

Saimaa University of Applied Sciences
Tourism and Hospitality, Imatra
Degree Programme in Tourism

Asta Mutanen

PRODUCING A BROCHURE, CASE: AUBERGE DE SAINT MARSAL

Bachelor's Thesis 2010

ABSTRACT

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Supervisor: Antikainen Marja, Lecturer

This thesis focused on finding out how a basic brochure for a small tourism company, in this case a small hotel, is planned and produced. The subject was narrowed down to consider only the stages of brochure producing for a chosen target customer group, in this case elderly Finnish customers. In addition the international marketing of small tourism companies was discussed to some extent.

In the theoretical part of the study the main aim was to determine the central concepts of marketing communication related to brochure production. Also the technical issues of brochure designing, such as choosing content and materials were discussed. The work was carried out as a project based thesis and the information was gathered from literature related to marketing communication in general and in the field of tourism, from the Internet and by interviews.

In the empirical part of the study the main concern was finding out how it is possible to improve the marketing of a small tourism company, with using the stated theories. This was done by concrete examples of the case in question. This study was carried out during the year 2009 and it was completed at the beginning of 2010. The results of the study show that planning marketing communication of a small tourism company raises many questions, for example is the help of an advertising agency always necessary? What should be taken into consideration when choosing a printing house? How about sustainability? The final result of this thesis was a complete brochure plan for the use of the case company.

Keywords: producing a brochure, brochure plan, marketing communication, small tourism companies

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TERMINOLOGY

AIDA-model	A model used in advertising planning to describe the stages of getting the potential customer to buy the product or service. The stages are: Attract Attention, create Interest, foster Desire and inspire Action. (Holloway & Robinson 1995, p. 61)
Allocentric tourist	An independent traveller who does not need a planned schedule. Prefers to find new destinations and get new experiences. Prefers active hobbies and is not afraid of flying. The level of accommodation and equipment is not a central issue. Interested in meeting new people and getting to know new cultures. (Hemmi & Vuoristo 1993, p. 130).
Core product	An essential service or benefit designed to satisfy the identified needs of the target customer segments. (Middleton, 1994, p. 89) .
DMU's	Decision making units in business to business marketing. Those people inside an organization who are making the final purchasing decision of a tourism product or service. For example group reservations of a hotel room. (Lumsdon 1997, pp. 55-56)
Marketing mix (4+3P's)	Four P's for successful marketing: Product, Place, Promotion, Price. If all of these fields are carefully thought and researched, the marketing of a product or service has good potential for success. People, Process and Physical are often included as extra P's to support the process. (Smith, Berry & Pulford 1998, Vuoristo 2002, p. 173)
Midcentric tourist	A tourist who acts between psychocentric and allocentric types. Most tourists belong to this group. (Hemmi & Vuoristo 1993, p. 130).
PEST-analysis	Analysing the political, economic, social/cultural and technological situation of the country or region of the target markets. (Lumsdon 1997, pp. 83-84).
Psychocentric tourist	A tourist who prefers safety and familiarity. This kind of tourist has many fears about travelling and he or she prefers to travel to a familiar location with familiar people. Elderly people often belong to this tourist group. (Hemmi & Vuoristo 1993, p. 129).

SOSTAC-analysis	Used in planning marketing communication. Defining current Situation of the business, future Objectives, Strategy (broad direction), Tactics (individual steps), Action that is required from each tactical step, Control – defining what was achieved. (Smith et al.,1998, p. 119).
3M's	Men (Human resource needed, Money (defining the budget), Minutes (defining the timescale). (Smith et al., 1998, p. 135)
Supporting product	Also known as the augmented product. Comprises all the forms of added value that the producers may build into their tangible product offers to make them more attractive to their potential customers (Middleton 1994, p. 89).
SWOT-analysis	A method that can be used, for example in making decisions concerning marketing communication. Defining the internal strengths and weaknesses of the company and external opportunities and threats concerning the process. (Holloway & Robinson 1995, pp. 18-20)

1 INTRODUCTION

1.1 Introduction to the Subject

The topic of this thesis is producing a brochure, case: Auberge de Saint Marsal. The driving question of the thesis was how to develop the marketing communication of a small size company which operates abroad and wants to attract Finnish customers. In the field of tourism, especially small companies have the difficulty of developing their marketing communication in a professional way. The lack of resources, networks, money, time and expertise can often be the reasons for not using strategic marketing communication methods. (Boxberg, Komppula, Korhonen & Mutka 2001)

The case company of this thesis, Auberge de Saint Marsal, is a small privately operated hotel in the countryside of southern France, at the Pyrenees. Auberge de Saint Marsal was the location of my basic placement in the summer of 2007, which was part of the studies at Saimaa University of Applied Sciences. During that time in a discussion with the hotel manager, Kari Björkman an idea of cooperation concerning the final year thesis was brought out. The final topic is a result of a brain storming session about how the marketing management of the company could be developed with the help of project work. After going through a few possible ideas for the topic, a brochure making project was suggested, as it has the most concrete value for the company's marketing. Personally, I wanted to take this topic, because in my opinion it is challenging enough as I have not been involved in a brochure making process before and because of my own interest in marketing related issues in privately operated companies. The fact that this can also be considered an international project since the company is located outside Finland, adds value to my professional development in this project.

At the moment the only concrete marketing material that the company is using are Internet pages, newspaper and road side advertisement. One version of a

brochure was published at the beginning of the business, but it is not currently in use. As the business is very small, a lot of marketing is done by word of mouth, both in France and in Finland. In this project the concentration is on producing marketing material for potential Finnish customers.

1.2 Reasons for the Study, Research Questions and Delimitations

The reason why this study is important for the field of tourism is that the studies available are primarily either about big companies who are developing their marketing communication internationally, or small companies that are marketing their services domestically. The main question of this thesis is how a small company can target its marketing communication to international customers on a small scale, or if it is even possible.

The aim of this thesis is to produce useful marketing material for a long term usage (3-5 years) to a small tourism company who wants to market itself internationally on a small scale. The original idea was to produce a brochure that would serve the needs of several customer groups, and would be very easy to update. As the project developed, the decision was made to concentrate on the markets that would be needing extra information before making a final purchase decision. After that the decision to concentrate on designing a brochure that would serve the needs of the Finnish customers was made, as they are an important customer group for the company. The brochure is something concrete to show to those customers who have no previous experience of the company's services.

My personal aims in this project are to get to know what marketing communication is about and how the theory can be used when developing the marketing of a small tourism company. By carrying out this project I am able to develop my professional thinking and in case I have the interest to establish my own company, the capability of thinking about the marketing communication issues in more systematic and confident means is less difficult. Working with a

project based thesis seems interesting as the viewpoint is more on producing something concrete and having a practical aspect in the process. This thesis is done to give the basic guidelines on how to develop a brochure that is attracting the right customers as effectively as possible for the company in question. A suggestion of the final outlook of the brochure is also given, but the final decision of publishing the actual brochure (where, when, the final budget) is done by the owners of the company.

As the hotel in question is a small privately owned company with a little knowledge on how marketing could be improved professionally, this project gives new viewpoints to their operations. Small companies within the travel sector have only a hazy idea of what marketing is, and how it can be applied professionally (Holloway & Robinson 1995). If the project succeeds and the brochure is published, the company gains a concrete benefit from the process. By finding the right target markets who would be interested in the final brochure, the company is able to gain new potential and actual customers and expand its customer base in the future.

There are only a few previous studies available about brochure production in small tourism companies. One study related to the topic, *Producing Picture Material and Särä Gift Brochure, Case: Säräpirtti Ltd.* is done by Kati Hietaranta (2008) at Saimaa University of Applied Sciences. The study concentrates on brochure production of a small domestic tourism company aiming at Finnish markets. This thesis takes a different point to the subject, as it is finding out the benefits and threats of a small tourism company when the target markets are international.

1.3 Research Methods and Context of the Thesis

The study was carried out as a project based case study, and the information was collected from the literature of the field of tourism and marketing, the Internet and interviews of professionals. Project based study means that the

point of view is on practical issues of the functions of the company marketing and the outcome of the project is a brochure plan which can be used as it is. According to Vilkka and Airaksinen (2003) a project is a process which is goal-directed and it continues for certain period of time. It can be one part of a bigger project, or it can aim to an independent goal. In order to make the project work, it needs to be planned, organized, carried out, supervised, followed and measured carefully.

The material for this thesis was compiled mostly from books related to marketing communication in general and also marketing communication in the field of tourism, both English and Finnish literature was used. Internet pages were used mostly as support information for the presented theories. Information about the case company in question is from an interview with the hotel manager Kari Björkman and also the Internet pages of the company. An e-mail enquiry to Lasse Miettinen, the Technical manager of North Karelian Printing house Ltd. (Pohjois-Karjalan kirjapaino Oyj) was done in order to find out more about the technical issues of brochure printing.

The theory around the subject was delimited around the brochure making process. In chapters 2 and 3 the concept of marketing communication is described, with the concentration on advertising. In this thesis brochure producing process is described as a part of advertising, even if some of the theories are not supporting this point of view. Chapter 3 goes into the details of brochure planning process (e.g. planning the style and content, choosing the advertising agency and printing house). The chapter is delimited to consider only very general information, as this is a study in the field of tourism and it is not going into technical issues of brochure production, such as the requirements of computer programs and the printing equipment.

The empirical part of the project consists of chapters 5-7. The aim of these chapters is to explain the phases of the brochure planning with the case company and in the final chapter, the conclusions of the process.

2 MARKETING COMMUNICATION

Marketing communication is a term which is used to describe a wider concept than what is meant by marketing or advertising. The term describes more deeply the strategic solutions that are used in advertising planning in a company in question. The central decisions of marketing communication are: decisions of the message content and how are they are going to be presented, choosing the target audience, choosing the means of communication and planning the schedule. (Raninen & Rautio 2002, pp. 15-16). Pickton & Broderick (2001, p. 3) defines that basically, marketing communication means all the promotional elements of the marketing mix which involve the communications between an organization and its target audiences on all matters that affect marketing performance.

The purpose of marketing communication could be described as follows:

However good a product, it will seldom sell itself. Knowledge about the product has to be communicated to the potential customers, either through word of mouth, advertising, or some form of display (Holloway & Robinson 1995, p. 105).

Marketing communication as a concept, is often divided into sales promotion, advertising, direct marketing, personal selling and public relation, and also sales management and sponsorships. (Holloway & Robinson 1995). Brochure production is in some of the theories considered to be a part of advertising functions and that is why the theory of this thesis is delimited to consider only this part of marketing communication.

Marketing is creating images and brands. When a customer is making the purchasing decision, he or she is not only buying the product but also the given image of it. Even in the case of creating images, it is important to understand when planning marketing communication that the things that are stated to a customer, need to be based on facts and that they are similar to the actual product. (Malmelin 2003, pp. 78-84).

Good and successful marketing communication requires several facts to be taken into consideration, for example: determining the objectives clearly, and defining them in terms that are measurable. A good planning of funding, so that the mission will be possible to accomplish. The message needs to have limited objectives, so that the receiver understands and remembers what has been said. It needs to be targeted as directly as possible to the target group, whose characteristics are known and understood. Keeping the message short, attention-getting, and credible helps the receiver to get the desired image of the company and its products. Having test customers before the actual launching of the campaign is also a good way to ensure success (Holloway & Robinson 1995, p. 115).

Using outside professionals in marketing communication planning is highly recommended. Outside opinions about the marketing communication plan are very important even if the company cannot afford using professionals; small companies who are planning their marketing communication on their own have the tendency to look at the product “too closely”. Using as many people as possible to gather opinions is advisable. (Pesonen, Mönkkönen & Hokkanen 2000, p. 47)

In today’s world, marketing has become more communicative than ever before. Information has a two-way flow between the advertisers and the customers through direct mail, telesales or the Internet. (Smith et al., 1998). All of us have filters in our minds and the advertisers are seeking to break these filters with more personalized marketing communication. A vital skill in advertising communication is to understand and distinguish at least the main filters in the minds of the target customers; how to capture their attention by using images, symbols and messages that are most likely to be well received by them. The purchasing behaviour of buyers is still not fully understood, this is partly because most people are continuously exposed to so many advertising messages in their lives that the actual effect of a single one of them is impossible to evaluate (Middleton 1994, pp. 164-166). The effect of a price-cut, or a competitor’s actions or even the weather, can all have effect on the results of advertising and that is

why it is impossible to fully predict the behaviour of customers. (Middleton 1994, p. 172).

The role of a receiver in advertisement has changed as it is not only being the target but being part of the communication process. The Internet has provided the development of more communicative marketing communication between the advertiser and the customer. When it comes to brochure designing, it should be remembered to give information about communicative medias (Internet addresses, e-mail) so that the customers would have the chance for easier communication. (Malmelin 2003, p. 49)

Marketing planning can be divided into strategic and tactical level. Strategic planning means long term plans at least three years ahead. Strategic planning is focused on external facts, such as changes in consumer behaviour, trends, future competition and so on. Future aims on sales, market share, segments, image on customers' minds, and profitability are determined on strategic planning. (Albanese & Boedeker 2002, p. 12)

Tactical planning is focused on short term planning, which can be anything from one day up to one year. Daily planning means answering to competitors acts by marketing campaigns or by aiming to get a certain volume of sales. Tactical planning also supports the strategic plan, which is acting as a frame to these short term decisions. It is important to make an analysis of which are the facts that are helping or preventing to reach the planned aims, this is so called feedback process. (Albanese & Boeker 2002, p. 12).

One commonly used way to make an effective marketing communication plan is so called SOSTAC+3M's method (Smith et al.1998). The basic stages of this method are:

Situation: Defining where the company is at the moment. This can be done by using the SWOT-analysis (Strengths and weaknesses inside the company, opportunities and threats coming from outside), PEST-analysis (Political, Economic, Social and Technological

situation of the business environment), 4-7p:s of Marketing mix (Product, price, place, promotion and often also people, process and physical) and a description of the competitive situation of the company in the markets (Who are the competitors? What is our niche?).

Objectives: Defining where the company wants to be in the future and what the aim of the project is.

Strategy: How does the company accomplish its objectives. At this stage the company needs to define its target markets by segmentation targeting, finding the DMU's etc.

Tactics: How do we get there? –by individual steps: defining the tools of strategy in more detail.

Action: What are the specific actions required for each tactical step? How do we get people to do them?

Control: How do we know that that we have succeeded? This is done by measuring, monitoring, reviewing, updating and modifying the results of the process.

3M's: Men (Human resource needed), Money (defining the budget), Minutes (defining the timescale). (Smith et al., 1998, p. 135)

In the book Marketing Tourism Hospitality and Leisure in Europe, Horner and Swarbrooke (1997) are putting these theories into a more simple form, they are using an approach with four questions in marketing planning

Where are we now (current situation analysis)?

Where do we want to go (setting the goals and objectives)?

How do we get there (developing the strategy)?

How will we know when we get there (monitoring, review and evaluation)?

In the case of a small tourism company this more simple form of analysing methods might be more suitable, with some additions from the theories which are going deeper in the analysis.

2.1 Advertising

According to Middleton (1994, p. 164) American Marketing Association describes advertising as 'any paid form of non-personal presentation and promotion of ideas, goods or services (to a targeted audience) by an identified sponsor. In this point of view brochures can be considered a part of advertising. The ultimate purpose of advertising is to manipulate demand and influence buyer behaviour (Middleton 1994, p. 164). Advertising can exist in many forms; TV and radio stations, web sites, posters, brochures, point of sale and cinemas. Today, advertising is going through rapid changes as new ways to communicate with the customer are invented and customers are becoming more demanding; they need more measurement, integration and dialogue before making a purchase decision. (Smith et al.,1998).

2.2 Marketing Communication in Tourism

The main aims of marketing in tourism are basically the same as marketing in common: affecting the demand and answering the needs of demand. Planning, organizing and surveys are needed in order to accomplish these aims (Hemmi & Vuoristo 1993, p. 256). Tourism marketing aims can include satisfying customer needs, growing the market share, gaining regular customers, setting the usage rates and maintaining them, improving the image of the destination.

Tourism marketing strategy, as marketing in common, includes segmenting the markets, defining the threats (financial, political, culture, juridical, technological and competitors) defining the aims (customer needs, market share of the company, increasing customer loyalty, setting the aims for utilization rate and

improving the image of the location) and also recognizing the resources .
(Vuoristo 2002, pp. 172-173)

The basic principle of advertising in tourism is similar to advertising for any other medium. The basic principle of AIDA-model are being used. The AIDA-model consists of 4 stages: attract Attention, create Interest, foster Desire, inspire Action. (Holloway & Robinson 1995, p. 61)

In the field of tourism, the importance of marketing is especially important because the product which is sold, is intangible. It is not possible for a customer to try the product beforehand when making a purchase decision, and he or she is only buying an image of the service. Whether the given image is correct or not, is of course dependent on each step of the actual experience. This is what makes marketing communication planning especially important in tourism compared to other business fields; we are giving the first impression of the whole experience. (Holloway & Robinson 1995; Albanese & Boedeker 2002).

Consumer behaviour, patterns of demand and levels of competition are changing constantly. This means that tourism companies need to recognize marketing as a constant exchange process between the supplier and customer. (Lumsdon 1997, pp. 58-50).

2.3 Brochures Usage in the Field of Tourism

A brochure is undoubtedly the most popular medium used by travel and tourism advertisers. It has been said that 'The travel world is awash with brochures' (Morgan & Pritchard 2000, p. 65). In the theories of marketing, brochures are not always classified as part of advertising. They are often mentioned as a collateral material of the sales, or as a printer marketing material (Itkonen 2005 p. 20 according to Calver 1994, p. 259; Lumsdon 1997, p. 175; Iltanen 2000, p. 55). Of the marketing specialists, Middleton (1995, p. 150, p. 174) describes regional brochures as an alternative to advertising where the advertising space is being

sold. Pesonen et al. (2000, p. 49), Albanese & Boedeker (2002, p. 208), Morgan & Pritchard (2000, p. 8) classify brochures simply as a part of advertising.

Compared to other industries, tourism industry uses larger volume of printed material (Middleton 1994, p. 189). Even if the tourism information search technologies have developed, brochures remain still an important source for information for tourists. (Andereck 2005). In some cases, when marketing a certain tourism service, a brochure can be even compulsory. As an example, in Finland, those companies who are selling so called package tours need to have a brochure about the products that are being sold, because the law of package tours and the norm that is completing it requires this. (A commandment of given information on package tours 1994/1085; The law of Package Tours in Finland 1994/1079 according to Itkonen 2005, p. 21). Tourism products are intangible and the consumer is unable to test the product before the purchase. This is why tourism services are often seen as riskier purchases than goods, and a potential customer requires more information about what he or she is going to get with the money. That is why a tourism brochure is maybe the tangible part that is needed in order to convince the potential customer to make the final purchasing decision. As the role of information to the customer plays an important role, it is important to pay special attention to this part of marketing communication. (Andereck 2005)

The main types of tourism brochures are area and resort brochures (countries, regions, national parks, theme parks, campsites, cities) which include the main sights of the location, accommodation, food and other services and routes. Company brochures (tour operators, hotels, conference centres, caravan parks, zoos, museums, car rentals) industry or service brochures (directories about local restaurants, museums or festivals) , other brochures (activity brochures for special customer groups, such as activity holidays or theatre weekends, printed letters, leaflets, postcards, timetables) and maps of countries and areas. (Middleton 1994, pp. 191-192, Vuoristo 2002, pp. 176-177).

2.4 International Tourism Marketing

Social environment influences marketing communication: the products people buy the attributes they value, and the principles they accept are all culturally based choices. To be able to plan the marketing communication to a specified group, it is important to recognize the social settings of the group. This is of course a major challenge in international marketing. (Pickton & Broderick 2001, p. 122)

Planning international marketing communication requires careful studying of the cultural differences between the producer of the product or service and the target markets. As the intended marketing message should stay the same as in the original environment, differences in languages require sensitiveness in the translation process. (Smith 1993, pp. 164-167)

The primary driving force behind internationalisation is growth and profitability which is not available in home market. This is more critical in tourism than many other business sectors, for while every country has a propensity to generate and attract visitors, some are primarily generators and others receivers (Lumsdon 1997, pp. 254-255).

3 BROCHURE MAKING PROCESS

Designing marketing material requires careful consideration of what is marketed and to whom. Are we marketing a whole range of services or only one product? How big is the customer group we are trying to reach? Are we trying to appeal to feelings and customer's life style, or is the product very practical? What is the life cycle of the brochure and how long does it take to produce it? (Parker 1998, p. 319). A clear definition of what is marketed is important. This means that the company needs to have a clear business idea before going any further with marketing communication planning, and they need to know their product or

service and the intended image. (Pesonen et al., 2000, p. 28). In the following chapters a few central issues of marketing communication planning and brochure making process will be explained in detail.

3.1 Selecting the Target Group

Defining the target group for the product is an important step when designing marketing communication. This is how the company can save costs, make the business more profitable and specialize in producing services to a certain group of customers. By segmenting the customers, it is possible to find those who are more likely to buy the product in the future. There are several methods to be used in segmenting: age, sex and other demographic variables such as race, language, marital status and religion. Geographical variables: the farther the customers come from the more difficult and expensive it is to reach them. Socio-economic variables: occupation, level of income, amount of free time, ownerships (cars, holiday residences), family and education level. Criteria in using the service: Customers can be divided into old, new, casual, or potential customers. (Hemmi & Vuoristo 1993, p. 126; Vuoristo 2002, p. 39).

By segmenting the customers, the company gains multiple benefits, such as constant analysing of the customers' purchasing behaviour, collecting a customer base of regular customers, improving profitability; abandoning the idea of selling everything to everybody and focusing on the niche, by specialization the company has the expertise of a certain field that the competitors might not possess. (Hemmi & Vuoristo 1993, p. 128)

3.2 Designing the Actual Brochure: Content and Style

Brochure plan process includes planning the text and its content, choosing the pictures and taking into consideration the message that they deliver, considering the relation between the text and the pictures, choosing fonts and other external

and technical issues, deciding the language and style and the printing languages. (Hemmi & Vuoristo 1993, p. 267)

The basic purpose of advertising is to attract attention and this can be done by using words or visual outlook. There are several types of advertising text, but the basic rule is: it needs to be easy to read. It is also important to pay attention to the correctness of the language: as an example the Finnish language contains several compound words which are not written as their English translations. (Raninen & Rautio 2002, pp. 132-134).

One picture tells more than a thousand words. When choosing the images, it is important to remember that one picture has also the ability to tell things that are not relevant in it (Raninen & Rautio 2002, p. 200). A good picture creates feelings, and is remembered even after many years. Chosen images need to be connected to the written message. If you are unaware of the message you want to deliver, and the pictures are loose from the context of the message, you are thinking subjectively instead of objectively. It is not wise to choose pictures only with the thought "I think this picture looks good here". The brightness, resolution, size and exclusion can make the delivered message of a picture more effective, if these issues are carefully planned. (Parker 1998; Raninen & Rautio 2002)

Heading fonts and text fonts are important in delivering the message to the receiver. They create the atmosphere and tell about the attitude of the author. Editing possibilities can vary from one design program to another, but it is important to consider different options for the size, colour and place of the text to make the message more believable. (Parker 1998, p. 51). Leaving empty spaces on the paper is often one technique to make the message more readable, as it gives resting places for the reader's eyes. (Parker 1998, p. 89). Other technical issues concerning the text outlook of a brochure, which can affect the readability and attractiveness of the delivered message can be for example the text size and the space between letters, the sizes of the columns and the spaces between them, text and line length or the relations between the text background and text colour. (Raninen & Rautio 2002)

Printing paper has several options to choose from, glossy or matt, is the paper bleached and how much, thickness and how transparent the paper is (opacity) are important factors not only for the final outlook, but the readability, colours and endurance of the brochure. (Raninen & Rautio 2002, p. 247). Recycled paper is one option, but it is not necessarily risk free when considering sustainability. Removing the old ink requires chemicals and 1000 kg of used paper comprises 100-200 kg of waste. (Raninen & Rautio 2002, p. 248)

3.3 Selecting the Right Advertising Agency

One of the central issues in a brochure making process is selecting the most suitable agency to carry out the actual outcome of the brochure plan. The creation of successful advertising is not merely about using and applying ad rules and devices. It is also about building successful relationships between clients and agencies, which can then facilitate the germination and nurturing of effective, creative advertising. It is often up to the company how much they want to give free hands for the advertising company but yet, the more the final advertising material is planned beforehand, the better it serves the needs of the company. (Morgan & Pritchard, 2000, pp. 38-41)

Kaarina Iltanen (2000, p. 66) mentions some of the central points to be considered when choosing the most suitable advertising agency

- The size of the company - what are your resources and is it more affordable to buy the services from outside or using your own staff to carry out the process?
- What is the opinion of the company management about the mission of marketing and advertising in the company?
- The expertise of your own staff - is there enough experience about marketing and advertising issues?

- Support from other departments of the company – especially research support – for people who are responsible for marketing and advertising decisions.
- What are the previous advertising policies of the company?
- Are there any historical correlations to any advertising agencies?
- Are there special experts inside the advertising agency, has the agency wide experience about different fields on how the marketing communication functions? As an outsider, the advertising agency can also have a more objective view about the problems in marketing and advertising.

Raninen & Rautio (2002, p. 53) adds the following to the list

- Reputation and references of the agency
- Price and payment methods
- Length of customer relationships
- Are the services suitable for the advertisement
- How fast is the staff of the agency changing (if it is too fast, this might be a bad thing) and ownerships.

It is also important to know whether the agency is already cooperating with competitors, if so, it is not possible to take them as partners without special arrangements (Raninen & Rautio 2002, p. 53). A good way to measure the suitability of the agency, is to take a look at the record of working well on their similar briefs. (Morgan & Pritchard 2000, p. 40)

Common goals with the agency are important; cooperation does not work if the aims are not carefully planned. In the worst case, the client wants a campaign which sells the product, whilst the agency wants to develop a campaign which is

a piece of art and has nothing to do with selling the product. (Morgan & Pritchard 2000, p. 44)

A written contract with the chosen agency is recommended, especially if the costs of the project exceed. It is advisable to make an agreement about terms of payment and discounts before the process. Is the payment going to be based on results in sales after the ad is published or is it a certain amount which is agreed beforehand. It is also possible to agree on the representative contact persons, subcontractors, how the marketing material is retained and about compensations for example in case of a delay. (Raninen & Rautio 2002, p. 59)

The advertiser plans a brief together with the agency where the basic guidelines are of the campaign are agreed. It is important to agree what the advertiser expects to get from the project, what the restrictions are, and what the target group is. The advertising agency needs to know all the possible information about the company and the marketed product, for example: visual outlook, image, position in the markets, aims of the campaign, the reasons why the customer uses the product or service, competitors, seasonal changes, information about the target group, legislation, budget, timetable and threats. At this stage, previous cooperation together with the agency can be helpful as the working methods are already in use and “tested” in practice. It is very important to go through the brief together with the agency representative before they get to work. After this the agency prepares a presentation of their ideas to be approved by the advertiser. (Raninen & Rautio 2002, pp. 67-72).

3.4 Selecting the Printing House

When the final brochure is going to print, the next step is to choose the right type of printing house. According to Raninen & Rautio (2002), before choosing the printing house, it is important to find out whether it has the needed resources for the task; is it possible to print on the chosen materials and are they able to print the needed number of copies. The best printing house for the purpose might not

be the closest one, even if the cost of shipment is taken into consideration. It is highly recommended to ask for several requests from different printing houses (request for quotation model, appendix 1). The request should include as much information as possible, so that the comparing is easier when all the offers are received.

Printing houses are nowadays considered co-operators, and building a business relationship with them is advisable for the future needs of similar services. Before making a request for quotation it is important to agree on the pricing and timelines of the project. The material can be delivered to the printing house as an electronic file, the most commonly used is PDF-file. (Raninen & Rautio 2002, pp. 242-244).

3.5 Selecting Distribution Methods

The message needs to be carried to the target market in a way that will reach most of the consumers at whom it is aimed. This means selecting the most appropriate carrier to take the message to the consumer. This carrier is called the communication channel (Smith et al.1998, p. 39).

When using direct mail, the postal charges need to be taken into consideration. (Middleton 1994, p. 197). Depending on the case, there are several distributing methods for brochures related to tourism. A hotel brochure which is meant to attract only a limited amount of customers is possible to distribute for example via direct mail to previous customers, through relevant third parties, at tourism exhibitions and fairs, and so on. One good way for a small tourism company is to join a network which is marketing similar products to the target group with a higher volume. For a small tourism company operating abroad and reaching the Finnish customers, this is a good option although it means that the company needs to recognize the importance of networking in order to succeed. (Boxberg et al. 2001).

3.6 Terms of Use in Advertising

According to Raninen & Rautio (2002), the Association of Finnish Advertisers (Mainostajien liitto) defines the user rights as follows: all trademarks rights, copyrights, close rights, permissions to use a person's photo or name and other immaterial rights which are developed in the project are transferred to the advertiser. WFA (World Federation of Advertisers) adds to this that because the advertiser is responsible for the campaign in all means he or she has unlimited rights to it. In case of a disagreement, the party who has used the material to which it has no rights, is responsible for the reimbursements. (Raninen & Rautio 2002, pp. 45-48)

If the advertising agency wants to use its own name in the final work, it is not possible without a permission of the advertiser. The advertising agency has no rights to use the produced material in any other publication without the permission of the advertiser. (Raninen & Rautio 2002, p. 48).

4 RESEARCH METHODS

This study was done as a case study with using the qualitative research methods, Primary data was collected from marketing and tourism literature, interviews and the Internet. The interview with the Hotel manager, Kari Björkman plays a central role in collecting the qualitative background information concerning the topic. (Veal 2006)

As the first step of the process, a clear definition of the objectives needs to be done. The interview is needed in order to collect background information concerning the topic, and define the objectives that the case company requires from the project.

This research was carried out as a project based thesis, which means that the viewpoint was more on practical outcome and learning took place on every step

of the process. A project is a process which is goal-directed and it continues for a certain period of time. It can be part of a bigger project, or it can aim to an independent goal. In order to make the project work, it needs to be planned, organized, budgeted, carried out, supervised, followed and measured carefully. (Vilkka & Airaksinen 2003, p. 48).

The main goal of this project was a brochure plan which is as ready as possible for the case company to use as a guide for planning their marketing communication. The case company has given “free hands” concerning the project timelines. The budget was agreed on and measured by the case company after the brochure plan was accomplished, which this thesis comprises. This also set some limitations for the process, as the budget should not have been too high, as the business in question is small and the financial resources are limited.

This project plan defines the current stage of marketing decisions in the case company by using common methods of marketing planning. Defining the meaning of the project, its aims, and limitations; good ways to do this are measuring the present state, problem-analysis, swot-analysis (strengths, weaknesses, opportunities, threats). The project is phased as a process description, where it is easy to find out what was done and in which order, and what were the main stages of the process. (Vilkka & Airaksinen 2003, p. 49).

In a project plan, which is often presented in a seminar, the basic guidelines and ideas are brought out. It is a presentation of the current situation, which will of course have changes, when the project proceeds. Such things as current timelines and results, resources, problems & solutions and follow-up activities are added in the project plan. (Vilkka & Airaksinen 2003, p. 49).

5 MARKETING COMMUNICATION OF AUBERGE DE SAINT MARSAL

5.1 Introduction of the Case Company

Auberge de Saint Marsal is a small family company, a small countryside hotel in the south of France, operated by a Finnish couple, Kari and Tuula Björkman and their son, Mikael Björkman. The family has been having the business since 2002. The village of Saint Marsal is located at the southernmost end of the Pyrenees, and most of the buildings including the hotel itself were built in the 10th century, which adds the historical value of the environment and makes the village very atmospheric. The hotel consists of 12 rooms, a small restaurant and bar at the reception. The area attracts mostly visitors who are, for example interested in nature tourism, motorbike tours, historical sights, hiking, horseback riding, mountain biking or relaxation. Most of the visitors coming to stay over at the hotel are retired families, passing by tourists from France and abroad and sometimes bigger groups, such as school classes or festival guests. A quick interview among the guests proves that a typical guest is looking for peace, relaxation and local culture from their visit to the village. (Björkman 2009; Auberge de Saint Marsal 2001)

5.2 Marketing Communication: Current Situation and Future Aims

It can be said that Auberge de Saint Marsal is an international company, even though the business is very small. There are several reasons for being international in their case: first of all is the owners' own interest in different cultures and the fact that they are immigrants themselves. Other reasons are wider target markets and having a niche as something Finnish in the middle of the mountains in France. It is obvious that the Finnish customers add the value

of an exotic location also for the locals. The hotel and the village itself is a meeting point of different cultures, mostly coming from France, Finland, Great Britain, Spain and other European countries. The target market is elderly people, mostly over 60 years of age. These target customers have money and time for travelling and they are interested in nature rather than nightlife. (Björkman 2009).

The marketing communication tools that the company has used so far are the Internet pages, e-mails, letters to regular customers, newspaper advertising in Helsingin Sanomat, advertising in magazines which are targeted to Finnish people on pension (Pensioners' Magazine - Eläkeläisten lehti). For the local and French customers they have used road side advertising, flyers and visit cards to customers who come to eat at the restaurant. They also have a customer database of the overnight Finnish customers, which could be a useful tool for the distribution of the brochures, in case they want to target the services to the regular visitors. They have found all the tools of marketing communication useful, with an exception of the results from newspaper advertising, which has not been very successful. Despite the wide range of marketing communication tools that are currently in use, the company needs concrete marketing material for their main target customers, such as the Finnish elderly people. A brochure plays an important role in tourism marketing and should not be forgotten, especially if the target markets are not so used when using the new medias as a source of information.

The company had a brochure at the beginning of the business, and the pictures and content were collected with no previous experience of a similar project. Despite the relatively large amount of prints, 1500 copies, the brochure was a success and all the brochures were distributed to customers within one year. The first brochure had many weaknesses, the target customer group had not been thought of carefully enough and some of the pictures were very dark, small or they had no relation to the text. (Björkman 2009)

5.3 Analysis of the Project

On the Thesis plan seminar on 12 March 2009 the project plan about producing a brochure to Auberge de Saint Marsal was presented. At that stage, the basic idea of what this project is going to be about, was already quite clear. After that, a few corrections and limitations were made concerning the width and the timelines of the process. The original idea was to design a hotel brochure that would serve the needs of all possible customer segments. The project was limited to concern only a brochure plan which is targeted to the Finnish elderly customers. As the customer groups comprising the local, French and Finnish customers and those who come from other countries are taken into consideration, it was noted that each of these customer groups have different interests concerning the company.

As the case company is only a small tourism operator with only a limited impact on the overall tourism business, some of the presented theories are cut to suit the purposes of a small tourism company. The theories concerning the case of small tourism company which is aiming to international markets are very limited and that is why some adjusting needs to be done in order to get a realistic and functioning marketing communication plan for the purpose.

The following chapter describes the current and future situation of Marketing communication with using the technique of SWOT-analysis; that is the identification of *strengths* and *weaknesses* in the business, the *opportunities* presented by the trading environment and any *threats* faced by the company. The basic idea of SWOT-analysis is to determine the strengths and weaknesses inside the company that could affect the business and its marketing communication processes and also the outside opportunities and threats that are affecting it. (Holloway & Robinson 1995, pp.18-20; Pesonen et al. 2000, p. 123). The analysis was done so that it describes the overall situation of the company and the current marketing communication situation concerning this case study.

5.3.1 Strengths

Auberge de Saint Marsal wants to market itself as a cosy homelike destination to the Finnish customers. In the discussion with Kari Björkman, some suggestions about the slogan were made, and one of the best was: Saint Marsal – World's biggest Finnish village at the Pyrenees. This slogan tells a customer that the whole village welcomes Finnish customers, and that even though it is outside Finland, the destination is very cosy. The target customer of the brochure is a middle aged or older, *midcentric* and nature loving person, who is willing to experience something new, as an *allocentric* traveller would, but still feels that he or she needs the cosiness to be able to enjoy the stay. As a customer group, older leisure customers are a very potential group, as the number of senior citizens is high, and in the 2000's they have the time, money and willingness to travel and they are healthier than ever before. Nowadays older people are also more willing to experiment with new foods and cultures as they are more used to travelling. (Hemmi & Vuoristo 1993, p. 130, Morgan & Pritchard 2000, p. 155)

Auberge de Saint Marsal has a small number of regular customers who are willing to experiment the atmosphere of the village year after year. This group of customers needs to be paid a special attention to, so that they are willing to return to the destination and possibly spread the word of the good service to their friends who might also be interested in travelling to the destination. As the friends of the regular customers might not be as much experienced in travelling as the regular customers themselves are, the positive experiences of those who have already visited the destination can be the triggering force to make the hotel reservation for them. That is why it is important to keep an updated customer information database of the regular customers which might help in the future to reach the potential future customers by distributing the brochures through those who have already visited the destination.

Although it is not yet mentioned in the marketing planning, Auberge de Saint Marsal is a sustainable tourist destination. The place is not a mass tourism destination, and the tourists are living very close to the local people during their

stay. The hotel has only a low accommodation capacity, which of course limits the number of tourists, but yet gives the place more personal touch. They are not major polluters in the area and they are doing cooperation with the locals to help the whole community. The food is mostly local, with a few exceptions of Finnish dishes on the menu. As sustainability is today's trend word in tourism (Kalmari & Kelola 2009), the hotel has a huge potential in this aspect. Sustainability could be shown in the materials of the brochure, and also in the choices of products that they use in the business and all of their actions in the local community.

5.3.2 Weaknesses

Auberge de Saint Marsal is a small family business. They do not have a reputation in big markets and it is difficult to find feedback from the experiences of the customers who have already visited the destination. Also the lack of proper distribution channels for marketing in Finland is also a problem, which small companies often have. The company has done some cooperation with Finnish companies who are gathering information about hotels and hostels abroad, and they have appeared in a few magazines which are targeted to retired people. A Finnish retired person who is very psychocentric and has not been travelling very much and/or is not very skilled in speaking other languages besides Finnish, might not find the place a comfortable place to visit. This type of traveller often seeks for detailed information about the destination before making a decision. This is, of course a risk that needs to be taken into consideration when targeting the hotel marketing to elderly people.

The brochure should also state clearly that the customer needs to be independent enough to take a train or rent a car in order to reach the destination. This, of course requires language skills and might be the reason why some people in the target group will lose their interest. In some cases, transportation from Barcelona is possible, but in that case they should be in contact with the hotel staff before making a reservation. This is important to mention in the brochure.

The company has not yet done a clear strategic and tactic plan for the future marketing communication functions. Even though the process might take time and effort, some guidelines should be defined before considering the distribution of the brochure. The question of how to reach the potential customers with a limited amount of information concerning them and with a low budget is something that needs planning. As this thesis is concentrating on the brochure plan, the development of brochure distribution is left for the company management to be thought of. Some guidelines to start with are presented in the theory to help with the development process.

5.3.3 Opportunities

As the company already has some business connections with the local service providers, these networks could help them with marketing their core product. Providing information about supporting services can help in marketing the core product, as it makes the whole package more attractive to a customer. It is already mentioned on their Finnish Internet pages that they are doing cooperation with one local tourist guide entrepreneur, who is arranging hiking and mountain biking tours in the area. Mentioning these services in the hotel brochure could make the place more interesting as a destination for those customers who are interested in these services. In order to get their name in the brochure, the cooperative companies should pay a small fee to cover the marketing costs. By doing this, all parties would benefit; this can reduce the costs that the Auberge needs to pay for their possible brochure designing and printing, the hotel would look more attractive as a destination, and the cooperative entrepreneurs would also get new potential customers. (Boxberg et al., 2001, pp. 29-31) Networking between the company and the customers and operators in Finland is also important to remember. Regular customers who are willing to share their experiences with their friends and spread the word of a Finnish hotel in the middle of mountains at the Pyrenees are a potential way to market the destination. In this case, a brochure could function best as something concrete to show to the potential customers.

Implementing the marketing communication theories into the marketing decisions of Auberge de Saint Marsal is also an opportunity which could improve the services of the company, and in the long run also the profitability. Careful planning, starting from a clear definition of the customer segments is essential. The theory part of this thesis presents some theories to start with in the process of marketing communication planning, such as strategic and tactical planning and SOSTAC +3M's model. This will serve as a guideline for the future marketing communication decisions for the company in order to make the best out of what has been planned so far and get as many customers as possible to make the actual hotel reservation. However, as the project is about making a brochure plan, the thesis is not going to go any further with the marketing communication planning of the company itself.

5.3.4 Threats

Competitors: When thinking of the target group of elderly Finnish traveller, the competitors can be varied and even complex to determine. There are, of course other small tourism companies which are attracting independent travellers, but also package trips can be considered a major competitor. In order to compete with the package trips, a small company like Auberge de Saint Marsal should determine its niche carefully. By keeping in mind the wants and needs of the target customers it is easier to plan the marketing functions. Taking brochure planning as an example, it becomes more target oriented and lots of energy is saved as the company is not trying to persuade everybody, or just somebody in the street.

Economical situation: The effect of an economic situation on a business is highly dependent on how necessary the product or service in question is. Tourism services can be categorised as those services that are not the most necessary, and that is why the business is highly dependent on the economical situation (Albanese & Boedeker 2002, p. 47). Worldwide recession in 2008 and 2009 has effects on consumer behaviour. Changes in the economic situation cause changes in the demand for products and services. People are buying more and more only the necessities, and unfortunately tourism is one of the first industries

to suffer from this. As people have less money to use, domestic travelling can become more appealing, and that is why destinations inside Finland can be categorised as a major competitor for Auberge de Saint marsal. As all other industries are cutting their costs and laying off employees, people have naturally less money in use and less money to spend on travelling. (Albanese & Boedeker 2002, pp. 47-48, Wikipedia 2010). According to Kari Björkman, the effects of the recession can already be seen in the numbers of passing by visitors. This also means that if they are not getting local customers, it becomes more important to pay attention to other customer segments. If the company has financial resources, it is a good idea to publish the brochure for Finnish customers and this way concentrate on other customer segments than the local or passing by customers.

During the end of 2009 and the beginning of 2010 the pandemic phase of H1N1-virus reached its widespread human infection phase. (World Health Organization 2010). In today's world, the worldwide epidemics are making people travel less. Even if getting ill is not very likely, the thought of having a strange disease on a holiday is not pleasant. SARS-virus in 2003 in Japan had the similar effect on willingness to travel in 2003, but the situation soon recovered, as people started to feel that they are not in immediate danger anymore. (Cooper 2005)

5.4 Risk Management

The possible risks of the brochure production process are mostly related to the budget growing too high. Even with a careful planning there can be delays and this can cause expenses. That is why it is very important to have a clear plan for the possible advertising agency and for the printing company (see appendix 1).

As there are no strict timelines for the plan to be carried out, there is a possibility that the brochure plan will not be needed by the time it is finished; there can be major changes in the business as the company is privately owned. If the economic situation is in crisis, there are not enough customers to make the

business profitable. On the other hand, this might be a driving force for the company to develop its functions in order to make the business more profitable. The problem in this case is that new plans cost money.

Lack of commitment to the brochure plan process is one risk, as there might not be enough expertise inside the company to understand the meaning of planning marketing communications. The business is relatively small, Tuula and Kari are close to retirement and their son has other business plans elsewhere, all of which can affect the interest to develop this particular business.

5.5 Brochure Designing Process

According to the theories, in the case of Auberge de Saint Marsal, a brochure planning is a part of strategic marketing planning, as the aim is to make a long term brochure for 3-5 years of usage, which is not meant for any particular campaign, but to offer general information about the tourism product they are offering. That is why the information included should be very general and easy to change if that is needed.

Despite the original plan to design a brochure that could be translated into different languages, it was decided in the discussion that the project should concentrate on producing a brochure to the Finnish customers. The reason for this decision was that even though the brochure is going to include very basic information, the services that are going to be marketed especially to the Finnish customers differ very much from the services that passing-by customers, who are making the buying decision when arriving to the location, are interested in. (Björkman 2009).

As the first stage of the AIDA-model suggests, attracting attention is the first important step in marketing communication with the potential customer. The name of the company itself does not tell much to a Finnish customer, there was also a discussion about choosing a slogan that would attract attention towards the services. The slogan should tell in a few words about the cosiness of the

place and that there is a piece of Finland in the middle of southern France, a place where the customer can feel that he or she is welcome. One suggestion was: Auberge de Saint marsal – the World's Biggest Finnish Village at the Pyrenees.

The company has a logo which is very decorative with lots of details, and it is designed by an anonymous Norwegian artist. Even though the logo has many details, it has become a symbol of the business, and there is no need to change the outlook of it. (Björkman 2009) The logo is very detailed, and the problem with it is, that it should be printed as big as possible. In the previous brochure, the logo was on the first page, but as it contains the name of the company, one option is to use only the logo instead of having repeated the name of the company in the head title.

The background colour of the previous brochure, which is also the background of the Internet pages, is light yellow. The colour represents the sun and it is chosen to attract Finnish customers to come to see the sun. The colour of the text is purple, which also has a meaning, it is a calming colour. In case we want to change these colours, it is necessary to find out second meanings of the colours and think whether it is important to change them and if it will affect the image of the company. As a customer group, elderly people are very sensitive to changes and it is not necessary to change the image too much in the eyes of the regular visitors. (Björkman 2009)

The previous brochure is A4 size paper folded twice. This is very commonly used in the advertising of the local French tourism companies. Even though this project is about Finnish market, the size seems to be good and if the content fits these frames, there is no need to change it. If the company wants to produce a similar brochure for the French market, the outlook will not look very different from the original, and the image of the company stays similar even if the content needs to be changed. (Björkman 2009)

As this project is relatively small and it describes quite detailed the facts that are needed in the brochure, the advertising agency is not a compulsory option. If

Auberge de Saint Marsal chooses not to use an advertising agency and there is enough expertise inside the company, they can use a computer program to gather the required information to a form that is suitable for the chosen printing house. However, the final outcome is not as professional as if an advertising agency were involved, but this is to save the costs as the budget is small. The printing house is selected either from Finland or from France depending on the costs of printing and delivery, possibilities to print what is desired and the sustainability of the process.

The materials of the brochure were not yet decided in the discussion. The current trend in tourism is going towards sustainability and that is why the suggestion to print the brochure on recyclable paper is one of the important issues. This would give the company an updated image and it would also support the image of the company as a nature friendly destination. According to Miettinen (2009), defining the sustainability of printing is a complex process and it means much more than environmental friendly inks and papers. Most reliable signs of sustainability when choosing a printing company, are labels that are granted either nationally or internationally. One of these is the Scandinavian environment label, so called swan label (Pohjoismainen ympäristömerkki: Joutsenmerkki). Some methods of printing can be much more sustainable than others, and this is a complicated process which requires professionals to fully understand the environmental effects of each process. (Miettinen 2009) In the case of Auberge de Saint Marsal, the awareness of the labels of nationally or internationally recognized nature friendly companies is enough, as we are talking about relatively small number of prints.

6 PROJECT RESULTS

As a result of this project, Auberge de Saint Marsal gets a concrete idea of what is needed in order to design and produce a brochure which serves the needs of the company and attracts the right target markets. The conclusion was that even though the business is very small, it is important to take into consideration the

needs of different customer segments and selling everything to everybody is not possible. As the customer groups are very heterogenic, consisting customers from different cultures, the planning becomes even more important. That is why this project was delimited to consider only the Finnish elderly customers which are an important segment to the company, but yet difficult to attract.

Concerning the content of the brochure, it is important to notice that the target group is very psychocentric and they need the feeling of cosiness in order to get interested in the product. *What is common to psychocentric people is that they value safety and comfort when choosing a destination (Hemmi & Vuoristo 1993, p. 129).* This is why the brochure needs to be designed to support the company image as a cosy place to visit. One good way to get the feeling of cosiness in case of Auberge is to emphasize the attention to the fact that the company owners are Finnish and they are there to answer all the questions in Finnish.

As it was already mentioned in the SWOT-analysis of this thesis, the company should pay attention to marketing communication planning in order to make the best benefit out of the limited budget. It is not enough to get the brochures distributed to somewhere, but they also need to reach the potential customers as effectively as possible. The theories presented in the part of marketing communication are taken from books which concern bigger markets, but these theories can also be implemented in a smaller business. Even though all of them were not used in this thesis, they will help the company in the marketing communication development process. The following chapters are presenting the outcome of this thesis, which is a plan of a brochure that attracts the target customer groups and has an effective message.

6.1 Content and Style of the Brochure

The main changes compared to the previous brochure are done in the text content and pictures. The problem in the previous brochure was that the pictures were not chosen with thought and they were not telling the message effectively enough. For example, the picture of the restaurant was too small and dark and it

was not attractive. The restaurant picture should be big and colourful and it should contain delicious dishes and possibly happy people around the table. The company should definitely use a professional to take the pictures, because pictures tell more than a thousand words and they need to be attractive. If the pictures are from existing databases, there is a high risk of failure when it comes to the final outlook of the brochure. Even though an advertising agency is not necessarily needed in this case, a professional photographer can help with the details of what form the pictures should be, how to get a perfect setting and lighting and how to get sharp pictures.

As the brochure is going to be mainly about the hotel, the cover picture should be the hotel itself, with nice decorations and good lighting. The picture can, of course include people, but they have to look welcoming and service minded. The cover page text is simple; the name of the company, and a simple, catchy slogan to illustrate the company mission for the target customers. The Internet address is mentioned on the first page as a communicative media for those who seek more information and updates about the services.

As a second picture on the second page of the brochure, a company could use a picture which features the whole village and the mountains. This is to illustrate to a customer what kind of environment the hotel has. The mountains work as an attractive factor to people who are interested in visiting a location that differs from their daily environment. (Vuoristo 2002, p. 29) The second page is noticed when the reader opens the brochure, and this is also a good place to emphasize the cosiness of the place and the fact that there is Finnish service available at the location. It is not necessary to mention other spoken languages, because this brochure is targeted to Finnish elderly people. They might feel uncomfortable about the fact that the presence of other nationalities is stated so clearly. This is the mistake that was done in the text part of the previous brochure.

The middle page is general information about the area and its activities. This can include a picture of happy people hiking, cycling or horseback riding and a picture of local festivals. The fourth page could include room rates and a picture of an average room with a good lighting. The fifth page on the right side is a

good place for a basic menu in the hotel, with an attractive picture of delicious dishes. The fifth page is seen right after the brochure is opened, so it has to raise positive emotions. The last page is for the contact information and maps of Europe and a clear simplified route map of Southern France. What is good to mention also, are the nearest towns, airports and railway stations. The contact information details can be placed on the fourth page, if there is no space on the last page (appendix 2).

Avoiding repetition and stating only what is necessary is important as the brochure has limited amount of space. Parker (1998, p. 89) mentions that leaving empty spaces on paper makes the message more readable, and gives a resting place for the eyes of the reader.

The brochure will be printed with similar colours that are used on the web-pages of the hotel. As the brochure is designed for a long time usage and not for a seasonal campaign, it is good to keep the image and not confuse the possible customers, especially when our target customer group is relatively sensitive to changes. The main colour will be light yellow – the colour of sunshine. It will appeal to the northern people who are seeking for sunshine and positive atmosphere.

6.2 Distribution of the Brochure

The previous experiences of distributing the brochures has shown that 1500 copies was enough to cover the need of one year, even though it was not actively distributed on a larger scale. As the new brochure is targeted only to the Finnish customers, the number of prints should be less per year. If they are willing to improve the distribution channels, the number should then remain around 1500 per year. The concentration is now on the development of marketing communication so that it reaches the potential customers as effectively as possible.

As a new distribution channel, Auberge de Saint Marsal could have a possibility to order brochures on their Finnish language Internet pages. Attending fairs and exhibitions in Finland would also increase the demand for Finnish brochures. Developing the networks in Finland to the companies who are willing to do cooperation with marketing and previous customers who are willing to share the good message are playing an important role in the effective brochure distribution process.

7 CONCLUSIONS

Brochures remain one of the most commonly used methods of distributing information to potential customers in the field of tourism. Because tourism services are intangible, it is important for even the smallest tourism companies to have something concrete to show the prospective customers. That is why a careful planning of marketing communication from the beginning is needed in order to make the process as effective as possible. The company needs to know its target markets and the most effective distribution channels to reach them, in order to succeed. Even though a brochure is not always classified as a part of advertising, it is still almost a compulsory part of marketing communication in tourism even if the business is very small.

In the beginning, the case company, Auberge de Saint Marsal was using several methods of marketing communication but still the concrete part, a brochure, was missing. The target of this thesis was to design a brochure for one target group which plays a central role for the company's operations. This project has reached its aims as far as it is possible to go with the theory of planning the brochure, and improving the previous marketing communication decisions. However, the production of the actual brochure failed for now. This thesis includes suggestions that are needed for the actualisation of the brochure, but what is still needed is a budget plan, which needs to be done by the company management locally.

Even though it is not yet known whether the actual brochure is going to be published and when, it will help the business essentially. Their current main target market, the Finnish elderly people might not be very familiar with their current methods of distributing the information, for example the Internet. Publishing a brochure is a good way to win the trust of the target market in this case, even though there is still development work to be done in order to decide the distribution methods for the brochures.

The theory part of this thesis gives suggestions of how to start with the development of marketing communication. Even though most of the theories consider bigger companies in the field of tourism, they can be implemented to the functions of a small tourism company to some extent. The decision of what is important and relevant information, is up to the company management, and is of course dependent on the current situation of the business.

The question of how a small tourism company can develop its marketing communication to international markets on a small scale, was however answered to some extent. Internationalisation on a small scale is possible, but it requires a strong network for the target markets in the other country. Auberge de Saint Marsal has maintained its connections to some of the important networks, such as the magazines that the target markets might be interested in, however, this has not been very successful so far. Publishing a brochure for the target markets helps to get the attention of those who already have some experience of the company thanks to the customer database, but the distribution methods to the new potential customers in Finland need to be developed a bit further. If the budget allows, fairs and exhibitions are something to be considered when developing connections on a small scale in Finland, to build new networks and maintain the old connections.

The brochure is designed to be very cost effective and sustainable. Cost effectiveness is shown in the content of the text: it is going to be very general information, which is not changing very often and is easy to update. If the company decides to publish the brochure, they should carefully consider which printing house they will choose in order to be sustainable. This thesis was made

to give them hints about the situation in Finland and that there are printing houses that pay attention to sustainability. A careful consideration of whether it is more cost-effective and sustainable to print the material in France or in Finland is important.

The current economic situation has effects on the operations of small tourism companies. It is obvious that small companies want to cut the costs as much as possible in this situation. What is needed, is an effective and cheap marketing communication, which will attract the target markets effectively. Publishing a brochure is not something to be forgotten when an improvement is necessary.

Although the project still has a lot to be developed, the project was overall very educative. First of all the project developed an understanding of the importance of marketing planning, and that success starts from careful planning from the beginning. If the marketing plan is loose and the company does not have a clear idea of the interests of the target markets, it is not possible to create marketing communication that is cost-effective. Selling everything to everybody does not lead to success. Creating marketing material that serves its purposes is a complex process, and it is important to consider what the facts are that the customer is interested in. In a case of a small tourism company, it is important to pay extra attention to creating an image of a reliable company, which is attractive enough to the potential customer actually make the purchase.

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Appendix 1. Request for Quotation for a Printing Company

REQUEST FOR QUOTATION 10 MARCH 2010


Name of The Work	Hotel Brochure
Size	xxx mm x xxx mm
Width	coverpage xxx, content xxx
Material	1 USB-file ready to be printed +fonts (PDF-format)
Pictures	5 pictures on a CD-file
Draft	One model draft which is similar to the final
Number of Prints	3 000
Delivery Time	for print: 5 April 2010 Ready by: 20 April 2010
Delivery Address	Auberge de Saint Marsal, 66110 Saint Marsal

Please send the offer by 1 March 2010 to the address:
astamutananen@luukku.com

For more information, please contact: Asta Mutanen +(358) 50 381 80 14,
Kari Björkman +(33) 468 395 268

Appendix 2. A Brochure Content Plan

Front

<p>[A picture of dishes/ wine etc.]</p> 	<p><u>Menu</u></p>	<p>Sample menu of the most common dishes, not too exotic, but no Finnish food. + wine matching the menu</p>	<p>A picture from the restaurant with a cosy atmosphere, smiling people, good lightning</p>
<p>Miten löydät meille?</p>	<p>A map of southern Europe / whole Europe</p>	<p>Smaller map of the main roads in the area. Simplified but yet CLEAR</p>	<p>List of nearest airports, train stations, possibilities to rent a car etc.</p>
<p>[title:]</p>	<p>Auberge de Saint Marsal</p>	<p>[A picture of the hotel]</p> <p>- Sunny day (- happy people / service minded employee(s))</p>	<p>[Slogan example:]</p>
		<p>Maailman suurin Suomalaiskylä Pyreneillä</p>	<p>www.saintmarsal.net</p>

[title:]
Saint Marsalin
Kylä

Picture of the village
on a sunny day

shortly:
Description of the village,
location, surroundings,
history etc.

- A picture and/or a few
words about Finnish service
and cosy atmosphere

Pyreneet ja Carigou -
vuori

[this page contains information
about the activities and
local festivals. Pictures of
people in action]

[Room rates]

A picture of an
average room

[Packages]