action research [WWW.document](#) Updated 9.12.2012 r Available at <http://www.scu.edu.au/schools/gcm/ar/arp/guide.html>

Drucker, P.F. (1973). Management: Tasks, Responsibilities, Practices. New York: Harper & Row. 846p.

Elämystuottajan käsikirja. [WWW.document](#) Updated 11.11.2009. Lapin elämysteollisuuden osaamiskeskus LEO. www.leofinland.fi/index.php?name=File&nodeIDX=4982

Eskelinen, Maija-Liisa 2011. Kurssi: Strateginen tulevaisuus ja elämyksellinen tuotekehitys matkailussa.

Finland tourism strategy to 2020, 2010 [PDF.document](#) Updated 7.10.10 http://www.tem.fi/files/28018/Finlands_Tourism_Strategy_to_2020.pdf

Gabel, Dorothy 1995. NARST President's Speech. Presented at the annual meeting of the National Association for Research in Science Teaching, San Francisco, CA [WWW.document](#) Updated 21.2.2000 <http://physicsed.buffalostate.edu/danowner/actionrsch.html>.

Harrison, J.S. and Enz, C.A., Hospitality strategic management – Concepts and Cases, John Wiley and Sons, New Jersey, 2005, pp. 67-100

Hopkins, David, 1993 A teacher's guide to classroom research, Open University Press, Michigan University, 238 p.

Hyvönen, Sanna, 2013 Opinnäytetyö, MAMK

iTravel/Elämystuotteerit Oy, 2013, Facebookissa, Kaakko 135 [WWW.document](#) Updated 2/6/2014 <https://www.facebook.com/photo.php?fbid=467238473341173&set=a.253092094755813.57779.245144042217285&type=1&theater>

Itä-Uudenmaan matkailustrategia 2007 – 2013. [PDF.document](#) Updated 2.6.2014
http://www.visitporvoo.fi/easydata/customers/porvooonmatkailu2/files/extramenu/ammattilaiset/tutkimukset/ita-uudenmaan_matkailustrategia_2007_-_2013.pdf

Jakosuo, Katri 2011, Russia and the Russian tourist in Finnish tourism strategies-the case of the Karelian region, Journal of Global Strategic Management, No.09, June, 2011, p.40-49

Kotler, Philip, Copyright© 2003 by Philip Kotler. Published by John Wiley & Sons. Hoboken, New Jersey [WWW.document](#) Updated 2.6.14
<http://www.wiley.com/WileyCDA/WileyTitle/productCd-0471268674.html>

Kurki, Kirsti 2012. Kurssi: Matkailun liiketoimintaympäristö Suomessa ja Venäjällä, On tourism geography.

Malankin, Minna 2012. Venäläiset matkailun asiakkaina. Mikkelin ammattikorkeakoulu. Tutkimuksia ja raportteja

MEK 2012. Markkinatieto Venäjä-Russia. [WWW.document](#) Updated
<http://www.mek.fi/mis2/mismarke.nsf/pages/VEN%C3%84J%C3%84%20-%20RUSSIAMARKET?opendocument&np=C-20&ind=w5/mekfi/index.nsf>

MEK Puolivuotisraportti / Venäjä. 2012. [WWW.document](#) Updated
www.mek.fi/w5/mekfi/.../Venjad%20puolivuotisraportti%202012-2.

Nikolashin, 2010, in Russian: Николашин В.Н., 2010 Маркетинг туристических услуг учебный курс (учебно-методический комплекс), Московский институт экономики, менеджмента и права
 Центр дистанционных образовательных технологий МИЭМП, [WWW.document](#)
 Updated 2.6.2014
http://www.college.ru/xbooks/xbook130/book/index/index.html?go=index*title.htm

Palo, Outi-Maaria 2012. Kurssi: Matkailun sosiaalinen liiketoiminta.

Papiryuan, 2001, in Russian: Папирян Г.А. Маркетинг в туризме Москва: Финансы и статистика, 2001. - 160с [WWW.document](#) Updated 2.6.2014
http://tourlib.net/books_tourism/papiran2.htm

Porter, Michael E. 1996. What is strategy? Harvard Business Review, Nov-Dec 1996, pp. 61-78.

Potapova, Eila, 2012 Bachelor's Thesis, SaUAS (Saimaan University of Applied Science)

Quartalnov, 2002, in Russian: Квартальнов В.А., 2002, Туризм М.: Финансы и статистика, 2002. - 320 с.,
 Маркетинг в туризме [WWW.document](#) Updated 2.6.14
http://tourlib.net/books_tourism/kvartalnov_tourism13.htm

Russian blog “What for do we need this Finland?” Блог «На кой нам Финляндия?» (in Russian), 2013, Неофит Константа 25 августа 2013 г. 01:34, [WWW.document](#)
Updated 2.6.2014 <http://blog.fontanka.ru/posts/138346/>

Savonlinna tourism 2015 [WWW.document](#) Updated 2.6.2014
<http://www.savonlinnaseutu.fi/in-english/invest-in/tourism-development-strategy/>

Sosiaalinen media ja markkinointi 2012. [WWW.document](#) Updated 2.6.2014
<http://www.markkinointia.fi/markkinointi-20/markkinoinnin-muutos/uudet-valineet/sosiaalinen-media.html>

Suomen matkailustrategia 2020. 2006. [WWW.document](#) Updated
https://www.tem.fi/files/27053/Matkailustrategia_020610

Takeuchi, Hirotaka, 2007, Lektion: Tacit knowledge and the CEO role, SOM, SPb

Tatum, Malcolm, 2003. What is an experiential marketing? Copyright Protected: 2003-2013 Conjecture Corporation [WWW.document](#) Updated 2.6.2014
<http://www.wisegeek.com/what-is-experiential-marketing.htm#>

University of Eastern Finland, 2012, Main activities in 2012, Marketing research, [WWW.document](#) Updated 2.6.2014
<http://www.uef.fi/fi/aducate/market-research>

Vainikainen, Sanna 2012. Kurssi: Matkailun liiketoimintaympäristö Suomessa ja Venäjällä, Maantiede

Vkontakte, Poezdki, otdyh, shopping, i skidki v Finlandii, 2013 [WWW.document](#)
Updated 2.6.2014 <http://vk.com/checkfinland>

Vkontakte, Promotour Helsinki, 2013 [WWW.document](#) Updated 2.6.2014
<http://vk.com/promotourhelsinki>

Weller, 1998, in Russian: Веллер, Михаил, 1998, Все о жизни, изд «Фолио», 752 стр, электронная версия [WWW.document](#) Updated 2.6.2014
http://fictionbook.ru/author/veller_mihail/vse_o_jizni/veller_vse_o_jizni.html

Yapparova, Natalia, 2013, Bachelor’s theses, Haaga-Helia UAS

6 APPENDICIES

APPENDIX 1. THE QUESTIONNAIRE FOR THE CUSTOMERS IN SAINT PETERSBURG / ПРЕДПОЧТЕНИЯ И ПРИВЫЧКИ ПРИ ПОЕЗДКАХ В ФИНЛЯНДИЮ

Пожалуйста, помогите нам развивать новое туристическое обслуживание в Финляндии, отвечая на вопросы этой краткой анкеты.

Персональная информация(обвести):					
1	Ваш пол:	Nainen Жен	Mies Муж		
2	Ваш возраст:	17 - 30	31 - 49	50 – 65	65+
3	Занятие:	Студент/ Пенсонер	Служащий/госучреждение /социальная сфера	Коммерческие предприятия/ частный сектор/бизнес	Руководитель/ предприниматель
4	Путешествовали ли Вы уже в Финляндию	Ранее не путешествовал	1-2 раза	примерно раз в год	чаще чем раз в год
Ваши предпочтения как туриста / пожелания (обвести):					
1	Куда бы Вы хотели поехать на отдых в Финляндии?				
2	Как Вы предпочитаете заказывать поездку?				
	Через турагентство в России	Через Интернет на сайте места поездки	Через крупные интернет-сайты (booking.com, hotels.com)	По телефону или по e-мэйл непосредственно там, куда едете (напрямую)	
3	Что главным образом влияет на выбор места, куда поехать?				
	Интересное место и обслуживание, сервис	Отзывы друзей (лично или, напр, ВКонтакте)	Рекомендации турагентств или сайта о путешествиях	Цена/акции и предложения	Хорошая реклама или интересная история, например, в газете или в Интернете
4	Знаете ли Вы хотя бы об одном из следующих финских курортов?				
	Леви	Вуокатти	Рука/Куусамо	Рованиemi	
5	Не думаете ли Вы поехать в финскую Лапландию?				
	Да, конечно	Нет	ЗАЧЕМ?		
6.	На чем бы Вы предпочли путешествовать в направлении Северной Финляндии?				
	На своей машине	На поезде	На самолете	Сочетание этих видов транспорта	
7.	В какое время года вам было бы интересно путешествие на север?				
	Новогодние праздники	Лыжный сезон (февраль-апрель)	Летом	Осенью	
8.	Какие четыре предложения были бы наиболее интересны Вам (или были бы причиной для поездки в Северную Финляндию): пронумеруйте 1-4				
					Финский Дед Мороз
					Заметное событие (например, Чемпионат Мира по лыжам или по санному спорту)
					Катание на лыжах
					Катание на санках
					Снегоходы/мотосани/похожее (ледовый картинг, квадроциклы, мотоциклы)
					Природа (ягоды, грибы, походы)
					Рыбалка (летняя, зимняя)
					Сауна и все для здорового образа жизни
					Рестораны и еда
					Качественное размещение в коттедже или отеле
					Своя вилла, коттедж или апартаменты

	Деловая поездка (собрание, семинар, корпоратив, поощрительная поездка)
--	--

Appendix 2. The report on meetings with the experts (tour operators and tour agencies) in Saint Petersburg, Russia

TABLE 5. REPORT ON MEETINGS WITH PARTNERS OF ITRAVEL COMPANY AT SAINT PETERSBURG 23-25 JAN 2013

Stage 3 of the marketing research of Russian market for the Finnish tourist companies
Schedule of meetings.

The discussed question: how to involve the Russian clients to Ruka resorts in summer? What is your professional opinion?

Company	Brief comments	Feedback
GEO FISH www.geofish.ru	A. had only 10 min. They work with the fishers; to involve clients in summer is possible when the detailed info on fishing presented (kinds, guides, equipment, lakes and rivers, the professional assistance). They are making tours to Norway for fishermen, it's possible to make stop for 2 days in Ruka when they know what are the real possibilities for fishing there	They will discuss the following steps when got back the info on fishing in summer in Ruka. Panel +. This winter catalogue is nice.
SUOMI-EXPRESS	N. just took the materials, said that it is very interesting and we will work with it further, will co-operate and meet and discuss after the testing and investigations of size of commissions	Small tour agency. Panel- Said that there was no electric power at the building
ERIDAN travel company www.rus-tours.com	This catalogue is very good and nice, for a moment they need some cottages to make reservation, for mountain skiing, the prices are normal. In summer nobody of their clients will come to Ruka due to long distance, it is too far away from St-Pete for week-end journey (the most long distance is up to Vuokatti)	Good established tour agency. Panel+
FINLAKES www.finlakes.ru	Long discussion on the problems with sales channel as a whole (see analyses later), with supports from Finnish side, the problems of tour operators with insurance guarantee and Russian List of tour operators. No real interest to destination. Need not the prices at the catalogue-they give the own prices to the clients.	Old small tour operator, 15 years working. They feel decreasing. Panel- due problems with internet in office
ANNYWAY www.annway.ru	They have the own cottages at Puumala, ready for partnerships (very friendly), like the catalogue very much, think on summer activities for Ruka, the better client perhaps from Moscow (by airplanes)	Good tour agency. Panel- it is working just up to 12.00 midday.
INTERMEDIUS	The high-middle class are the clients of Intermedius, which is on the market since 1990. S. went away for that moment. Left the materials, will communicate with him next time	Very good place for reach clients. Panel +, no problems
EDELWEIS	The company has moved, need the new contact information	Need more info.
NEVA Travel	The big partner. Catalogue is good and useful, helpful for the department of individual tours, too. The main problems are	Big tour operator. Left 2 catalogues

Company	Brief comments	Feedback
Company www.nevatravel.ru	with the sales channels. They are tour operator (=distributor), they need more commissions because they give to tour agencies (=dealers) commissions 10% as usual. The problems start when the producer (seller) gives to the final customer the lower price than the agencies and wants to work with customer without intermediaries – but do not inform on it the agents.	(for booking dep and for individual dep) Panel + They're glad to get so nice catalogue just in time
TRAVEL COMPANY GAMAJUN	S. is in hurry, very busy now. Just gave him the materials and ask for the meeting later, perhaps in a week. He agreed.	Tour operator Panel +
NORDICA www.nordica.spb.ru	There is no demand on Ruka in summer (nobody yet asks for Ruka in summer, never), it is necessary to create the demand (to promote the place). They need high commissions in summer (and low price level) or they feel more profitable to sale Cyprus and Greece to the clients in summer. Ideas: to close part of cottage and propose cheaper “small” cottages for 2-3-4 persons. To make the promo-tour for professionals in corporate tourism in Ruka to provide the corporate clients in spring and autumn, to propose the summer activities and something must-visited in summer (the sightseeing or the remarkable nature specialties, i.e. sun in midnight). To work more with Moscow rich clients. Try to contact with more market professionals.	Tour operator, Specializing in Savonlinna region and Jarvisydan, and corporate clients. Panel +. Catalogue is very nice and useful, but needs the map of Ruka with cottages, to understand exactly where the cottage at place is
ONIKS www.travel-oniks.ru	O. was busy with the client, had no time now. Contacted with secretary/manager. Left the materials and explained. Will discuss the new ads later, after testing	Tour operator, Panel +. Catalogue is OK
VIKING TRAVEL www.viking-travel.ru	S. is ready to work with this new catalogue right now and to try to sell a summer season in Ruka. How to reach there when you have no car? S. tried to book the trains; it is very uncomfortable with all these changes. At catalogue it is better not to show prices for final customer, S. making own pricing.	Big tour operator, Panel – the wrong image. Catalogue is OK, very good
UNCLE NICK	M. leaves St-Pete on Friday for business-trip and had no time to discuss anything now; she is very busy in last day. Will have a talk later, they are ready for discussion.	Tour agency, in adventure tours, kids' amusement. Panel+
AEROTRA VEL	O. has a holiday (off duty for 2 weeks). The materials were given to T., to start test it and to show to O. after her holiday.	Moscow tour operator, offices in SPb etc. Panel+
ECOTOUR	Fan of fishing, they need info on lakes and rivers at Ruka, kinds of fish and ways of fishing, possibilities, and they will sell the fishing tours in summer at Ruka, it's a good idea.	Tour agency, Panel +.
PROSTOR www.prostor-tour.ru	One more fan of fishing (director at least). Of course, with Ruka in summer it would be possible to work with fishing. There were many marketers talking to him on Finland and new destinations with very modest results. However, fishing is interesting.	Travel agency, Panel -. Managers explained that it is switches on and off with its own timetable

Appendix 3. The questionnaire for the experts in SPb (in Russian and Finnish)**ПРОДАЖИ ТУРПРОДУКТА: ТЕРРИТОРИЯ РУКА-КУУСАМО
MATKAILUTUOTTEIDEN MYYNTI: RUKA-KUUSAMO ALUE****The example of the fulfilled questionnaire for the interview**

Пожалуйста, помогите нам развивать новое туристическое обслуживание в Финляндии и совместную деятельность по продажам вместе с Вашей фирмой. Auta meitä kehittämään uusia matkailupalveluita ja myyntiyhteistyötä toimistonne kanssa.

1) Обведите вариант, наиболее соответствующий Вашей турфирме и Вашим клиентам. Ympyröi matkatoimistosi sekä asiakkaitasi parhaiten kuvaavat vaihtoehdot.

РАЗМЕР ТУРФИРМЫ (число сотрудников): 1-5	6-10	11-50	> 50
--	-------------	-------	------

2) ПРЕДЛАГАЕМЫЕ ВАШЕЙ ТУРФИРМОЙ СТРАНЫ (наиболее предпочтительные) MATKATOIMISTONNE TUOTANNOSSA OLEVAT MAAT (suosituimmat):

ФИНЛЯНДИЯ, ШВЕЦИЯ, НОРВЕГИЯ, ДАНИЯ, ИСЛАНДИЯ, ГРЕНЛАНДИЯ, ЭСТОНИЯ, ЛАТВИЯ, ЛИТВА.

3) ОБЩИЙ ПРОФИЛЬ ТУРФИРМЫ (выберите 2 наиболее значимых) MATKATOIMISTON YLEINEN PROFILII (valitse 2 tärkeintä):

1. Групповые поездки на отдых (в свободное время) **Vapaajaan ryhmämatkat**
2. Бизнес-поездки и инсентив-туры **Business- ja incentive-matkat**
3. Городской туризм **Kaupunkilomat**
4. Коттеджный отдых **Mökkilomat**
5. Активный отдых (например, катание с гор, рыбалка) **Aktiiviteettimatkat (esim. laskettelu, kalastus)**
6. Круизы на пароме **Risteilymatkat**
7. Туры для любителей культуры **Kulttuurimatkat**
8. Семейный отдых **Perhelomat**
9. Поездки на выставки **Messumatkat**
10. Другое, что именно **Muu, mikä:**

4) Какого типа туры, по Вашему мнению, будут набирать популярность в ближайшем будущем (выберите 2 наиболее значимых)? **MINKÄ TYYPPISTEN**

MATKOJEN SUOSION USKOTTE LISÄÄNTYVÄN LÄHITULEVAISUUDESSA
(valitse 2 tärkeintä)?

1. **Групповые поездки на отдых (в свободное время) Vapaa-ajan ryhmämatkat**
2. **Бизнес-поездки и инсентив-туры Business- ja incentive-matkat**
3. **Городской туризм Kaupunkilomat**
4. **Коттеджный отдых Mökkilomat**
5. **Активный отдых (например, катание с гор, рыбалка) Aktiiviteetilomat (esim. laskettelu, kalastus)**
6. **Круизы на пароме Risteilymatkat**
7. **Туры для любителей культуры Kulttuurimatkat**
8. **Семейный отдых Perhelomat**
9. **Поездки на выставки Messumatkat**
10. **Другое, что именно Muu, mikä:**

5) **Каковы 2 самых предпочтительных для продаж Вашей фирмы региона (направления) в Финляндии (выберите 2 важнейших) MITKÄ OVAT 2 SUOSITUINTA MATKATOIMISTONNE MYYMÄÄ ALUETTA SUOMESSA (valitse 2 tärkeintä)?**

1. **Хельсинки и окрестности Helsingin seutu**
2. **Турку, Аландские острова Turku, Ahvenanmaa**
3. **Восточная Финляндия (Озерный край) Itä-Suomi (Järvia-alueet)**
4. **Западная Финляндия и побережье Länsi-Suomi ja rannikko**
5. **Лапландия Lappi**

6) **Каковы в настоящее время самые главные вызовы (трудности, в преодолении которых и достигается результат) в туристической деятельности в России? MITKÄ OVAT MATKATOIMISTOALAN SUURIMPIA HAASTEITA VENÄJÄLLÄ TÄLLÄ HETKELLÄ**

1. **ТРУДНОСТИ СО СТОРОНЫ ГОСУДАРСТВЕННЫХ ОРГАНОВ ПО ТУРИЗМУ И НЕ ТОЛЬКО В РОССИИ.**

2. _____

7) **Какие туры Вы предпочли бы продавать в будущем? MILLAISIA MATKOJA HALUAISITTE TULEVAISUUDESSA MYYDÄ MIELUITEN?**

1. **Готовые туры Valmismatkoja**
2. **Туры по индивидуальному заказу (ателье индпошива, а не магазин готовой одежды) Räätelöityjä matkoja**
3. **Готовые туры по модульной схеме (со вставкой различных модулей экскурсионной программы, транспорта, питания- по выбору)**

Valmismatkoja joihin on liitettävissä eri moduleita. (ohjelmapalvelut, kuljetukset, ruokailut..)

8) Каковы факторы влияния, затрудняющие Ваши продажи финского направления (выберите 3 важнейших) MITKÄ OVAT SUOMEN KOHTEIDEN MYYNTIÄNNE ENITEN VAIKEUTTAVAT TEKIJÄT (valitse 3 tärkeintä)?

1. **Недостаток сопровождающих (предпродажных и постпродажных) материалов (брошюры, прайсы, каталог картинок) Puutteellinen jälleenmyyntimateriaali (esitteet, hinnastot, kuvapankit ym.)**
2. **Недостаток правильной политики сотрудничества в продажах (например, размер комиссии) Puutteelliset yhteistyön ehdot myytävän kohteen kanssa (esim. provision suuruus)**
3. Отсутствие интернет-сайта на русском языке по продаваемому направлению Myytävän kohteen puutteelliset www-sivut venäjäksi
4. Отсутствие системы бронирования, в которой были бы видны свободные места (имеющиеся ресурсы) по нужному направлению (календарь бронирования или программа бронирования). Puuttuva varausjärjestelmä josta näkisin kohteen vapaana olevan kapasiteetin. (varauskalenteri /varausjärjestelmä)
5. Нехватка контактных лиц, владеющих языком на должном уровне Kielitaitoisen yhteyshenkilön puute
6. Недостаток личных контактов, т.е.мы не знаем компанию достаточно хорошо Henkilökohtaisen kontaktin puute, emme tunne yritystä riittävän hyvin
7. **Нехватка интересных предложений по обслуживанию (недостаток услуг) Puutteellinen palvelutarjonta**
8. **Уровень цен или неясное ценообразование Hintataso tai epäselvä hinnoittelu**
9. Другое, что именно Muu, mikä:

9) Какие сезоны, по Вашему мнению, соответствуют прежде всего растущему спросу в России (выберите 3)? MILLE AJANKOHDALLE /SESONGILLE USKOISITTE OLEVAN ENITEN KASVAVAA KYSYNTÄÄ VENÄJÄLLÄ (valitse 3 tärkeintä)?

1. **Новый Год Uusi vuosi**
 2. Зимний лыжный период (февраль-апрель) Talven hiihtokausi (helmikuu-huhtikuu)
 3. Весенние национальные праздники (майские праздники) Kevään kansalliset lommat (toukokuussa)
 4. **Летний сезон Kesäsesonki**
 5. **Осень (ягоды, грибы, побродить на природе, рыбный сезон) Syksy (marjastus, sienestys, vaellus, kalastussesonki)**
 6. Другое, что именно? Muu mikä
-

**ВЫДЕЛЕННЫЕ ВОПРОСЫ ПО РАЗВИТИЮ ПРЕДЛОЖЕНИЙ
ТУРИЗМА ОТ РУКА-КУУСАМО KOHDENNETUT KYSYMYKSET
RUKA-KUUSAMON TUOTETARJONNAN KEHITTÄMISEKSI**

10) Какие 3 наиболее предпочтительных для Вашей компании направления продаж в Северной Финляндии (выберите 3 важнейших) MITKÄ OVAT 3 SUOSITUINTA MATKATOIMISTONNE MYYMÄÄ KOHDETTA POHJOIS-SUOMESSA (valitse 3 tärkeintä)?

1. Saariselkä
2. **Levi**
3. **Ylläs**
4. **Rovaniemi**
5. **Ruka – Kuusamo**
6. Oulu
7. Vuokatti
8. Не продаем в направлении Северная Финляндия Emme myy kohteita pohjois-suomesta

11) Что могло бы быть 4 наиболее интересными причинами для выбора обслуживания или поездки в регион Рука-Куусамо (расставьте приоритеты 1-4)? MITKÄ OLISIVAT NELJÄ(4) MIELENKIINTOISINTA SYYTÄ PALVELUA TAI SYYTÄ MATKUSTAA RUKA-KUUSAMO ALUEELLE? (merkitse järjestykseen kiinnostuksen mukaan.)

1. Дед Мороз Joulupukki
2. **Беговые лыжи Hiihtäminen (cross-country)**
3. **Катание с гор (горные лыжи, сноуборд, ватрушки) Laskettelu**
4. События (например, Чемпионат Мира) Tapahtuma (esim. world championship)
5. **Снегоходы, сафари Moottorikelkkailu**
6. **Природа (ягоды, грибы, походы-прогулки) Luonto (marjat, sienet, vaellus)**
7. **Рыбалка Kalastus**
8. Сауна и все для здорового образа жизни Sauna ja hyvinvointipalvelut
9. Рестораны и еда Ravintolat ja ruoka
10. **Высококачественное размещение в коттеджах или отеле Tasokas majoitus mökeissä tai hotellissa**
11. Наличие собственного жилья (дача, коттедж, апартаменты для отдыха) Omistusasunto (mökki, lomahuoneisto etc)
12. Бизнес-поездка Busines-matka.

12) Что является наиболее серьезными препятствиями для продаж направления Рука-Куусамо? (выберите 2 важнейших) MITKÄ OVAT MYYNNIN RANIMMAT ESTEET RUKA-KUUSAMON ALUEEN KOHDALLA (valitse 2 tärkeintä)?

1. Недостаточная осведомленность клиентов **Tunnettuuden puute kuluttajien keskuudessa**
2. Доступность (путешествия) Saavutettavuus (matka)
3. Цена (ценообразование для вас как дилеров) **Hinta /hinnoittelu teille jälleenmyyjänä**
4. Недостаток услуг Puutteelliset palvelut
5. Языковые барьеры (коммуникации между продавцами, турфирмой и на месте) **Kielelliset esteet (myyjien välinen kommunikointi. Kohde – Matkatoimisto)**
6. Свои менеджеры в фирме недостаточно владеют информацией о направлении и услугах (не знакомы с возможностями и самим местом достаточно хорошо) **Oman toimiston myyjien tieto kohteista ja palveluista on liian vähäinen. (ei tunneta mahdollisuuksia ja kohteita riittävän hyvin)**
7. Другие причины **Muu syu**

13) Каким способом лучше было бы развивать продажи направления Рука-Куусамо? (выберите 2) MILLÄ KEINOILLA MYYNTIYHTEISTYÖTÄ VOISI PARHAITEN KENITTÄÄ? (valitse 2 tärkeintä)

1. Маркетинговая деятельность для повышения осведомленности **Markkinoinnillinen yhteistyö tunnettuuden kehittämiseksi**
2. **Ознакомительные туры для продавцов в регион Рука-Куусамо Tutustumismatka myyjille Ruka-Kuusamo seudulle**
3. **Разработка и улучшение материалов для поддержки продаж (каталоги фото, прайсы, описания продукта....) Myyntimateriaalin kehittäminen. (kuvapankki, hinnastot, tuotekuvaukset...)**
4. Получение программы бронирования /календаря бронирования **Pääsy varausjärjestelmiin /varauskalenteriin**
5. Другое, что именно **Muu mikä** _____

14) МЫ В РУКА-КУУСАМО НАМЕРЕНЫ РАЗВИВАТЬ ЛЕТНИЙ ТУРИЗМ. В КАКИХ УСЛУГАХ ВЫ ВИДИТЕ НАИБОЛЬШИЙ ПОТЕНЦИАЛ РОСТА СПРОСА В РОССИИ? HALUAMME KENITTÄÄ ALUEEN KESÄMATKAILUA. MININ PALVELUIHIN NÄETTE OLEVAN VENÄJÄLLÄ ENITEN KASVAVAA KYSYNTÄÄ? (valitse 4 mielenkiintoisinta)

1. Поездка на событие (музыкальное, спортивное, тематическое) **Tapahtumamatkailu (musiikki, teematapahtumat, urheilu..)**
2. Велотуры, горный велосипед **Puöräily, alamäkipuöräily**
3. **Квадроциклы (другая мототехника для сафари) Mönkijät (muut moottorisoidut safarituotteet)**

4. **Пеший туризм, прогулки-походы на природе Vaeltaminen luonnossa**
5. Наблюдения за природой (крупными хищниками, как например, медведем) Luonnontarkkailu (suurpedot, kuten karhu.)
6. **Грибная охота и сбор ягод (в личных целях) Marjastus ja sienestys**
7. **Рыбалка Kalastus**
8. Гребля на байдарке или на лодке Melonta tai veneily
9. Каякинг Koskenlasku
10. Услуги и программы для детей Palvelut ja ohjelmat lapsille
11. Сауна и все для здорового образа жизни Sauna ja hyvinvointipalvelut
12. Рестораны и еда Ravintolat ja ruoka
13. Бизнес-поездки (Семинары, тренинги, инсентив-туры) **Business matkat** (seminaarit, intencive, henkilöstöomat)

«Открытые вопросы» VAPAAEHTOISET KYSYMYKSET

Оцените Ваши продажи поездок в Финляндию в 2013, пожалуйста (сколько?)
 Как Вы видите развитие в следующие 3 года? PALJONKO ARVIOITTE MYYVÄNNE MATKOJA SUOMEEN VUONNA 2013? MITEN NÄETTE KENITYKSEN SEURAAVALLE KOLMELLE VUODELLE?

ОРИЕНТИРОВОЧНО 1200 ЧЕЛОВЕК.

ПРОДАЖИ ПОЕЗДОК В ФИНЛЯндию ЗНАЧИТЕЛЬНО СНИЗИЛИСЬ. ТАК КАК МНОГИЕ ТУРИСТЫ САМОСТОЯТЕЛЬНО БРОНИРУЮТ ОТЕЛИ, КОТТЕДЖИ И ЕДУТ НА СВОЕМ ТРАНСПОРТЕ. КАК СЛЕДСТВИЕ ПРОГНОЗ НА СЛЕДУЮЩИЕ 3 ГОДА, НЕ УТЕШИТЕЛЬНЫЙ ДЛЯ ТУРФИРМ.

Если бы продукты и обслуживание, так же как средства продаж были бы в идеальном состоянии, как тогда бы Вы оценили возможности Ваших продаж за год в регион Рука-Куусамо? JOS TUOTTEET JA PALVELUT, SEKÄ MYYNNIN VÄLINEET OVAT KUNNOSSA, PALJONKO ARVIOITTE VOIVANNE MYYDÄ MATKOJA RUKA-KUUSAMO ALUEELLE/ VUOSI?

СМ. ОТВЕТ ВЫШЕ.

Appendix 4. The handbook on levels of experience and elements of meaningful experience (Eidmystuottajan käsikirja 2009)

8.1 LEVELS OF EXPERIENCE (by LEO)

Motivational level refers to awakening attention and interest. Already during this stage, as many elements of meaningful experiences as possible should be fulfilled. In other words, the marketing of the product should be personal, genuine, multi-sensory, and interactive and convey the image of something out of the ordinary.

On **physical level**, the product is experienced through the senses. Using the physical senses, we realize where we are, what's happening and what we're doing. On the physical level, a good product ensures a pleasant and safe experience; it isn't too cold or too hot, one isn't hungry or thirsty, and it's unnecessary to worry about lavatory needs, not to mention physical danger. Exceptions to the above are so called 'extreme' meaningful experiences, where the successful experience of the risk of death or injury is an essential element. The technical quality of the product is tested on this level.

On **rational level**, we process the sensory stimuli provided by the environment and act in accordance with them, learning, thinking, applying knowledge and forming opinions. On the intellectual level, we decide if we're satisfied with the product or not. Here, a good product offers the customer the potential to learn something new, as well as to develop and obtain new information, either consciously or unconsciously.

Emotional level is where the meaningful experience takes place. An individual's emotional reactions are difficult to predict and control. If all basic elements of the product have been well taken into account so far, and the physical and intellectual levels both function, it is quite probable that the customer will experience a positive emotional response; joy, excitement, contentment, the pleasure of achievement and learning new skills, a sense of triumph, affection, something the individual regards significant.

On **mental level**, a positive and powerful emotional reaction to a unique experience may lead to an experience of personal change, bringing about fairly permanent modifications to the subject's physical being, state of mind or lifestyle. Through a meaningful experience, one can adopt a new hobby, way of thinking or find new resources within oneself. An individual earlier rather coy may consider himself quite brave if he skydived with a parachute, the materialist discovers new values from a wilderness trek, or a couch potato leaps into a physical exercise and well-being program. As experiences are a highly subjective matter, a meaningful experience can never be guar-

anted. However, with our expertise you can create the ideal prerequisites for meaningful experiences.

8.2 ELEMENTS OF MEANINGFUL EXPERIENCE (by LEO)

Individuality refers to how unique and extraordinary a product is, i.e. the same or similar product is not available elsewhere. Individuality means flexible client orientation and the potential to tailor the product according to customer preferences and needs. As increasing individuality tends to increase costs, the challenge is to produce easily personalized products whose basic concept can be copied.

Authenticity refers to credibility of the product. At its simplest, authenticity reflects the existing lifestyle and culture of the region. As there are no universal concepts of 'genuine' and 'real', authenticity is ultimately determined by the client. A product is authentic if one thinks it is genuine and real. Cultural and ethical sustainability, i.e. respect for the local culture and ethnic communities, is a central part of authenticity.

Story is closely related to authenticity. It is important to bind the various elements of the product into a coherent story to make the experience catching and attractive. A credible and authentic story gives the product social significance and content. At its simplest, the use of a story helps in justifying the client what is done and in which order.

Multi-sensory perception means that it is possible to experience a product with as many of the senses as possible. It should be visually influential; one can smell it, hear and listen to it, taste it and touch it. All sensory stimuli should naturally be in mutual harmony, supporting the desired theme. If the various senses are not stimulated appropriately - there are too many sensory stimuli, or they are annoying - the overall impact will suffer.

Contrast means how different the experience is from the customer's everyday life. He/she must be able to experience something new, exotic and out of the ordinary. In producing contrast, the nationality and culture of the customer need to be taken into account. What is exotic to one may be common or garden to another.

Interaction translates into successful communication between the product and the ones who are experiencing it, between the customers, as well as between the service providers and the customer. Experiencing something together with others increases the social acceptability of the product. In terms of individuality, personal interaction between the guide and the customer has a decisive role in how well the experience is conveyed to the customer.

Appendix 5. The handbook on practices and tactics corresponding to the strategic choice in hospitality industry (Bordean and others , 2010)

As to training strategy: Within the service sector it is of utter importance the interaction between the client and employee, as this is the case of the hotel industry where customer's satisfaction is influenced by the behavior of the employees. That is one of the reasons to put a great emphasis for the extensive training of both front office and back-office personnel.

The hybrid strategy has no connection with Porter's typology of strategies. It is pursued by those hotels, which envision a decrease of the distribution costs, and those that renounce to the unprofitable clients.

Detailed distribution of the strategic practices and tactics along with those four strategies (two are the generic ones and two are the specific for the industry and country where those were implemented) see below.

Differentiation strategy:

Developing brand identification

Refining existing products/services

Developing a broad range of new products/services*

Forecasting new market growth

Forecasting existing market growth*

Controlling the quality of products/services*

Improving operational efficiency

Partnering with suppliers*

Utilizing advertising*

Focus differentiation strategy:

Extensive training of marketing personnel*

Building a positive reputation within the industry*

Providing specialty products/services*

Producing products/services for high price markets*

Intensive training of marketing personnel

Targeting a specific market

Training strategy:

Building high market share

Providing outstanding customer service*

Intense supervision of front-line personnel*

Extensive training of front-line personnel*

Extensive training of back-line personnel*

Hybrid strategy:

Innovation in marketing technology and methods*

Dropping unprofitable clients*

Minimizing distribution costs

Notes: * β significant at the <0.05 level

For the training strategy (the first strategy identified to be followed by the Romanian hoteliers that does not correspond to Michael Porter's typology) there have been four strategic practices that resulted from the regression analysis. They showed higher implication for this type of strategy: providing outstanding customer service, intense supervision of front-line personnel and extensive training for both front-line and back-line personnel. For the Romanian hotels, these practices are of great importance as the role of the hotel employees is crucial for offering a qualitative service to the customers.

The hybrid strategy – the second strategy that does not correspond to Porter's typology – was found to be influenced by two strategic practices: innovation in marketing technology and dropping unprofitable clients. The hotels pursuing the hybrid strategy are aware of the benefits that the marketing innovation and new technologies may offer them as they attempt to sustain their strategy by the use of the

Internet and e-commerce (**the web site has a double function: presentation and communication with the customer on the one hand and on-line booking and on-line selling on the other hand**).

A certain path has been identified that corresponds to the intention of the hotels to increase their efficiency as they drop those unprofitable clients. It is obvious that these hotels will do their best to lower down the costs and maximize the profits by focusing on corporate clients rather than on retail clients. This should be no surprise if we take into consideration the market segment that these hotels are addressing which formed basically of business men and women.

APPENDIX 2(3).

Appendix 5

APPENDIX 2(4).

Appendix 5

APPENDIX 2(5).

Appendix 5