

Tommy Bartlett, Inc.

Marketing and recruiting process in Finland and cultural differences
between Finland and the United States of America

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Opinnäytetyö

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<p>Tiivistelmä</p> <p>Tämä opinnäytetyö käsittelee Tommy Bartlett, Inc. – nimistä yritystä, joka sijaitsee Wisconsinin Dellsissä Yhdysvalloissa. Yrityksen on perustanut Tommy Bartlett vuonna 1948. Tässä opinnäytetyössä käsitellään yrityksen markkinointia ja rekrytointiprosessia Suomessa sekä Yhdysvaltojen ja Suomen välisiä kulttuurieroja. Ohjelman, Summer Work and Travel, järjestäjänä toimii Suomi-Amerikka Yhdistysten Liitto ja tämä hoitaa myös markkinoinnin ja rekrytointin yrityksen puolesta.</p> <p>Opinnäytetyön tarkoituksena on selvittää ovatko markkinointi ja rekrytointi onnistuneet. Kulttuurierot on otettu huomioon koska Yhdysvaltojen ja Suomen kulttuurit eroavat toisistaan. Teoreettinen viitekehys koostuu markkinoinnista, rekrytoinnista sekä kulttuurista.</p> <p>Tutkimusmenetelmänä käytettiin kvalitatiivista eli laadullista tutkimusta. Aineisto kerättiin kesän 2010 aikana. Kyselylomake lähetettiin 60 edelliskesien työntekijöille. Kesän 2010 työntekijät vastavasti haastateltiin paikan päällä. Tutkimuksen otoskoko oli 31.</p> <p>Tutkimustulokset osoittavat, että tyypillinen hakija on 21–23-vuotias nainen. Suosituin työpaikka on joko Snack Bar tai Exploratory. Sekä yliopisto- että ammattikorkeakouluopiskelijat hakevat tähän ohjelmaan, näin ollen koulutuksella ei ole suurta eroa.</p> <p>Tehokkain markkinointi tapahtuu koulujen kautta, sillä koulujen kansainvälisyysvastaavat kertovat opiskelijoille mahdollisuudesta työskennellä Wisconsinin Dellsissä. Rekrytointiprosessi koettiin hyvänä, mutta hakulomakkeeseen tulisi tehdä joitakin muutoksia. Myös haastattelujen sanottiin olevan suurimmaksi osaksi mukavia tilaisuuksia. Suurin osa vastaajista totesi, etteivät he kokeneet kulttuurishokkia, vaikka kulttuurit eroavatkin toisistaan.</p>	
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<p>Abstract</p> <p>This thesis is about a company called Tommy Bartlett, Inc. which is located in Wisconsin Dells, WI, USA. The company was founded in 1948 by Tommy Bartlett. The thesis deals with the company's marketing and recruiting process in Finland and also takes the cultural differences between USA and Finland into consideration. The program is called Summer Work and Travel and is organized by League of Finnish-American Societies. It also does the marketing and recruiting for the company.</p> <p>The aim of the thesis is to find out if the marketing and recruiting process are effective enough. Cultural differences are discussed because there is a distinction between American and Finnish cultures. The theoretical part of the thesis consists of marketing, recruiting and culture.</p> <p>The research method used was qualitative. Also, observation was used as a method. The data was collected in the summer of 2010. The questionnaire was sent to 60 previous employees and also 15 employees were interviewed during the summer while working at Tommy Bartlett, Inc. The total of respondents was 31.</p> <p>The findings of the research show that a most typical applicant for the program is a woman aged 21 to 23. The most popular job is either Snack Bar or the Exploratory. There was no significant difference in education; both university and university of applied sciences students apply to work at Tommy Bartlett, Inc.</p> <p>The most effective marketing is done via schools since the international tutors tell students about this possibility to work in Wisconsin Dells. The recruiting process is seen as good but some alterations should be done to the application form. Also, the interviews were said to be good and pleasant in most cases. Most of the respondents said that they did not have a culture shock even though the cultures are different.</p>			
<p>Keywords Tommy Bartlett, Inc., marketing, image marketing, branding, recruiting, culture, cultural differences, qualitative research</p>			

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1 INTRODUCTION

This thesis is about a company called Tommy Bartlett, Inc. which is located in Wisconsin Dells, Wisconsin, USA. The idea is to research the company's marketing and recruiting process in Finland and what kind of cultural differences American and Finnish cultures have. The writer has worked at Tommy Bartlett, Inc. for two summers via Summer Work and Travel program which is organized by the League of Finnish-American Societies. Therefore the writer has own opinions about all the subjects discussed but tries to be objective throughout the thesis. I will state my own opinions in the last chapter, 7. which is called Conclusions.

In this chapter the research problems, questions and aims are presented. Also, the company, Wisconsin Dells and the Summer Work and Travel program are introduced.

1.1 Research problem, research questions and aims

My research problem is to find out how Tommy Bartlett, Inc. is marketed in Finland and what kind of recruiting process there is. The other problem is the differences between American and Finnish cultures. There are no researches available about marketing the company and recruiting process in Finland and therefore this research is done. The topic was introduced to me by the president of the company, Thomas Diehl. He thinks this topic should be researched so that there would be even better employees in the future.

Research questions are as follows:

- What kind of image Tommy Bartlett, Inc. has amongst the Finnish students?
- What do Finnish students know about the United States of America?
- Is the marketing for Tommy Bartlett, Inc. effective enough?

When marketing a foreign company in Finland, it needs to be remembered that it is challenging since it is important to direct the marketing to exact groups. Also the recruiting process itself for the foreign company might also be a harder task than was expected. Therefore the aims of this research are to get more effective marketing and recruiting and also make the company known in Finland. In addition, the most common cultural differences are stated so that it would be easier for the future employees to internalize them before moving to USA.

1.2 Tommy Bartlett, Inc.

Tommy Bartlett, Inc. (TBI) was founded by Tommy Bartlett in 1948 and in 1952 it was located in Wisconsin Dells, Wisconsin, USA. At first the company consisted of the world famous Water Show and in 1982 Tommy Bartlett also opened a science center called Robot World, which is now known as Exploratory.

The Ski, Sky and Stage Show runs from the end of May until the beginning of September. There are two shows each day rain or shine and the show has two parts. In the first part there is a story in which the water-skiers are also acting, singing and dancing while doing the skiing. In the second part there are three or four different acts, depending on the year. In the summer of 2010 there were four acts; comedic juggler T.J. Howell, The Nerveless Nocks, Anastasini Brothers and comedic juggler Dieter Tasso. The show has gained popularity over the years and over 17 million people worldwide have seen it.

The Exploratory has had over 4 million visitors in the last 28 years and it is open all year round. There are over 150 different hands-on exhibitions and also an authentic Russian MIR Space Station. The Exploratory is a place for everybody: children can learn new things about science but also adults have many exhibitions to play with.

Tommy Bartlett, Inc. has recruited Finnish students for over 10 years and is still continuing with the tradition. The program began in 1997 when a professor from University of Wisconsin introduced Finland to Thomas Diehl. In the first year TBI received 25 Finnish students but this was too much and the next year the amount was a bit smaller. Usually they hire about 15 students to work there. The company has been very happy with the Finns since we are known to be very hard-working and reliable employees. (Diehl Aug 22nd 2010.) Finnish students are either working as Monkeys (maintenance crew), as a customer servant in General Store, in Snack Bar or as a customer servant in Exploratory. The recruiting process is done by The League of Finnish-American Societies and the YMCA. The League of Finnish-American Societies is also doing the marketing for the company.

1.3 Wisconsin Dells

Wisconsin Dells is a well-known town and it is located in the state of Wisconsin. It is about 185 kilometers west of Milwaukee and about 80 kilometers north of Madison which is the state capital. The slogan of the city is "The Waterpark Capital of the World". This defines that Wisconsin Dells is built on tourism and during the summer season

thousands of visitors, both Americans and foreigners, come to visit the town. In Wisconsin Dells there are over 100 resorts, hotels, motels and camping grounds, dozens of restaurants and many different attractions, for example water and theme parks.

The town of Wisconsin Dells is rather small; there are only about 2,500 inhabitants. Because of this, some of the attractions, accommodations and restaurants are in the neighboring town called Lake Delton. This is also a small town of about 2,500 inhabitants. Since Wisconsin Dells is well-known, especially in the United States of America, many of the visitors come there over and over again. Also, lots of new tourists find the town every year.

1.4 Summer Work and Travel program

The program is called Summer Work and Travel. It helps students of university and university of applied sciences to go abroad and work in Wisconsin Dells, Wisconsin. The requirements for the program are that the applicant has at least good oral and written English skills and that the person is ready to work as much as 6 days a week. Also, the applicant has to be ready to work in customer service. The age requirement for the program is between 20 and 26 but in some cases the company hires older students as well. The applicant has to be positive and ready to work from the end of May until the beginning of September. The applicant also has to pay the visa fees and a round trip ticket to USA. (SAYL 2010.)

2 PRINCIPLES OF MARKETING

People usually think that marketing is just about selling and advertising but these are just a few things that define marketing. Marketing is all about customers and how to satisfy their needs. If marketing is done the correct way, meaning the price, distribution and promotion, the products are sold easily. (Kotler & Armstrong 1999, 3-4.)

Needs, wants and demands are one part of the core marketing concepts. Every human being has needs and they are divided into physical and social needs. Physical needs are for example the need for food, clothing, warmth and safety, and social needs are for example needs for belonging and affection. Wants are shaped by the culture and personality and these are the form taken by needs. People want to choose products that give the most value and satisfaction for their money. The wants become demands when buying power is backed. (Kotler & Armstrong 1999, 4.)

Products and services have also a big part in marketing. The product is either material or immaterial. The product is also known as everything that is available in the market and fulfills demands and wants. The service that is with the product is a part of the immaterial products. The service can be either activity or benefit. (Kotler & Armstrong 1999, 6.)

Value, satisfaction, and quality are a part of the core concepts. Value is about a product and its difference between benefits and costs. Different customers have different values and the marketers have to know what the target group needs and wants. Satisfaction comes when the value has met the customer's expectations. The customer is dissatisfied when the product is not good enough. However, when the product meets the expectations, the satisfaction is guaranteed. The customer might also get delighted if the product is much more than expected. This is what companies should strive for. Quality is close to value and satisfaction since products and services aim to have it. Quality means that there are no flaws and that the product or service is the best possible. (Kotler, Bowen & Makens 2006, 16-19.)

The next step is about exchange, transactions, and relationships. Exchange is about trading things. It has a great value when the needs are met. One should produce things or services one is good at and then exchange things with others. Transaction usually involves money but can also be free. An example of transaction is that a company pays 400 euros for a restaurant and they rent a room for a party for the company. Relationships are about interest groups, for example customers and suppliers. The main goal is

to find worthwhile relationships because these have an effect on the transactions. The relationships are not valued enough but it will gain popularity in the near future. (Kotler et al. 2006, 20.)

Market is the amount of the customers a company has. Market can also be the place where the action of buying happens. (Kotler et al. 2006, 21.) This cycle of core marketing concepts is shown in Figure 1.

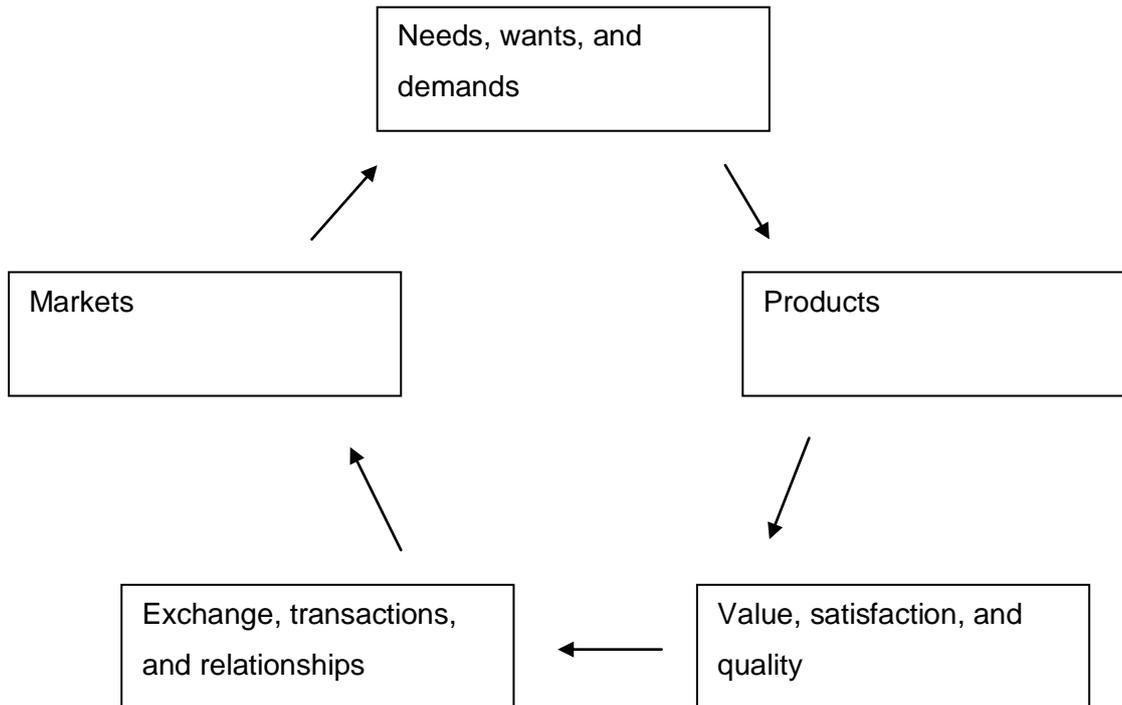


Figure 1. Core marketing concepts. (Kotler, Bowen & Makens 2006,13).

According to Hollanti and Koski the base of marketing is to recognize the needs and wants of the potential and already existent customers. Marketing also brings the service or product to the customer segment and makes it easier to get the product or service. The main reason is to find out the needs of customers so that the needs can be fulfilled in the exact manner. Even though the service is tried to adapt for the needs of customer the successful marketing needs a good communication channel as well. (Hollanti & Koski 2007, 16.)

The second meaning of marketing is to make the profitable and developing business possible and also co-operate with the customers. Marketing and its costs need to be taken as an investment and it has to be profitable. Also the image affects to the fact how the customers react to the service and how it is accepted. (Hollanti & Koski 2007, 17.)

Marketing helps the company to be out there and therefore it is an important part so that the company is well-known and the profits are higher than the costs. Marketing consists of inner and outer marketing because it affects to the whole company and how it is run. The outer marketing is directed to the customer segments and also for the interest group so that the principles of the company are known. Inner marketing is used to meet the promises and to develop the company. Inner marketing has to be very efficient because the customers need to trust the company. It is very important to give proper training for employees and also to keep the HR running and reward employees. (Hollanti & Koski 2007, 24–25.)

Marketing of a company needs to be well planned because it has an important role in a strategic planning process. Planning consists of an analysis of the markets and buying behavior, identification of segments and an analysis of competition. It is also important to decide how to be different than everybody else in the market. (Hollanti & Koski 2007, 29.) When planning the marketing, it is good to use the marketing mix since it helps the company and customers to embody the products and services and also to figure out how to get to the top (Hollanti & Koski 2007, 19).

2.1 Concepts of marketing

Marketing has many different concepts which are important in successful marketing. Marketing mix and segmentation are just few of the most vital matters but they are the key in creating a great marketing plan. Without these two concepts, marketing will not be as effective as it could be and both the marketing mix and segmentation lay the foundation for marketing.

2.1.1 Marketing mix

Marketing mix consists of four concepts: price, product, promotion and place which can also be called a distribution. All of these concepts are equally important and are based on each other to create a successful marketing. Price needs to be set right or otherwise the product will not sell well. The product needs to be suitable for people and its characteristics should be well-thought. The promotion is about advertising and promoting the product and also the price. When done right the product will sell well and income will be high. The place or distribution should be planned carefully since the product needs to be sold in a right place so that the customers can find it easily. When using this mix proper-

ly the profit will be high and the benefits immense and also the customers will be satisfied. (Kotler et al. 2006, 9-10.)

2.1.2 Segmentation

Segmentation means that the total amount of customers is divided into different categories based on characters, needs, attitudes and reactions. This helps to market the products effectively to different target groups, therefore the profit is even greater and demand is answered. (McCabe 2009, 147-148.)

Market segmentation is based on demographic, behavioral and psychographic approaches. Demographic segmentation includes for example age, gender, geographic region, education, race, occupation and social class. Behavioral segmentation is based on motivation/purpose of travel, decision-making processes, usage and attitudes, perceptions, et cetera. Psychographic segmentation includes personality, identity and lifestyle. (McCabe 2009, 148.) All of the things included in these segmentations are shown in Table 1.

Demographic	Behavioral	Psychographic
Age	Motivation/purpose of travel	Personality
Gender	Frequency of use/purchase	Identity
Geographic region	Decision-making processes	Lifestyle (activities, interests, opinions)
Stage in the family life cycle	Benefits sought from the experience	
Education	Usage	
Race, ethnicity, culture	Attitudes, perceptions, values, beliefs	
Occupation or social class sexual orientation		

Table 1. Bases of market segmentation. (McCabe 2009,148).

Target marketing is done when all of the segments have been found. This means that the segments have been fully researched and evaluated and that the profiles of segments meets the supplies. This method is used for finding the perfect segments for targeting the experience or service. (McCabe 2009, 157.)

2.2 Image marketing

Image is the sum of experiences, knowledge, attitude, feelings and believes of a person. Every person has their own images: one feels that a thing is positive and the other that the same thing is negative. Image marketing is about company's outer image for the potential customers. (Rope & Mether 1991, 11, 16-17.)

The basics of image marketing are psychological and marketing and business-wise ground. Psychological base means that a person has an own opinion about a company. The images lead our behavior; therefore image marketing is a very useful way of affecting to the purchase behavior. When thinking about marketing wise base it is important to notice that a person's emotional elements always affect his or her decisions. Business wise base rely on the psychological and marketing wise basis when business is getting realistic. (Rope & Mether 1991, 18-21.)

The process of creating an image has many different aspects. Mental activity, that consists of learning, making perceptions and developing language skills, effects on having an image since these come to live as a sum of mental activity. Person's mental activity is based on concrete and abstract thinking. As a child, thinking is only concrete and after turning 12, thinking starts to become abstract as well. These two things make creative thinking possible. Creative thinking makes a person see things differently and this leads to new conclusions. (Rope & Mether 1991, 27-28.)

Image can be different. The first layer of image is a pure picture when thoughts, images and opinions change the image. Pure picture is neutral even though it varies from person to person. A permanent image comes when pure image and attitude are combined. The permanent image is either positive or negative depending on person's previous experiences. These images also lead person's behavior, whether they are right or wrong. The inner truth is based on the permanent image and the faith of it. Without believing in the image there is no possibilities to get on the exact level. (Rope & Mether 1991, 32-35.)

2.3 Intercultural marketing

When doing intercultural marketing the cultural differences should be taken into consideration. Without this, segmentation is very difficult to do and it might be fateful for the country or the company. Things such as language need to be carefully considered since the language differs from country to country. Translations might also vary in different languages and these need to be well-thought since things may change drastically when translating. (Usunier & Lee 2009, 205.)

Consumer behavior should be taken into consideration when marketing internationally. The culture affects greatly on consumers and their behavior. Consumer behavior is based on culture; therefore the differences have to be taken account of. Consumer behavior has a couple of things that should be taken into account. First is Maslow's hierarchy of needs, which forms demand in categorizing products. Second is culture-based value which means that the behavior and buying decisions are affected. Last thing is institutions which effect on consumption. That is based on social life and how the consumption is rooted in person's life. (Usunier & Lee 2009, 69-70, 85.)

Intercultural marketing is a challenge because most of the marketing is done on local basis. When aiming to global markets the costs should be noticed and the product or service should differ from other companies. Then the marketing will be successful and the product or service will stand out. Also the segmentation is very important since the product or service should succeed both in local and global markets. The segments might be very different from place to place but still the supply should meet the demand. (Usunier & Lee 2009, 186, 200.)

2.4 Branding

It is said that brand sells better than the product itself and usually the consumer notices the favorite brand before buying the product. This leads to a conclusion that the name of the product means as much as the production itself. Brand is the key that makes the product or service famous. Brand will be noticeable in the end and might sometimes broaden the market. (Browaey's & Price 2008, 201.) As Holloway states, the brand gives an opportunity to make a product or service stand out from other products. It also adds more value to the product or service. (Holloway 2004, 134.)

Before branding the company needs to consider the facts will the brand be useful, will there be an own brand or will another brand be used instead, will there be just one

brand or many and will the brand be marketed internationally or will there be lot of nationally known brands. An international brand might be profitable for the company but might also have many problems, for example the lack of language knowledge. The name of the brand needs to be considered thoroughly since the name might be good nationally but not while marketing abroad, where might be different kind of connotations of the name. (Browaey's & Price 2008, 201-202.)

Images have a big part in branding. The name of the brand might create certain kinds of images that while buying the product the customer gets provided images as well. The image is still not strong enough when selling a product, but the quality, usefulness, brand and price are also very important. (Browaey's & Price 2008, 202.)

A company can introduce a brand in different ways. First method is a family brand name in which the same name is used for different products. The other method is that the company uses different names for each product. If the brand name is close to an existing name, a new name should be decided. If the name is similar to another name it might confuse customers. (Holloway 2004, 137-138.)

2.5 TBI marketing in general

Tommy Bartlett, Inc. does not have their own marketing but they co-operate with other companies in Wisconsin Dells. The marketing of Tommy Bartlett, Inc. is organized by the Wisconsin Dells Visitor & Convention Bureau. Since it is done in co-operation it is difficult to estimate how much money is used for each company.

The co-operation is very effective and the Visitor & Convention Bureau has done a lot to make Wisconsin Dells well-known. The marketing is done via many different channels. Most of the inquiries are said to be from an unknown source which means predominantly visits to wisdells.com. The second biggest channel for inquiries in 2009 was Bureau e-mail newsletter. There have been almost 138,000 inquiries via the newsletter. The third biggest channel for inquiries was Information Center visitors. In the year 2009 there were 45,911 inquiries via this forum. In addition, in 2009 also the web site pages and friends' or relatives' referral gathered more than 10,000 inquiries. These five sources were the most dominant but there are a lot of other sources as well, for example direct mail, magazines, television and radio. (Wisconsin Dells Visitor & Convention Bureau 2009, 6.)

There are lots of different campaigns done throughout the year and this affects to the amount of visitors to Wisconsin Dells. The summer season, which is the most important season, starts in May, usually around Memorial Day weekend and lasts till Labor Day weekend which is the first weekend of September. Before the summer there is for example a campaign called Summer Kick-Off. This is done via radio channels and people can win tickets to different attractions. This campaign takes place between the end of May and the beginning of July. Other campaigns for example Super Summer Saver and Culver's Deal last the whole season and include reductions of the ticket prices. The Super Summer Saver card is inserted in the Vacation Guide and the Culver's Deal in the Dells program. (Wisconsin Dells Visitor & Convention Bureau 2009, 9.)

Even though Tommy Bartlett, Inc. does not have their own marketing system they do have PR people who drive around the town once a week and bring brochures to different hotels. During the summer of 2010 there was a radio commercial in the channel called Mix 106.9 coming out few times a day. The company has a web page which tells about the company itself and also about the attractions. Tommy Bartlett, Inc. has their own campaign as well: if the customer buys tickets for both the Show and the Exploratory the tickets are a bit cheaper than when buying a ticket for just one attraction. The word of mouth is also an important way of marketing since they have thousands of visitors each year. It is said that a person tells three friends about the good service but if service is done bad the person tells about it for ten friends.

2.6 TBI marketing in Finland

There is not that much marketing in Finland since the target group is very specific. Therefore there has been no need for real marketing. However, the League of Finnish-American Societies does the marketing for the company. Every autumn LFAS shares a little bit of information about the company and job descriptions on their web page so that people can read about it. The LFAS have also a booth at the Travel Fair in Helsinki in which there are people who can tell about the company.

When marketing Tommy Bartlett, Inc. the League of Finnish-American Societies uses direct mailing. They send an e-mail to universities and universities of applied sciences and then the international tutors forward the message to the students. Many schools have an event where the previous workers tell other students about the opportunity to work in Wisconsin Dells and especially in TBI. These events are very important since it is great to hear real experiences and also the answers to questions are more authentic. One huge part of marketing the company is the word of mouth. There have been Finnish

students working in Wisconsin Dells for over 10 years and what would be more important than to hear good things from the former workers. This is the way that many students apply to work in TBI when they hear how great the company is and what kind of opportunities Wisconsin Dells offers.

The League of Finnish-American Societies uses only few hundred euros for marketing the Summer Work program. According to the project manager Kirsi Rutonen, there is no need for larger amount since the schools forward the e-mails to the prospect workers. Rutonen continued that the marketing does not need to be expanded because the amount of J-1 visas is around 40 and they already get 60-80 applications each year. Rutonen also mentioned that the resources of handling the applications are as much as it can be and this is one reason for the small marketing. (Rutonen Dec 14th 2010.)

3 RECRUITING PROCESS

Recruiting is a very challenging process since the company wants to find the most suitable employee for the company. Therefore companies' recruiting processes might take a lot of time and effort. First part often requires a discussion with a referee and this cuts the most unsuitable applicants out. After that it is time to interview the applicants who are left. In this phase all the applicants are ranked and the best applicant is hired for the job. (Moran & Morgan 2003, 165.)

Recruiting might also cause a problem for the company since the interview does not usually bring the applicants hidden abilities out. The employer's knowledge is based on the evidence the applicant provides to them. One example of this kind of evidence is a resume that the applicant gives to the employer. The resume shows past education, work experience, interests, abilities, et cetera. This shows the fact that applicants can prove themselves through the resume and then the recruiters will decide who the best for the job available is. (Moran & Morgan 2003, 165.)

As Vaahtio states, the new employee brings lot of new knowledge to the company and is also motivated, which helps to create a positive atmosphere among the whole crew. The employee also brings new partners and customers and this is a great opportunity for the company to earn more and also get widely known. Usually new ideas are presented since the employee has a different way of thinking and which is also a great value. (Vaahtio 2005, 11-12.)

Recruitment is a challenging process which might go wrong if done badly. This might happen if the position is open for too long or if finding a right person is not done when supposed to. Recruiting needs a lot of time which also means that money is spent quite much. The recruiter needs to be well-prepared and needs to know how to behave during the process. If the recruiter does not know what to ask or how to act this might give the whole company a bad reputation. (Vaahtio 2005, 12-13.)

Outer recruiting is a common way of hiring new employees – even so common that the inner recruiting is not noticed. Recruiting from the outside is a good strategy when the company is in need for new skills. Inner recruiting should be used if there are already a lot of potential employees. The benefits of recruiting inside the company are great since the recruited is already familiar. There are also problems when recruiting inside the company: because the person is already familiar his or her characters are also known. If there have been for example some disagreements, they might fight against the re-

cruited. Also the amount of potential employees is smaller and there is not that many options as there would be when recruiting outside the company. (Vaahtio 2005, 36-37.)

Before the recruiting process starts the company needs to consider what kind of criteria the new employee should have. It is important to let the previous employee leave since now the company is looking for a new kind of skills and personality. The company also needs to think ahead because the job might change in a few years. The criterion needs to be proved by the whole company so it is vital to discuss about those with everybody. (Vaahtio 2005, 71-72.)

References are a good way to get to know to the applicant. References are often from relatives or friends which might not be a good thing. Relatives and friends do not have an objective view and usually they favor the person. (Moran & Morgan 2001, 166.) Therefore the reference should come from a previous employer because that would be more reliable and efficient. This kind of reference would not favor the applicant and would be truthful about applicant's work ethic and manners.

Multinational recruiting has become more and more important in the past years. The demand for multinational crew has grown because of the fact that the best applicants live in the different countries. Because of that the recruiting has changed over the years and cross-cultural knowledge has increased.

International companies encounter the difficulty of recruiting employees from different countries. Therefore their recruiting process has to be well-planned so that the company would succeed within the industry and that the workers would be the best possible. People with different backgrounds also have different values and this leads to the fact that the same recruiting process might bring difficulties within the group of applicants. (Ma & Allen 2009, 334.)

3.1 Job interview

The interview method has been used over decades and it will always be the main method of analyzing the person even though it is used less nowadays. It has also been underestimated and has only got little attention. Companies use more tests and the interview itself has been in the background. The interview is said not to be reliable enough but when done right it gathers all the right information about the interviewee. (Niitamo 2001, 9-10.)

The main goal of the interview is to make the analysis as good as possible. With the help of all the observations the interviewer forms a picture of the person. The interviewer has to remember that the whole situation is not just about the conversation but the questions asked have to be relevant so that the analysis would be successful. Therefore the interviewer has to put a lot of effort to and also concentrate on the interview. (Niitamo 2001, 23-25.)

There are mainly two different kinds of techniques for the interview: free technique and outlined technique. Usually the interview is based on either of these techniques but some of the interviewers use both. In the free technique there is no certain structure since the interview is spontaneous conversation between the interviewer and interviewee. There are a lot of philosophical questions asked and this way it is easier to analyze the interviewee's personality and ethics. The problem in using this method is that the real personality of the interviewee cannot be fully estimated. (Niitamo 2001, 27-33.)

The outlined technique is based on certain questions concerning on the job itself. Usually there is an outline and this guarantees that the same questions are asked from every interviewee. The benefit of this method is that there is a comparison between each person and this makes it easier to analyze the interviewees. There are also problems concerning this method, for example that it is too structured. This leads to the fact that interaction might be in danger if the whole interview is just mechanical process. (Niitamo 2001, 27-33.)

It is important to be prepared for the interview and therefore there needs to be preparations beforehand so that the interview flows smoothly. The characters and demands of the job need to be remembered and also what kind of person would be right for the job. The place for the interview has to be peaceful and quiet and also pleasant for the interviewer. The interviewer should have the right requisites since it is not good to be unprepared. Making notes will steer the interview and helps the interviewer to analyze the applicants. However, it should be remembered that making notes cannot disturb the interview in any way. (Niitamo 2001, 47, 56, 63-64.) Jason T. Switt notes that the interviewer should read the resume through before the interview as well. It is also important to ask all the same questions from each and every applicant. This way the interviewer can compare the applicants to each other and the situation will be the same for everybody. Also the length of the interview should be almost the same for each interviewee. (Switt 2008, 1118.)

When thinking about job interview from the interviewee's point of view, there are a lot of things to remember. The interviewee has to sell his or her personality and abilities well because the interviewer might be a future employer. The interviewee has to be prepared for any kinds of questions, have good manners and give answers which are truly relevant for the available job. It is very important to know the company beforehand so that the interviewee gives a good impression. A self-reflection is also a good way of knowing own strengths and weaknesses. (Zimmermann 1997, 189.)

The interviewee should practice questions and try to talk out loud. This usually helps when facing the real situation. It is good to think answers beforehand, for example for the question "Tell me about yourself". The interviewee should really emphasize his or her own strengths and character. A good way of handling unwanted questions is to write them down and prepare to answer them. This helps enormously and the interview will be a much pleasant situation. (Zimmermann 1997, 190.)

3.2 TBI recruiting process in Finland

The recruiting process has three different parts and is done by the League of Finnish-American Societies. Tommy Bartlett, Inc. is not included in the process and that is a thoroughly considered decision. The president of TBI, Thomas Diehl, has said that they have no need of participation in the process before the final selection has been made (Diehl 2010).

The first part of the process is that the LFAS puts an application form, requirements and information about the different jobs offered on their web page. Then the interested students fill out the form and send it to the office of LFAS before the due date which is in the end of January. The application form is very simple: it consists of two pages with simple questions and questions about which jobs the applicant would like to do (attachment 1). The applicants have to send a copy of their passport and an essay about why they would be suitable for the exact job that they applied for. (SAYL 2010.)

The second part of the recruiting process is that the people in the LFAS office read through all the applications and call each applicant for an interview. The interviews are held by the local offices of LFAS and in many cases the previous workers do the interviews. The interviews are held in the beginning of February. The interviewers have a set of questions which need to be asked from every single interviewee and most of the interview is in English. Thus, the interviewee's language skills are checked but there is

also a part in Finnish. After the interviews, the filled forms are sent back to the main office in Helsinki and the final decisions are made about the accepted students.

The third part of the process is the decision making in Helsinki. All the forms are read again and approximately 15 students will get a job from the TBI. The accepted applicants are notified at the end of February or in the beginning of March and after that they need to pay a fee to guarantee that they are going to work in TBI. After the fee is paid the application forms are sent to the company and they decide which applicant is suitable for which task. Usually everybody knows what their exact task is by the beginning of April but the tasks might change when one gets to Wisconsin Dells and the local managers have evaluated the workers once more.

4 CULTURE

Mikluha stated that “culture is a lifestyle for the exact group of people”. Cultures have their own habits of saying and doing different things. History, culture, religion and language all have an influence to people’s way of thinking. Culture changes throughout times and is inherited from parents to children. An image of a country is a result of experiences, pictures, feelings and impressions. There is no better or worse culture, they merely vary from each other. (Mikluha 1996, 7.) However, Geert Hofstede (1980) noted that culture is “the collective programming of the mind that distinguishes the members of one category of people from another” (Lewis 2006, 17).

Culture has different levels which contribute to a person’s point of view. The first layer is explicit products. This means that the person makes observations about the surrounding culture. This level also brings along prejudice when the culture is not known on a deeper level. The second layer is about norms and values. Norms are about what is right and what is wrong. Norms can be written as laws or norms can be just about how things are done. Values again specify good and bad. This means that these are the models for the culture. The last layer is about the existence of assumptions. This means that culture needs to be studied by human existence. A person from another culture asks basic questions and the culture and its habits are questioned. The questions should invoke feelings and arouse conversation. (Trompenaars & Hampden-Turner 1997, 21-23.)

When moving to a different country it is important to know its culture and adapt to its habits and be respectful. It is also important to adjust to the local lifestyle even though one’s own culture is still stronger and might be quite different. In many cases it takes years before the new culture is embraced. Usually a person finds out about the culture before moving to the country but if it seems that the culture is pretty similar to their own there might be a lack of interest to do the research. Therefore the person thinks there are no differences or diminishes them. (Mikluha 1996, 9-10.)

When facing foreign culture a person should be very open-minded since the unrealistic expectations and stereotypes should be looked out. Therefore it is good to get to know to local people who can help to adjust and who are there to tell how things should be handled. It is important to remember not to socialize only with people from the same country or foreigners because then the new culture will not be learned. (Mikluha 1996, 10.)

Figure 2 is about cultural adaptation. The adaptation is based on knowledge and observation which can happen when wondering child-like. Knowledge is very important and all the vital things should be taken into consideration. The most important things that should be known are the manners which are forbidden in the destination. Observation should be done on a daily basis. It is a major matter and the things should be noticed. The observation leads to curiosity and questions. Curiosity is important since without it new things cannot be learned. When asking questions it should be done often since a person cannot digest all the new information at once. With the questions new knowledge is gained and the cycle starts again. (Mikluha 1996, 11.)

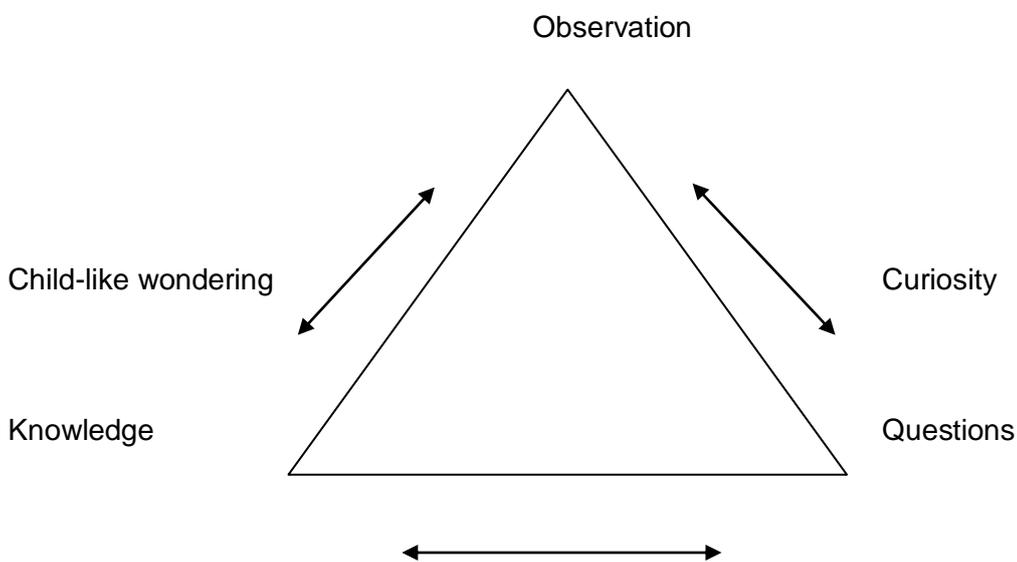


Figure 2. Cultural adaptation. (Mikluha 1996, 11).

4.1 Intercultural communication

Intercultural communication means the communications of two people with different cultural backgrounds. Sometimes communication is difficult because of different backgrounds and misunderstandings might occur. Intercultural communication broadens knowledge therefore it is important to teach while training people. It enriches communication between people, both with different cultural backgrounds and with other differences. Nonverbal communication has a great value in intercultural communication because this communication differs from culture to culture. It is very important to experience intercultural communication without that it cannot be fully understood. (Gore 2007, 11-12.)

Communication is said to define a culture since that is the thing that brings people together. Language is verbal communication and it is often thought to be the main way to

communicate. However, nonverbal communication is used more and this includes material things and behaviors. (Gore 2007, 65.) Altogether verbal and nonverbal communications go hand in hand and without the other the other one is meaningless. Both ways of communication are needed to have a successful communication situation.

4.2 Culture shock

Oberg (1960) notes that culture shock is based on six different characters. These are: strain, sense of loss, rejection, confusion, anxiety and helplessness. The strain occurs because of adapting to a new culture. Sense of loss happens because relatives and friends are living in a different place. Rejection happens by the people with different culture. This might also mean that the person rejects other people. Confusion means that the roles and values are different than what is used to. Different habits and manners bring anxiety and even anger at some point. Helplessness comes when person cannot adapt within the new culture. (Marx 2001, 5.)

Culture shock has different phases and most of the people go through every stage when facing the shock. Oberg (1960) has developed a model about how to adjust to the new culture. The first phase is the honeymoon phase when everything is new and interesting. This is the phase when things seem to work out perfectly and encounters are not that challenging. In this phase there is not that much of a guardedness which makes the new culture and people easier to cope with. The second phase is the culture shock. During the culture shock a person feels that things are going wrong and this might also affect to his or her behavior. Stress might also occur when having the culture shock. It is important to acknowledge the symptoms, otherwise the shock might get even worse and it will take longer to live it down. The third phase is recovery. The culture shock is then realized and a person will understand that something has to be done. Compromises are done and reality will meet expectations. The last phase is adjustment, when everything feels normal again and the new culture is accepted. Also, the manners and values are learned and culture shock is overcome. Figure 3 shows the phases of adaptation and also the mood changes during the process. (Marx 2001, 7-9.)

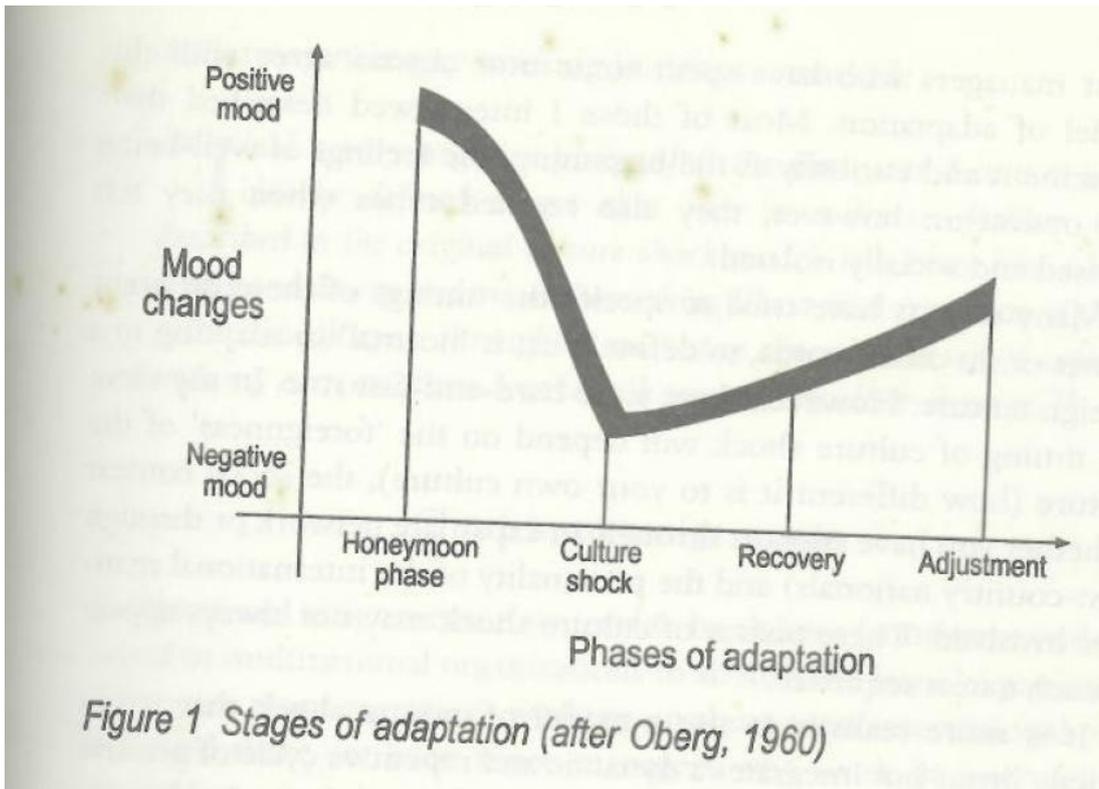


Figure 3. Phases of adaptation after Oberg (1960). (Marx 2001,9).

4.3 Cultural differences

Every culture has its own basis as told in chapter 4. Thus there are also cultural differences which influence the perceptions of people. Many find the differences challenging, therefore it might be difficult to adapt to a new culture. Cultural differences can be major or minor, for example politeness or greeting manners. Only in Europe there are differences, Scandinavians rarely kiss each other on the cheeks while greeting but Central Europeans usually do that.

Next three chapters will tell more about Finnish and American cultures and also the differences will be presented.

4.3.1 Finnish culture

Finnish people are quite reserved and quiet. When greeting each other Finns usually shake hands and nod. People only hug good friends or relatives and there are no kisses on the cheeks. Finnish culture is known not to be as open as many others and therefore greetings said out loud are thought to be odd. Finns introduce themselves quickly and sometimes even the name might not get to the other person if there is a lot of muttering. In discussions Finns are usually pretty quiet because there is no need to talk more than

required. Small talk does not suit to the Finnish mentality. Finns are very out-spoken and usually talk when there is something important to say. Finns find talking to strangers weird but still it is very important to a Finn to listen to what people say and when asking “How are you?” the answer is really wanted. (Mikluha 1998, 147.)

Finns are also said to be a hard-working nation and that is true. As the president of Tommy Bartlett, Inc., Thomas Diehl, noted that Finns are hired because the work ethic is very high and the jobs are done with a trustworthy manner. (Diehl Aug 22nd 2010.) Finns are also ready to work extra hours and usually do not complain about things. Finns are not used to talking bad about co-workers to the managers and this might bring some conflicts when working in USA. It is also important to remember that being polite is a key when being in USA. Finns might be a bit reserved, therefore their behavior might feel rude. The words “Thank You”, “Please” and “Excuse Me” should be remembered and used often.

Finnish culture is pretty unique since the nation is relatively small. Therefore Finnish culture has taken influences from other cultures. Swedish culture has affected the Western part of Finland and where there live lots of people who speak Swedish. They also have some same traditions as the Swedes. Television has its own influence therefore American culture has become known.

4.3.2 Culture of the United States of America

Americans are very out-going and use lot of compliments and are very polite all the time. Americans rarely shake hands but say greetings out loud. Americans have a habit of greeting people while being in an elevator or when walking down the street. When introducing themselves, Americans are very specific but still the situation is very informal and usually there is humor along. Small talk is very common in the USA. Therefore it is very important to know the basics of small talk since there cannot be pauses during the discussion. On the other hand, Americans do not say things straight and this might be a problem between an American and a Finn. Americans like to discuss with everybody but the conversations are very superficial. When an American asks the question of “How are you?”, a polite and short answer is expected, there is no need to tell about one’s problems. (Mikluha 1998, 412-413.) Americans also have a great memory and they remember names very easily (Fintra 1993, 210).

When thinking about business behavior, Americans are pretty strict. They work hard and long hours and expect things to be done fast. Since the USA is a vast country the habits

vary from east coast to west coast. It is said that people in New York are conservative and strict when people in Los Angeles are laid back and relaxed. Americans have lots of business meetings and cocktail parties but this does not mean that these events are for drinking or just being there. They are meant for meeting new contacts and to keep old ones still alive. It is also good to remember that Americans easily call people their friends but this does not mean that they truly are friends. (Fintra 1993, 210-211.)

The American culture is a mixture of different cultures. It is said that the USA is a melting pot and that is very true. There live lots of people with different backgrounds and this has influenced the culture quite a lot. Also, the different states have their own cultures and people are very dissimilar to each other. For example in the Eastern states people are very strict but in the Western states, especially in California people are laid-back and the lifestyle is more relaxed.

4.3.3 Differences between Finland and the United States of America

Finland belongs to the western culture as does the United States of America but they still have lots of differences as noted in chapters 4.3.1 and 4.3.2. When comparing the lifestyle of these two countries, Finns are not as busy as Americans. In the USA people are on the go all the time and they work a lot. Therefore most of the stores are open every day and there are a lot of stores which are open around the clock. Finns have adopted some of these traditions as stores are open longer and some of them are open all the time. But this change does not fit perfectly to the Finnish culture because it is not needed.

Americans are very laid-back, even more in the Western states, and they are always polite. Sometimes politeness is even superficial but Americans have adapted this as their own. Finns are considered to be quite rude because the language is different and the word "Please" is not in the vocabulary. Also "Thank You" is not as commonly used as in English. Finns seem to be quite strict and are not as relaxed as Americans. This might affect when an American and a Finn are working together or when they are interacting with each other.

Finns are said to be quiet and reserved and in many cases this is true. Finns rarely speak to people they do not know and small talk is not a part of Finnish culture. On the other hand, younger generations are more open-minded and have adapted influences from other cultures. Americans are very talkative and small talk is a must. It is also very important to greet people even if not known and ask how they are doing. Americans are

always interested about people from abroad. They normally ask lots of questions about person's home country. Usually they also want to know what the person knows about the USA.

When thinking about the differences work-wise, Finns are known as hard-working and trustworthy. Talking behind co-workers back does not suit to Finnish mentality and therefore this kind of action might come as shocking. In the USA it is kind of normal to tell the managers what co-workers have said, thus problems are created and trust might become as an issue. Americans lack pro-activeness and this might feel strange to a Finn since it is not something that is suitable. Work is work and it should be done as well as possible.

Even though Finns have adapted some parts of the American culture they still are very dissimilar. Finland's culture has developed over centuries and the secluded place has had its effect on it. On the other hand, the culture of United States of America is a mixture of many different cultures therefore there is lot of diversity throughout the country. The USA is a huge country and the culture varies from coast to coast and from north to south. But again, Finland's culture is pretty similar in every part of the country since Finland is relatively small.

5 RESEARCH

There are two different methods of research, quantitative and qualitative method. Quantitative method is based on data which is numerically measurable. Qualitative method is based on data which measures the real life. Both methods are equally good and they combine each other.

5.1 Qualitative research

Qualitative research includes lots of dissimilar approaches. It is said that qualitative method is subjective because of the fact that the research is often affected by the researcher. Secondly the qualitative method is flexible. This means that the researcher can be imaginative. This on the other hand has been seen as a bad thing because of the lack of structure. Thirdly this method is soft because of the fact that qualitative research is not scientific. Qualitative research is not as valued as quantitative method since it is not considered reliable. (Silverman 2000, 1-2.)

Pervez Ghauri and Kjell Gronhaug (2005) note that “qualitative research is particularly relevant when prior insights about a phenomenon under scrutiny are modest, implying that qualitative research tends to be exploratory and flexible because of ‘unstructured’ problems (due to modest insights)” (Eriksson & Kovalainen 2008, 5).

When using qualitative research as a method words and images are usually used and numbers are not likely. Observation is more sensible than experiments since this gives more value to the qualitative method. Interviews are usually unstructured and meanings are sensible than behaviour. This leads to the fact that qualitative research is not as believable as quantitative and the results are more difficult to prove. (Silverman 2000, 8.)

This research was qualitative because the aim was to gather as much knowledge as possible about the respondents’ experiences. The open ended questions, interviews and observation were part of the research; therefore the findings were even more profound.

5.2 Implementation of the research

The research was implemented by questionnaire and observation. The questionnaire was tested by two previous workers. Questionnaire was sent via e-mail to employees who worked in Tommy Bartlett, Inc. from 2006 to 2009. These years were chosen be-

cause it was easy to reach the employees via e-mail and the experience has not happened too long ago. The e-mails were sent via Kirsi Rutonen, the project manager of League of Finnish-American Societies. Rutonen forwarded the cover letter and questionnaire to the previous workers. The workers of 2010 were interviewed during the summer using the same questionnaire.

Observation can be done in many different ways and it can be used in both qualitative and quantitative research. The researcher can be a part of the situation or be in the background, this is called a participant and non-participant observation. In obtrusive and non-obtrusive method the participant knows or does not know about being observed. Third dimension occurs when the observation is either natural or organized. The last method is about structured and non-structured observation when the situation demands what is being observed and what is not. (Eriksson & Kovalainen 2008, 86.)

Observation was made during the summers of 2009 and 2010 when the writer has been working in Tommy Bartlett, Inc. The observation has not been intentional all the time but has increased the value of the research. The participants have not been conscious of the observation therefore they have not influenced the results.

Also, the President of Tommy Bartlett, Inc. Thomas Diehl and Project manager of League of Finnish-American Societies Kirsi Rutonen were interviewed to get even more in-depth knowledge of the subjects discussed.

5.3 The sample group

Tommy Bartlett, Inc. has recruited 719 Finnish students over 14 years which is the population (Rutonen Feb 14th 2011). However, the questionnaire was sent to 60 employees because it would have been impossible to reach all the previous workers. It would have taken too much time and the resources were limited. These years were selected since the participants still had their experience on their minds and they were reachable. Total of 16 respondents answered the questionnaire by e-mail.

The questionnaire was sent to the previous employees because it would have been impossible to interview everybody. Nonetheless, 15 workers were interviewed in the summer of 2010 while working in Tommy Bartlett, Inc. Thus, the total amount of responses was $n=31$.

5.4 Questionnaire

A questionnaire has a large part in a research no matter if the research is made by interviewing people or just handing the questionnaire in. It is very important to give some thought to the questions before writing them out. If the questions are planned poorly, the questionnaire will not be as good as it was thought to be. (Heikkilä 2008, 47.) Hirsjärvi and Hurme state that questionnaires are used because they are useful and easy to use (Hirsjärvi & Hurme 2000, 35).

The questionnaire used in this study was half-structured since it included all, demographic, open ended and multiple choice questions. Questionnaire had 25 questions of which first four questions were basic information about the respondent. Question number 5 was about the channel from which the respondent found information about the Summer Work and Travel program. Next three questions were about the job and did the respondent get his or her first choice or the second choice. Questions number 9 and 10 were about the information of the exact task. Image was a main purpose of questions 11, 12 and 13. The next 6 questions were about the application form and recruiting. These also contained questions about the interview and how the respondent experienced the situation. Questions from 20 to 24 were about American culture and a possible culture shock. The last question collected other comments about the subjects asked (attachment 3.) The questionnaire was written by using the Microsoft Office Word-program.

The questionnaire was made in Finnish which was a conscious choice. It was made easier for the respondents and also it increased the percentage of replies. The respondents had also a chance to get a small souvenir from Wisconsin Dells by giving an address when returning the questionnaire. The interviews also went smoother because the respondents were interviewed in Finnish. However, this might bring translation issues since the replies need to be translated from Finnish to English.

5.5 Reliability and validity

Reliability means that the research is consistent and other researches of the topic will get the same kind of findings. The researcher has to prove the findings and that the methods have been used consistently. (Silverman 2000, 188.) Keats notes that reliability is a big part of the interviews as well. There are two different manners when showing reliability. The first one is when the interview is done again later on to find if the answers turn out similar. The other way is to reform the questions within the same interview and see if

the answers would still be similar. Also, both the interviewer and the interviewee should be reliable. Otherwise the research might lack consistency. (Keats 2000, 76.)

Validity means that the research is truthful. When claiming the research as valid it has to include examples and the references should be available and correctly used. (Silverman 2000, 188.) The research has to measure the things intended otherwise it cannot be valid. When thinking about interviews, these have to have validity as well. In interviews the validity means that the content is what it is intended to be. (Keats 2000, 77.)

In these terms this research will have both, reliability and validity. This is because the findings are proved and explained. Also, this research is consistent. The research is truthful since the respondents have given veracious answers to each of the questions. Examples are given and references are correctly used.

6 FINDINGS OF THE RESEARCH

This chapter presents the findings of the research. The amount of the sample group was 31. The whole population was 75 so the response rate was 41.3. The response rate is good but few of the respondents have not answered to all the questions. However, the findings are still reliable.

6.1 Basic information about the respondents

Gender and age

From the respondents of the questionnaire 93.5 percent were female and 6.5 percent were male. This shows that women apply to this Summer Work and Travel program more than men. The distribution is reliable since the writer has first-hand knowledge of this.

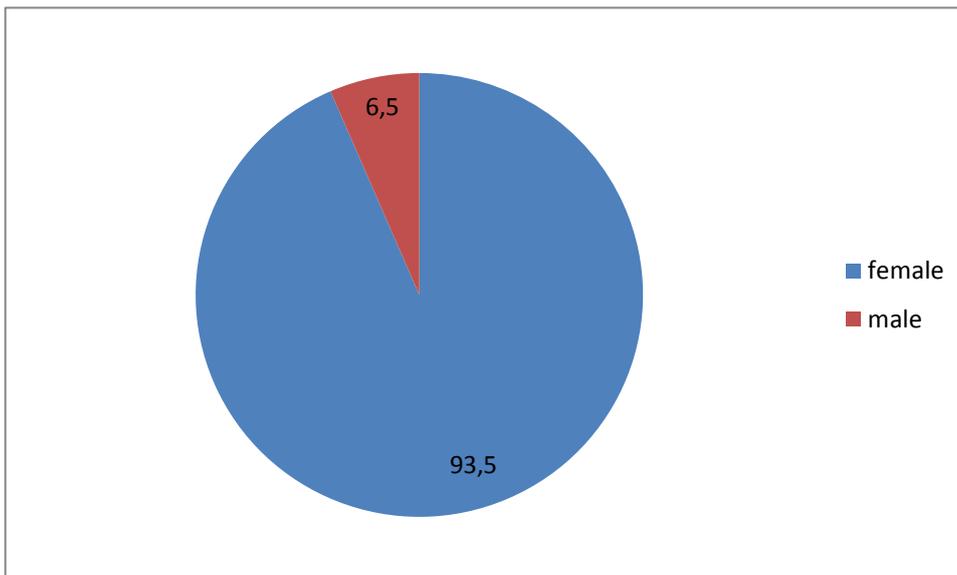


Chart 1. The gender of the respondents

The average age of the respondents was 23 years and most of the respondents were 23 years old (7). There were also six respondents who were 22 years old and five people were 21 years old. The youngest respondent was 20 years old and the oldest was 29 years old. Even though the oldest respondent was 29 years old when answering the questionnaire, the person has been younger when working at Tommy Bartlett, Inc. The Summer Work and Travel program has certain age requirements as mentioned in chapter 1.3.

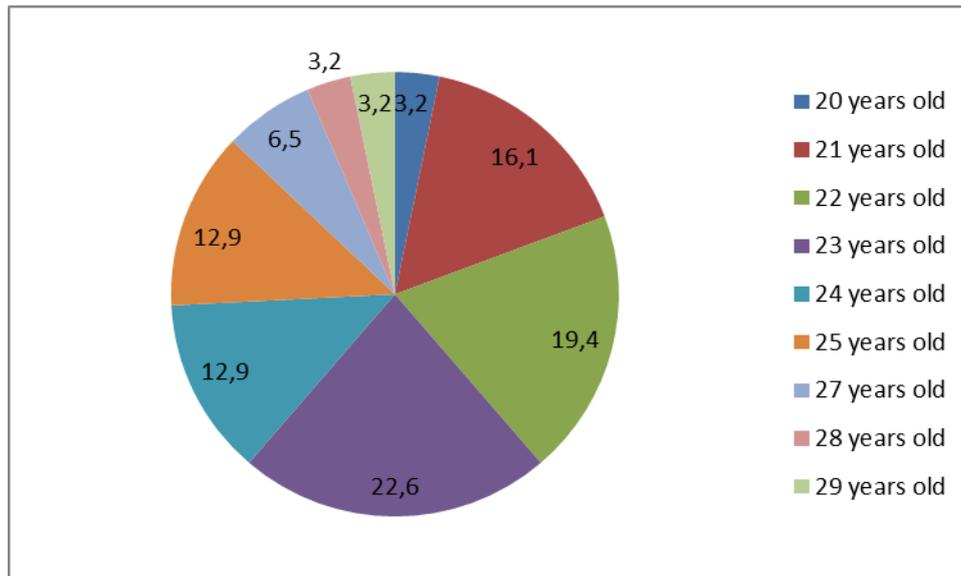


Chart 2. Age

These findings prove that younger students apply to this program more than older ones. This might also mean that the students' average age is less than 25. However, the older students apply to this program as well even though it is not as common as for the younger students.

Place of residence

The place of residence was asked because it is important to know from which cities or towns the respondents are. Most of the program participants are from Helsinki, the amount was six and the percentage was 19.4. Lots of students from Tampere have applied to the program as well. The amount is five and the percentage 16.1. Also Joensuu, Jyväskylä, Kuopio and Turku are well presented among the respondents, three students from each city. The findings of the place of residence are shown in Chart 3.

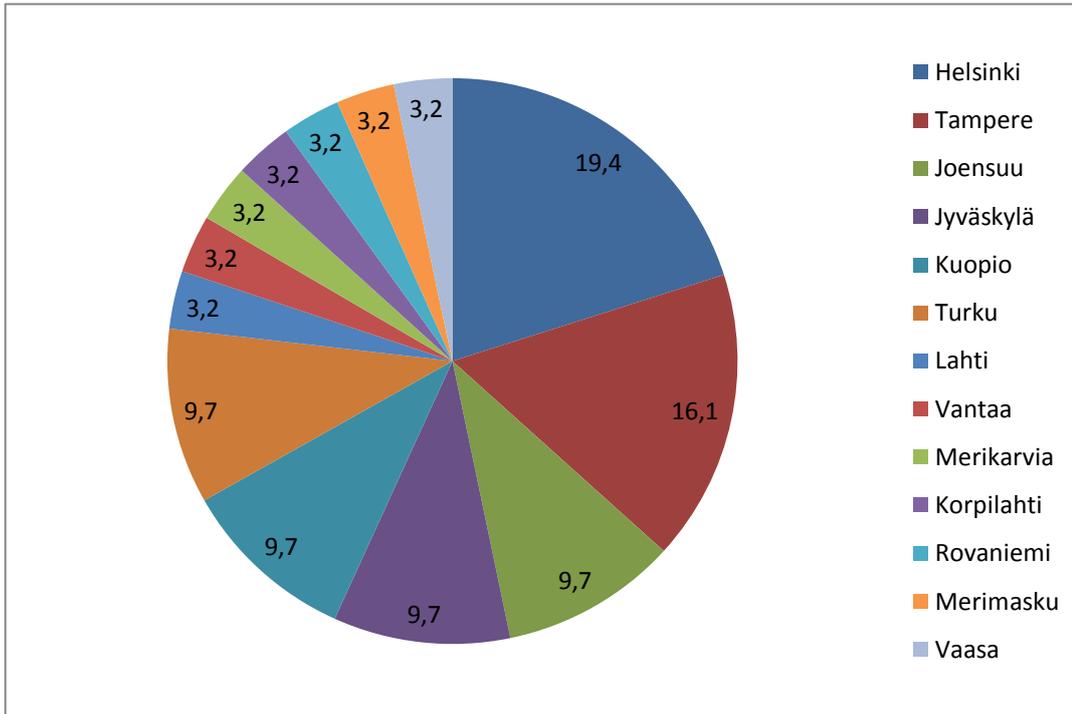


Chart 3. Place of residence

These cities might be on the top of the list because all of them have both university and university of applied sciences and also they have lots of different study programs. Also the schools themselves might have an influence since the international tutors forward the message of the Summer Work and Travel program to the students.

Education

Information of the education was included in the questionnaire since it was relevant for the research. Only university and university of applied sciences students can apply to the Summer Work and Travel program. It was important to know if there is a difference between university and university of applied sciences students.

There is not a significant difference between these two student groups since 16 respondents (51.6%) are university students and 15 respondents (48.4%) are studying in the university of applied sciences. This shows that both student groups are equally applying to this program to work in Wisconsin Dells.

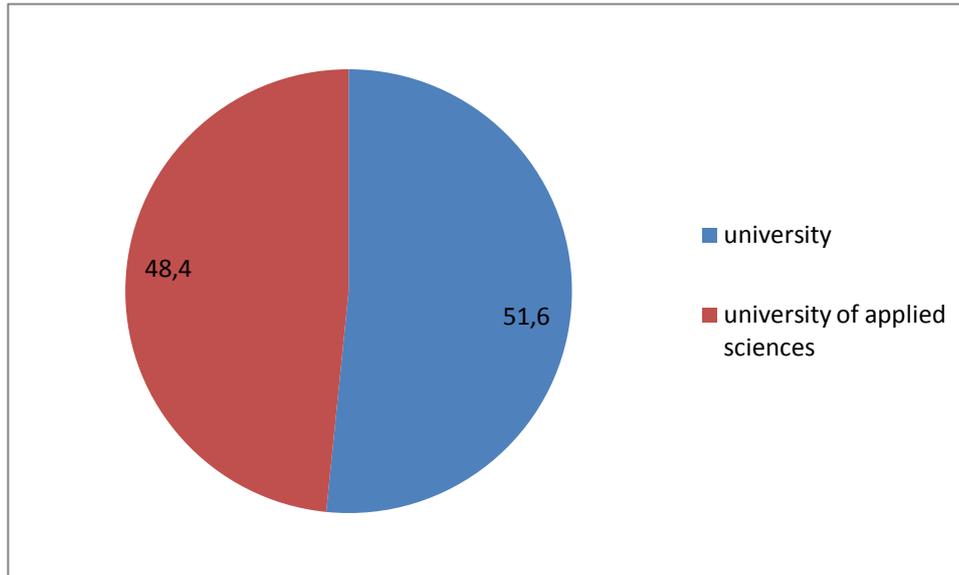


Chart 4. Education of the respondents

Information channel

There are different channels to receive information about the program. School has been the biggest channel for getting information. From all of the respondents 14 (45.2%) said that they learned about this program through school. Second biggest channel was hearing about this program through a friend or a relative, this has been the channel for nine of the respondents (29%). For eight respondents (25.8%) the Internet has provided the program information. Only one respondent told that information channel was something else and in this case the channel was League of Finnish-American Societies-magazine. None of the respondents answered the Nordic Travel Fair as their information channel even though the League of Finnish-American Societies is presented in the Fair.

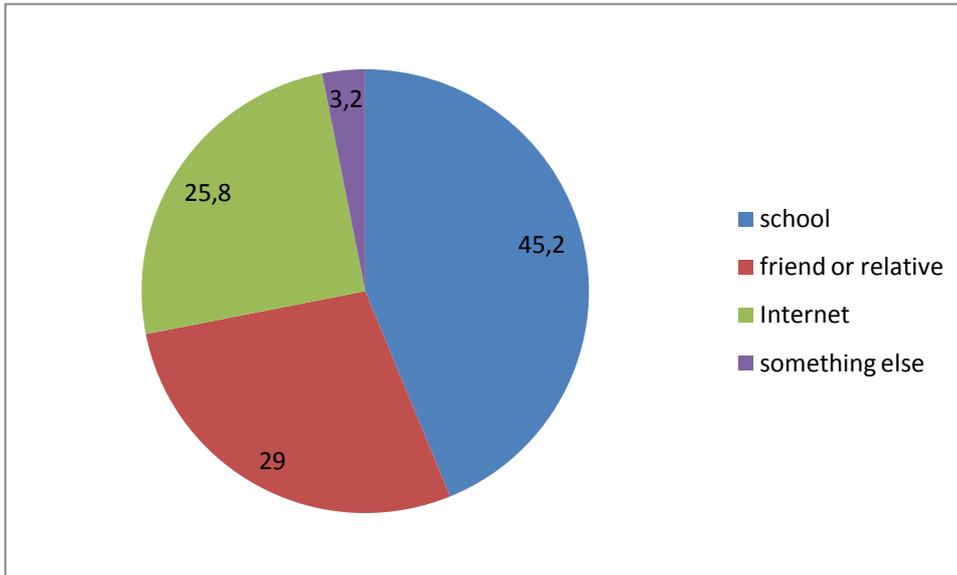


Chart 5. Information channel

Job

There are lots of different kinds of job opportunities at Tommy Bartlett, Inc. However, Finnish students are usually working as customer servants or as maintenance crew as told in chapter 1.2.

From the respondents 13 (41.9%) has worked at the Exploratory and 12 (38.7%) has worked in Snack Bar. These are the most popular jobs amongst the Finns and these two also have the most workers in general. General Store is the third most popular; four of the respondents (12.9%) have been working there. Only two of the respondents have been working as a part of the maintenance crew. This figure is small because of the fact that usually only men apply to this job. Since there has not been that many male students the number is low.

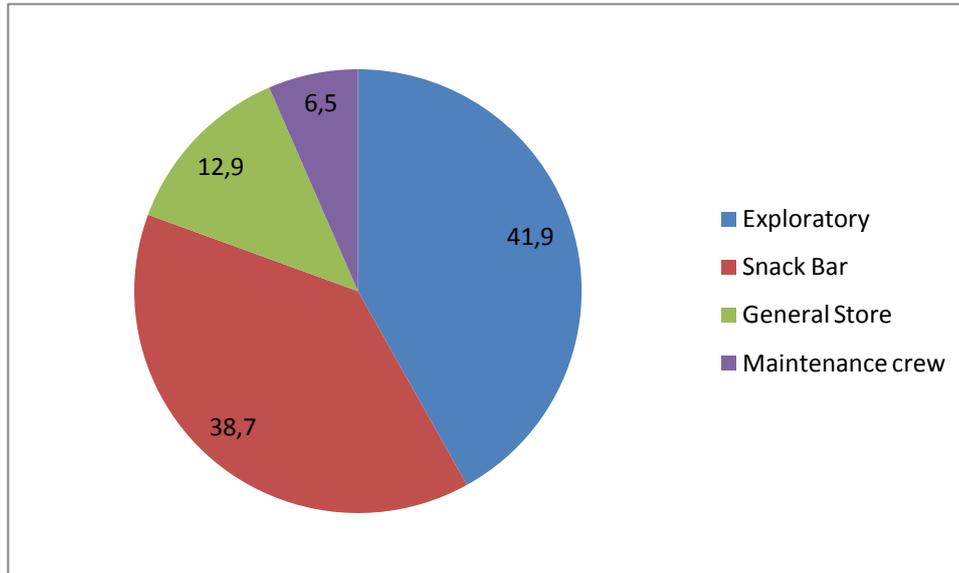


Chart 6. Job

The choice of task

The application form holds a question about preferable task. The student can then choose two most interesting choices and then circle them. However, the student cannot choose the first or second choice even though the president of Tommy Bartlett, Inc., Thomas Diehl thought that they have the possibility. Therefore this question was included in the questionnaire. On this account the respondents based their answers on the current task.

From the respondents 20 (64.5%) said that they got their first choice as their job and four (12.9%) told that they got their second choice. Four respondents (12.9%) said that they did not get their choice at all. There were two students who did not have an exact choice.

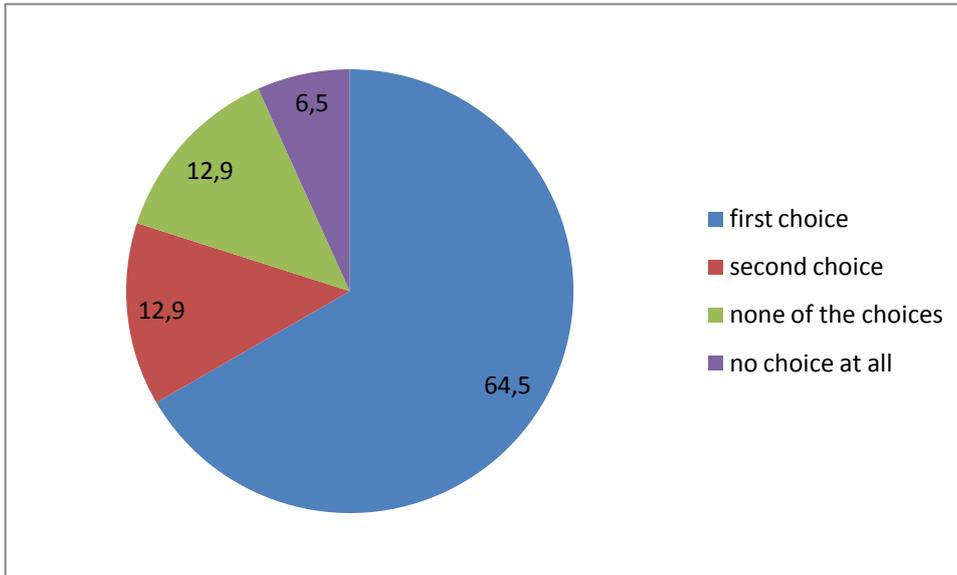


Chart 7. The choice of task

These findings show that even though respondents did not have the chance to choose first or second choice, almost everybody got to work where they wanted to. The employees who did not get their choices were still more than happy about their tasks.

6.2 Information about the job

From 31 respondents six (19.4%) wished to have had more information about their job before moving to Wisconsin Dells. Five of the respondents worked at the Exploratory and one of them worked in the General Store. The rest of the respondents (25) thought that they had enough information about their exact jobs.

The respondents who worked at the Exploratory wished to know more about the working hours and also what kind of tasks they would have. Also, one of the respondents wished to have more information about the different shifts. One of the students said that the whole content was confusing and that the information should have been extensive. The information about the Exploratory should have also been clear since the respondents did not know basically anything about the place beforehand. Three of them hoped to have more written experiences from previous workers on the Internet since when they applied there was only one available in the League of Finnish-American Societies web page.

The respondent who worked in the General Store wished to have had more exact information about the job. The respondent also hoped to know more about the practical side

of the tasks. This student did not get the wanted information even in the information event even though there were previous employees to tell about the jobs.

6.3 Image of Tommy Bartlett, Inc.

Image before the summer

The respondents had lots of different images about the company before moving to Wisconsin Dells. However, seven of the respondents (22.6%) did not have an exact image of Tommy Bartlett, Inc. before the summer. From the respondents two (6.5%) had a neutral image.

The most common answers about the image were that the company was thought to be bigger and have more different compartments. Three of the respondents said this. On the other hand, two respondents said that the company seemed to be smaller than it actually is. This shows that people have different assumptions about the size of the company. This is based on the Internet pages and what the interviewers have told about the company.

Tommy Bartlett, Inc. has been seen as a friendly and positive company which takes care of the employees. The company is said to be interesting and encouraging and the atmosphere is relaxed. One of the respondents also said that the togetherness is great amongst the Finns and the Americans.

Few of the respondents thought that the concept of the company is quite old and that it is incoherent. One of the respondents said that the company seemed to be faceless and it does not have its own character. Also the salary was thought to be pretty small but it did not have an effect on applying to work in Tommy Bartlett, Inc.

Customer orientation was brought up in one of the answers. The concept of the company was said to be methodical in two of the answers. Few respondents knew that the company is well-known and it has a remarkable effect in Wisconsin Dells. One of the respondents also said that the tasks seemed to be diverse and this was the reason why this person applied to work in Tommy Bartlett, Inc. Also the fact that Finns are liked was said in couple of the responses.

Change of the image

From the respondents 24 (77.4%) said that the image of the company changed during the summer. However, seven (22.6%) answered that the image stayed the same throughout the summer.

Most of the respondents said that the company was smaller and homelike since the employees and managers were close. There were lots of happenings where everybody spent time together. Also the company itself was considered to be relaxed and professional. From the respondents three (9.7%) said that everybody took such good care of the Finnish employees and this was seen as a great thing. From the respondents four (12.9%) said that the company is one of the largest in the Wisconsin Dells thus it has lots of authority.

In many of the questionnaires the crew was mentioned as part of the image. Few of the respondents were amazed that there is so many Finnish students working there and also the fact that the crew is so young was mentioned. One of the respondents was surprised that there is so many summer employees working in Tommy Bartlett, Inc.

Few respondents had also a negative image. One of the respondents was questioning the amount of employees at the Exploratory. The other respondent thought that the Exploratory should be more noticed by the managers since the Show and its workers are more appreciated. These comments were the only negative things said about the image and about the company.

Overall the image was positive and three respondents (9.7%) said that the image of the company changed into a better one during the summer. Also the accommodation was said to be better than thought and the salary was enough for the living and housing costs. Working in Tommy Bartlett, Inc. was seen as easy and pleasant.

6.4 Recruiting process

Application form

The application form (attachment 1) is based on the League of Finnish-American Societies criteria. Besides the form the applicant needs to write an essay about why he or she is applying for the job and how it will help in the future plans. From the respondents 29 (93.5%) said that the application form is easy to fill out and does not take much time.

Although one of the respondents said that the essay was a bit difficult to write. One other respondent thought that the application form was idle and there were too many questions which were not valid.

The two respondents who said that filling out the forms was not easy meant the other forms which are filled out for the visa. One of the respondents said that it took lots of time to fill out the whole form. The other person thought that those forms were troublesome and said that there were too many forms to fill out. The person also mentioned that more instructions for the forms would have been needed.

Interview

The interview is held in the local offices of League of Finnish-American Societies. From the respondents 27 (87.1%) thought that the interview situation was pleasant and comfortable. However, one of these respondents thought that the interview was a bit pointless. This is because the interview lasted only about five minutes and the rest of the time the interviewer told about the company and Wisconsin Dells. The respondent felt that this kind of interview does not give the total impression about the applicant.

There were four respondents (12.9%) who felt that the interview was not pleasant. This was because of the interviewers were not nice at all. One of the respondents told that the interviewer was rude and had said bad comments to the person. Other respondent had similar experience since the interviewer had not been very supportive. Also the information about the place and job would have been nice, one of the respondents said that the interview should have had more in it. However, these experiences did not stop the respondents to leave and spend the summer in Wisconsin Dells.

It is also important to get answers to questions concerning the job and Wisconsin Dells as well. From the respondents 26 (83.9%) said that they got answers to their questions. However, two of the respondents told that they did not get answers and this had an effect on the total picture of the interview. One of the respondents said that the teacher who was interviewing did not know much about the subjects. But this did not bother the respondent since League of Finnish-American Societies helped a lot. The other respondent said the interviewers were asking all the questions and not the person but this was not a problem.

Two of the respondents did not have questions at the time and one of the respondents did not answer to this question.

6.5 Knowledge of the culture of United States of America

The knowledge of culture is very important when moving to a different country. From the respondents 24 (77.4%) said they knew some bits of the American culture before moving there. Most of the knowledge was based on television series and movies and some of these images were stereotypes. However, many of the respondents thought that this image is right and people really are as seen in media.

Three of the respondents had lived in the USA before and therefore their knowledge was already good even though none of them had lived in Wisconsin before. They still knew how the Americans are and how their culture is. On the contrary, five (16.1%) have studied American culture at school and they have gained knowledge this way.

Many questionnaires contained the word fast food as a part of the American culture in them. This proves the fact that media has a huge part in the image. Many respondents also knew that customers are more demanding and that Americans are very patriotic. The respondents also said that Americans are more open-minded and friendlier than for example Finns are. Also the word big was in many of the questionnaires. This means that everything is greater and bigger in the USA. Few of the respondents mentioned history in their knowledge of the American culture. Also diverse cultures were mentioned and the fact that different states have different cultures.

From the respondents two (6.5%) said they did not know that much of the culture beforehand. One of the respondents noted that even though there was a lack of knowledge, it did not matter and that the difference between the USA and Finland was not that big. The respondent also stated that adjustment did not take that long. The other respondent had an image via media but did not think this was enough about the culture itself.

From the respondents three (9.7%) said that they kind of knew something about the American culture but still they lacked knowledge as well. One of the respondents told that the culture knowledge was based on sports and food and beverages. Two of the respondents mentioned the media image and customer service and also stated that they did not know anything about the state of Wisconsin.

One respondent noted that one had and did not have knowledge concerning the culture. This respondent had a certain image and had studied some geography of the country but still wanted to know more, especially about customer service and the different segments of customers.

Culture shock

From the respondents 26 (83.9%) said they did not have a culture shock at any point during the summer. Two respondents told that they had a small culture shock but it did not have an effect on their experience. The other respondent said that it was a bit hard to get used to talkative Americans but that the person got used to it while working there. The other respondent did not clarify why one had the culture shock.

The two respondents (6.5%) who had a culture shock did adjust during the summer. One of the respondents noted that the most difficult thing was how the managers treated employees. The person thought it is different comparing to Finnish managers and that it is worse. However, the respondent said it was easy to adjust since there were other Finns working there and that it was good to discuss about cultural differences with the others. The other respondent stated that it was difficult to get used to American friendliness. After all, the respondent accustomed to it and thought that it was nice at the end. The person also said that the Finns could be as friendly as Americans.

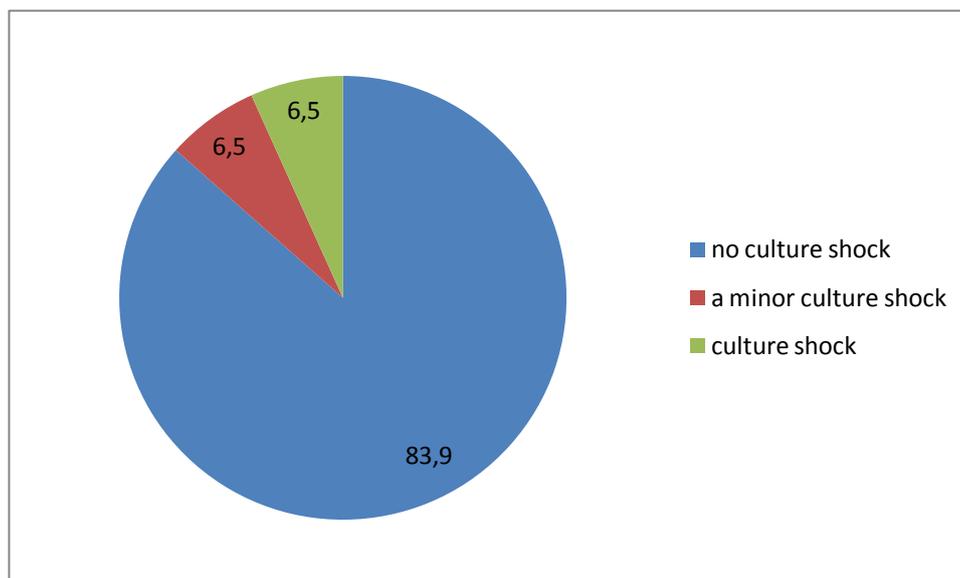


Chart 8. Culture shock

One of the respondents did not answer these questions about culture and culture shock.

6.6 Other comments about the subjects

The last question of the questionnaire was about other comments and in this the respondents could comment anything about the subjects asked. Total of 15 respondents (48.4%) gave comments about the questions, League of Finnish-American Societies or the summer.

Most of the comments were given about the company itself and how well it treats Finnish employees. It was greatly appreciated that the accommodation is given by the company and that bank account and social security numbers are provided to the employees. Few respondents were surprised how good the accommodation was since it is said to be not that great. One of the respondents was amazed how much work some of the employees are doing. However, another respondent was surprised about the fact that one could not get that much working hours. One comment was about how safe the place is to work at, especially for people who do not have experience on living and working abroad. It was also said that it felt home-like to work at Tommy Bartlett, Inc., it was easy to get to know to people and everybody were friends with each other.

The League of Finnish-American Societies got very positive feedback about the program and how it is handled throughout the process. Few respondents mentioned that LFAS was very helpful and helped with all the questions there were. One respondent said the process seemed to be difficult but LFAS made it easy since everything was organized by them. One respondent felt that there was enough information given and that there was enough time to handle all of the forms that needed to be filled out. On the other hand, one of the respondents thought that there is not enough marketing about the program. The respondent said that only a few know about this possibility to work in Wisconsin Dells.

There were few negative comments about the interviews and interviewers. One of the respondents said that the interviewer did not know anything about Wisconsin Dells. However, this did not bother the respondent. The other respondent noted that there were some inaccurate information about the program, for example should the applicant pay the flights or does that include in the payments.

Overall the comments were very positive and most of the respondents said that this experience was great. They felt that this is a great way to get to know a new country and culture. One respondent mentioned that this is a good addition to the Curriculum Vitae. Most of the respondents said that they had a lot of fun.

6.7 Discussion about the findings

Tommy Bartlett, Inc. has recruited Finnish students for over 10 years and has a good reputation amongst the previous employees. The ordinary applicant is a 21 to 23 years old female. Most of the applicants come from Helsinki or Tampere. The education base is almost equal: both university and university of applied sciences students apply to work in Tommy Bartlett, Inc.

Most of the applicants get to know this possibility from their school. Also, the Internet is a great way to find information. Friends or relatives have also spread the word about this program. The most popular job is either at the Snack Bar or at the Exploratory. These two also employ the most.

The image of the company before moving to Wisconsin Dells was diverse. The size of the company was one of the most talked issues. It was either thought to be bigger or smaller than it actually is. Also, the positive atmosphere was mentioned in couple of the answers. Few people already knew that the company takes good care of the employees and that Finns are really liked there. Some negative comments were also said about the small salary even though it did not have an effect on applying to the program.

The vast majority said that the image changed during the summer. Most of the answers said that the company felt safe, home-like and small and it was thought to be only a good thing. It was also a surprise how powerful the company is in Wisconsin Dells area. Lots of people were happy about the fact that it is easy to get to know to people and that there are many happenings for the employees. Overall the image was very positive and the previous workers were happy that they chose to apply to this Summer Work and Travel program.

The application form for this program was thought to be easy to fill out but also to be a bit pointless. The forms for the visa were a bit more difficult and more instructions would have been needed to fill those out. The interview for working at TBI was said to be quite nice and most of the applicants got enough information and questions were answered. On the other hand, few mentioned that the interviewers were rude and this made the interview unpleasant. Also, the interviewers gave false information about the program, Wisconsin Dells and Tommy Bartlett, Inc. However, this did not bother the applicants and they chose to work in Wisconsin Dells anyhow.

Most of the respondents had knowledge about American culture beforehand but it was usually based on television series and movies. Still the culture was said to be similar to this image and also the stereotypes were said to be pretty much correct. Most of the answers were about customers and that they are more demanding than for example in Finland. Also, the food culture was acknowledged, especially the fact that Americans eat lots of fast food. Character-wise the Americans were said to be open-minded and friendly but the over politeness was seen as a flaw as well.

Only two respondents told about their culture shock. This was pretty surprising since the American way of living is different from Finnish one. The ones who did have a culture shock mentioned the managers' way of dealing with employees and also the American friendliness was a bit hard to adjust to. In the end, both of the respondents got over their culture shock and enjoyed their summer in the United States of America.

Other comments were taken into consideration as well. Most of the comments were about the company and how well it treats the Finnish employees. The accommodation was mentioned and also the fact that it helps to open a bank account and apply for the social security number. On the other hand, the working hours were in discussion, one was amazed about how much some of the employees are working and another person said that there were not as many hours as thought. It was mentioned that the place and job felt secure and this helped the person to work and live there.

The League of Finnish-American Societies got lot of positive feedback for its helpfulness. It was said that the applicants got help when they needed and lot of information was given. Also, one said that the forms came in a good time in advance so that there was enough time to fill them out. On the contrary, one of the respondents thought that the program is not marketed enough since people do not know about this possibility to work abroad.

After all, the previous workers were very happy about spending the summer in Wisconsin Dells and working at Tommy Bartlett, Inc. Almost everybody said that they had a great summer and that this was a great learning experience.

7 CONCLUSION

The aim of this thesis was to find out how the marketing and recruiting for Tommy Bartlett, Inc. is done here in Finland. Also, culture and cultural differences were part of the study because American and Finnish cultures are different even though they belong to the same civilization.

I got the topic from the President of Tommy Bartlett, Inc., Thomas Diehl. He felt that these things should be studied because there have not been similar studies before. These subjects are also important since the company wants to hire even better employees in the future.

The marketing is done through League of Finnish-American Societies and it seems to be effective enough. Every year they contact international tutors of universities and university of applied sciences and these people forward the message about this opportunity to work in Wisconsin Dells. The LFAS also has their own web site and students can have more information about the United States of America and the Summer Work and Travel program itself. Also, friends and relatives have spread the word about Tommy Bartlett, Inc. and this is a good promotion for the company and the program. There is about 60 – 80 applicants each year and about 40 applicants are hired to work in Wisconsin Dells. From this amount Tommy Bartlett, Inc. hires about 15 students. In this matter the marketing is good as it is. The resources are as high as they can be and the information channels are good.

As explained in chapter 2 one of the most important things of marketing is customers. Also, segmentation is seen as a core concept. This Summer Work and Travel program is well segmented since the students are the ones who are the target market. This program is not marketed to anybody else than students and therefore it could be said that the segmentation is well-planned. Marketing mix (4Ps) is also used within this program and its marketing. The product itself is good and therefore it is easy to sell. The price of the product, or program, might be quite expensive to some but is still tolerable. If the price would be too high there would not be that many applicants for the program. Promotion for the program is mainly done via Internet and schools. However, the word of mouth has had an influence as well. The old employees have told about their experiences at schools and to their friends and this has been a part of the promotion. Place in this case is pretty much the same than the promotion. The place is the Internet from where the program is easy to find from the web page of League of Finnish-American Societies. The web page is very simple and is easy to read. Information about the pro-

gram and United States of America are available and also the contact information of the office.

When thinking about the recruiting process it seems to be quite good. The application form is pretty good and it is easy to fill out without problems. Also, the essay which needs to be attached to the application is a good addition and will show if the applicant has proper written English skills. However, I suggest that the choices of preferred job position will be added to the form since the present form does not have this possibility. The applicants should be able to note their choices which would increase the satisfaction of the applicants. If thinking about sustainable development, the application form and its attachments could be sent via e-mail. Then paper would not be used as much and it would be better for the nature. It would also be more economical since there would be no postal costs.

The interview is usually done by previous employees or the personnel of League of Finnish-American Societies. This way the applicants have more possibilities to get to know the program, Wisconsin Dells and also the different job choices. The interviewers have real experiences and they also have more knowledge than people who have not been there. However, the attitudes of the interviewers should be better and they should be supportive and helpful towards the applicants. Some of the interviewers have not been very good at what they have been doing but this has been acknowledged by the League of Finnish-American Societies. Part of the interview is done in English and this way the applicant's language skills are tested. This is good because it is important to know if the applicant is capable to serve customers in English.

Recruiting is a challenging task and it requires lots of skills from the interviewers as told in chapter 3. The interviewers used to the interviews for Tommy Bartlett, Inc. are usually not trained for the task and this might be a bad thing. Even though the interviewers get instructions and some questions that they can use there still might be problems. The interviewers who do not have experience of job interviews might not know how to evaluate the candidates. This leads to the fact that there might be unskilled employees who are sent to work in Wisconsin Dells. However, the interviewers have usually experience about working in Wisconsin Dells and this is good since they have first-hand knowledge about the town and the jobs.

Cultural differences between United States of America and Finland did not seem to be that big. In my opinion there are still lots of differences, especially character-wise. Americans are much more talkative and polite than Finns and this shows while working there.

Small talk is a must and it is very important to learn it before moving to the USA. Also, the customers are more demanding and therefore customer servants need to be prepared for that. Americans are not afraid to tell if something is wrong and complaints are made more often than in Finland. However, they also show gratitude when it is deserved.

Americans are very open-minded and they welcome summer employees very easily. They are very curious about foreigners and are always asking questions about the person and the country. They also seem to be very proud of themselves if they know something about the person's country of origin. However, Americans often want to know how foreigners see the USA. In these cases it is important to remember that only nice things are said since the Americans are very patriotic and proud of their own country.

As mentioned in chapter 4.2 culture shock might occur when moving to a different country for a longer period. Surprisingly, only two respondents told that they had culture shock. This might be because there are lots of other Finns working in Wisconsin Dells and students only live there for the summer. Also, the employees of Tommy Bartlett, Inc. work quite a lot and there is not that much time to just be and think about Finland. For the students it is a good thing that there has been no culture shock since the summer season is short. If they had the culture shock it would take lot of time and energy to get through it and this would make the experience unpleasant. It would also have an effect on the work since it would be hard to be a good customer servant when one has own problems and difficulties.

Culture shock could be a very drastic thing when it happens. On the other hand, I think that culture shock could be a good thing as well. Without a culture shock the experience of living abroad cannot be as thorough as when a person has undergone a culture shock. I see the culture shock as a positive thing because it helps the person to live in the new culture in the end. It might not feel like it when having the culture shock but after it has passed the new habits and way of living are easier and greatly appreciated. In my opinion it is also helpful to experience the culture shock once because then it is easier to move to other countries as well and adapt to new cultures. Certainly it has an effect if the culture is a lot different than used to but still the adaptation comes faster.

7.1 Observation

I had a chance to make observations during two summers spent in Wisconsin Dells. The observation was not intended all the time but still it has brought more variety in my opinions and how the others have behaved throughout the summers of 2009 and 2010. The amount of the Finnish employees was pretty much the same in both summers.

If thinking about the satisfaction of the Finns, the employees of 2010 were much happier. This is because the group was very close to and everybody got along very well. Everybody spent a lot of time together and togetherness was greater than in summer 2009. In 2009 there were lots of different groups and people did not get along that well. Also, the fact that the Americans were very hard to get to know to in 2009 had an effect. The place did not feel like home and there were not that many happenings to attend to. However, Thomas Diehl organized five parties altogether in both summers.

In my opinion people had at least a minor culture shock even though they have not admitted that. Almost everybody had the honeymoon phase when moving to Wisconsin Dells and after that things seemed to get harder for a while. People were complaining about different things and there was a time when the level of satisfaction was low. However, towards the end of summer people started to realize that everything is coming to an end and they were enjoying their time again. In the summer of 2009 some of the employees did not recover from the culture shock phase and they were eager to get back to Finland. This did not happen to any of the employees in the summer of 2010.

All of the employees were happy about the fact that they were working at Tommy Bartlett, Inc. The company took such a good care of everybody and everything was organized for the students. In 2009 some of the employees were not happy about their exact jobs but did manage to work things out during the summer. In summer of 2010 everybody was pleased with their jobs even though the Exploratory employees had to work quite a lot.

The housing is provided by Tommy Bartlett, Inc. The employees live in trailers which have two to four bedrooms, kitchen, living room and bathrooms. Almost all of the trailers also have washing machines and dryers. The Finnish employees are said to have better accommodation than the Americans because people are tidier and do not damage the trailers. Almost everybody was satisfied with the housing and was surprised how clean and good the trailers were.

As a conclusion, the employees of 2010 were more satisfied with everything than the employees of the summer before. Everything seemed to be better and the employees were happier in every way. This was because the crew was closer and things worked better than last summer. Also, I feel that the summer of 2010 was much funnier and the experience was deeper than a year before.

7.2 Further studies

This study was first about the company and the subjects discussed. However, this has also brought more ideas about further studies. One study could be about students' motives to apply to this Summer Work and Travel program. This would give an example what kind of people apply and why do they want to work in Wisconsin Dells. This would also be helpful to the League of Finnish-American Societies because then they could define even more effective marketing.

Another study could be a guide of Wisconsin Dells and Tommy Bartlett, Inc. for the students who will be working there in the coming summers. In this guide the town of Wisconsin Dells would be well-presented and it would also have an extensive presentation about Tommy Bartlett, Inc. It could tell more about the jobs available and also what is expected from the employees. The American culture and cultural differences should be included since some of the things might come as a surprise when moving to the United States of America.

7.3 Thoughts about the process

The whole process of writing this thesis has been long and sometimes difficult as well. On the other hand, I have learned a lot and this has given me more aspects on the subjects studied. I did not reach my goals as I was supposed to graduate in December 2010. This was because of the second placement that took place in the summer of 2010. However, this is fine since now I have had more time to write this and really give this a proper thought. The process would have been lonely and even more challenging without a help from a fellow student who was writing her thesis at the same time.

I hope that this thesis will be helpful when recruiting future employees to Tommy Bartlett, Inc. I also hope that this gives an idea about how students see the company and what kind of experiences they have had. I have added my own opinions about things since I feel it is important and I have had two different experiences while working at Tommy Bartlett, Inc.

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Hobbies

Special skills

Do you have any chronic medical conditions or allergies? No Yes If yes, please specify

Do you have previous experience in the USA? No Yes If yes, explain

Preferred job position in the USA (circle two of your favorites) :

- | | |
|------------------------------------|---|
| 1. Lifeguard/water slide attendant | 5. Park operations/maintenance |
| 2. Food sales/concessions | 6. Hands-on exhibit attendant/ride operator |
| 3. Retail Sales/gift shop | 7. Housekeeping/cleaning |
| 4. Hotel reservations/front desk | |

Employer will reserve the right to decide the final work position

Are you willing to work 6 days / week ? No Yes

How did you hear about the Work & Travel Program?

I certify that I have truthfully completed this application.

Signature

Date

Write an essay answering the questions:

- How has your education and prior work experience prepared you for this experience in the USA. And how will it assist your future plans?

Thank you!

**Return the application to
SAYL, Mechelinkatu 10 A, 00100 HELSINKI**

Attachment 2. Cover letter in Finnish

Arvoisa vastaaja!

Olen matkailun liikkeenjohdon kolmannen vuosikurssin opiskelija Savonia - ammattikorkeakoulusta. Teen opinnäytetyötä Tommy Bartlett, Inc. – yrityksen markkinoinnista Suomessa, rekrytointiprosessista sekä kulttuurieroista Yhdysvaltojen ja Suomen välillä.

Tutkimuksen tavoitteena on selvittää tämänhetkisen markkinoinnin sekä rekrytoinnin tila ja mahdollisesti parantaa sekä markkinointia että rekrytointia tulevaisuudessa.

Pyydän Teitä ystävällisesti vastaamaan oheisen kyselylomakkeen kysymyksiin. Vastaaminen vie vain pienen hetken ja kaikki vastaukset käsitellään ehdottoman luottamuksellisesti. Rastikaa sopivaksi katsomanne vaihtoehto tai kirjoittakaa vastaus sille varattuun tilaan. Pyydän Teitä palauttamaan vastauslomakkeen sähköpostiini, jonka osoitteen näette alla. Tutkimuksen kannalta jokaisen vastaus on tärkeä!

Mikäli haluatte saada lisätietoja tutkimuksesta, voitte ottaa yhteyttä alla olevaan sähköpostiosoitteeseen. Vastaan mielelläni tutkimusta koskeviin lisäkysymyksiin.

Pyydän myös Teitä ilmoittamaan osoitteenne, jotta voin lähettää Teille jonkin pienen Wisconsin Dells - aiheisen muiston.

Kiitos vastauksestanne!

Marjo Sarhola

(sähköpostiosoite: marjo.sarhola@student.savonia.fi)

Attachment 3. Questionnaire

KYSELYLOMAKE TOMMY BARTLETT, INC.

1. IKÄ _____

2. SUKUPUOLI

1. NAINEN
2. MIES

3. KOTIPAIKKAKUNTASI _____

4. KOULUTUS

1. AMMATTIKORKEAKOULUTUTKINTO
2. YLIOPISTOTUTKINTO

5. MITÄ KAUTTA SAIT TIEDON OHJELMASTA?

1. INTERNET
2. KOULU
3. YSTÄVÄ/TUTTAVA
4. MATKAMESSUT
5. JOKU MUU, MIKÄ

6. MIKÄ OLI TYÖTEHTÄVÄSI? _____

7. SAITKO TYÖTEHTÄVÄKSESI ENSIMMÄISEN VAIHTOEHTOSI?

1. KYLLÄ
2. EI

8. JOS ET, NIIN SAITKO TYÖTEHTÄVÄKSESI TOISEN VAIHTOEHTOSI?

1. KYLLÄ
2. EI

9. SAITKO TARPEEKSI TIETOA TYÖPAIKASTA ENNEN LÄHTÖÄ?

1. KYLLÄ
2. EI

10. JOS ET, NIIN MINKÄLAISTA TIETOA OLISIT KAIVANNUT?

11. MINKÄLAISEN MIELIKUVAN SAIT YRITYKSESTÄ?

12. MUUTTUIKO MIELIKUVASI YRITYKSESTÄ KESÄN AIKANA?

1. KYLLÄ
2. EI

13. JOS MUUTTUI, KUVAILE MITEN.

14. OLIKO HAKUPAPEREIDEN TÄYTTÖ HELPPOA?

1. KYLLÄ
2. EI

15. JOS EI, MINKÄLAISTA APUA OLISIT KAIVANNUT?

16. OLIKO HAASTATTELUTILANNE MIELESTÄSI MUKAVA?

1. KYLLÄ
2. EI

17. JOS EI, MITEN TOIVOISIT SITÄ PARANNETTAVAN?

18. SAITKO HAASTATTELUSSA VASTAUKSET KYSYMYKSIISI?

1. KYLLÄ
2. EI

19. JOS ET, MITEN SE VAIKUTTI KOKONAISKUVAASI?

20. OLIKO SINULLA ENNESTÄÄN TIETOA YHDYSVALTOJEN KULTTUURISTA?

1. KYLLÄ
2. EI

21. JOS OLI, KERRO MINKÄLÄISET.

22. JOS EI OLLUT, OLISITKO KAIVANNUT TIETOA JA MINKÄLAISTA?

23. KOITKO KULTTUURIEROT HANKALINA KÄSITELLÄ?

1. KYLLÄ
2. EI

24. JOS KOIT, MINKÄ VUOKSI?

25. MIKÄLI MIELEESI TULI VIELÄ JOTAIN KOMMENTTEJA AIHEISIIN LIITTYEN, VOIT
MAINITA NIISTÄ TÄHÄN:

Kiitoksia vastauksestasi ja mukavaa kesän jatkoa!

