

Setting target South Korean travellers for Finnish tourism industry

Bohyun Yoon

Author(s) Bohyun Yoon	
Degree programme Hospitality, Tourism & Experience Management	
Report/thesis title Setting target South Korean travellers for Finnish tourism industry	Number of pages and appendix pages 26+1
<p>This research-based thesis reveals the millennials in South Korea as the target travellers in Finnish tourism marketing. This thesis introduces tourism statistics data, information and research results published in South Korea. It also discusses South Korean consumer trend, target travellers in South Korean outbound market, and present samples of products currently available in South Korea. The intended end users of this thesis are Finnish DMOs and service providers. This thesis concludes for the end users to create and offer their own all-inclusive packages tailor made for South Korean travellers.</p> <p>The theoretical frame work is concentrated on customer experience - customer journey mapping and experience pyramid are introduced. These were later implemented in empirical research with real life examples through qualitative interviews with South Korean travellers and tourism industry experts.</p> <p>The results of empirical research reveal a list of pull factors for Finland, and a list of areas of improvements for serving South Korean travellers in Finland. Suggestions of improvements were made on foods to be more authentic and innovative for South Korean travellers. In terms of souvenirs, light, small and inexpensive Finnish products to be suggested for South Koreans to purchase. Making after-visit contacts are also recommended to get online reviews and recommendations. Lastly, sharing an interesting and authentic stories about Finland based on Finnish values and life styles are recommended.</p>	
Keywords South Korea, Tourism, Customer experience, Target, Marketing, The millennial	

Table of contents

1 Introduction.....	1
2 South Korean outbound tourism and their relation to Finland.....	4
2.1 Brief history of outbound tourism in South Korea	4
2.1.1 South Korean travellers' behaviour and their interests.....	4
2.1.2 Target travellers in South Korean outbound market	5
2.2 Consumer trends in South Korea	7
2.3 Current state of South Korean tourism in Finland	8
3 Customer experiences theories	11
3.1 Customer journey mapping	11
3.2 Experience pyramid.....	11
4 Empirical studies.....	13
4.1 Interview process and informant selections	13
4.2 Customer journey mapping application.....	15
4.3 Experience pyramid application.....	17
4.4 The Result.....	18
4.4.1 List of pull factors of Finland for South Koreans	18
4.4.2 List of areas of improvements in South Koreans' point of view	19
5 Conclusion.....	20
5.1 Target market groups - The Millennial couples in South Korea.....	20
5.2 Marketing suggestions	21
5.3 Suggestions to improve when serving South Koreans travellers in Finland	23
6 Discussion	25
References	27
Appendix	30
Appendix 1. A combined customer journey map of South Korean informants visiting Helsinki.	30

1 Introduction

“Tourism is the activity in which people spend a short period, of at least one night, away from home for leisure or business.” (Horner & Swarbrooke 2016, 442). Tourism is one of the biggest industries in the world. Travel and Tourism generated US\$7.6 trillion (10.2% of global GDP) and 292 million jobs in 2016, equivalent to 1 in 10 jobs in the global economy. (World Travel & Tourism Council 2017) According to the latest UNWTO reports 2018 edition, in 2017, the highest increase in international tourists’ arrival was recorded since 2010.

Cities and countries around the world are competing to attract more tourists. Main target tourists generating countries differs from countries to countries depends on the location, budget, religious and political landscape etc. However, according to UNWTO, the top 10 spenders in outbound tourism in 2016 were China, USA, Germany, United Kingdom, France, Australia, Canada, Russian Federation, South Korea and Italy. South Korea joined the top 10 since 2015 (UNWTO 2017).

In 2017, 139,000 trips were made to Finland from South Korea, a 22% increase from the previous year (Visit Finland 2018). There has been steady increase in South Korean visitors to Finland every year. Helsinki-Vantaa airport has daily direct flights to Seoul, South Korea all year round. South Koreans also visit Finland via Russia by flights, trains and buses, as they do not require visa to Russia. Korean airlines fly directly from Seoul to St. Petersburg, and therefore affecting in increase of Finland and Russia combined tours.

South Korean television channels frequently show and highlight the pristine Finnish nature, local attractions, cultural activities. Stereotypical and local Finnish people are featured in the prime-time television shows to introduce Finland. There has been steady boom of promoting Nordic cultures, lifestyle, and education system through Korean media outlets. Moomin trolls, Iittala plates, and Marimekko products are gradually taking their places in South Korean market.

In the recent years, more and more Finnish faces are becoming familiar to South Koreans. For instance, in November 2017, a TV show, “Eoseowa hankukeun cheoumiji?” (MBC everyone 2017), featuring well known foreigners in South Korea, and inviting his or her friends who visit South Korea for the first time. The friends who have never been in South Korea get to experience special trips, food, culture and life style in South Korea. Also, they get to show how they live back home in their own country to share with South Korean viewers their culture and lifestyle. Petri Kalliola is well known in South Korea for being

able to introduce Finnish culture in Korean language. He used to work at the embassy of Finland in Seoul. In the TV show, Petri invited 3 of his childhood friends. They filmed 4 episodes featuring 4 Finnish men including Petri, and those episodes hit the highest rating out of 14 other teams from different countries. In 2018, the viewers were asked who they wanted to see again on the second season of the show. A staggering number of 46.7% of 40,000 viewers on the survey poll voted in favour of the Finns to come back for the second season. The Finnish men were back for the second season of the show which aired in December 2018.

As South Koreans' interests in Finland is growing year by year, I have chosen to write my thesis which can aid both South Korean travellers and Finnish tourism industry. This thesis is a research-based thesis with suggestions aimed to aid potential end users, such as Finnish DMOs and service providers. The objective of this thesis is to provide answers to the title of this thesis, "Who are the target South Korean travellers in Finnish tourism marketing?". Sub-objectives of the thesis are as follows.

- Describe who the modern South Korean travellers are.
- What South Koreans want to see and experience in Finland.
- How to attract them to visit Finland as a tourism destination.
- How to serve them while in Finland.
- How to get them to come back or recommend Finland as a destination to their friends and family members.

In addition, it would be beneficial for Finnish tourism marketers to understand South Korean consumer trends, and consumer behaviours to anticipate and create a South Korean specific marketing plan. This thesis contains suggestions but is not a product in and of itself. DMOs or service providers can further develop tailor made products in cooperation with myself and the commissioning party of this thesis, Toolbox-Travel Marketing & Consulting.

Qualitative research method is used in this thesis. I am a native Korean speaker, therefore has access to abundant useful information and data that are only available in Korean language. I read academic books on South Korean consumer trends written by renowned authors in South Korea. For instance, "Consumer trend Korea" publishes lists of key concepts on South Korean consumer trends annually. It is written by industry marketing experts as well as top reputable university professors in business studies.

Interviews were conducted with South Korean travel industry experts located both in South Korea and Finland in order to attain experts' opinions on South Korean outbound

tourism trends, and its effect in Finland. I also conducted interviews with South Korean travellers who visited Finland in the recent years. Customer journey map was created during the interview process. Also discussed were a list key attraction points for choosing Finland for South Koreans and a list of the areas of improvement.

I have been working with South Korean travellers in Finland for the past 3 years. I have been working with My Helsinki (Helsinki Marketing) for guiding FAM groups and Tumlare for guiding South Korean package tour groups. Also, I have worked at the Helsinki-Vantaa airport and on Tallink Slija boat as service guide in Korean language. Therefore, I was able to gather extensive information and knowledge through serving numerous South Korean travellers for this thesis to occur.

Following the introduction, the thesis will present recent tourism history, as well as current statistics in South Korean outbound tourism. This is to have a general understanding of South Korean outbound tourism before the practical findings of the thesis research results. The thesis will then share customer experience theories that I studied, empirical studies, and the results. At the end the thesis will be conclusions and discussions based on the findings from the research.

By recognizing the current situations and consumer trends in South Korea, marketers are able to adjust and updated target groups in South Koran market. By moving away from traditional one size fits all type of marketing plans, the consumers pay greater attention to the tailored products, and hopefully consider visiting Finland as a reachable dream.

2 South Korean outbound tourism and their relation to Finland

Tourism is one of the fast-growing economies in the world. Although Finland does not solely depend on tourism income like some other parts of the world, tourism is still a rising source of GDP in Finland. Visit Finland forecasts that the inbound tourism to grow at about 10% annually. (Visit Finland 2018) The following parts of the thesis take a look at the South Korean outbound tourism market, South Korean consumer trends, and where South Korean tourism currently stands in Finnish tourism industry.

2.1 Brief history of outbound tourism in South Korea

Tourism in South Korea is regulated by Ministry of Culture and Tourism. Under the ministry operates Korea Tourism Organization (KTO) which was established in 1962. KTO's main focus is Korea's inbound tourism, and to support the tourism industry in South Korea. KTO is established in 1961(KTO 2019). According to KTO, until the beginning of the 1980's, it was very difficult for South Koreans to be issued visa to overseas countries. The main reasons were to discourage Koreans' expenditure overseas, and to prevent South Koreans to come in contact with North Koreans overseas. For variety of reasons, Overseas travel for South Koreans were typically limited to the wealthy and the powerful.

Around the time of Seoul Olympics in 1988, tour visa requirements were widened for people over 40 years old, and in 1989, tourism visa age limits were lifted in South Korea. From this time on, there was an increase in tourism overseas albeit it was considered luxury. However, since the late 90's, overseas travel is regarded as an imperative part of modern life style in South Korea. And from 2005, low cost carriers are emerging in South Korean travel market, and therefore the inevitable arrival of low-cost package trips overseas to neighbouring Japan, China, and South East Asian countries (KTO 2019).

2.1.1 South Korean travellers' behaviour and their interests

Through the observations in my work, I have noticed that most South Korean travellers visiting Finland are well travelled savvy travellers - by the time they visit the Nordic countries including Finland, it is more than likely that they have visited other major popular destinations in Asia, Europe and North America. This is because more than half of the South Korean traveller's purchase package tours (Hana tour 2018). Most popular packages are made for Asian, mid and south Europe, and the U.S.A. markets. Koreans prefer to buy all-inclusive budget package travels which combine capital city visits, and well-known historical sites. In the recent year, Koreans started to visit beach destinations more, and they

are buying more flexible package tours that include hotel and flights only. (Hana tour, 2018)

I have observed while working with South Koreans travellers that they behaved in generous and well-mannered ways at destinations – for instance, paying tips for guides and bus drivers. They are likely to be on a mission to buy the right kind of local souvenirs well known to South Koreans. They are a health-conscious bunch who like to buy local health foods, supplements and superfoods, although they do not always eat healthy.

In 2013 and 2014, Visit Korea (KTO) asked 2,647 families, 6,429 individuals including family members over 15 years old questions. “Where they wish to travel” vs “where they actually ended up traveling” (Visit Korea 2015). The research found out that South Koreans wanted to visit places that are far and away places such as France, Hawaii, Australia, U.S.A. and Switzerland. In reality, Koreans visited neighbouring Asian countries, such as Japan, China, Hong Kong/ Macao, Thailand and Singapore, for the proximity, comfort of familiar cultural values and budget. The results for both 2013 and 2014 researches were mostly similar, except for Switzerland rising over 25 % within a year – this is due to a popular TV show, 꽃보다 할배 (Grandpas over flowers) featuring Switzerland(TvN 2014).

Top 10 most searched overseas destinations in 2018 by South Koreans on Sky Scanners website also showed that South Koreans were searching for rather nearby destinations. The top 10 destinations searched by South Koreans were Osaka, Tokyo, Bangkok, Fukuoka, Danang, Hong Kong, Taipei, Cebu, Okinawa, Guam respectively. (Sky Scanner 2018) Guam is an exception on the list as it is a popular and traditional honeymoon destination for South Koreans.

2.1.2 Target travellers in South Korean outbound market

The following graph shows South Korean travellers' range by age and gender. Female in their early 30's travelled the most by 14%, followed by female in their late 20's by 13.7%. This is due to delayed first marriage age, and also less societal pressure on young female to save financial means for the marriage. All healthy and able South Korean men go serve in the military for up to 2 years in their 20's or early 30's, therefore there are more time and financial restrictions for South Korean male.

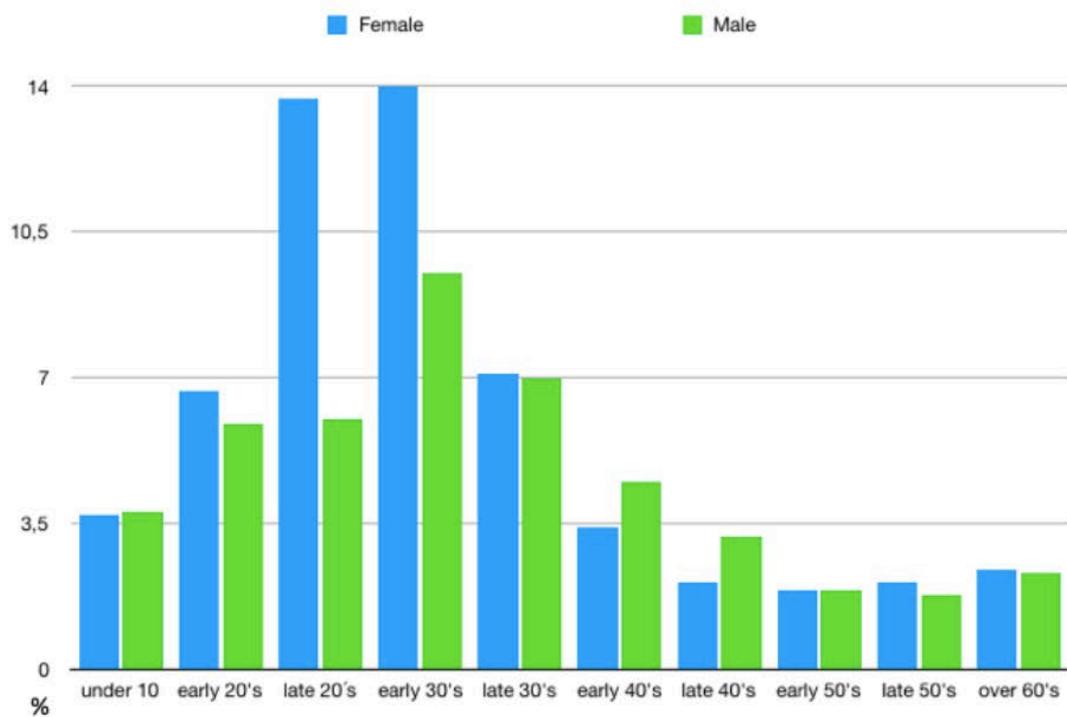


Figure 1. South Korean travellers by gender and age in 2015 (Interpark tour 2016).

As an example, the phenomena that women in their 20's and 30's travelling the most is already reflected into products offered by South Korea's biggest wholesale and online tour operator, Hana tour, since 2018, introduces 3 different levels of package tours targeted for women in their 20's and 30's. For instance, it can be an all inclusive luxury tour, and on the other end of the spectrum, it can only include hotel and flights.

Interpark tour runs the biggest online flight booking website in South Korea. Interpark looked into group sizes for all FITs (Free Independent Travelers) who booked flights on their own on the website in 2017. 34.5% were 2-person FIT group, then 3-person FIT group by 33.7%, and lastly solo FIT travellers consisted 31.8%. Although solo FIT percentage increased noticeably in the recent years, still the majority of FITs travelled in a group of 2 or 3 individuals. South Koreans started to value spending time on their own more and more, however they still travel in groups to prevent loneliness and boredom during trips, and also for economic reasons, such as sharing accommodation expenses.

In the early 2018, Hana tour revealed its latest researches on South Korean outbound tourism market. Hana tour's study is an important step in understanding South Korean tourism market, because Hana tour is not only South Korea's biggest whole sale company, but they have B2B2C policy where over 2000 physical outlets across South Korea are selling Hana tour's products from their stores (Business post 2014). Hana tour take up over 20 percent of South Korean outbound travel market (Business post 2014). Although

there is no mention of Finland in the research revealed, by reading upon the research, one can get a good understanding on South Korean outbound tourism trends.

In the studies showed increase in both FITs and package tours. Especially, Korean style FIT products which include flight, hotel, entrance tickets, local pass or local guided tour increased more than double in sale. Also, a diversification of package tour products helped in increase of package tour sale by 46.5%. Not only traditional all-inclusive packages were sold, but there are now themed package tours, or semi-package tour products where customers had more free time during the day.

According to Hana tour, the increase of the young FITs traveling overseas increased remarkably by 47.8%. In comparison, general increase in overseas travels for all ages were 20.4%. This data shows that for the young FITs, travel is not a special occasion for the high season – in March 2017, a typical low season, demand in travel were 68% of August 2017. The gap between high season and low season is rapidly decreasing – in March 2016, demand in travel were 44% of August 2016.

Hana's report does not forget to mention that the biggest sellers in 2018 were the all-inclusive package tours that are targeted towards travellers in their 50's and 60's. The average package price of a package tour for this age group was about 1000 euros, comparing to other age groups, this is 18% higher. And they also bought the most premium tour packages by purchasing 55% more than other age groups. (Hana tour 2018) What this age group prefers are mainly gourmet travel, hot springs and UNESCO heritage sights.

Then there is an increase in demand for tour packages for the baby boom generations (travellers aged from 50's to 60's), and the Millennial (20's and 30's) to travel together as family. In 2018, 19 % percent of the total package tour sales of Hana tour was purchased by adult children and their parents. (Hana tour 2018) The popular destinations were Danang, Vietnam, Pattaya and Bangkok, Thailand, and Kyushu, Japan, and Taipei, Taiwan where there are city breaks and nature destinations coexist, as well as gourmet food and wellness elements. (Hana tour 2018)

2.2 Consumer trends in South Korea

South Korean society is formed based on Confucianism where collectivism has been traditionally emphasized, while viewing individualism as selfish tendency. Consumer trends in South Korea follows the collectivism rule when a trend is introducing to the society, and majority of citizens incline to follow the trend. The following is one of the latest consumer trends in South Korea and has a strong hold in tourism trend in the recent years.

A new buzz word was created in 2018, it is called “Sohwakhaeng” which means small but guaranteed happiness. Its meaning is similar to Hygge of Denmark or Lagom of Sweden. This term was first used by Japanese author Murakami Haruki in his book, Afternoon in the islets of Langerhans in 1986. Sohwakhaeng was chosen to be the top trend of 2018 by Seoul National University’s consumer trend research centre. This buzz word gained massive popularity among the millennials who are born between 1980s and early 2000s.

As of March 2019, there are over 1.4 million posts with #소확행 (Sohwakhaeng) on Instagram. Korean Instagram is filled with pictures of wild flowers, a cup of tea, blue sky, a piece fresh bread from a local bakery - nothing extraordinary, but the posts represents appreciating small moments of pleasure in everyday life. Also on Instagram are #휴게 (Hygge) and #라곰 (Lagom) with 314,000 and 232,000 posts respectively on Instagram in South Korea (Instagram 2019).

Although Sohwakhaeng tour trend is staying closer for less days than traditional lengthy stays at a faraway destination, Sohwakhaeng does not exclude travels to European and North American destinations. An example, on official Korean language blog by Government of Canada using directly the buzz word Sohwakhaeng and inviting readers for aurora trips.

2.3 Current state of South Korean tourism in Finland

According to Statistics Service Rudolf by Visit Finland, in 2018, the number of South Korean visitors were 59,915. When South Korean tourists visit Helsinki, they combine the travel along with Sweden, Denmark and Norway. The reason behind the combined trip varies - it can be viewed as cost and time saving for many, and the desire to experience as many countries as possible in the shortest amount of time. Koreans get average 15.1 vacation days per year, and the number of actually used vacation days is averaged at only 7.9 days per year. (Government of Korea 2017)

Currently, there are no tour packages designed for South Koreans only for visiting Finland. Finland is always combined with other Nordic countries, Baltic states and/or Russia. (One exception on the internet is Primera travel by Visit Finland, however their website states that the service language is in English, and their package contents were not described on their website.)

According to Visit Finland's survey on the number of transit passengers calculated for the whole year based on the material for July to December, almost half of the South Koreans visited Finland were transit passengers, and about 25% of South Koreans who responded to the survey had Finland as their main destination and stayed overnight (Visit Finland 2016). Finnair promotes itself in South Korea as the shortest distance from Asia to Europe, which might appeal to South Koreans when choosing a flight to other European destinations.

South Koreans put importance in education among other things. According to OECD, population with tertiary education among 24-35 years age in South Korea reached 69.8 percent, which is the highest out of all OECD countries (OECD 2018). This is no exception when they come for tourism in Finland. They like to "educate" themselves and their family of new culture, and want to learn from so called "advanced societies" that seem to be doing better in their point of view. Koreans tend to view Finland along with other Nordic countries as a utopian society – this is in part due to South Korean media outlets presenting Nordic welfare state countries as providers of ideal life style for their citizens. Therefore, South Koreans want to hear, admire and learn about Finnish social welfare system, education system, and corruption free government.

Koreans in Finland are on a hunt to the right kind of souvenirs. They are looking for xylitol (birch sap) products such as chewing gum, pills, and toothpaste. They are also interested in buying berry powders and other local superfoods. The kind of souvenirs that Koreans are looking for are not always local and known to Finnish people. For instance, they will buy a bulk of xylitol toothpaste which is made by a big international company located in the U.K. I have received comments from South Koreans over and over again how they find it pleasantly surprising that the consumer price in Finland is not as high as they expected, and it feels almost on par with South Korean consumer price level.

There has been steady increase in South Korean travellers in Finland (Business Finland 2018). However, so far, they are mainly visiting Helsinki area. Many tour packages designed for people in their 50's and 60's, offer to show Helsinki within half a day, then they move on to see the fjords in Norway through Stockholm, Sweden. Many South Korean travellers wish that they would actually get to see the Finland that they saw on the television or other media back home – lakes, summer cottages, forests and Northern lights.

South Korean tourism in Finland has steadily growing in the past years, and there is no end in sight. In 2019, Hana tour named Finland along with Australia, New Zealand and Brunei for "Clean air destination" trend. The air pollution is getting worse in South Korea,

and is a major issue as fine industrial dust particles are absorbed through human respiratory system. When South Koreans arrive at the Helsinki-Vantaa airport, they often mention to me how they noticed almost immediately that the air feels so much cleaner as they step outside the airport. The clean environment, pristine nature, Northern lights, direct daily flights are a few of the elements that are enough to attract South Koreans, but the question remains what will actually lead to South Korean to open their wallets and book trips. In the following chapter, I will present my studies on customer experience theories.

3 Customer experiences theories

“Focusing on customer experience management (CXM) may be the single most important investment a brand can make in today’s competitive business climate (Hyken 2018).” Anticipating customers’ needs and wants by putting myself in customer’s shoes is not an easy process, however here I studied the following two theories that I will utilize in the following chapter on empirical studies.

3.1 Customer journey mapping

Customer journey map is a tool used in service design to describe and understand what users might go through. It is a helpful tool in comprehending customers’ behaviours in each stage in their journey as well as at various touch points. “An experience map is a strategic tool for capturing and presenting key insights into the complex customer interactions that occur across experiences with a product, service, or ecosystem. At the heart of an experience map lies the customer journey model, an archetypal journey created from an aggregate of all customers going from point A to point B as they attempt to achieve a goal or satisfy a need.” (Shauer 2013, 4)

3.2 Experience pyramid

The Experience Pyramid examines experiences from two perspectives: 1. on the level of the product’s specific elements, and 2. on the level of the guest’s own experience. (Tarssanen 2009, 11) Although it is not likely that a product or service meets all the qualities on the pyramid, the author points out that when more elements from the pyramid are included, the more likely be able to provide a meaningful experience. The author explained the pyramid using a product; however, I studied this pyramid from a destination point of view while referencing to the original literature.

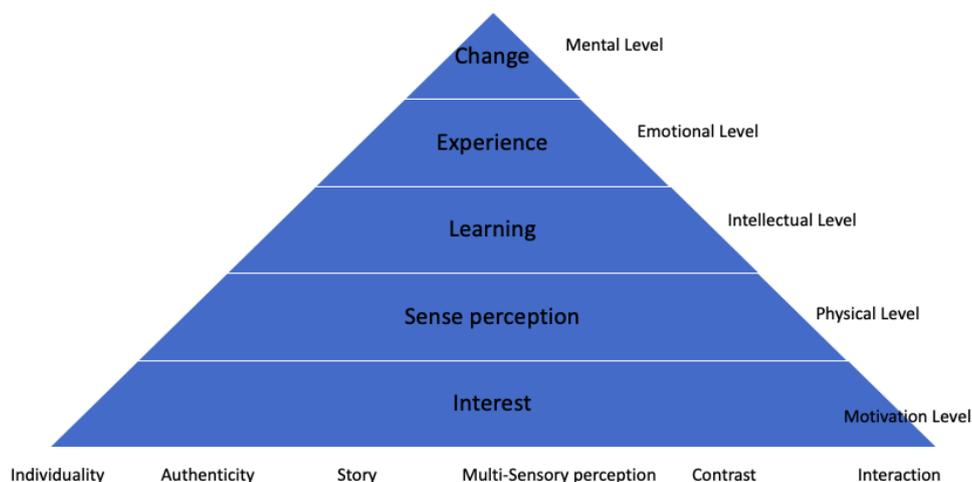


Figure 2. Experience Pyramid Model (Tarssanen 2009).

On the horizontal axis of the experience pyramid model, individuality represents uniqueness of a destination. It means to offer customised product, yet the challenge lies in the cost of production (Tarssanen 2009, 12). Authenticity refers to the credibility of the destination. The product should be based on the local culture so that the producers consider it a natural part of their own local identity (Tarssanen 2009, 12). Travellers want to see authentic cultures, people and landscape of a destination. Story around a destination offers customers to use their imagination, at the same time, the story should be credible, relevant and interesting.

Multi-sensory perceptions are carefully designed to strengthen the chosen theme, as well as to support immersion (Tarssanen 2009, 13). Travellers see, hear, smell, taste and feel while traveling at a destination, and the memory of this sensory perceptions have a long-lasting impact on travellers. Contrast offers travellers something that they are not used to in their daily lives. When a destination prepares a product, contrast should be considered from a customers' point of view to anticipate - what a destination might experience as something normal and uninteresting, travellers might find interesting as they have not experienced back home. Interaction means successful communication between the service provider and/or other customers, as well as between the product and its producers. (Tarssanen 2009, 14) In successful interaction at a destination, customers feel that they made an emotional connection with local people and staff who provided service during the stay.

On the vertical axis, there are 5 levels of experience. On the motivational level, customers are exposed to various marketing tools. The marketing of the product should be individual, authentic, multi-sensory, interactive, and boost contrast (Tarssanen 2009, 15). On physical level, a good product ensures a pleasant and safe experience (Tarssanen 2009, 15). A destination should be physically safe to experience, and meet physical comfort, for example, fulfilling hunger or feeling comfortably warm. On physical level, a good product provides customers with a learning experience, a possibility to learn something new, to develop and gain new knowledge, either consciously or unconsciously (Tarssanen 2009, 15). Each individual might go through different emotions when having the same experience, therefore, the author says to focus on motivational, physical and intellectual levels rather in order to reach a positive emotional experience. Finally, on mental level, travellers experience positive emotions at a destination, that might lead to picking up a new hobby, viewing the world from a new perspective, or changing habits permanently. In the following chapter, I will conduct research based on these customer experience theories.

4 Empirical studies

Empirical research attains knowledge using observation and experiences rather than speculation or theories. Both qualitative and quantitative methods can be used in empirical research. Qualitative methods comprise three distinctive research designs: participant observation, intensive interviewing, and focus groups. Participant observation and intensive interviewing are often used in the same project; focus groups combine some elements of these two approaches into a unique data collection strategy (Bachman & Schutt 2001, 171).

In this thesis, qualitative research method is used rather than quantitative method. The reason behind this is to get valid real-life opinions of South Korean tourists who actually have visited Finland, and to get reliable source of information from tourism industry experts located both in Korea and Finland.

Quantitative researchers' constructs of reliability and validity are problematic for qualitative researchers in part because they represent rules of a research game that qualitative researchers cannot possibly play (Given 2008, 714). Qualitative method can be time consuming when conducting interviews, as well as analysing and drawing conclusions. However, it would be also very rewarding to receive the feedbacks that can be used in sales and marketing activities in the Finnish tourism industry.

4.1 Interview process and informant selections

In order to receive real life feedback from actual South Korean visitors to Finland, and to hear from industry experts' opinions and gather information on tourism trends, interviews were conducted. The interview conversations were recorded, notes were taken during the interviews. Then the conversations and notes were analysed using content analysis method. Finally, the results are reflected onto customer journey mapping process as well as on the Experience pyramid from the previous chapter.

During the interviews, conversations and questions were formulated to discover answers to the sub-objectives of the thesis mentioned in the introduction. Seven separate interviews were conducted with seven individuals. Interviews were conducted over phone conversations, Kakaotalk chats and voice calls, and through email conversations. Phone conversations took around 30 minutes to an hour at a time. All informants were South Korean nationals aged between 25 and 40 years old. They represent the millennials in age, and

the reason for choosing this age group is based on the figure 1 from chapter 2 where Interpark tour's customer distribution shows that the millennials in their late 20's to late 30's travelled the most in 2015. Below is the description of the informants.

Informant (gender)	Residential Location	Reason for visiting Finland	Times visited Finland	Where in Finland	# of people travelled together
A (female)	South Korea	Leisure	1	Helsinki	2
B (female)	South Korea	Leisure	2	Helsinki, Rovaniemi, Tampere	2
C (male)	South Korea	Leisure	1	Helsinki	2
D (male)	South Korea	Leisure	1	Helsinki, Porvoo, Rovaniemi	3
E (female)	South Korea	Business	2	Helsinki, Rovaniemi, Levi, Lappeenranta	1
F (female)	Finland	NA	NA	NA	NA
G (male)	South Korea	Business, Business/leisure	3	Helsinki, Rovaniemi, Levi, Tampere, Turku	1 on two occasions, 2 on one occasion

Figure 3. Informant descriptions.

Informant A, B, C and D visited Finland between 2015-2018 on a family vacation. They all came as couples, and only informant D had a child traveling together to Finland. They were chosen based on the fact that they have visited Finland in the recent years, and that their age group matches the description of the millennials.

Informant E, F and G were travel industry experts. All of them have travelled in Finland between 2015-2018 on business as well as leisure purposes. They were selectively chosen based on their relative professional experiences in tourism field working with South Korean travellers. Informant E lives in Seoul, South Korea, and has worked over 15 years at a large travel whole sale company located in Seoul. Informant F is located in Helsinki, and has been acting as a local tour guide for visiting South Korean travellers for over 5 years. Informant G is located in Busan, South Korea, and runs an independent small sized travel agency for the last 6 years. Informant G travelled to Finland on business trips twice, then travelled with a partner on one business/leisure trip. All the informants answered that

they were on a mid-range budget, and travelled to Helsinki for 2 to 5 days. They are well travelled and, have visited many countries in Asia, North America and most of the European capitals.

The interviews were recorded and analysed for building customer journey mapping, experience pyramid, forming of the list of key attraction points for choosing Finland as a destination and list of areas of improvements, and lastly in deciding target market groups.

4.2 Customer journey mapping application

In appendix 1 at the end of the thesis, I presented a real-life example of a customer journey map which is created based on the interview conversations with South Koreans in their visits to Finland between 2015 and 2018. Although personal experiences vary from person to person, for the sake of an example, common experiences were collected from the interview contents, and reflected in appendix 1, a combined customer journey map of South Korean informants visiting Helsinki.

During discussion, one informant felt that although she would like to go visit Finland again in the future, it would not be likely. For her, one of the main reasons were the long flight that cost almost 1000 euros. She felt that it was not suitable for 4 days and 5 nights. With the time difference of a day, the actual trip took 5 days and 3 nights. She mentioned that she would like to come for a longer period of time, for example, for two week or 10 days.

Two of the informants commented on wi-fi connections. One found that it was impossible to connect to the free wi-fi at Helsinki-Vantaa airport. Another mentioned that the instruction to connecting wi-fi at his hotel was unclear. He felt frustrated because he wasted nearly an hour trying to connect. He said that there was an English instruction in his hotel room, and he commented that the instruction was written poorly in English.

Another informant spent many hours searching on South Korean search engine on the internet for local places to visit, things to do, place to eat in Finland. He said that although he can carry a simple conversation in English, he did not feel comfortable enough to search information on the web in English, therefore he usually searches information in Korean language only. There were many promotional blogs done by Korean tour operators such as Santa village visits, and expensive glass igloo hotel stay experiences – he suspected that these bloggers were sponsored by the hotels or DMOs. Although he didn't find any information on local cafés, restaurants and other interesting local places to visit beforehand, while staying in Helsinki, he felt somewhat satisfied to explore the city on his

own. Answering the question, "What would make you come back to Finland sooner than later?" he mentioned only enough budget and time.

Many informants commented on food that they had in Finland. The majority of informants thought that the Finnish breakfast menu was interesting – Karelian pie, rye bread, pickled fish, but in choosing lunch options, unless going to a fine dining places, the buffet style lunch was mainly unimpressive. The informants also pointed out that the food in Finland was very salty. One informant said that he was so tired of cold salad bar combined with limited lunch options such as dry chicken or fish. Some mentioned that they did not know what Finnish food is even after having visited Finland. There were comments about what they were excited to try before coming to Finland, such as wild mushrooms and berries that they saw on Instagram, but most of their meals consisted of salmon and beef. They wanted to experience more Finnish cuisine, but felt that spending more than 30 euros per meal was too expensive. Most informants felt that the dinner price downtown Helsinki is too high for mid budget South Koreans.

While most informants agreed that the quality of service that they received was highly satisfactory, some commented that staff could be more attentive. One example, at a lunch place in Helsinki, one informant was not aware that he had to walk up to the counter, pay for the meal, and get the food himself. He sat down and waited for over 5 minutes for staff to come greet him with a menu. Then he noticed what the others were doing, and went to the counter to pay for his meal. He said that the staff was watching him, but did not come to inform while he was looking around in waiting.

When directly asked the informants for some ideas for Ideas/ opportunities for visiting Finland, many of the answers were somewhat vague and unspecific, but they shared personal experiences that they found unpleasant during the trip. One informant said to have taken a picture of the hotel reception area, there were people in the reception area, and the informant did not ask for a permission. When the receptionist saw that she was going to be in the picture, she frowned and walked away to another corner, so that she would not be photographed. The informant said that he felt embarrassed and hurt, and in the future, he would be hesitant to take pictures in public places. He also commented that he only wanted a picture memory for himself, and did not see taking a picture as a big deal.

Most of the informants agreed that they would like to, or they would be okay to be contacted from the hotels and restaurant that they stayed and visited while in Finland. They

did not want spam mail, but were interested to receive updates on the service and products being offered for future trips. All of the informants commented on positive experiences during hotel stays in Finland.

4.3 Experience pyramid application

Discussions were made with the informants about South Korean travellers visiting Finland. Informants agreed that most of the elements – individuality, authenticity, story, multi-sensory perception, contrast and interaction should be met in order to experience that touches on emotional level or change in mental level.

Informants mentioned that Finland's unique nature and environment, vast land and small population are enough to meet the individual perspective. Informants wanted to see more of Finland's authentic life style and culture though visiting neighbourhoods in Helsinki, and small towns. Informants wanted to have the experience of drinking a cup of coffee where Finnish people hang out, rather than staying on tourist trails. One informant said that she wanted to try Finnish food, and asked at the hotel reception for recommendations. She was told to go to a restaurant downtown, where they sell salmon, reindeer meat and bear meat. She tried reindeer meat, and disliked because of the strong smell of reindeer. She also later realized that Finnish people do not normally eat bear meat. She said that if she comes back to Finland next time, she would definitely want to try authentic Finnish home meals.

When asked on stories about Finland, informants agree that they hear and read much about the wars against the Russia, but as foreigners they are curious how Finns relate or not relate to the rest of Europe. They wondered where Finns originate, and a few mentioned that they read somewhere that Finns come from somewhere in Asia.

One informant said that the best example of multi-sensory perception of Finland is silence. She commented that silence is a very rare gift for people living in modern South Korean society. This also brings out the Contrast element. An informant mentioned that she experienced such contrast in Finland, because her life in South Korea is very hectic with little work-life balance. She said to have emotionally comforting experience in Finland.

All seven informants pointed out that interaction is the weakest link in this experience pyramid for Finland. They find that Finns are generally kind, and provide excellent customer care at the hotel reception, but they all agreed that it is not very easy to truly interact with Finns. They find that Finns are eager to be helpful, and display affection for their country, but Finns tend to draw a rather large circle around their personal space. One informant

mentioned that she was fluent in English, and she had easier time making friends while travelling in other countries, however making a friend in Finland was very difficult for her. She also mentioned that on contrary, this actually could work positively in her case, as she appreciated privacy in Finland very much. If she felt lonely, she could always travel with a friend in Finland. She said that personal space and aloof Finns are unique selling points.

When asked, what could cause South Korean travellers to reach a mental level change, repeating visits, and longer stays - visits to summer cottages were recommended. The informants all agreed that Finland does own magical power in their pristine nature. And many Koreans picture picking berries or mushrooms in the forests when they visit Finland. In actuality, the majority of Koreans stay in Helsinki area for short stays. By interviewing, I discovered that South Koreans were curious to know Finland in depth, and meet Finnish people. They disliked feeling not being able to connect with Finnish people on an emotional level, yet appreciated personal space that they found themselves in. Mostly, they wanted to further venture into Finnish culture and nature by experiencing more “authentic” Finland, in addition to visiting Helsinki.

4.4 The Result

The contents of the data collected from over 10 hours of phone conversation, email and chat room conversations with the South Korean informants were analysed. Common key points as well as individual experiences were collected to accumulate lists of key pull factors for choosing Finland and list of areas of improvements when visiting Finland. Also, my own experience serving South Korean travellers in Finland were reflected in the result. Some of them are quite obvious, however some of the reasons might not be so obvious for Finnish point of view. In the list areas of improvement, although the majority pointed out the cost concern and long hours of flight between Seoul and Helsinki, these two reasons were eliminated in order to focus more on the areas of improvement during the time spent in Finland and future visits.

4.4.1 List of pull factors of Finland for South Koreans

- Experiencing Finnish life style
- Nordic/ Finnish design: furniture, homeware, minimalism trend
- Environment: unspoiled nature, lakes, forests, air quality, blue sky
- Finnish people: appearing on television shows as wholesome, uncomplicated and nature loving characters
- Education system

- Welfare system
- Santa village
- Aurora (Norther light) tour
- Nordic cuisine
- Unvisited territory - simply must see the world
- Romanticizing the idea of traveling to Europe in general
- South Koreans view the Nordic countries as utopian societies
- Little corruption, safety during travel

4.4.2 List of areas of improvements in South Koreans' point of view

- Food
- Korean language guide on the web
- Wi-Fi internet connection and instruction for it
- Authentic interaction with Finns
- Souvenirs

5 Conclusion

In this conclusion, I will conclude the objectives of the thesis. The conclusion is based on extensive research on the internet using Korean language, customer experience theories, empirical research results as well as my own observation in professional settings dealing with South Korean travellers.

5.1 Target market groups - The Millennial couples in South Korea

Having clear target market groups is one of the most important decisions to make in marketing. Without setting target market groups, the marketing is impersonal and less effective. In business it is a matter of being able to communicate your message in a persuasive way. Companies therefore need to be able to adapt to their target audiences' needs, wants and values (Kotler & Keller 2009, 253).

How to determine the right target traveller groups in South Korea to visit Finland? First, I will say who should not be the target market – baby boom generation package travellers. Package travellers in their 50's and 60's is group of people who worked very hard in their lives, and they are rewarding themselves or often gifted by their adult children the travel around the world. They simply desire to visit as many countries around the world as possible before they are no longer able to do so for health reasons. They sometimes mix up the cities they are visiting (due to tiresome multi-city visits) not realizing where they are, and they also complain that they feel like they are always on the move to the next destination while on the trip. Package travellers in Finland, especially in Helsinki area are ever increasing even without much marketing effort, therefore this group need not be a target group.

Based on the statistics available in Korean language and interviews, I conclude that the target market should be the millennial South Korean couples with or without children. Not all millennials are financially stable, but they tend to view overseas travelling as "investment" in themselves and "treat" for themselves. Although not wealthy, they are able to save up and willing to spend money on memorable experiences.

The research by Interpark travel in the chapter 1 shows that women in their 20's and 30's travel the most, and Hana tour research shows that solo travellers are on the rise – almost catching up to couple travellers. However, when considering the geographical distance of Finland from South Korea, it is quite intimidating for solo travellers to make the trip on their own on their first visit to Finland. It is far more likely that couples come to take the journey together. The millennial couples may have one or two small children, and Finland is

known to be a safe and comfortable destination to accommodate small children while travelling. South Korea, like all other advanced industrial nations, experience decline in marriage and birth rate, and when they have children, they are treated not only as an equal member of the family, but treated as the centre of the family.

So how to go about attracting South Korean millennial couples? The answer lies in who wears the pants in the house in South Korea. Many married men hand over their salary to their wives in South Korea, and she handles the financial matter in the house. So, it would wise to touch South Korean millennial women's heart! South Korean millennial women are wellness-oriented beings. Although they struggle to balance work and life, they will invest time for themselves to be pampered, feel uplifted, and often travel to nearby destinations like Japan – sometimes solo, sometimes with girlfriends, and sometimes with their partner and children if they have. All reflecting the consumer trends “Sohwakhaeng”. When they go to exotic South East Asian countries, it is more likely that they will accompany their partner rather than solo (due to distance and for safety). They dream of travelling to Nordic countries, because they like Nordic fashion style and interior design. But they might be hesitant because it might cost too much to visit all the way to the Nordic countries.

5.2 Marketing suggestions

So, how to help South Korean millennial couples to get over the fear of visiting Finland costing too high? I think that offering a reasonably priced all-inclusive package tour is the key. At the moment, there are no package tours that are being sold in South Korea designed only for Finland. If a Finnish destination can manage to offer flights, hotels, meals, local guides, activities and places to visit at a reasonable price, and follow up with an adequate level of service, this product is to fly off the shelf.

What could be “reasonable” package price? Certainly, it depends on what is being offered, and the calculation should be done case by case. Some example package prices currently offered by Hana tour are shown in the figure 4 below. They are all-inclusive packages for Nordic countries and Russia. The samples are suggested only for contemplation of current price ranges of package products being offered in South Korea. When a product is offered to a mass market of 51 million South Korean population, the price margin can go very low. These products are mostly aimed at baby boomer generations whose desire is to visit every well-known capital cities on earth.

Package offers	Countries to visit	# of days	Price range (euro)
A	Denmark, Finland, Norway, Sweden	9 days	1,793 - 2,970
B	Denmark, Finland, Norway, Russia, Sweden	12 days	3,079 - 4,144
C	Denmark, Finland, Norway, Russia, Sweden, Estonia, Litvia, Lithuania	12 days	2,813 - 3,839

Figure 4. Samples of all-inclusive packages from South Korea to the Nordic countries (Hana tour 2019).

On the other hand, the millennial South Korean travelers would not want to stay on the same path as baby boomer generation package tourists. Since they are likely to be more budget conscious, and the gap between high and low season travel is getting smaller among the young FITs (Hana tour 2018), it would be wise to market towards them for the low season. Winter might be too cold, so the best time would be March, April, September and October.

The South Korean millennial are generally competent in speaking English; however, they still feel more comfortable and capable in reading information in Korean. And the information should be tailor made for South Koreans. For instance, Visit Finland is running an interesting program called 'Rent a Finn' (Visit Finland 2019) – this sound wonderfully interesting to actually meet Finnish people, and hire them as local guides and stay at their houses! The title of this holiday being offered is "Time for peace". This information is written in Korean language on Visit Finland. But I wonder how many Koreans would dare to write to a mysterious Finnish man or woman and request to spend the holidays at their home? This example shows why it would be favorable and important to have Korean specific marketing plans, and having detailed information available in Korean language. Having been offered tailor made products in Korean language suggests that once the South Koreans get to this far away destination, they would be appreciated and taken good care of.

5.3 Suggestions to improve when serving South Koreans travellers in Finland

Food: South Koreans want to experience authentic Finnish food. In my observations, what South Koreans want to try in Finland can be in three categories. One is what Finnish people actually eat at home, such as meatballs, rye bread, baked salmon, or pancake etc. Another category is modern Finnish cuisine using fresh Finnish ingredients, such as wild mushrooms or berries. Lastly, innovated Finnish foods can attract South Koreans - pulled oats meals, or cricket meals would create buzz among South Koreans.

South Koreans like to take pictures of their meals before eating and share with friends and family. For this reason, it would be going an extra mile, if the meal is not only tasty, but photo worthy. The price point should be reasonable for South Koreans – if the price is too high, they might scare away and have a burger for dinner instead of opening their wallets to try something new.

Souvenirs: Buying souvenirs is an essential part of South Korean tourism. Not finding the right kind of souvenirs for South Koreans mean that travelers feel missing out on their hunt for souvenirs, they don't get to keep something to hold onto for good memories, and losing face for their family and close friend for not valuing their relationship. It is no exaggeration that South Koreans are on a hunt for the right kind of souvenirs from the first day of the travelling and throughout till the end. They are not looking for something big, but something light and small enough to fit into their luggage, and something not too expensive so they can buy in quantities.

Currently, for souvenirs, many South Koreans are buying birch design kitchen rags, aprons, xylitol powder, blueberry powder, xylitol toothpaste at higher than normal price. They simply do not know what to buy for souvenirs, so they follow what they saw on television back home in South Korea. These products are mainly shown on their home shopping channel, therefore shown for commercial purposes. It would be greatly beneficial to introduce to South Koreans a variety of small and light souvenirs at low to mid-price range.

After-visit contacts: South Koreans tend to trust reviews left on the internet by other South Koreans. I have seen several cases where South Koreans try restaurants in Helsinki based on TripAdvisor reviews in Korean language. One small restaurant in Helsinki that I visited one day had more South Koreans customers than any other nationalities including Finns. Many of them found the place through internet using a Korean search engine. It would be valuable for hotels, restaurants and any other places that want to attract more

South Koreans to collect customer information by directly asking for email addresses for future contacts. South Koreans might view this as a good service gesture, and willingly give email. Then the business can follow up with email greetings time to time, and ask for South Koreans to leave reviews online soon after their visits.

Business can also ask South Koreans to refer their product or service for friends and family members. Finland is over 9 hours away by flight, and it is not likely that South Koreans can afford annual visits money and timewise, therefore it would make more sense to ask for referrals.

Story: South Koreans may not be aware of Finland's uniqueness among the Nordic countries, and this is where the story comes into play. When asking a Finn where their ancestors come from, Finns often hesitate and say that they do not know. Which in and of itself is an honest answer, but having interesting story of their roots would certainly be memorable and leave a lasting impression to South Koreans. Sharing a good authentic story about Finns' origin would be favourable.

Story about Finnish values and life styles are also recommended. For example, South Koreans are familiar with the term Hygge or Logom. How about Sisu? There was only one post that posted #시수(sisu) that explains Finnish Sisu in Korean Instagram. Sisu has such a powerful story that could greatly appeal to the millennials in South Korea at this time. A Korean word, 의지 (Euji), has a similar meaning to sisu. Plus, Korea is such a fast-paced society always ready for new buzz words.

6 Discussion

This research-based thesis answered the objective by setting the millennials as a target market group. The thesis uncovered different aspects of South Korean travellers in visiting Finland, therefore the DMOs and service providers can benefit from the information provided in this thesis.

Although only the millennials were chosen for interviews in this thesis, further researches for different traveller groups are recommended. For instance, children's English-speaking summer camp groups, baby boomers and adult children groups, or individuals visiting on their sabbatical year. It is no doubt that South Koreans will continue to come in mass to visit Finland - Finland was chosen once again as world's happiest country in 2019 by World Happiness Report, Finland has steadily promoting itself in South Korea over the years, and Koreans tend to put Finland on such high pedestal. So high that they are hesitant to make the first move to visit. Most of the Koreans who visited Finland get strong desire to return in the near future. Perhaps it is not financially feasible to do so as soon as they wish, but surely second and third visits are on the rise in my observations.

A couple of South Koreans who are living permanently in Finland started podcast about their lives in Finland, and they have received positive feedbacks from listeners from South Korea. Many of the listeners were the millennials who dreamed of visiting Finland, but felt that Finland was too far and too expensive. Once the listeners realized that Finland is accessible, not difficult to visit, and is actually affordable, some of the listeners in South Korea booked trips, and met up with the local South Koreans who live in Finland. For them, having other South Koreans in Finland gave huge comfort, yet they wanted to experience authentic Finnish culture and lifestyle. So, in this example, the key lies in working with South Koreans in Finland as liaisons for bringing more South Koreans to travel in Finland.

Tourism industry can generate massive economic benefit for a destination even with minimal amount of resources. Foreign travellers are activating the economy of domestic market - from transportation from the airport to the city, at cafes and restaurants, overnight stays at hotels, and shopping for goods take back home. South Korean tourism has a potential to help revitalize the economy in Finland. Certainly, it will take more than a few individuals, rather the society as a whole need to cooperate together and solve issues in attracting new range of travellers into the country. One of the most important word in Korean language is “정(情)/jung” – it means special kind of affection from the heart. The key to

attracting South Koreans is touching the heart of people. Finland is already, for the second year in a row, in the top 10 in Global Competitive Index by World Economic Forum (WEF 2018). It takes not only being professional, but adding a personal touch will surely attract tens of thousands of revisiting South Koreans.

The thesis was planned since Fall 2018, and the actual writing process took place from February to April of 2019. This thesis was challenging to write for me as I am located in Finland and not in South Korea. I had to rely on books, internet resources, and a network of professional connections that I made during my guide work in the past few years. Once I started writing the thesis though, I was motivated, and I received great encouragement and guidance from Ms. Leena Grönroos, my thesis advisor. It was a learning curve for me to commit myself every day to do in-depth research on the thesis subject. I am pleased that I was able to complete the thesis writing process, and in realizing that this might be beneficial to Finnish tourism industry.

References

Business Finland 2018. South Korea market report. URL: https://www.businessfinland.fi/globalassets/finnish-customers/02-build-your-network/visit-finland/julkaisut/market-reports/south-korea-2018_2-vf-representatives_market-report.pdf. Accessed: 1 April 2019.

CNN travel 2019. This is the world's happiest country in 2019. URL: <https://edition.cnn.com/travel/article/worlds-happiest-countries-united-nations-2019/index.html>. Accessed: 1 April 2019.

Forbes 2018. Customer Experience Is The New Brand. URL: <https://www.forbes.com/sites/shephyken/2018/07/15/customer-experience-is-the-new-brand/#5a9fe987f528>. Accessed: 20 March 2019.

Given, L. 2008. The Sage encyclopedia of qualitative methods. Sage publications. Los Angeles.

Goeldner, C. & Ritchie, J. 2009. Tourism. John Wiley & Sons Inc. New Jersey.

Goodwin, K. & Goodwin, C. 2016. Research in psychology: Methods and Design, 8th edition. Wiley. New York.

Government of Canada. 캐나다 관광청. URL: <https://kr-keepexploring.canada.travel>. Accessed: 4 March 2019.

Hand Book for Experience Stagers 2009. Tarssanen, S & Kylänen. URL: <http://docplayer.net/7195872-Handbook-for-experience-stagers-edited-by-sanna-tarssanen.html>. Accessed: 20 March 2019.

Horner, S. & Swarbrooke, J. 2016. Consumer Behaviour in tourism. Routledge. New York.

Kim, N. & Lee, S. 2018. 트렌드 코리아 2019. Miraeyui Chang. Seoul.

Kotler, P. & Keller, K. 2009. Marketing Management. Pearson Education International, 13th edition. Illinois.

Ministry of Economic Affairs and Employment of Finland. Finnish tourism in numbers. URL: <https://tem.fi/en/finnish-tourism-in-numbers>. Accessed: 8 March 2019.

OECD. Population with tertiary education. URL: <https://data.oecd.org/eduatt/population-with-tertiary-education.htm> Accessed: 1 April 2019.

Schauer, B. 2013. Adaptive path guide to experience mapping. Adaptive path. San Francisco.

Sky Scanner Korea 2018. 2019 년 한국인에게 각광받을 여행지 5 곳 선정. URL: <https://www.skyscanner.co.kr/press-releases/popular-destinations-2018>. Accessed: 15 March 2019.

ToolBox travel marketing & Consulting 2019. English homepage. URL: <https://www.toolboxtravel.fi/en> Accessed: 24 March 2019.

Tribe, J. 2016. Strategy for Tourism. Goodfellow publishers Ltd. Oxford.

TvN. 꽃보다 할배. URL: <https://www.tvnasia.net/en/tvn-asia/programme/Grandpas-Over-Flowers>Returns.html>. Accessed: 24 March 2019.

Uxpressia. Customer journey map template. URL: <https://uxpressia.com/p/Q23Xp/m/g7ZN1>. Accessed: 1 April 2019.

Visit Korea. 희망 해외여행 목적지 대 실질 해외여행 목적지. URL: <http://english.visitkorea.or.kr/enu/index.kto>. Accessed: 17 March 2019.

Visit Finland. Statistics Service Rudolf. URL: http://visitfinland.stat.fi/PXWeb/pxweb/en/VisitFinland/VisitFinland__Majoitustilastot/visitfinland_matk_pxt_116t.px/table/tableViewLayout1/?rxid=e90d6b25-a802-4f93-9e27-e81e9391696d. Accessed: 4 March 2019.

Visit Finland. Visitor Survey 2015. URL: <http://www.visitfinland.fi/wp-content/uploads/2016/06/3-Visit-Finland-Visitor-Survey-2015.pdf>. Accessed: 15 March 2019

Visit Finland. 평화를 찾는 시간. URL: <https://rentafinn.com/ko/>. Accessed: 24 March 2019.

World Economic Forum 2018. Global competitiveness report 2017-2018. URL: <http://www3.weforum.org/docs/GCR2017-2018/05FullReport/TheGlobalCompetitivenessReport2017-2018.pdf>. Accessed: 30 March 2019.

비즈니스 포스트. 하나투어는 어떻게 15년 동안 1위를 지켰나. URL: <http://www.businesspost.co.kr/BP?command=naver&num=3890>. Accessed: 4 March 2019.

비즈니스 코리아. 하나투어, 2019년 해외여행 7대 트렌드 전. URL: <http://www.businesskorea.co.kr/news/articleView.html?idxno=27902>. Accessed: 17 March 2019.

하나투어. 하나투어 북유럽 상품. URL: <http://search.hanatour.com/SearchList.aspx>. Accessed: 24 March 2019.

매일경제. 하나투어, 바뀐 2030 해외여행수요 행태 발표. URL: <https://www.mk.co.kr/news/view/society/2018/03/199203>. Accessed: 22 March 2019.

Appendix

Appendix 1. A combined customer journey map of South Korean informants visiting Helsinki.

	CONSIDER	PRE TOUR	DURING TOUR	POST TOUR
Touch point	<ul style="list-style-type: none"> Television program Instagram Word of mouth of colleagues 	<ul style="list-style-type: none"> Tour booking site Finnair website Confirmation email 	<ul style="list-style-type: none"> Airport Hotel lobby Panorama bus tour Restaurants, cafes, shops Public transportations 	<ul style="list-style-type: none"> Review request from the hotel booking site
Thinking	<ul style="list-style-type: none"> What are Finnish people like? I like Nordic style furniture. I heard Finland is the happiest country in the world. Is Finland very wealthy? I want to relax in a cafe in Helsinki. I want to try local cuisine. What do they eat? Is it safe to visit with a child? Is it easy to move with a child?(by public transportation?) Things to do with a child. 	<ul style="list-style-type: none"> How long is the flight, how much? What to do and where to go? Do people speak English? Do I need visa? What should I wear? How cold is it in May? What is my daily budget? How to get to the hotel from the airport? Local transit? What to buy for souvenirs? What famous brands are there? Can I go to other countries in the same trip? 	<ul style="list-style-type: none"> Interesting, but not as exciting as imagined. Enjoying the peaceful environment. Friendly people, but shy. Hotel breakfast is good, but restaurant meals not worth the price, too salty. Missing Asian food. The air quality is superior. Why isn't there drinking fountain? Where to refill the water bottle? Tired after a long flight and the time differences. I love Finnish design products! 	<ul style="list-style-type: none"> Back to reality - long work hours. Finland checked off the list. I really want to go back to Finland to see more. One of my favourite destinations. The food is better in Korea. It's not easy to live in Korea. Can people immigrate to Finland?
Actions	<ul style="list-style-type: none"> Search and read upon Blogs about others' experiences about visiting Finland. Look up on Instagram using #Finland or #Helsinki. Search on internet, Helsinki with children. 	<ul style="list-style-type: none"> Search Finland travel on internet Find airfare, hotel, reviews, package prices etc. Book a round trip flight and hotel for 3 nights through travel agency online. Plan places to visit. 	<ul style="list-style-type: none"> Post pictures on Instagram. Eat instant cup noodles in hotel rooms. Visiting a Chinese restaurant. 	<ul style="list-style-type: none"> Telling friends about how peaceful I felt in Finland. Shopping for Nordic design products online.
Experience				
Ideas / Opportunities	<ul style="list-style-type: none"> DMOs or Service providers can have a designated Korean person to blog, and communicate with potential customers on Instagram in Korean. 	<ul style="list-style-type: none"> Would be nice to have a website in Korean how to get form the airport to downtown Helsinki. Introducing currency, weather, customs and local places to visit, and other helpful tips. 	<ul style="list-style-type: none"> Information centre in downtown area would be nice, and if they can speak Korean that would be even better. 	<ul style="list-style-type: none"> Contact the traveller for feedback. Ask for another visit by offering a meal at a restaurant. Send a thank-you card. Ask to post on Instagram. Ask for recommendation.