

TOURISM MARKETING OPPORTUNITIES IN RUSSIA

Case Kallioplanetaario

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Tiivistelmä <p>Tämän tutkimuksen tarkoituksena on tehdä markkinointitutkimus uniikille elämysmatkailukohteelle Kallioplanetaariolle. Tavoitteena on selvittää kuinka case- yritys voi aloittaa mainostuksen Venäjällä; mitkä ovat edellytykset sen aloittamista varten ja mikä on paras markkinointiväylä, jossa aloittaa mainostus. Tutkimus on ajankohtainen, sillä venäläiset matkailijat ovat suurin turistiryhmä Jyväskylässä ja yrityksellä ei ole vielä mainostusta Venäjälle. Tämä tutkimus rakentaa asiakasprofiilin tyypilliselle venäläiselle turistille ja esittää teoreettisen tiedon tukena ajankohtaista informaatiota venäläisestä turismista ja kulttuurista. Näillä keinoilla tutkimus pyrkii auttamaan yritystä markkinointinsa suunnittelussa.</p> <p>Tutkimusalue on rajattu Pietarin alueeseen koko Venäjän sijaan. Tutkimus toteutetaan kahdella tavalla. Asiantuntijoita haastatellaan paremman käsityksen saamiseksi venäläisestä turismista ja markkinoinnista. Lisäksi suoritetaan laadullinen tutkimus, joka on kohdistettu yrityksen potentiaalsiin asiakkaisiin eli venäläisiin perheisiin, jotka asuvat Pietarin alueella. Tutkimus pyrkii siis kartoittamaan oikeat markkinointikanavat yritykselle myös asiakkaan näkökulmasta – mitkä ovat ne väylät, joista he etsivät tietoa Suomeen matkustamisesta.</p> <p>Tämä työ keskittyy Internetiin mainontakanavana, sillä se oli yrityksen oma toive ja se osoittautui kaikista lupaavimmaksi markkinointiväyläksi. Tutkimustulos pyrkii kertomaan mitkä ovat oikeat markkinointiväylät ja esittää ehdotuksen mitä yrityksen pitäisi tehdä askel askeleelta markkinointiprosessin aloittamiseksi Venäjällä ja mitä kannattaa ottaa huomioon markkinoinnin suunnittelussa.</p>		
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Abstract <p>The purpose of this study is to conduct a marketing research for a unique experience tourism attraction Kallioplanetaario (Bedrock planetarium). The aim is to find out how the case company can start advertising in Russia, what are the requirements for doing that and also examine what is the best marketing channel to start marketing in. The research is of current interest as Russian tourists are the largest tourist group in Jyväskylä and the case company does not have any promotion in Russia yet. The study also hopes to help the case company in their marketing planning by building up a customer profile for a potential Russian tourist and by presenting theoretical data that is supported with current data on Russian tourism and culture.</p> <p>The research area is limited to St. Petersburg region instead of Russia as a whole. The study is conducted in two ways. Experts are interviewed for insights on Russian tourism and marketing and in addition, a qualitative research is carried out targeted to potential customers of the case company: families living in St. Petersburg area. The research hopes to map out the right marketing channels from customer point-of-view – from what channels do they search for information about traveling to Finland.</p> <p>The focus of this study is on Internet as an advertising channel, as that was the hope of the case company and it turned out to be the most promising marketing channel of all. As a result, this study expects to answer what are the right marketing tools and presents recommendations on what actual step by step measures the case company should take in order to start their marketing process in Russia and what need to be taken into consideration in their marketing planning.</p>		
Keywords Experience tourism, culture, advertising, marketing research, Russia		
Miscellaneous		

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1 INTRODUCTION

This thesis is assigned by Kallioplanetaario – Bedrock planetarium. Kallioplanetaario is a one-of-a-kind travel attraction in Central Finland offering different kinds of services and experiences for travelers. The company is introduced in more detail in Chapter 2.2. The purpose of this study is to find out potential marketing channels in Russia for the case company through marketing research. The company has stated that they have had Russian customers even though there has not been any kind of advertising to Russia yet. Therefore, the company wants to find out how to start advertising in Russia. The wish of the company was to focus on the customers' point of view – to find out how and from where potential customers search for information about traveling to Central Finland.

The purpose of this research is to study the different marketing channels in Russia. The objective is to find out the best marketing channel for the company. The target market was limited to St. Petersburg region, as the whole of Russia would be too vast for the resources available for this thesis. Main focus of this study is on Internet marketing, as that was the company's hope and the most potential marketing channel to start with considering the company's resources. Experts were interviewed both in St. Petersburg and in Jyväskylä and a qualitative study was conducted targeted to some potential customers in St Petersburg. Both methods were conducted in order to find specific information about customer behavior and habits and to discover the best marketing channel for the company. Results will show recommendations on what actions the company should take in the process of starting advertising in Russia.

The findings of this study are supported with theory on conducting a research as well as with culture specific facts. Current information on travel industry between Finland and Russia is presented also. My own curiosity to the topic of this study derives from my interest in Russian culture. In this thesis I am utilizing also my own experiences from my time as an exchange student in Moscow and from my practical training period in St. Petersburg.

The topic of this research is current. There are already masses of Russian tourists visiting Central Finland. Russian tourists are the largest tourist group that visits Jyväskylä. It is profitable for local travel destinations to get a 'piece of the cake'. The fact that there have already been Russian tourists visiting Kallioplanetaario proves that the place is attractive and exciting to Russians. It was interesting to find out that Jykes Ltd – Jyväskylä Regional Development Company is conducting a similar study on Internet advertising in St. Petersburg region also in autumn 2010. More about their study later in Chapter 4.

1.1 Research Questions

What should the case company do with their marketing?

- a. What are different marketing channels and what is the best option for the company?
- b. What is required from a company that starts advertising in Russia?
- c. What are the characteristics and habits of potential Russian customers?

The main research question is to find out what actions should Kallioplanetaario take: whether to start promoting in Russia or not, what are the tools for marketing and which marketing channel should they choose. Also, this research tries to find out what is required from a company that starts to advertise in Russia. What are the things to consider and what is the readiness of the company for starting to advertise in Russia. In addition, the purpose of the thesis is to find out more about potential customers in Russia. Who are they, where do they travel, where do they find information about travelling and what are their wants and needs? Everything presented in the thesis is applied based on the company's own wishes and resources.

2 CASE DESCRIPTION

2.1 Experience Tourism

Kallioplanetaario can be considered as a part of the experience tourism industry. Their service offering is unique compared to any other attractions in Central Finland area. As mentioned in their website, their purpose is to serve customers with new experiences and exciting knowledge. It has been said that people use one fifth of their income to experiences. The terms 'experience tourism' or 'experience economy' refer to paying money in order to experience things. Traveling, sports, culture and entertainment are all parts of the experience economy. Customers pay for *feelings* and experiencing things. The end product comes from the person himself; it is not an actual product or service that is received. For example becoming emotionally touched in a concert – that is the experience people pay for. 'Experience economy' is a term first described by B. Joseph Pine II and James H. Gilmore in their book in 1999. Even though their book is over ten years old now, it still turned out to be commonly referred and utilized in current articles and other publications on experience tourism. Pine and Gilmore differentiate buying services from buying experiences. Buying services refers to paying for someone to do things for you, such as car repair or laundry service. Buying an experience means paying to spend good time and enjoy memorable events. Despite these differences, experience economy is not recognized as its own entirety, but still considered as a part of the service economy. (Elämystaloudessa piilee euro poikineen 2009; Pine & Gilmore 1999, 2)

There are different dimensions in an experience: entertainment, activity, escapism and passivity. The person experiencing should be entertained. They should be able to be active and take part and contribute to the experience. At the same time, the person might be absorbed into the experience and is without noticing escaping the "real life". A passive experience is more esthetic; the experience comes from observing the environment or for example seeing beautiful scenery. The best experience is attained when all of these dimensions are combined. (Tarssanen, Kylänen 2009, 8-10)

There are elements that differentiate an experience from a normal service. An experience is **unique**, so that no entirely same experience can be found anywhere else. It also means that products and services are flexible and can be tailored according to the customer's wishes. An experience is **authentic** and credible. A product is credible if a customer believes it to be credible. The product or service should be based on the local culture and identity and be ethical in this way. All cultural experiences change the tourists' way of seeing the local culture, therefore it is vital not to present something that is untrue. The authenticity and credibility of the experience is closely connected **the story**. With a story, all the different elements of the experience can be combined together and as a result give a context and meaning to the whole experience. The story or the theme should be involved in all the stages of the experience; from marketing to experiencing and post-marketing. When the experience is **multi-sensory**, referring to that many or all senses are stimulated, the experience is more whole and absorbing. Of course, too much stimulation can be irritating. **Contrast** means that the product or service has to be different from normal to the customer. For example, exotic or otherwise out of the ordinary experiences might enable the customers to learn something new about themselves. Finally, **interaction** between guides and travelers, products and producers is of importance when creating a successful experience. People are more satisfied, when they feel welcome and being part of a group. (Tarssanen, Kylänen 2009, 12-15)

2.2 The Case Company

Kalliplanetaario is a unique travel attraction located in Nyrölä, 20 kilometers north from Jyväskylä. It is the world's first planetarium that is built inside a rock. The history of the attraction all started in 1997, when a country-side observatory was built at the location by astronomy enthusiasts of Sirius ry. Later the idea developed more and an attraction site was being planned. Open-pit mining of the planetarium started in winter 2006 and the building process lasted for somewhat two years. In April 2008, the planetarium was opened to the public. (Lehdistötiedote 2009)

According to Kallioplanetaario's web pages, the business idea was born due to the need to create new and exciting experiences for the public. Tähtipolku Ltd is the company that is responsible for the actual operations in the property. The property of Kallioplanetaario is supervised and owned by Nyrölän Tähtikeskus Ltd. It is a non-profit community that is owned by 300 shareholders. The main three shareholders are Nyrölän Kyläyhdistys ry, Tähtipolku Ltd and Jyväskylän Sirius ry. Kallioplanetaario is Finland's third planetarium. Its two "competitors" are located in Särkänniemi in Tampere and Heureka in Espoo. (Kallioplanetaario n.d.)

2.2.1 Products and Services

The core of Kallioplanetaario's business is its auditorium that shows three-dimensional films. In the auditorium is a planetarium dome that enables the presentation of 3D films that surround the viewer with the help of Full Dome 3D-video projecting technique. The dome itself is a domestic innovation and design as well as the seats of the planetarium. The company offers daily shows for the public audiences and in addition, the planetarium can be reserved for private occasions. In the planetarium can be shown films, star programs and real-time telescope footage from the sky, which is a service provided for the first time in Finland. Also other films, videos and data can be shown. In the case of private occasions, a show can be made from the customers own material and shown on the dome. (Kallioplanetaario n.d.; Lehdistöiedote 2009)

When talking about Kallioplanetaario as a tourist attraction, it can be categorized as a part of the experience tourism industry, due to their unique service pallet. In addition to experiences and adventures, Kallioplanetaario offers services for companies and other groups, not forgetting the individual visitors. One of Kallioplanetaario's services is a restaurant/bar/cafeteria- combination dimensioned for 70 people. The cafeteria is open according to the opening hours and lunch is served there on the weekends. Meals for groups and companies can also be made when ordered in advance. Hand-in-hand with the restaurant can be found souvenirs, space-related products as well as literature and local handcrafts. At close proximity

to the restaurant, there are two saunas that can be rented for various occasions. Outside of the premises is located a tepee area with a grill that can be rented for private use. The astronomical observatory owned by Sirius ry is also located outside. In addition to these core services, the company also offers seasonal services. For example, there is an outdoor adventure track full of many checkpoints for the children called Pienen Karhun Seikkailu (Little Bear's Adventure).

Kallioplanetaario has already planned a service package for Russian tourists. This two-hour package is targeted to families and includes a Russian translator throughout the whole time. Families are transported from their hotel and back by bus. The program includes shows for everyone, activities for children while adults are entertained by a show, shopping and beverages. The package is promoted and sold by a local travel agency Tuulantei Ltd and it is intended to be carried out for the first time between 30 December 2010 and 5 January 2011, which is the season peak for Russian tourism in Finland. (Kallioplanetaario n.d. Ahonen 2010)

Customers of Kallioplanetaario consist of variable groups. Families are one main group, as there are shows for both adults and children and service packages targeted for families. Schoolchildren and daycare groups are customers that keep the autumn, winter and spring time occupied. Companies are provided with great facilities to organize meetings and recreational days. All kinds of private occasions, such as pre-Christmas parties, can be organized too.

3 RESEARCH STRATEGY

3.1 Marketing Research Process

In this chapter 3 is presented theory on marketing research process and data collection followed by an explanation on how the research of this thesis was conducted in practice and what problems occurred. According to Kotler, Wong, Saunders and Armstrong (2005), marketing research is a process that finds information about marketing opportunities and problems, marketing actions and performance and helps to understand the marketing process as a whole. The marketing research process consists of four steps. These four steps are:

1. Defining the problem and research objectives
2. Developing the research plan for collecting information
3. Implementing the research plan – collecting and analyzing the data
4. Interpreting and reporting the findings

In the following is described these four steps in more detail:

1. Defining the Problem and Research Objectives

The first step can usually be the hardest one in the research process. Co-operation between a marketing manager and the researcher is important as research objectives must be defined carefully and be agreed upon by both sides, if that is the case. There are three types of objectives in marketing research: Exploratory, descriptive and causal research objectives. The objective of *exploratory research* is to collect preliminary information in order to define the problem that the company might have and suggest hypotheses. In *descriptive research*, the objective is to go deeper and describe market potential or the demographics and attitudes of potential customers. *Causal research* goes one step further by testing the hypotheses about cause-and-effect relationships in practice.

2. Developing the Research Plan for Collecting Information

The second step implies making a specific plan that defines what information is needed and how to gather it efficiently. After determining information needs, researchers usually start by gathering secondary information. *Secondary data* is data that is gathered somewhere already but for another purpose, whereas *primary data* is the information gathered for the specific research in question.

In order to make good decisions, good data is needed. Thus, primary data collection must be planned. First decision to be made is whether qualitative or quantitative research is appropriate for the problem in question. *Qualitative research* method focuses on a small group of people and their views whereas *quantitative research* method offers statistics of a large quantity of people. Other decisions must be made also concerning the right research approach, contact methods, sampling plan and choosing of research instruments. These are explained in more detail in chapter 3.2.2 on primary data. Finally the research plan is represented to the marketing management.

3. Implementing the Research Plan – Collecting and Analyzing the Data

The researcher starts collecting, processing and analyzing the data. Data collecting is usually the most expensive part of the whole marketing research process and in this phase, errors can be made easily, for example respondents' answers can be biased or dishonest. In chapter 3.2 Data Collection is explained in more detail the process of gathering primary and secondary data.

4. Interpreting and Reporting the Findings

In the fourth and final step of the marketing research process, the researcher interprets the results, draws conclusions and reports them forward to the marketing management. The interpreting should be done together with the researcher and manager; the manager cannot blindly accept the researcher's results as the manager most probably knows more about the problem and the answer that is needed and

both the manager's and the researcher's opinions on the topic can be biased. (Kotler et al. 2005, 344-361)

A researcher can never know anything for sure; they can only reduce the possibility of being wrong. Therefore, the credibility of the research is essential. *Validity* and *reliability* measure the credibility of the research. Validity depicts whether the results are really about what they claim to be about. The results can be causal, which means that the results can differ based on when they are gathered. For example, if the purpose is to study the awareness of a company's product, let us say skates, the results depend on whether the study is made in summer or in winter when it is the season, sales of skates are high and most probably vast advertising campaigns are made to promote the skates. Reliability is the extent to which the research techniques and analysis will produce logical results. The reliability of a research can be proved if another observer can make the same observations or if the same observations can be achieved in other circumstances. There may be four threats to the reliability of the research:

- **Subject or participant error**

Respondents can and do make errors. There is no way to know the respondents' mood or level of interest to the subject of the study. The answers of the same respondent may differ based on the time of answering. If the respondent feels tired or lazy; the answers might be quite different from the answers given in an excited or a happy mood.

- **Subject or participant bias**

Respondent's answers may be biased as well. They may change their answers if they are afraid that their boss will find out the answers or they may otherwise modify their answers in order to please somebody by answering what is wanted.

- **Observer error**

Observers or the interviewers can make errors as well. In quantitative research, observers can make mistakes by asking questions differently from different interviewees or forget to ask some questions. For example if there are many interviewers, they can ask the same questions in different ways and

in this way endanger the reliability of the result. In qualitative research, observer error is not as huge a threat as in quantitative research, since the interviews do not always have to be structured, questions can be added and changed based on the responses. On the other hand, wrong questions can be asked and they can be evaluated wrongly.

- **Observer bias**

The observer can be biased too. They can mislead the respondents in answering a way that result to the wanted outcome. The observer can also show information that they think is vital, they can exclude data and show only information that results to the answer they think is correct. (Saunders, Lewis & Thornhill 2006, 149-150)

A research must be done ethically. The whole process of the research, from planning to reporting, must be done in a moral and responsible way, respecting the rights of everyone involved in the research. General ethical issues the researcher should take into account are: privacy of the participants, voluntariness and the right for them to withdraw from the research at any point, the confidentiality and anonymity of the participants and that the participants do not get deceived by the researcher. Things that a researcher should avoid are: embarrassing the participant or causing stress, harm, discomfort or pain to the participant at all stages of the process. The quality of the research depends on whether all of these ethical issues are taken into account by the researcher. (Saunders et al. 2006, 178-181)

3.2 Data Collection

3.2.1 Secondary Data

Secondary data is the already existing data that is gathered for another purpose. Thus, it should be made sure that the data is valid for the purpose at hand as the data was originally collected for other reasons. There are two types of secondary data: internal and external data. Internal data is the day-to-day data provided by the company or organization doing the market research, whereas external data is the

data that comes from outside the organization. In order to define whether secondary data is relevant and important for the project at hand, the following questions should be assessed in the case of every data source: who produced the data and why, whose opinions are described, how old and how comprehensive and available is the data? (Proctor 2005, 70; Adams & Brace 2006, 30-32)

Secondary data should be accurate and unbiased – knowing who produced the information and why, is important in evaluating the usefulness of the data. Also if the secondary data source is a research, it is important to know who were the targets of the previous research and how many were them. A quantitative research is in no way useful if only a few people answered. The researcher should also find out the dates of the secondary information sources. Information that is too old may not be valid or relevant to the project. Secondary data should also be in an accessible format as some files can be classified. Another thing to consider is how complete the secondary data is. If some information is missing from a database of a company - for example customer database - it is not possible to make an accurate research based on this database. In addition to these, there might also be ethical issues such as copyrights restricting the use of some data. (Adams & Brace 2006, 31-32)

3.2.2 Primary Data

Primary data can be qualitative or quantitative, as mentioned before. There are three approaches to collecting primary data: observational, survey and experimental research. In *observational research* method, primary data is collected by observing people, actions and situations. The problem with observational research is that it cannot examine people's feelings, motives or attitudes, and that is why the method is commonly used along with other data collection methods. *Survey research* is the best alternative for gathering the descriptive information that observational research cannot provide. With the help of a survey, people's attitudes, knowledge or buying behavior can be studied. A survey can be structured with formal lists of questions similar to all respondents or unstructured where the interviewer can guide the interview based on the answers received. Survey research method is the most well-

liked method for primary data collection mainly due to its flexibility; multiple kinds of information can be acquired and sometimes even with a low cost. The third method, *experimental research* is based on experiments, as the name applies. Groups of people are given different treatments and then their reactions are compared in order to find the best solution for the company. (Kotler et al. 2005, 347-349)

When gathering primary data, the most suitable contact method should be chosen. One can choose between telephone and face-to-face interviews, where the interviewer asks the questions and records the answers, or between postal, Internet or E-mail surveys, where the respondents complete the questionnaires themselves. The difference between qualitative and quantitative research is that when gathering qualitative data, respondents are encouraged to answer with their own words and more in depth to open-ended questions whereas quantitative survey produces statistical information based on a large amount of interviewees. A researcher should also make decisions concerning the sample of the study. A sample is “a segment of the population selected to represent the population as a whole”. Things to consider are who and how many people are included in the sample and what are the criteria in order to be chosen in the sample. (Adams & Brace 2006, 33-39; Kotler et al. 2005, 350-356)

3.3 Conducting the Research

The actual research made for this thesis was conducted on the basis of the guidelines mentioned previously. After discussing with Kallioplanetaario’s Ilpo Kuusela and defining the research problem and objective mentioned in the introduction, secondary data collection started. Some internal data was acquired from the case company in the forms of interview and press releases. External data such as literature, articles and web pages were gathered and thoroughly evaluated in all cases based on reliability, relevancy and date of publication. Naturally, the most recent information possible was used. Some experts were contacted as well in order to find more secondary data sources.

Primary data was acquired in two ways: expert interviews and customer interviews for Russian families. Experts were interviewed in St. Petersburg and in Jyväskylä. The experts provided knowledge on the areas of economics and trade relations, ICT, regional development, tourism and tourism marketing, experience tourism and Russian culture. The second approach to gathering primary information was a small qualitative research that was conducted in order to find out more about potential customers. The case company's main wish was to find out how and from where Russian tourists find information about travelling to Central Finland; what are the popular channels that they could utilize in their own marketing planning. The research method chosen was qualitative approach instead of quantitative approach due to the lack of resources and contact methods to reach St. Petersburg. The main focus was on Internet as an information channel. The research was targeted to families in St. Petersburg area, as the case company hoped, and consisted of 8 questions. The questionnaire was rather short on purpose in order to guarantee that the respondents did not lose interest while answering.

The intended sample of the research was 5-10 families. In the end, 10 families responded. The questions were open-ended questions, where the respondents could answer in their own words. The questionnaire was sent by e-mail in Russian language to some personal contacts in St. Petersburg. The rest of the answers were acquired from contacts of these respondents. The aim was to find families with different backgrounds: those who have travelled to Finland or even Central Finland before, and those who have never been to Finland. Since the answers were already in a written form, there was no need to transform data from one form to another. Usually, in qualitative research, the answers are categorized based on the research questions. In this case, as the questionnaire was short and the data in a simple form already, categorization in this way did not feel necessary. The answers were gathered in an Excel-file, translated from Russian to Finnish, corrected by a Russian person and then simplified and grouped based on the commonness of the answers by question. That grouping felt like the most comprehensive way to process the answers. In Appendix 3, you can see the way the answers were processed and grouped.

The actual gathering of primary data from St. Petersburg showed some problems in reliability. Observer error occurred due to the lack of resources. The only way to collect the data was by e-mail and thus there was no time for instant feedback, follow-up questions or other guidance for the respondents. Interacting with the respondents was not possible. This resulted in some of the respondents understanding questions in a different way compared to the others. This failing in understanding could have derived from participant error too. As all people are individuals, in this interview too, some understood questions differently than others. The extent of the answers was not as wide as hoped, but valuable information was gathered regardless. Also one problem that rose after interviewing was to determine who answered the questions. It was clear that in many of the cases the adult children of the family did the answering. One reason for this could be that the children are the most skilled in computing and the questionnaire was in electronic form. One could assume that the one answering the questions is the one who would also search for information if the family would decide to travel somewhere. It was challenging to know whether the families answered the questions together as intended and requested of them, or did only one person answer based on his/her opinions and experiences.

Measures taken in order to guarantee the reliability of the research were checking the grammar and forming of the questions by a Russian person who also speaks Finnish fluently. The questionnaire was also tested with two friends before putting it to use. Ethical issues were also taken into account. The respondents answered voluntarily and their privacy and anonymity was guaranteed; no names are mentioned at any point. Also no stress, pain or embarrassment was caused to the respondents. The results of the research are analyzed in chapter 4.5.

4 RESULTS AND ANALYSIS

Chapter 4 builds up a profile for a potential Russian tourist visiting Central Finland using current secondary information on Russian culture and tourism together with primary information acquired from the interviews with experts and Russian families. With this knowledge, the chapter provides the requirements needed for starting to advertise in Russia and describes the possible marketing channels for the company, focusing on the Internet. The results of the family interviews are described and analyzed. A SWOT analysis for Kallioplanetaario is presented in order to summarize and analyze all of the information previously presented in the thesis concerning the current marketing situation of the company. In the end, the results for what the company should do are presented followed by the conclusions.

4.1 Russian Culture

“Culture is more often a source of conflict than of synergy. Cultural differences are a nuisance at best and often a disaster.” Professor Geert Hofstede

Culture is a tricky thing. When coming across a person from another culture, the first mistake is to stereotype or generalize them based on the general concept of their culture. A culture’s characteristics can explain a lot about the culture in general, but an individual should not be judged based on their culture. Never should be claimed that every person within the same culture is the same. The world is getting more and more global, and it could be that some day the differences of cultures slowly fade and we end up having a united “global culture”.

The key for everyone planning on any kinds of operations in Russia is to clearly understand the Russian culture and mentality. Understanding the other culture enables us to be more effective, avoid conflicts and reduce concerns when interacting with each other. Especially when doing cross-cultural business, “my way or the highway”- approach is never the best option. The way you are used to doing

things at your home culture, can hardly ever be directly applied to operating in another culture. Professor Geert Hofstede has defined five cultural dimensions that describe the different aspects of a culture. They are:

1. Power Distance Index (PDI)
2. Individualism (IDV)
3. Masculinity (MAS)
4. Uncertainty Avoidance Index (UAI)
5. Long-Term Orientation (LTO)

Next I will describe these 5 dimensions in more detail with the help of subsequent Figure 1. The figure depicts the cultural differences between Finland and Russia using Hofstede's five dimensions.

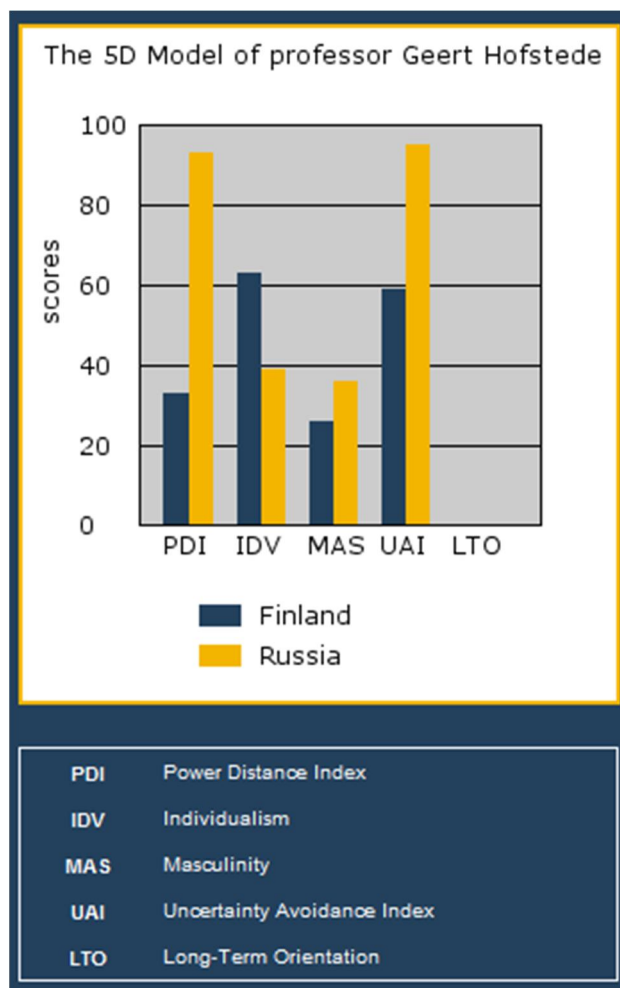


FIGURE 1. The 5D model: comparing Finnish and Russian cultures
 (The figure is extracted from the website of Mr. Geert Hofstede)

1. Power Distance Index

The Power Distance Index describes the inequality in a culture. It measures to what extent people who are less powerful in a society accept and take for granted that power is distributed unequally. Thus it describes the point of views of the less powerful members of organizations and institutions, from the followers so to speak. Both the followers and the leaders contribute to the extent of inequality – if both accept the power distance, the gap between them stays the same or even grows. In the example Figure 1, Finland has rather low power distance and Russia has high. This characteristic of inequality seems to be the biggest difference between our two cultures. This means that we Finns feel more that people should be considered equal and not judged or valued based on wealth or statuses. Russians on the other hand tend to appreciate wealth more and for example managers in a company are real authorities for “lower” employees and not merely colleagues as we Finns tend to think. Russians also value statuses; putting effort on their appearances such as cars, clothes and jewelry makes them appear to have a certain status and position. A lot of money is invested in looking rich, even though you might not be.

2. Individualism

Individualism depicts whether individuals feel and want to be a part of a group or not. Consequently, it all comes down to individualism versus collectivism. Collectivism refers only to the group of individuals and not the state-level collectivism. In collectivist cultures, people are connected to bigger and stronger groups that protect and take care of their members. Individualist cultures believe that individuals should manage on their own and only take care of themselves or their immediate family. Figure 1 again shows that Finland has rather high individualism whereas Russia is more on the collective side. Russian concept of an immediate family is much broader than the Finnish one. It is true that Russians often live in extended family communes; younger members of the family take responsibility in taking care of the elderly.

3. Masculinity

Masculinity versus its opposite femininity depicts how different roles are divided between men and women in a culture. In masculine cultures, both women and men are self-confident and competitive, women a bit less than men. In feminine cultures, both men and women are modest and caring. In the example, both Finland and Russia are more close to femininity than masculinity, Russia being a bit more masculine. Thus, both Finnish and Russian cultures are a balanced combination of masculinity and femininity.

4. Uncertainty Avoidance Index

Uncertainty avoidance index indicates to what extent members of a culture feel comfortable or uncomfortable in informal situations. Informal situations are new, unknown and surprising – everything but what is usual. Uncertainty avoiding cultures try to avoid informal situations by strict rules, laws and safety and security operations. People are more emotional and believe in one “right” truth in religion as well. Uncertainty accepting cultures, on the other hand, try to have as few rules as possible. People are more phlegmatic and accepting to different opinions and approaches - in religion too. People are not expected to be emotional either. In the example we can see that Russia is a highly uncertainty avoiding country, Finland not as much. In every-day life in Russia, strict rules can be seen in culture, behavior and manners. Religion is of importance and being Orthodox is common. People tend to do things the way they have always been done before and surprises or new opinions are not that welcome. Finland on the other hand is more accepting to different opinions, religious views and more receptive to new ideas.

5. Long-Term Orientation

The fifth dimension was added after the original four in 1991, when a study was conducted among students in 23 countries around the world. The main goal was to distinguish the differences in thinking between the cultures of East and West. Finland and Russia were not a part of this research, which is why there is nothing presented

in the figure. Long-term oriented cultures adapt their actions to reach a desirable future. Characteristics associated with long-term orientation are preservation, consideration and feeling shame. Characteristics of short-term oriented cultures are respecting tradition, giving gifts and preserving one's face. The main difference in these two dimensions is that long-term oriented cultures focus on the future while short-term oriented cultures value the past and present. As there is no data available, I would say both Finland and Russia are rather short-term oriented. Although, I would say Finland is more long-term oriented than Russia. Russians tend to look back in their history, and manage according to what is accustomed to, even though it might not be the best method. (Geert Hofstede n.d.)

Like with every other culture, Russians too are "victims" of stereotyping. The World Trade Press has listed some of these rather useful stereotypes but with the difference that they are accepted by Russians themselves. Russians never try to avoid difficulty or take the easy way out. They have a culture of "suffering" that originates from the basic mentality of always assuming the worst to happen. This can be seen in almost everything Russians do for example in the enormous bureaucracy in everyday life. The way Russians are used to the fact that nothing is functioning and that they have to stay in lines is beyond belief. The trust for government is not high among Russians - corruption in Russia is so common that people even consider it as just one way of taxation. It is said that almost 75% of Russian companies are connected to organized crime. It is a common belief that corruption being that common would not be possible without the government's help. Russians also have a need to be respected. They look back at the glorious Soviet times, and are sure that they will be a superpower again. Having a high power distance, Russians need a strong leader. This dates back to the times of the Tsars, and is something that Russians feel comfortable with. A strong leader equals democracy in their minds. All in all, even though these stereotypes are not the most flattering ones, for what I have experienced, after first impression, Russians are the most heartfelt and hospitable people that you can find. (World Trade Press 2010, 21-22)

4.2 Travel Market in Russia

The Finnish Tourist Board has listed some facts about Russian tourists on their website. It is estimated that one tenth of Russian citizens have a valid foreign country passport. Finland is the most popular foreign country travel destination for the Russians and thus Russians are the largest tourist group that visits Finland. Other popular foreign destinations for Russians are Turkey, Egypt, China and Estonia. Finland has been and still is most of all a winter holiday destination for the Russians and New Year's season is the peak of the holiday season. Holiday is the main purpose for Russians traveling to Finland. In 2009, 70% of Russian travelers described holiday as their main purpose of traveling to Finland. In 2009, the duration of their visit was on average 1.6 nights as 64% of all Russian visitors visited a same-day visit. 47% of Russian tourists stayed in hotels or motels as 28% were accommodated by their friends and relatives. The most tourists come from St. Petersburg area. (Ulkomaan matkailu: Venäjä – Russia 2010)

In 2009, the average spending of Russian tourists in Finland was 94.8 € per day. Russia took care of the majority (34%) of the total spending of all tourists visiting Finland. The Finnish Tourist Board has conducted yearly border interview surveys since 1998 in order to find out the amounts and characteristics of tourists that come to Finland. Their study shows that in 2009, a total of 5.7 million foreign visitors came to Finland, which is 6 % less than in 2008. The following figure 2 shows that almost a third of all visitors came from Russia, all in all 2.2 million travelers. The second largest visitor group came from Sweden with 753,000 visitors. In the figure 2 you can also see the differences in visitor amounts between the years of 2008 and 2009. The scale is thousands of passengers.

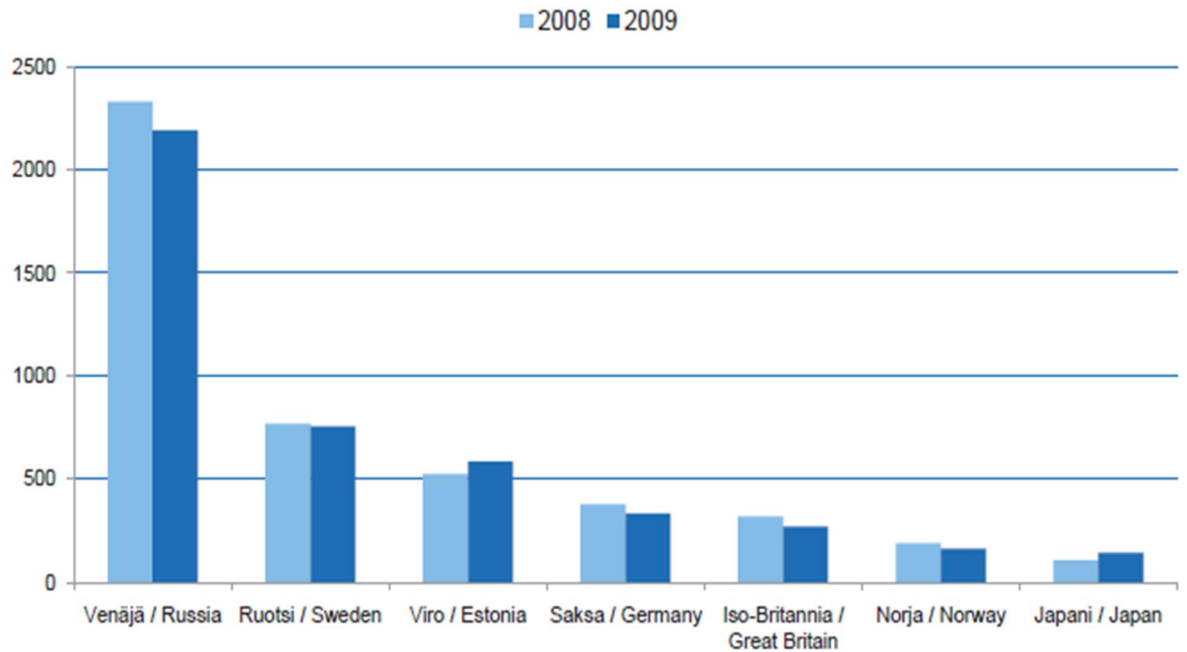


FIGURE 2. Foreign passengers who visited Finland by country of residence
(The figure is withdrawn from Rajahaastattelutkimus 2010, 7)

The main vacation season in Russia is summer, notably July and August and also during the New Year's time is a long holiday period in Russia, as Russians celebrate Christmas straight after New Year on January 7th. Russians travel abroad mainly when schoolchildren have their holidays. Summer vacation for schoolchildren is from June until August. New Year's holiday brings two weeks off for schoolchildren. There are also one-week holidays both in the beginning of November and at the end of March for schoolchildren. In addition, Maiskie prazdnik, the period between May Day and Victory Day (May 9th) has also become a popular travel season for Russians.
(Ulkomaan matkailu: Venäjä – Russia 2010)

4.2.1 Travel Market in St. Petersburg Region

The travel market in St. Petersburg region is highly potential for Finnish destinations. The close proximity to Finland and the amount of residents are two major facts that describe the potential of the area. There are 4.57 million inhabitants in the city of St. Petersburg alone and a total of 1.669 million in the Leningrad oblast (2002), which results to the total population of Leningrad oblast and St. Petersburg being over 6 million inhabitants. The population of St. Petersburg is not counted in the population of Leningrad region, as St. Petersburg is directly a part of the Russian Federation. Leningrad region/oblast is one of Russia's 88 federal provinces and is governed by a governor. Leningrad oblast covers the city of St. Petersburg, the Gulf of Finland and the Karelia area. The region contains 26 cities. (Ulkomaan matkailu: Venäjä – Russia 2010; Venäjän maantieto: Muut alueet n.d.)

The majority of Russian travelers (80%) visiting Finland are from St. Petersburg and Leningrad oblast. For them, Finland is a suitable short-term holiday location. It is close and traveling there is easy. Especially Helsinki metropolitan area and south-eastern Finland are popular for same-day vacations. It is interesting to know that Finland is much better known in St. Petersburg than in the rest of Russia. Winter is a popular vacation period in Finland in whole of Russia, but there is a lack of knowledge about summer travel opportunities in Finland among Russians living outside St. Petersburg. The awareness of climate and travel opportunities in Finland is better in St. Petersburg as well. (Ulkomaan matkailu: Venäjä – Russia 2010)

4.2.2 Travelling Industry between Russia and Central Finland

The history of tourism marketing from Central Finland to Russia dates back approximately 10 years. In the beginning, professionals from Finnish and Russian travel agencies worked together to promote Central Finland as a tourist attraction. The travel agency that started this co-operation was Tuulantei Ltd, which is also working together with Kallioplanetaario. Tuula Ahonen, the founder of Tuulantei Ltd, explained that it all started over ten years ago when she visited a travel expo in

Estonia. There she realized that Estonians are not the potential visitors to Central Finland as Finland is too expensive for them, but Russians on the other hand are the customers to be targeted. Travel agencies in Central Finland did not have any offering for Russian tourists at that time. Collaboration between Tuulantei and Russian travel agencies started and it contributed to charter trains bringing travelers straight from Moscow to Jyväskylä. VR - the state-owned railway company in Finland - organized the packages for the charter trains, but later decided to focus merely on train ticket sales. Two leading travel agencies in Moscow started to take care of the package sales after that. (Ahonen 2010)

The main emphasis in the beginning was on group travelling and on Christmas and New Year's time. Later the amount of independent travelers has increased. One can assume that Russians tend to travel to Finland first with a group and later independently. Tourists who travel on their own come also on other seasons than merely on Christmas and New Year. When asked about typical Russian tourists that come to Central Finland, all of the experts interviewed stated that although tourists are of course different, that the largest group is families. Families usually come by cars and as the Russian concept of a family is wider than ours, sometimes they also have their grandparents with them. In addition to families, couples, individual travelers, small work communities and fishing groups come to Central Finland. In general, one can say that Russian tourists are active and independent on their holidays. Exceptions to this are New Year's tourists who come to relax and prefer everything to be ready-made for them. (Ahonen 2010, Ålander 2010, Tiirikainen 2010)

Russian tourists are the largest tourist group in Jyväskylä as they are in the whole of Finland. In 2009, Russians spent almost 17,500 nights in Jyväskylä as you can see in the subsequent Table 1. Germans were the second largest group after Russians. Not all of the countries are included in the table, as the list would have been too long. In all the statistics on accommodation, private-owned cottages are not included. According to Mr. Ari Ålander from Jykes Ltd, the Jyväskylä Regional Development Company, there is no valid data about the amounts of tourists staying in cottages, only about larger cottage villages (mökkikylät). Renting a cottage is one of the most

popular accommodation forms for Russians and we have no clear picture on how many Russians do stay in cottages. Therefore, the amount of nights spent by Russians is in fact a lot larger. (Ålander 2010)

TABLE 1. Nights spent in Jyväskylä by country of origin.

(See original table on Jyväskylän Seudun Matkailu- website)

	2008	2009	Muutos 08/09 Change 08/09 %
Yhteensä - Total	544 645	533 134	-2,1 %
Ulkomaat - Foreign countries	98 016	89 989	-8,2 %
Suomi - Finland	446 629	443 145	-0,8 %
Iso-Britannia - Great Britain	7 315	6 755	-7,7 %
Saksa - Germany	17 883	16 458	-8,0 %
Ruotsi - Sweden	6 610	6 707	1,5 %
Venäjä - Russia	21 104	17 444	-17,3 %
USA	2 568	2 208	-14,0 %
Japani - Japan	1 348	1 112	-17,5 %
Italia - Italy	3 756	2 819	-24,9 %
Norja - Norway	1 774	1 857	4,7 %
Alankomaat - Netherlands	2 509	2 613	4,1 %
Kiina - China	1 176	584	-50,3 %
Espanja - Spain	2 174	1 711	-21,3 %
Ranska - France	3 970	3 409	-14,1 %
Tanska - Denmark	2 762	2 893	4,7 %
Sveitsi - Switzerland	1 748	1 717	-1,8 %
Viro - Estonia	4 056	3 764	-7,2 %
Belgia - Belgium	787	968	23,0 %

When Russian tourists choose where to travel, region is the first criterion. Russians do not travel to a certain area based on one single attraction or destination, they choose the region first. This is something that should be taken into account in marketing. Russians do not come to Central Finland just because they want to come to let us say Kallioplanetaario. Consequently, being involved in advertising of the whole region is important for the case company. Cottage holidays are popular as well as destinations with fishing possibilities. Ski resorts: Himos, Laajavuori and Riihivuori

are popular in the winter time and especially during New Year's season. Russian tourists come to Central Finland in the hope of finding peace and tranquility, nature and clean air. One big difference that Russians value in Central Finland compared to Russia is that there is no traffic. That is something that a person from Moscow cannot find at home. In general, one can say that Russians do not save their money when they are on vacation. They love outdoor activities and good food. Jyväskylä as a city is attractive as it is beautiful and lively, there are lakes where one can swim, nature, fresh and clean air and shopping malls. (Ahonen 2010, Ålander 2010)

4.3 Requirements for Advertising in Russia

There are some basic requirements for a company planning on advertisement in Russia. Tarja Tiirikainen from the Finnish-Russian Chamber of Commerce in St. Petersburg stated that when a company wants to start promoting itself in Russia, the first thing they should do is identify who are their target customers. After identifying this, the company's resources should be recognized and especially the fact that, whether the products and services will be in Russian language. After defining these, different marketing routes should be identified. The target customers of Kallioplanetaario in Russia are mainly families who travel to Central Finland by themselves or within a group. (Tiirikainen 2010)

The fact is that if a company wants to start an advertising campaign in another country, the services of the company must match what is promised in the advertisements or on the website. In other words, the company has to be able to answer the demand. The products and service packages along with everything else must be ready before starting to advertise. If everything does not work straight from the beginning, the customer might not come back and most probably will tell others. The products, in this case 3D shows, have to be in Russian language. The shows are easily provided in Russian for larger tourist groups, but one thing to consider is that if Russian tourists come by themselves, is Kallioplanetaario able to serve these individuals too? One solution is that the 3D shows could be provided in Russian

language through headphones. In this way, all people can have the show in their own language. (Kohvakko 2010)

One main requirement in order to start advertising in Russia is to have the company's website in Russian language. This fact came up in all of the expert interviews of this research. Russians are active Internet users as I will demonstrate later on this study. On the company's Russian website should be stated the service language which does not necessarily have to be Russian. Even though Russian as a service language is preferred and recommendable, the people who come to Finland might already know English or even Finnish language. Especially independent travelers often have knowledge in English at least. The Russian web pages should not be direct copies of the original Finnish pages, as they are targeted to Finnish audiences and there might be too much information. Thus only vital information for the Russians should be provided on the website. (Ålander 2010)

Nataliya Kohvakko, ICT expert and CEO of Infokone Ltd, described some additional facts about what is required from a website that is targeted for Russian visitors. Mrs. Kohvakko has a doctor's degree in philosophy and has almost ten years of experience in the Finnish ICT business. She also has Russian culture know-how, as she is originally from Ukraine. According to Kohvakko, the website should be about *localization* instead of *translation*. Not everything from the original Finnish site should be directly translated into Russian; only the relevant information to the Russians should be presented. This information includes description of services and service packages, driving and payment instructions and the requirements for using the service. This means that the users of the website should be able to see whether the program or service in question has to be booked in advance or is it possible just to show up and get service. In addition, information that we locals take for granted is not necessarily clear to Russians. Thus, it is not relevant to tell that Kallioplanetaario is located in Nyrölä. This does not tell anything to Russians. Just to mention that it is located *near* Jyväskylä is specific enough. Therefore too much information is too much. It is not possible to tell everything on the website. No matter how well you present your information, people always have questions. A column for questions and answers on the website is a good way to present questions that have arisen among

visitors. Contact information: e-mail address or phone number, should be presented clearly too on the website. The website has to be practical, logic, simple enough and easy to use. A poor website where the information is buried too deep and is thus hard to find does not serve the company and only makes the visitors of the site frustrated. There are people who read all the information provided, but usually visitors glance at the website hoping to find relevant information as easily as possible. Mrs. Kohvakko also stated that it might be a good idea to have the website in English too as some Russians prefer to search information in English. (Kohvakko 2010)

Before advertising, the company must decide whether to advertise on its own or together with other similar companies, or both. Joint-advertising is of lower risk and cost, but the visibility of one company can be low, if many companies are involved. Advertising individually can result in better visibility, if a right channel is found, but is of a lot higher risk and cost. The case company should advertise individually since their offering is unique, but combine their advertising with area marketing and with companies providing accommodation, as that is something that Kallioplanetaario does not provide. When every company part of this collaboration is advertising each other, it brings people to the region and thus benefits everyone. (Kohvakko 2010)

A company starting to advertise internationally can find help to start up the advertising campaign if needed. For example, Jykes Ltd has processes in which travel companies practicing international marketing are helped. These processes can be marketing campaigns, joint brochures and visits of Russian travel agencies. Individual companies are not supported in this program, but larger totalities of companies working in the same field. The program is funded by the Regional Council of Central Finland. The funding covers half of the expenses, the rest lies on the company. Jykes also provides a "Project clinic" ("Hankeklินิกка"), where travel and experience tourism companies are helped in creating ideas for development in their marketing, networking, branding, sales and services. A company struggling with international marketing can also find help with Infokone Ltd that provides a growth program for travel companies. It is a joint program with Creamentors Ltd. A strategic plan is made for the company for 2-3 years. Creamentors Ltd develops the company's inner

processes and services whereas Infokone Ltd takes care of the external processes: finding channels for marketing, conducting marketing and analyzing target customers. (Ålander 2010, Kohvakko 2010)

4.4 Marketing Channels in St-Petersburg Area

In this chapter is presented different potential marketing channels in Russia for the case company. The focus is on Internet as it was the company's original wish and by far the most cost-efficient and "easiest" way to start advertising. Television and radio as marketing channels have been excluded from this study, as they are clearly too expensive, hard to enter and do not fit as a starting channel for a company planning promotion abroad.

4.4.1 Internet

Internet is the cheapest marketing tool and easiest to enter. The Russian-speaking Internet - "Runet" - is large and constantly growing. The usage of Internet in Russia has increased rapidly in the past years and continues to increase. In June 2010, there were 59.7 million Internet users in Russia, which accounts for 42.8% of the country's population. In comparison, in 2007 the amount of Internet users was only 29.4 million users accounting for 20.8% of the population. From this you can see that the amount of users has doubled in the past three years. It is interesting to compare the Internet usage in Russia and in Finland. Even though currently less than half of the Russian population use Internet and over 80% of Finnish population use it, the amount of Russian Internet users is 13 times larger than the amount of Finnish users. This gives a clear picture on how prospective the Runet is. (New Media Trend Watch, 2010)

Nataliya Kohvakko has listed different tools for online marketing that are explained and reflected on next. The first one of these tools is utilizing **social networks** in advertising. Social networks such as Facebook, Twitter and the Russian Vkontakte.ru enable a company to advertise for free by creating a profile page or a group that can

be promoted to other users. Another, but money consuming way to promote in these social media communities is by placing ads that reach a certain target group of a certain area. Costs of these advertisements vary. Both approaches help the company to promote their profile page or website. The advantage about social networks is the low costs. A company can create information and reach potential customers for free; the only drawback being that it is time consuming. In Russia, social networking has become popular as well due to the large distances between people in the country. The most popular social networking site in Russia is V Kontakte.ru, which is the Russian equivalent to Facebook. In May 2009, V Kontakte.ru had 14.3 million visitors whereas Facebook had 616,000 visitors in Russia leaving it the seventh most popular social network in Russia. The problem with social networks for the case company is that the majority of people using them are of younger generation and the target customers (families) might not be easy to reach. (Kohvakko, 2010; New Media Trend Watch, 2010)

Via **discussion forums, blogs and internet diaries** a company can promote itself, although it can be challenging. All of these, especially discussion forums, are places where people spend time in addition to social networks. It is possible to put advertisements or banners in discussion forums and blogs. The company can start their own blog or diary as well. Difficulty lies in how to get visitors.

E-magazines offer a wide range of readership – tens of thousands of daily readers at best. If a right magazine is found, in this case a magazine about Finland or travelling, good results are possible. On the other hand, it is problematic to find out who the readers are. If the target audience is not reached, the advertisement and money spent goes to waste.

Theme and area sites are a rather easy way of advertising through Internet, as the company is a part of a larger totality. In this case, theme and area websites refer to Russian language websites that provide basic knowledge related to Finland such as culture, money and sights. Both theme sites, such as traveling or experience tourism sites, and area sites, such as the city of Jyväskylä's website, offer a low risk and low cost opportunity to advertise together with other similar companies. The problem is

how to stand out from the rest. Expert recommendations on specific websites and more information about theme and area websites are presented later in this chapter.

E-mail distribution is a way of direct marketing. Newsletters are a good way of e-mail marketing. The success of marketing this way depends on how and to whom it is targeted. For example, e-mail targeted to regular customers of the company might have a totally different acceptance than a randomly sent e-mail. It is a fact that in many cases, e-mail advertisements end up straight in the garbage bin. But if a right recipient group is found with people who are interested in the topic, e-mail distribution is an effective and low-cost way to advertise.

The last tool for online marketing according to Mrs. Kohvakko is **search engines**.

There are two approaches to advertising via search engines: search engine optimization and headword advertising. Search engine optimization refers to putting key words, links or names of pictures in proper forms in order to have the website shown at the top of the result lists in search engines. Headword advertising means placing articles of the company and links to their website on other Russian websites. The paths from where the visitors end up at the company's website can be followed and therefore the success of these marketing methods can be followed. Since Russian Internet market is a lot larger and there is more competition than in the Finnish markets, both approaches are recommended in order to reach good results. (Kohvakko 2010)

In Figure 4 you can see which search engines are the largest Internet traffic generators in Russia. The figure shows that Yandex - the Russian equivalent to Google - is the leading traffic generator in Russia. It is popular due to its long history in the Russian market and it suits better with Russian language inflection and other language specifics than Google. Mail.ru is the largest Russian free e-mail service company that offers also blog, video and image hosting services as well as social networking. Rambler is also an all-Russian search engine company.

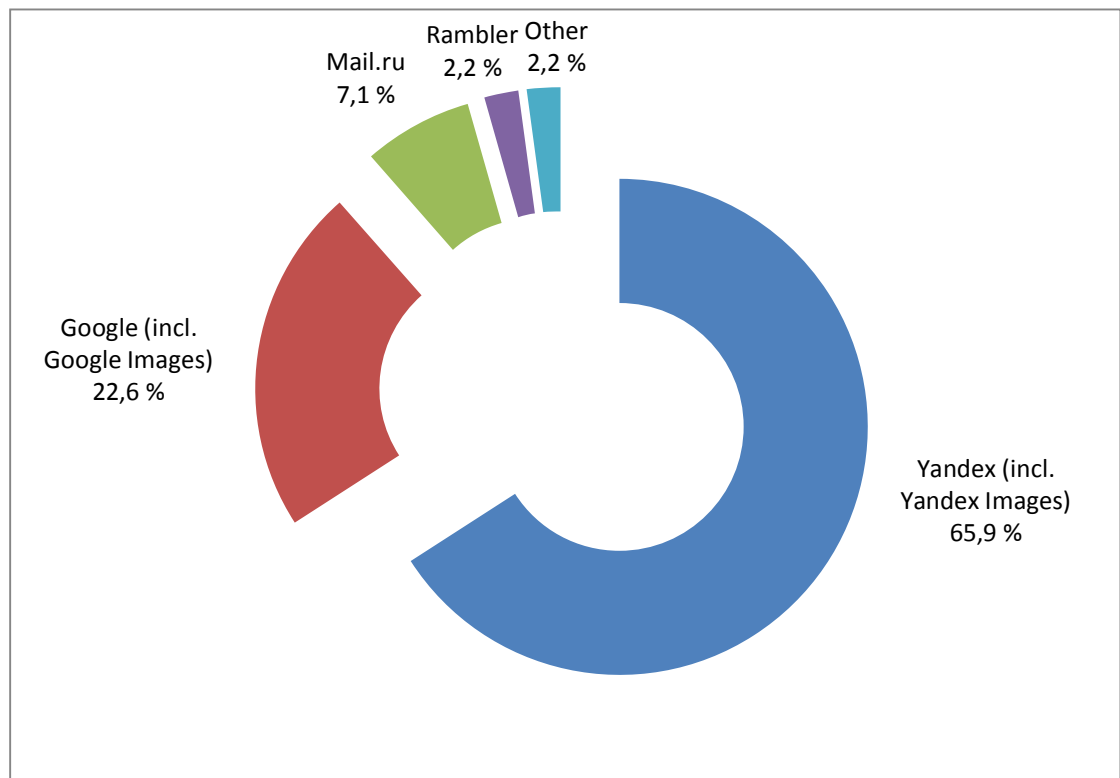


FIGURE 3. Search engines traffic generation in Russia, September 2010

(Data acquired from Liveinternet)

When asked whether to choose Yandex or Google as marketing tool in Runet, Mrs. Kohvakko stated that both should be tried out in a company's advertising campaign and later the more profitable one of the two can be chosen. There are many differences in these two search engines. Google provides more recent information as it is updated more frequently than Yandex, which results to the fact that younger people prefer Google to Yandex. Google is also faster to use than Yandex. Yandex's popularity is based on information provided in Russian language and even though Google might be easier to use, Russians are used to Yandex. As mentioned before, Russian people are difficult to get to change their minds on something that has always been done in a certain way. Yandex is Russian, its main market is Russia and it has had business activities in Russia for almost a decade. Google on the other hand has not put hardly any effort on the Russian market as it is only one small part of its global activities. Yandex is currently dominating the Russian Internet market, but it is hard to say how the situation will develop in the future. (Kohvakko 2010)

If information is searched in English language, Google is better, as Yandex has provided information in English only for 2-3 years. During the interview with Mrs. Kohvakko, we conducted a small example research on whether Russians use English or Russian language and whether they use Yandex or Google when looking for information about travelling to Finland. We made the same search in both languages in Google and in Yandex. The headwords were “new year in Finland” and the same in Russian “новый год в финляндии”. Table 2 shows that Google is a better option if searches are made in English. If information is searched in Russian, Yandex is clearly a better tool for marketing. All in all, the usage of Yandex is clearly more common.

TABLE 2. Amounts of searches made within a month in Russia.

	Google	Yandex
”New Year in Finland”	140	28
”Новый год в Финляндии”	5,400	23,808

There are many kinds of Internet theme portals in Russian language that are targeted to Russian tourists traveling to Finland. In the interviews, some specific websites came up recommend by the experts for Kallioplanetaario to advertise in. Stop In Finland is a well known travel brochure/magazine in Russia that also has a website Stopinfinland.ru. On the website is presented all the information needed for Russians looking for information about traveling to Finland. For a company, the site offers visibility through banners and event calendar and other mentions on the site. Finnish.ru, Keskiuomi.ru and Visit Finland are also portals targeted for Russians traveling to Finland or Central Finland. A company can place a banner or more specific information on the sites. Putting banners or other articles in these kinds of portals brings visitors to the company’s own website and thus brings higher value to the website. Jyväskylä Region is a high profile brochure and website in Central Finland in which Kallioplanetaario already has advertising. The Jyväskylä Regional Development Center (Jykes Ltd) is starting an Internet marketing campaign in St. Petersburg region. The purpose of the project is to promote Central Finland as an attractive travel area and thus get more Russian visitors. The campaign is targeted to people in St. Petersburg area first, and later to

the whole of Russia, if possible. In practice, there probably will be a portal about Central Finland, where local companies are promoted. All companies interested can be involved and they will get visibility this way. Currently (autumn 2010) a mapping is made in order to find an Internet company in Russia that would take care of promoting the website and the campaign in Runet. The actual mapping is done by Russian students of the Degree Programme in International Business of our school. The best Internet firm is supposed to be chosen in December 2010. The campaign is intended to be launched in the beginning of the year 2011. In addition to appearing in the campaign with other local companies, the campaign includes internal development opportunities for the company. The company's own Internet visibility is optimized as well as improvements are made to create demand for the company. (Raulo, 2010; Ålander 2010)

4.4.2 Other Channels

Newspapers and magazines

Russian newspapers and magazines are one tool for advertising. The key is to find the right ones to advertise. In St. Petersburg alone, there are countless different newspapers that are handed out daily. It is difficult to start advertising in newspapers, as it is almost impossible to map out the readers as Kallioplanetaario's services are targeted for a specific group with specific interests. It is a fact that in Kallioplanetaario's case, magazines about tourism serve the purpose best. The problem with advertisements in newspapers and magazines is that the advertisements are expensive compared to Internet for example, and it is difficult to reach the certain customer group, in this case Russian families. In other words, the expenses might be too high compared to the results gained. Of course if a company has extra money, advertising in magazines is without a doubt one good way to get visibility, but it is probably not the best channel to start with. Next is presented some potential magazines that could be utilized in the case company's marketing. They came up during the expert interviews.

“STOP In Finland” is a free sheet that is handed out ten times a year. It is targeted to Russian tourists who are planning a trip to Finland, are on their way or have already been to Finland. According to the magazine’s website, *“STOP In Finland”*- magazine is Russia’s most well-known communication channel that is concerning Finland. It is also said in the website that the effective distribution of the magazine affects essentially the choices that Russian tourists make in choosing accommodation, shopping and holiday making. 60% of the distribution of *“STOP In Finland”* is done in the border of Finland and Russia, 35% in the city of St. Petersburg and 5% is done in hotels and travel agencies in Finland. The magazine is also handed out in travel expos in St. Petersburg and Moscow. Circulation figure of the magazine is 25,000 per issue. (STOP In Finland n.d.)

“Jyväskylä Region” is a magazine or a travel brochure handed out in Central Finland. It is similar to STOP In Finland, but with a focus on Central Finland. There is one brochure published per year. Kallioplanetaario already has advertising in the brochure.

“Venäjän Kauppatie”, harshly translated *“The Trade Route of Russia”*, is a monthly issued magazine whose purpose is to improve the relations between Finland and Russia. The magazine is handed out free in the border stations of Finland and Russia, the consulates, significant business areas in Russia and especially in St. Petersburg and also in trade fares. Companies can buy advertising space or get news articles in the magazine. The circulation figure of the magazine is 65,000 per monthly issue. The problem with the magazine is that it serves all industries and not just the travel industry. Therefore, it is hard to say whether Russian families and holiday makers are reached this way or is the money invested going to waste. (Venäjän Kauppatie n.d.)

Brochures and flyers

Brochures are small introductions of the company’s offering on paper. Flyers are more simple paper advertisements that might have only a website address on them. There is no data available on whether handing out flyers and brochures is effective or not. St. Petersburg area alone is too vast for handing out flyers as their circulation

figure is small and potential customers are almost impossible to reach. The only way to get some idea on whether the flyers reach customers or end up to the dumpster is by discount coupons. If discounts or free gifts are offered in the flyers, people who have found the flyers come with the coupons as customers. Free gifts and discounts are an effective way to get new and more customers; one might even say that it is the only reasonable way when advertising through flyers. Brochures can be placed in accommodation providers in Central Finland area, placing them in St. Petersburg is a lot more complex and almost impossible to carry out at least in the beginning. Another way to utilize flyers and brochures is in Internet advertising. On the flyers, a company can place key words or merely their website address. With these key words in mind, customers search for more information via search engines and when these words are successfully placed on the website, customers end up on the company's site. (Ålander 2010, Kohvako 2010)

Travel Agencies

A company can get visibility through travel agencies. Travel agencies operate both in B2C- (business-to-consumer) and B2B- (business-to-business) fields. The way travel agencies promote Finland as a travel destination is through Russian travel agency partners. An example company's, Tuulantei Ltd, operations depict well how promotion through travel agencies works. For them, the main focus in their marketing is on travel agencies. Tuulantei has many long-term Russian partner agencies with whom they have created strong relationships and gained mutual trust. Russian agencies acquire the tourist groups, and Tuulantei the rest: accommodation booking, excursions and other activities. Independent travelers can make their bookings via Tuulantei too. Tuulantei organizes info tours in Jyväskylä for their Russian partner agencies every now and then, where new attractions and other activities are presented, and Kallioplanetaario can also be visited by the travel agencies at some point.

As mentioned in the company description, Tuulantei already sells the two-hour program for Russian tourists that Kallioplanetaario has planned. The program is promoted on Tuulantei's website. Tuulantei offers tourists all kinds of day-time

programs and activities and thus Kallioplanetaario's evening program offers a good addition to their service pallet. (Ahonen 2010)

4.5 Findings from Family Interviews

The purpose of the research was not to find information that is applicable to all Russians, but to merely find out something that could be helpful in order to find the right marketing channel for the case company. Also the aim was to find out more specific information about Russian families' holiday making habits towards Finland. Therefore, on the basis of the results presented in this chapter, no assumptions are be made on how *all* Russians behave and think as there were only 10 respondents in the sample of this research. The focus of the interview was on Internet marketing. In some of the questions, there were some examples in brackets, as there was no other way to guide the respondents. Due to the fact that the sample was small and the answers quite concise, there was no categorization of the answers made, except to figure out how mutual the interviewees were in their opinions. The best way to present the answers was to describe everything that the respondents had mentioned in the interview and make assumptions based on them. See Appendix 1 for the original questionnaire in English and Russian languages.

The families in the sample were different. Some listed relatives such as grandparents as part of their family, as the Russian concept of family is much broader and it is common for Russians to live together with relatives. All of the families were from St. Petersburg or Karelia. Two of the respondents lived in Tampere and Helsinki, but their families are located in St. Petersburg. As mentioned before, visiting Finland is most popular among the people living in St. Petersburg area and Leningrad oblast. The questionnaire supports this fact, as only one of the ten families has not been in Finland before. Half of the respondents have visited Central Finland and one of them has even been an exchange student in Jyväskylä 9 years ago.

When asked about where the respondents would first search for information about travelling to Finland, the majority of the respondents named Internet as their choice

of source. The answers support the fact that Internet is the most potential marketing tool as its usage is constantly growing in Russia. Another source that came up was that the respondents would ask friends who have been to Finland before for information. This is an interesting thing to realize, and that is why a company should give its best in serving the customers. People tend to tell forward about good and especially bad service experiences. This is why a company should have its services in good and functional shape before advertising to Russians. A bad reputation gained straight from the start is difficult to get rid of. Some respondents also answered that they would go to a travel agency to find information. Especially people that want to travel within a group go to travel agencies. It is an easy way to get information, as everything is ready-made for you. The case company should definitely maintain its already existing co-operation with Tuulantei travel agency.

The next question tried to map out the specific websites that the respondents would use for searching information about Central Finland. The common answer was surprisingly Google, even though the dominant search engine in the Russian market is Yandex. In this interview only one respondent mentioned Yandex as a source of information. An assumption could be made that if and when Russians search for information about travelling abroad – in this case Finland – they consider Google a more suitable search engine, even though in other cases they would prefer Yandex. Or as mentioned before by Mrs. Kohvakko, younger generation prefers using Google to Yandex and it was clear that most of the respondents were young adult children of the family. Also the younger members of the family might search information in English, which explains the usage of Google as well. Other websites mentioned in addition to search engines were: Jyvaskyla.fi, mek.fi, and keskisuomi.fi. Jyvaskyla.fi is the website of the city of Jyväskylä, mek.fi is the website of the Finnish Tourist Board, and keskisuomi.fi is the homepage of the Regional Council of Central Finland. None of these three websites offer actual advertising opportunities for Kallioplanetaario, but contain links to travel sites such as Visit Finland. They all provide information about their own services in English and with the travel links, more specific information on travelling can be found.

When asked about the favorite travel destinations, the most popular destinations in Finland were Helsinki, summer cottages and skiing resorts. Other destinations mentioned were: Lapland, Saimaa, Åland Islands and Eastern Finland. Shopping was a popular activity. Sports activities and city attractions were also mentioned. There is not much conclusions to be drawn from this question, as the answers were rather variable. Some interviewees mentioned specific locations while some answered activities. This was one question that showed error in both observer and participant side. The forming of the question was not specific enough which resulted in the respondents answering the wrong way. The most common destinations - Helsinki, summer cottages and skiing resorts - were not at all surprising.

When asked about the requirements and criteria of the travel destination, the most valued answer was prices and services. Surprisingly, only two answered the knowledge of Russian language being the most important criterion. This supports the statement mentioned before by Mr. Ålander that the service language does not necessarily have to be Russian. Nature was also rather popular among respondents. Other things the interviewees thought important were: interesting destination, travel partner, comfort and ease, good location, attractions, hostels and safety. All of the criteria the respondents mentioned support the characteristics of Russian tourists mentioned before. (Ålander 2010)

4.6 SWOT Analysis - the Case Company's Marketing to Russia

SWOT analysis depicts the strengths, weaknesses, opportunities and threats of a company, project, product or venture. It is a strategic tool that helps a company in creating ideas, decision making and identifying areas of development. Strengths and weaknesses describe the company's internal factors whereas opportunities and threats describe the external issues in the business environment. SWOT analysis is chosen as a tool in this thesis as it clearly describes the current situation that the case company is in while planning and starting their marketing in Russia. The analysis hopefully helps the company in making decisions on how to approach marketing. Based on the SWOT analysis, the company can make conclusions on how to utilize

the strengths, how weaknesses are turned into strengths, how future opportunities can be utilized and how threats can be avoided. (Kotler et al. 2005, 58-60)

TABLE 3. SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> - Unique offering - Service package for Russians - Already existing marketing through Tuulantei Ltd 	<ul style="list-style-type: none"> - Readiness for full Russian service - No Russian language website - Remote location
Opportunities	Threats
<ul style="list-style-type: none"> - Huge potential market in Russia - Finland the most popular travel destination - Already existing Russian tourism in Central Finland 	<ul style="list-style-type: none"> - Finding the right marketing tools - Local competition - Economical Changes - Changes in the tourism market

Strengths

Kallioplanetaario is a unique travel attraction for both Finnish and for Russians. There is no other planetarium built inside a rock anywhere else in the world. The uniqueness gives the company competitive advantage compared to all other tourist attractions. Another strength that supports launching marketing to Russia is that the company already has a product package planned for Russian tourists even though it has not been put into action yet. Thus there are actions made within the company in order to be able to provide service for the Russian customers. In addition, the company already has marketing to Russian travelers through Tuulantei travel agency, who sells the product package to Russian tourists. Tuulantei is a valuable partner to have as it is the leading local travel agency collaborating with Russian travel agencies.

Weaknesses

The company has some weaknesses concerning the marketing to Russia. The first one is the readiness for Russian service. The first thing to take care of before

marketing is to have the services suitable for Russians. Even though Kallioplanetaario has the program package planned, the every-day service for Russians is a problem. If independent Russians with no Finnish skills come, proper service in Russian language cannot be provided for them, not yet at least. The company has two ways to solve this issue: either by hiring a Russian speaking staff member or stating clearly in their advertisements *when* and *how* the service is offered for Russians. The company does not have a Russian language website yet, which makes marketing highly difficult for now. The website is important and should be taken into consideration in marketing planning. The remote location of Kallioplanetaario can be considered a weakness as well. In the marketing to Russians, the company should describe clearly the location and the driving instructions there. On the other hand, the remoteness can be turned into an advantage as Russian tourists value tranquility and nature. The transportation in the case of Russian tourists is made easy as the bus transportations are included in the product package and as Russians also often have their own car with them on holiday.

Opportunities

The opportunities to start marketing to the Russian market are endless. The market is huge - there are almost 5 million citizens in the city of St. Petersburg alone. The vastness of the market bears a huge risk as in how to reach the certain groups of customers, but the risk can be avoided with proper marketing planning. Finland has established its position as the most popular foreign country destination for Russian travelers. As mentioned before, Russians are the largest tourist group of all in Jyväskylä. Central Finland is an attractive holiday destination for Russians, and now there is a chance for Kallioplanetaario to get a piece of that cake.

Threats

As mentioned, finding the right marketing tool is vital in order to succeed in marketing. A threat is to choose the wrong channel for advertising. If an expensive advertising campaign is conducted with hardly any results, time and money is wasted. Again, thorough marketing planning helps to avoid that threat. Competition is always a threat as well. Even though Kallioplanetaario is a one-of-a-kind experience provider, all the local travel destinations compete with each other. The collaboration

in the advertising of the region is important and recommendable. Economical changes are always an existing threat. If the Russian level of income drops, travelling reduces. On the other hand, the changes can be positive and travelling increases.

4.7 Result: Recommendations for Marketing Step by Step

Almost all of the research questions mentioned in the beginning of this report have been answered in the report. The different potential marketing channels for the company are presented, and Internet chosen as the most potential channel for the case company to start with. The requirements for launching advertising in Russia have been explained previously as well. The findings from expert and family interviews described the characteristics of potential Russian customers for the case company. The main research question: "What should the case company do with their marketing?" is still left unanswered. Next is a step by step recommendation for the case company on what processes and actions they should take in order to start their advertising processes in Russia.

The first thing the case company should do is to figure out what are the services they are providing for Russian customers. The already existing service package for Russians might need developing in order to get it suitable for year-round visitors. How to serve the daily independent customers is another fact that needs to be revised; whether to include them in the same service package in some way or develop something entirely new for them. An applicable idea that came from the company's CEO Ilpo Kuusela was that they would hire a Russian speaking contact person who would take care of everything connected to Russian visitors from answering questions to guiding customers at the site.

After services are being planned and estimated functional, the company should create a website in Russian language. The main point in the advertising is to target all of their advertisement towards the website. The website should be carefully planned, put into practice and frequently updated. In this way, when people are interested, they come to the website and find all the relevant information there. At

first, the advertisement is recommendable to be targeted to St. Petersburg area, and if it turns out to be successful and profitable, to Moscow area and then the rest of Russia. As mentioned earlier, the majority of Russian tourists come to Finland from St. Petersburg area.

Internet is by far the most prospective marketing tool to be used at least when starting promotion and entering a market for the first time. The advantage with Internet advertising is that Internet access is widespread and getting more and more common among Russian users and in this way, the advertising campaign need not be limited to merely the city of St. Petersburg. Internet is also the best way to reach Russian travelers as the distances are huge and the country vast. In addition, advertising through Internet is cost-effective and the risks are much lower than with other advertising methods. If and when Internet advertising turns out to be profitable, it can be supported with ads in tourism magazines and brochures, these also guiding the readers to the company's website.

There are recommendable tools in the Internet to use. The company can be involved in area advertising with other companies, advertise independently or on a theme website. The combining of joint-advertising with own individual campaigns, results in effective marketing. In practice, it is recommendable for Kallioplanetaario to take part in the regional promoting campaign planned by Jykes Ltd which was described earlier in the study. The campaign is new and ground-breaking; no other regions have similar advertising in Russia on such a large scale. There are no guarantees on the success of the campaign as it is still being planned, but the possibilities are promising in the Russian tourism market, and being involved in something innovative cannot hurt.

In addition to the Jykes's regional advertising campaign, there are a few recommendable Internet advertising tools that the company can utilize on its own: theme/area websites and search engines. Theme websites offer a portal for people to find a proper offering of information considering the topic of their interest; in this case traveling to Finland or Central Finland. A company can place banners, news, articles, and events on the website, depending of the site naturally. Earlier

mentioned Finnish.ru, keskisuomi.ru and STOP In Finland are inclusive portals for Russians who plan to travel to Finland. Finnish.ru is rather inexpensive and with good value. Keskisuomi.ru is the 11th result in Yandex when searching with the headword “Ювяскюля” (=“Jyväskylä” in Russian language). It is in the list prior to any of the other Finnish-made portals. STOP In Finland is a good tool that connects advertising in the Internet portal with advertising in the free sheet. All of these three portals can be recommended for the company to advertise in. In addition, a good way to promote the company’s website is through search engine optimization. An IT expert can help with locating the right words and links in order to get the website shown on the top of the results in the search engines wanted. Both Google and Yandex should be used at least in the beginning.

As you can see, Internet has limitless opportunities for advertising; a company just has to find the most suitable ones for them to advertise in. If needed, there are a lot of IT companies specialized in Internet marketing in the Russian market, that can be of help to the case company. Infokone Ltd is one local example. Using these expert services gives the best guarantee for success in the marketing. A company can also easily manage Internet marketing on its own, given that enough research and effort is made.

5 CONCLUSION

This research hopefully provides the case company useful information and insights on characteristics of potential customers and market information along with applicable suggestions on what to do and where to start with their advertising. All of the research questions and problems were answered and the study showed that the opportunities for Kallioplanetaario to succeed in their marketing to Russia are more than good. The service offering is unique and attractive and with proper service and marketing planning, great results can be gained.

The study conducted for Russian families offers some valuable results on customer behavior and characteristics. The several expert interviews carried out support the information gathered from the family interviews with current insights about Russian tourism and marketing opportunities. The qualitative family research turned out to be one of a kind as there is no existing data about Russian tourist behavior on marketing channels – which ones work and which ones do not. It would be interesting to be able to conduct the family interviews on a larger quantitative scale with better resources. In that way, more valid information could be gained on where Russian tourists actually find information about travelling to Finland. As a result, applicable data could be provided for tourist attractions to help their marketing in Russia. The results and the recommendations for starting marketing in Russia presented in this thesis can be applied to the marketing of other small tourist attractions as well. All in all, if the case company is ready to invest and prepared to put effort in their marketing in order to reach Russian visitors, there is no reason why they would not succeed and become a popular holiday attraction and thereby gain a stable and respected reputation among Russian tourists visiting Central Finland.

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APPENDIX

APPENDIX 1. Questionnaire for families

1. What kind of family do you have?
1. Каков состав Вашей семьи?

2. Where do you live?
2. Где вы живете?

3. Have you been to Finland before?
3. Вы раньше бывали в Финляндии?

4. Have you been to Central Finland or Jyväskylä before?
4. Вы раньше были в Центральной Финляндии или Ювяскюля?

5. Where would you first search for information about travelling to Central Finland? (E.g. Internet, magazines, travel agencies...)
5. Где Вы стали бы искать информацию, если бы собрались поехать в Центральную Финляндию? (Например, Интернет, газеты, тур фирмы...)

6. From what specific websites would you search for information about travelling to Central Finland ?
6. Какой Интернет-сайт Вы использовали при планировании поездки в Центральную Финляндию?

7. What kind of travel destination would you travel to in Finland and what is the best season of the year?
7. Какие туристические объекты привлекают Вас в Финляндии и какое, по Вашему, лучшее время года?

8. What criteria do you have for your travel destination? E.g. services, Russian language knowledge, safety, activities for children...
8. Что является для Вас важным критерием при планировании поездки: предоставляемые услуги, обслуживание на русском языке, безопасность, развлечения для детей?

APPENDIX 2. Example of an expert interview

Ari Ålander JYKES Ltd
 Tourism Marketing Manager
 Interview in the Jykes office
 23 September 2010
 10 am

What kind of marketing has Central Finland had towards Russia?

- Co-operation between Finnish and Russian travel agencies started approximately 10 years ago
- In practice: a travel agency from St. Petersburg brought tourists to Central Finland by charter rains
- Tuulantei was the first travel agencies involved in this in Jyväskylä
- New Year's and Christmas times were the most important
- Group travelling was emphasized
- Later the amount of individual travelers has increased
- One could assume that Russian tourists come to Finland first within a group and next time by themselves, when they have more experience
- Independent travelers come on other seasons than Christmas and New Year as well

What services does Jykes provide for a company that is starting international marketing?

- Jykes has processes that support these companies and that are funded by Keski-Suomen liitto
- Individual companies are not supported, only larger groups of companies are
- Examples of the ways to support: campaigns, visits of travel agencies, brochures etc.
- The finance by Keski-Suomen liitto covers half of the expences, rest of them are left for the company itself
- There is also "Hankeklินิกка", which is led by Heidi Länsisalmi. She organizes development projects to help companies to create new ideas for their marketing. The marketing itself in practice is not supported, only the process of planning and creating ideas.

What are the requirements for advertising in Russia? What things need to be considered before advertising?

- Services have to be in shape before advertising
- The company has to figure out how to answer the demand
- The services promised in the website or advertisements have to be guaranteed in practice
- Website in Russian, where is clearly stated the service language, and what services are offered (e.g. program packages or excursions). Not all information from the current Finnish have to be in Russian, as the current

website is targeted to Finns and not all information is relevant to the Russian visitor.

- The service language does not necessarily have to be Russian, this must be clearly stated in the website and ads.

Different marketing channels:

Internet

- Jykes is launching an effective Internet advertising campaign in Russia (first in St. Petersburg).
- The purpose of the campaign is to promote Central Finland as a tourist destination and the campaign is supposed to be long-term (duration many years).
- A research is currently (23.9.2010) in action in order to find a LOCAL office that provides Internet services. This office should be able to know and find the means to advertise to the target customers. The chosen office will start an effective marketing campaign in Russia.
- All companies interested can be part of this campaign.
- The project is still being planned, thus the exact content and structure is open. Probably an Internet portal is created, where potential Russian travelers can navigate easily and find destinations in Central Finland that interests them.
- The project is launched in November 2010 the earliest or January 2011.

Magazines

- Vedomosti

Brochures/flyers

- There is no exact and researched information about whether handing out flyers is effective or not. It is difficult to monitor.
- A company should try it, if it has a lot of money, otherwise it is a waste of money.
- St. Petersburg area itself is too vast and the circulation of flyers or brochures small.

What is the most realistic advertising option for Kallioplanetaario? Maybe advertising together with other companies?

- In the beginning, advertising together with others
- The advertising campaign of Jykes

What are typical Russian tourists that come to Finland like?

- All kinds of tourists
- Families, that look for versatile holiday opportunities (lots of activities)
- Small business groups

What are popular travel destinations in Central Finland?

- Cottage holidays are popular

- Interesting fact: Cottage holidays are not all in statistics as for example the Finnish Tourist Board lists the places and amounts of people staying in motels, hotels and cottage villages (mökkikylät). No individual cottages are listed even though this is a large part of Russian tourism in Finland.

What do Russians want and require from their trip?

- Tranquility
- Diversity
- Good food
- When Russians are on a holiday, they are not parsimonious and they do not think about the money that they spend.

APPENDIX 3. Grouping of the answers by question

(Some interviewees answered many different things in one answer).

Here you can see the questions, answers ranked by popularity and the amount of how many times they were mentioned within interviewees.

Answers	Mentioning amounts
QUESTION 2: Where do you live?	
St. Peterburg	10
Helsinki	1
Karelia	1
QUESTION 3: Have you been to Finland before?	
Yes	9
No	1
QUESTION 4: How about Central Finland?	
Yes	4
as an exchange student	1
No	5
QUESTION 5: Where would you first find information, if you were planning a trip to Central Finland?	
Internet	8
City websites	1
Google.fi	1
Friends who have been to Finland	3
Travel agency	2
QUESTION 6: Which websites would you browse for information about travelling to Central Finland?	
Google	6
Keskisuomi.fi	2
Do not know	2
Pages with information about history, culture and route guides	1
Yandex	1
Jyvaskyla.fi	1
mek.fi	1
QUESTION 7: What kind of destination would you travel in Finland and what is the best season for travelling?	
Shopping	3
Helsinki	2
Summer cottage	2
Skiing center	2
City	1

	Lapland	1
	Saimaa	1
	Åland	1
	Eastern Finland	1
	Sports	1
Seasons:		
	Summer	8
	Winter	4
	Spring	1
	Autumn	1

QUESTION 8: What criteria do you have concerning the travel destination?

Prices	4
Services	3
Russian language knowledge	2
Nature	2
Interesting destination	1
Travel partner	1
Comfort	1
Good location	1
Attraction sites	1
Hostels	1
Safety	1