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**PRODUCING NEW SALES MATERIAL FOR INTERNATIONAL SALES OF
HOLIDAY CLUB KATINKULTA**

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<p>The aim of this action based thesis was to create new sales material in English for international sales of Holiday Club Katinkulta. The material concentrates on the services offered in the spa hotel side. The spa hotel was sold to its former owner Holiday Club Resorts Ltd during the thesis writing process and all sales material required updating after the ownership change.</p> <p>The new sales material is produced for the aid of daily sales work of sales representatives in the field of international sales. The material producing process is regarded more from human resource management point of view than sales and marketing. The theory part of this thesis examines internal communication and its importance and influences in hospitality industries. Also the principles of sales and marketing are presented briefly.</p> <p>The new sales material production is based on analysis of the existing sales material in Finnish and English, experiences and observations of the author during the practical training in sales department and later as a receptionist in the hotel, requirements of sales strategy of Holiday Club Resorts and the needs and wants of the employees of Katinkulta sales department. To discover the expertise information of recent requirements of international sales work the employees and managers of sales department were interviewed.</p> <p>As the result of this thesis the international sales material was created and collected in unit sales folder in Katinkulta electronic computer database. The thesis presents the new material types and the target markets of the material. It also offers further propositions of developing international sales material and keeping it updated.</p>	
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Koulutusala Matkailu-, ravitsemus- ja talousala	Koulutusohjelma Matkailun koulutusohjelma
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<p>Tämän työn tarkoitus oli tuottaa uusi myyntimateriaalikansio englanniksi Holiday Club Katinkullan kansainvälisen myynnin työtehtävien avuksi. Myyntimateriaali on tehty hotellipuolen palveluista. Kylpylähotelli myytiin sen aikaisemmalle omistajalle Holiday Club Resortsille opinnäytetyöprojektin aikana ja tästä syystä myyntimateriaalin päivitystyön tärkeäys kasvoi.</p> <p>Uuden kansainvälisen myyntimateriaalin tarkoitus on auttaa myyntiedustajien päivittäistä työtä kansainvälisen myynnin osalta. Myyntimateriaalin tuottamisen teoriaa on käsitelty ensisijaisesti henkilöstöjohtamisen ja sisäisen viestinnän näkökulmasta, mutta teoria esittelee myös markkinoinnin ja myynnin perusteet. Teoria korostaa sisäisen viestinnän tärkeyttä ja vaikutuksia palvelualan yrityksille.</p> <p>Uusi materiaali pohjautuu aikaisempien suomen – ja englannin kielisten materiaalien analyyseihin, tekijän työkokemukseen ja havaintoihin työharjoittelun aikana myyntipalvelussa ja myöhemmin vastaanottovirkailijana, Holiday Club Resortsin myyntistrategian vaatimuksiin ja myyntipalvelun työntekijöiden tarpeisiin. Haastattelemalla myyntipalvelun työntekijöitä löydettiin asiantuntijatietoa Katinkullan kansainvälisestä myynnistä tämän hetkisestä tilasta ja tarpeista.</p> <p>Työn tuloksena syntyi uusi kansainvälisen myynnin sähköinen kansio, johon on tallennettu uudet päivitetty kansainvälisestä myyntimateriaalista. Uuden materiaalin pääpiirteet ja kohderyhmät on esitelty työssä. Myyntimateriaalin päivittämisestä ja kehittämisestä annetaan suositukset työn lopussa.</p>	
Kieli	Englanti
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1 INTRODUCTION

1 Introduction

The commissioning party of this thesis is my former practical training place and recent employer Holiday Club Katinkulta. The purpose of the thesis is to produce the sales material folder in English for international sales of Katinkulta and aid the daily work tasks of sales representatives. This thesis is concentrating on the services offered in Katinkulta's hotel. The sales material production is regarded from human resource management point of view as the new material is created to support the needs of international sales work more than based on the analysis of the international target markets. The purpose of the new material is to make the work of sales representatives more effective and effortless. The material is produced based on the renewal and updating process of existing material and it should serve the needs of existing international customer relationships, but also the expansion of international sales is taken in consideration. The creation of the new material and reasons of updating the international sales material is viewed from internal communication and internal informing point of view. Sales and marketing principles are presented, too, to justify the chosen material into the new sales material folder. In the research and material producing process the sources are the author's working experience in the sales department and reception of the hotel, the interviews of the managerial level employees of Katinkulta and sales representatives, and the analysis of the existing sales material. Theoretical background concentrates on internal communication, selling and international sales and marketing. In this thesis international sales and marketing are viewed generally, the importance of internal communication is considered and the existing international sales material is analysed.

The lack of updated sales material in English was a reason for Holiday Club Katinkulta to commission this thesis. The lack of material for international sales is partly explained by the low demand. The problems are also incoherent information delivery in common computer database of Katinkulta departments and unsystematic updating processes. At the moment Katinkulta is undergoing of minor and major changes as the hotel is sold to the former owner Holiday Club Resorts Ltd after five years belonging to Sokotel of S-group. The change

in ownership was revealed and implemented during the thesis writing process thus the thesis will concentrate on the period of change, when the new daily routines and services are taking their place. The ownership change affects all sales activities. The demand for updated sales material is clear, but the former material is partly missing in English and after the ownership change the information of all material must be checked and updated.

The sales material of all services offered in the hotel side is mainly in Finnish and it is not collected in one electronic data base folder. If the request of a customer requires unusual information, the sales representatives must search the required information from the information folders of different departments. The updating, translating and developing the material is not systematic thus the information might be old. Especially prices and opening hours are often old information. Since the internal communication problems, the sales representatives are sometimes unaware of updates in sales materials done by the employees of the other departments. This might induce situations that the customers receive the offers including invalid prices and services. The unit sales material folder should offer a solution for these presented problems.

The research problem is to discover which kind of sales material is relevant to Katinkulta's international sales and what kind of information it should include to be attractive and selling, when the target group is an international individual traveller or international tourism companies. For to receive more information of the recent demands of sales department and for to be able to produce the required type of material, the sales manager and sales representatives of Katinkulta are interviewed as they are a proper source of expertise information in the case of Katinkulta. According this information the new sales material is created and collected in the unit sales folder into Katinkulta's electronic computer database.

2 HOTEL INDUSTRY IN FINLAND

Tourism has been globally one of the fastest growing service industries in recent years. In 2007 a total of 11 billion euro was spent on tourism in Finland according to information published by Statistics Finland. This includes the consumption expenditure of Finnish and foreign tourists. Tourism represented 2.3 per cent of Finland's GDP in 2007 and if the amount is compared to value added of other industries, the share of tourism was larger than the food industry's share and almost twice as high as agriculture's share. (Ministry of Employment and Economy of Finland, 2010)

According to the statistics of Finnish Hospitality Association MaRa there were 780 hotels in Finland in 2008. S-group is the biggest operator in Finnish tourism and catering branch and the two other leading chains in hotel industry are Scandic Hotels and Restel. The comparison of hotels is hard with official standards as there is no official classification of hotels in Finland but the hotels can distinguish their standard themselves thus the number of stars that the hotels generally are announcing their standards are based on the self-evaluation in Finland. (Information Center of History of Tourism)

The hotel industry in Finland had had five good years of growth between years 2004 and 2008, but in 2009 started global recession halted this development. Contraction of accommodation nights was especially among foreign customers; the requests of accommodation services sank 11 percent from previous year among international travelers when the domestic demand decreased only two percent in 2009, since the reduced demand from business travelers. The amount of accommodation nights in 2009 was 18.6 million where the foreign customers share was 4.9 million. (MEK, 2010)

According the statistics of hotel and restaurant business in Finland in 2009, the profitability in the branch decreased. Probably the biggest reason for the lower profits was the influences of global recession. The positive issue in the branch was the increased employment that can be considered as a sign of trust for better times from employers' side. (Statistics Finland)

3 PRINCIPLES OF SALES AND MARKETING

The simplest way to define sales according to Jobber and Lancaster is that the nature and role of selling is its function to make a sale. It could be said that selling is what all companies are doing in some level. The sales process involves complicated and varying principles, techniques and substantial personal skills and different types of selling tasks that the sales representatives of the companies must master. In the most companies the selling personnel are the most significant link between the company and customer. Actually, the sales personnel represent the company for the customers and this link creates the nature of customer relationship and has really strong influence for the customer's image about the company. Naturally this is a great challenge for companies when recruiting, educating and managing their sales employees: even the best marketing efforts may fail since the ineffective and improper sales force. This underlines once more the importance of strategic planning of human resource management and effective internal communication with continuing education in the operations of a company. Updating of the product or service information can be seen as a part of educating process as it offers the support of learning the new information required for sales work. Continuing sales material updating should be included in sales strategies of all companies who are obtaining effective and profitable sales work. (Jobber & Lancaster 2006, 3-5)

The marketing concept is based on the idea that successful and profitable business rests with identifying the needs and wants of customers and providing satisfying services and products for them. Shortly the marketing represents customer satisfaction and profit in sales. To satisfy the customers' needs and wants the companies must study the consuming behavior of their potential customers. The diversity of customers' needs and wants and the multiple ways in which those can be fulfilled means hardships to discover and satisfy all customers in the markets. The solution that marketing is offering is market segmentation: the process where the company divides the customers in clusters according their needs and wants. The segments can be analyzed by the company according their attractiveness and purchasing interests. When the most promising segments are chosen those can be market most effectively. These chosen segments are called target markets. Market segmentation and targeting are two the most used concepts in marketing. (Jobber & Lancaster 2006, 15-17)

3.1 Globalization and Sales

The internationality and globalization has entered to all field of businesses in last decades and that has encouraged different types of companies to expand their business abroad. The reasons behind the companies interest to entry international markets differs according their business strategies. Success in international sales largely depends on the attitude and approach of the company in foreign markets. Still there must be always a strategy behind internationalization as entering to the foreign markets brings new challenges for business practices like legislation and licensing issues, but also cultural differences that have impact on sales, like tastes and values and consuming behavior of customers in the new markets. Also it is harder to get visibility in foreign markets and entering to the international markets naturally increases the number of competitors. Beside the expensiveness and economic challenges that internationalization might cause, the cultural differences might raise problems too in business communication and in marketing and customer service situations. When entering to international markets it is important to pay attention to abstract and material elements of culture. The abstract elements of culture are values, attitudes, ideas and religion, when the material elements are levels and type of technology and consumption patterns within the society. These issues and those influences must be considered when planning sales and marketing strategies for international sales. (Jobber & Lancaster 2006, 164-165, 174)

The requirements for managerial level employees are nowadays including international experience and understanding of cultural difference influences on business when the company operates in the field of international sales. If the cultural background of international customers and co-operation companies is ignored, it might cause problems in business actions, especially in communication, thus it is important to learn the basic rules of the cultures that are dominating in the target market countries. (Adler & Elmhorst, 1999, 41-46)

3 IMPORTANCE OF INTERNAL COMMUNICATION IN HOSPITALITY INDUSTRIES

The effective communication with clear messages is in a significant role in businesses; everyone communicates every day at work. The communication can be defined according Adler and Elmhorst to be a process in which the people who occupy different environments send a message via one or more channels, and often responds to each other's verbal or non verbal messages through feedback. In business life the communication can be oral or written. Sometimes communication is disturbed by physical, physiological or psychological noises that can exist within sender, receiver or channel and prevent the message to get through or change the message. For successful communication these three elements must be considered.

(Adler & Elmhorst, 1999, 32)

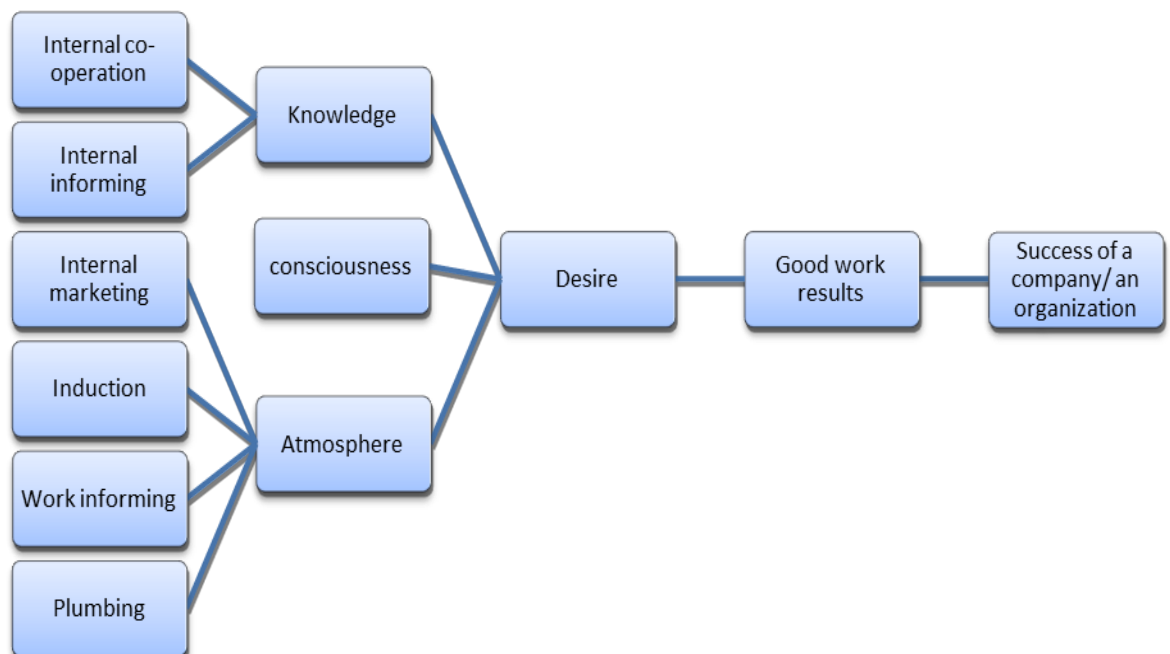
3.1 Human Resource Management and Internal Communication

In hospitality industries the customer service is the key input for profitable business practices and this underlines the importance of professional and motivated employees. Organizations and employers are highly paying attention for human resource management practices; recruiting, developing and maintaining committed, competent, well-manage and well-motivated workforce, which is a part of a value chain, when offering to the customers a high-quality service product. Carefully planned and implemented human resource management can offer the significant competitive advantage in service industry. For that the employees can work with their full potential they must have access to the updated information required for their work tasks and thus the organization must have well planned internal communication strategy to ensure the internal information delivery between the departments but also between employees and employers. (Nickson 2007, 2)

The communication inside of the organization is mainly internal communication between the employees, but also between the employers and employees. Internal communication can

be claimed to be even the most important communication in business practices when obtaining success. The objective of internal communication can be divided in three sections: information delivery, interaction and commitment. The purpose of the internal communication in a company is to ease the information delivery and communication between employees and the departments. Effective internal communication ensures that all employees have easy access for the information that is required for their daily tasks. Internal communication includes also that the employees understand the importance and impacts of their work when considering the work results of their department or the whole company. The introduction to a company's internal communication strategy and rules is absolutely important when inducing a new employee in a company but its necessity in the daily operations should not be forgotten. (Kortesjarvi-Nurmi, Kuronen, Ollikainen 2002)

3.2 Purpose of The Internal Communication



Picture 1: Internal communication model according AnssiSiukosaari

The classification model of internal communication according Anssi Siukosaari (2002, 66) aids to understand the stages of internal communication and the goals and objectives of internal communication strategy. On the first stage, there are influencers – internal cooperation, internal informing, internal marketing, induction, work informing and plumbing - that have direct effect on the atmosphere of the working place and consciousness and knowledge level of employees. These together are forming the atmosphere, openness and knowledge level in the work society. These three influencers are creating the work motivation that can be called to desire too. The motivation level or desire to work of employees has straight impact on the work results of employees but also for the results of the company or the whole work organization. On the other words if the influencers of internal communication are not taken care by management in a company, the employees might lose their motivation to work and discover the solutions to improve their work results which naturally will cause worse work results.

There should be greater carefulness in implementing strategy in internal communication and internal informing when a company is facing large changes in its daily operations. The employees must feel that they can trust on the information and sources of information for to be able to work with full capacity and keep their work motivation high. If the daily work routines are suddenly changed and the employees are facing often the situations, where they notice that they do not have access for updated information or they cannot rely on internal communication it will reflect into the customer service situations. The employees might lose their self esteem and feel less motivated to work when the normal work tasks are harder after the uninformed changes. This might lead in the situations where customers start consider the employees being uneducated for their work tasks and create an unprofessional image of the company that will harm the customer relationship.

The model of internal communication shows clearly how different stages of internal communication are influencing to the business of a company. Still internal communication is too often suffering poorly planned strategies. The research problem of this thesis is concentrating mainly in the field of internal informing and the model clarifies its place in internal communication strategy and its impacts on the business. The final result of research work,

sales material folder for international sales, is supporting internal communication of sales departments of Katinkulta. It is summarizing the facts of services available in the hotel and in the destination and thus supporting the internal informing of sales department, but the training and educating purposes too.

3.3 The Purpose of Training and Educating

Constant training and education in human resource management practices offers many benefits for the company. The requirement for training and education is absolutely demanded in Katinkulta at the moment when the reunion of two companies is going on and the sales departments of these two companies are given more and new responsibilities. Nickson refers to the benefits generally stemming from training according McKenna and Beech (2002) are that employees learn faster about their new jobs that offers them ability to work more effectively, improve their work performance and keeps them up to date in specialist skills. These will lead to greater volume of work results with fewer mistakes, which frees management time and can aid reduce turnover among new and established staff. Some of these benefits should be gained also through this new international sales folder thus it can be seen part of training or development as it offers updated information in the field of international sales. The benefits for sales work should more effective work, but also free management time as the material is more suitable and trustworthy than earlier. (Nickson 2007, 154).

4 KATINKULTA

Katinkulta locates in Vuokatti that is currently one of Finland's most popular year-round tourism destinations according to the statistics on registered guests reported by Statistics Finland. Vuokatti's sales strategy is based on offering a diversity of tourism activities and several options for accommodation year-round. In 2006 the amount of accommodating tourists in Vuokatti were 480 000 people of which only nine percent were international customers, but according Vuokatti Master Plan 2007-2012 the amount international tourists should be tripled by 2012 and the total amount of tourists should be 800 000. The named international target countries in the Master Plan are Russia, Baltic countries, Central Europe and Great-Britannia. (Vuokatti tourist info web page, 2010)

4.1 History of Katinkulta

Holiday Club Katinkulta's hotel was built 1991, but the first holiday apartments of Katinkulta have been in use since 1989. In 1998 Holiday Club Finland bought Katinkulta and Holiday Club term was added in Katinkulta's name. This time Katinkulta became also the part of international RCI timeshare chain. The hotel side was sold to Sokotel of S-group in 2007 and the hotel started to operate under Holiday Club Hotel brand. (Tikkanen 2008, 23)

At the moment there are 116 rooms in the hotel of which 112 are superior level and four are suites. The offered services beside accommodation in the hotel are spa, treatments, and sport activities like bowling, badminton, squash and tennis. There are two restaurants, a bar, two cafés and night club. The conference room capacity of the hotel is up to 2000 people. There are also 368 holiday apartments in the resort area and in May 2011 the new apartments will be built next to the hotel. Turnover of Katinkulta has been approximately 11 million euro. The estimated number of yearly hotel visitors is 60 000 and the number of spa visitors is over 200 000 every year. The average daily occupancy rate of the hotel was 58.5 per cent in year 2010 that reveals around the year customer flow.

Katinkulta has always had leisure tourism as its main target markets. The share of this client group is 80 percent and the rest 20 percent are business clients. Mainly the customers of hotels side are domestic, but the time shares and holiday apartment rental businesses attract especially Russian customers constantly to the destination. Katinkulta is also the destination of the international timeshare company RCI and that brings international customers to the resort especially in spring and summer time.

The main group of international customers in hotel side is the Russian leisure travelers who are often booking through Russian travel agencies. The high season for Russian travelers is the winter time starting from the Russian New Year. Recently the Russian customers have shown the interest to do direct bookings too. Still the segment of international customers is not too great yet.

4.2 Holiday Club Resorts ltd

Holiday Club Resorts is at the moment the leading timeshare company in Europe with 26 different destinations including now seven spa hotels. The company was established in 1986 and until 2006 it operated under the name Holiday Club Finland ltd. The mission of Holiday Club Resorts is to implement dream holidays and the vision is to be the leading company in time share business in Europe and to be leading leisure-time housing and travel provider in the Nordic countries. Partly these objectives have been achieved already. Turnover of Holiday Club Resorts was 68 million in period 2009 and 2010. (Holiday Club Resorts, 2011)

In the beginning of year 2011 Sokotel sold Katinkulta back to Holiday Club Resorts. The reasons behind the purchase decision of Holiday Club Resorts are the expansion of Holiday Club Resorts in Finnish markets and developing brand image. Purchasing four spa hotels in and opening the brand new destination Holiday Club Saimaa for customers in Lappeenranta later on in 2011 are the parts of the expansion strategy. The purchased four spa hotels are the destinations where Holiday Club Resorts has also time share apartments. By operating the hotels and time share selling and rental in these destinations Holiday Club Resorts wishes to unite and strength the brand image of the destinations and the company. The co-

operation between Holiday Club Resort and the hotel side of Katinkulta during the ownership of Sokotel has been naturally high the whole time as the destination has had unit image earlier too, but operating in the command of one company will ease the control of brand development and clear the image for customers. The reunion of the hotel and holiday apartment side will probably aid the sales and marketing of the destination but also the daily customer service operations.

Thus Katinkulta is facing the period of reunion with Holiday Club resorts and the changes in its daily operations are required after leaving S-group. After the ownership change Katinkulta cannot continue operating under Holiday Club Hotel brand. Naturally one of the remarkable changes is that Katinkulta is abandoning all brand element of S-group. Holiday Club Resorts is willing for greater changes and has presented 46 million euro invests to Katinkulta concentrating on enlargement of golf courses and increase on accommodation capacity by new different types of holiday apartments. (Kainuun Sanomat 4.2.2011)

Holiday Club Resorts is concentrating to expand in domestic markets and to increase sales in Russian markets. The all new investments and published becoming investments are supporting this sales strategy. The interest towards Finland as tourism destination has increased on recent years in Russia and that the Russian markets offer a great opportunity to increase the number of international customers. Also the central European countries are considered generally as potential target markets for Finnish tourism destinations and Katinkulta has existing contracts with central European travel agencies.

4.3 Sales of Katinkulta

Holiday Club Resort is bringing major changes to the sales of Katinkulta, but the schedule and action plan for change period is not strictly planned. The changing period is time demanding and challenging for Holiday Club Resort as the company has great expansion going on in domestic markets and the number of employees of the company has increased a lot and certainly requires more efforts for human resource management activities at the moment. There will be new responsibilities in sales work and on the first hand it will increase

the work amount of sales department. The sales strategies and goals of the two companies – Holiday Club Resort and S-group – are very different thus campaigns and marketing strategies must be renewed. Still these changes are demanding time and the changes are implemented according their importance one by one.

During the ownership of Sokotel the sales of Katinkulta were divided in three sections. Katinkulta as a part of the S-group and Sokotel had its centralized sales department in Helsinki that was responsible for the room reservations of all hotels of Sokotel. The other reservation channel was the web page of Holiday Club Hotels where the individual customers were able to do room reservations. The special requirements like holiday packages, group reservations, conference reservations and mainly all international sales went through Katinkulta's own sales department as these demand more information about the service availability in the house and business contracts. At the moment there are two sales representatives and a sales manager Tiina Rimpilainen employed for the hotel side sales of Katinkulta. The vision of Holiday Club Resort is that the both sales departments – sales of hotel side and sales of time shares - are selling everything: holiday apartments, hotels rooms and conference packages. This vision is not going to be implemented in quick schedule as it would require education of the employees and renewal of the computer systems, but by step by step.

The share of online room reservations has been from 15 to 20 percent in Katinkulta hotel side and it is around the same percent in Holiday Club Resort's web site. According to Tiina Rimpilainen the ownership change might bring improvements to online reservations as the reservations might be possible to pay in advance and that would allow confirm the international reservations via the Internet. All in all the importance of online reservations will not change, only the web site is changed. Also the centralized sales department of Holiday Club Resorts is taking its place to support the room reservations of Katinkulta.

4.4 Internal Communication in Katinkulta from The Sales Department's Point of View

Katinkulta employs approximately 80 people and thus it is a middle size company in Finland. During the ownership of S-group there were five departments in the company: sales department, wellness department, activity department, catering department and reception. The housekeeping of the hotel is out-sourced and from sales point of view the maintenance can be excluded from the list of departments. After the reunion the timeshare rental and sales can be considered as the sixth department that will in future increase its co-operation with straighter communication with other departments.

The daily internal communication inside the departments is implemented by oral messages, written notes and common diaries including important information of new changes in daily work tasks. Between the departments the communication includes also emails and phone calls but also the same as inside the departments. Katinkulta has a week program that is published for the customers, but it is also supports internal communication. The week program includes timetables, special events and services and prices of all departments and thus and it is a good aid for daily work for all employees. Some of the departments have regular meetings that are preparing to the upcoming events and changes and offers a possibility to solve together difficulties appeared in daily work. Between the departments the meetings are organized at least once or twice in a year. The manager level meets more often and normally informs the employees of their department about recent issues. In the sales department internal communication between the departments has been problematic which has caused that the information required for sales work might be expired or hard to discover as it is incoherent collected in the database. Also the changes in pricing and services are not always informed to sales department in time.

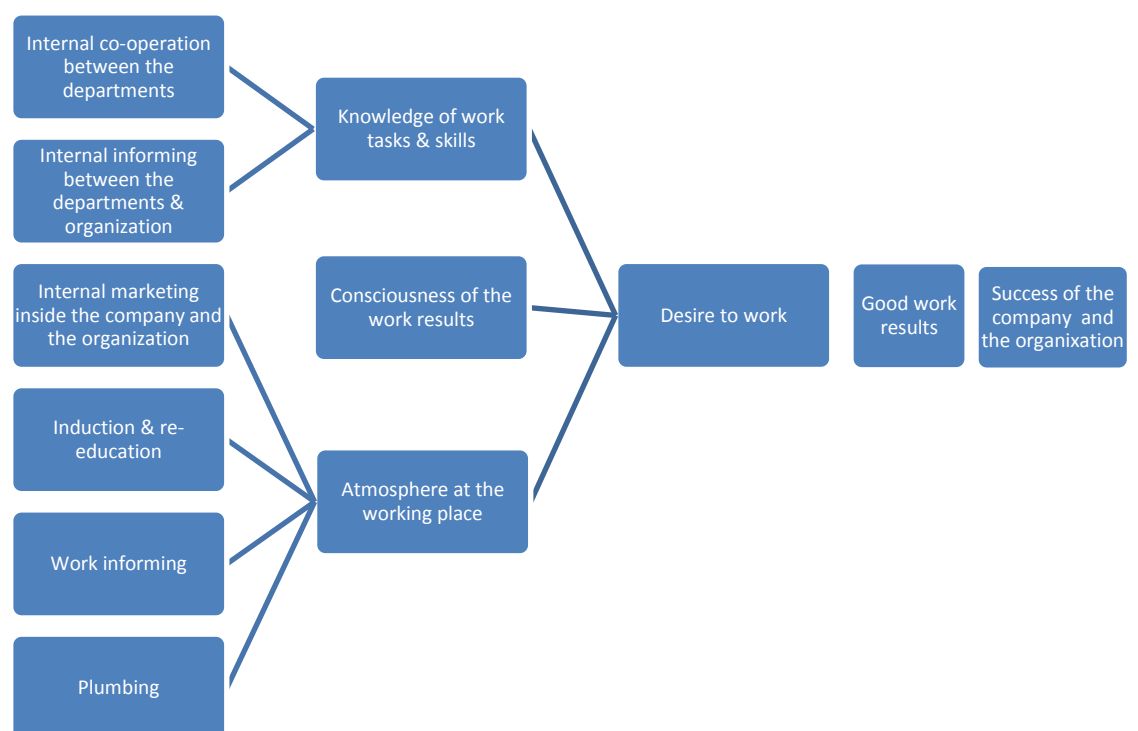
The problems of the internal communication appear in the sales departments' daily work. The sales work requires intensive co-operation between departments and the sales representative must master all services available for the customers. Thus the updated information delivery and easy access for the information is vital for effective work. The incoherent information data base that exists in the internal computer system of Katinkulta does not perfectly support the sales work and especially when considering international sales. All departments have some information available in English, mainly price lists saved in the shared

database but this is not ready to be used for the sales work especially when considering the business to business sales. The existing material is not enough attractive or suitable for business to business type of offers. After the ownership change, most of the material is requiring updating too. The purpose of practical part of the thesis is to produce material for the sales work based of the requirements of employees and analysis of the existing material.

4.5 Applying Siukosaari's Internal Communication Model to Holiday Club Katinkulta

The picture below presents the model of Internal Communication according to Anssi Siukosaari applied to the internal communication of Katinkulta. The mode of Siukosaari can be used to reorganized and improve the internal communication, but also to recognize the weak points of the internal communication of the company that would require improvement.

On the first stage there are influencers. Internal co-operation is, in the case of Katinkulta, regarded as the co-operation between the departments. From sales department point of view this co-operation is mainly organizing and preparing the reservations with other departments



for example ensuring that the restaurant side is aware of meal orders of the day and the reception has instructions to invoice the customer groups according the agreements done with the customers.

Internal informing must work in company level but in organization level too, as Katinkulta is a part of Holiday Club chain and the marketing campaigns are mainly coming from the chain. In the company level the internal informing means the earlier discussed ways of communication between the departments: calls, emails and week program for example. Since the greatest problems of internal communication seem to appear in this field, it would require extra efforts to improve it. The issues like weekly checking of the material posted to the week program and informing the sales department of material updates are the key issues to keep the internal communication of the company fluent and effective. On the organizational level the information is mainly coming directly to the managerial level and to the sales department from the chain and they are responsible forward the information to the departments. This part of internal communication has been working better after the first weeks of the ownership change.

Internal marketing is management philosophy of promoting the firm and its policies to employees thus it includes companies' efforts to keep their employees, motivate them to work and make them to understand the role of their work in the organization. This can be seen affecting strongly to consciousness presented in the next level in the internal communication model. Internal marketing must be implemented in the company and organization level.

Induction is often regarded to be for the new employees but re-education is also part of the induction. Induction or education is required always when the work tasks or facilities are changed. The new sales material is supporting induction and education purposes.

Work informing is concentrating on the information delivery of the new work tasks and changes. Mainly these are given as rules and regulations or advices. The new sales material can be seen to belong to this part as it is concluding the new information required to international sales work.

Plumbing can be seen as internal evaluation of internal communication. This requires improvements in the company level in Katinkulta: all departments should pay more attention to keep their sales materials and brochures of services updated.

The next stage consisting of these influencers are:

- Knowledge, meaning that the employees are mastering their work tasks and have required skills to work
- Consciousness that makes employees understand their own work efforts impact on the result of their own department but also the whole company
- Atmosphere of the department alone but also the atmosphere of the company.

The problems of internal communication can influence strongly on atmosphere of the company as it might include issues like communication problems, misunderstandings that lead to mistakes and the employees might feel that they cannot count on the information delivery of the other departments.

When these sections of internal communication are planned and implemented well it will lead as discussed earlier to greater desire to work and improve work results among the employees since they can feel that they have all possibilities to success in their work and they are receiving support to work. This will naturally lead to better work results and thus to success of the company and the organization.

5 RESEARCH METHODS

As the purpose of the new international sales material is to support the work of sales representatives, the expertise experience of the recent demands of sales works is required. To discover this expertise information the employees responsible for sales work are interviewed. Their opinions of the existing material are important for the analyzing work of the old material. As the new produced material is mainly for the existing target market countries that have quite similar cultures compared to Finland and the differences do not vary much in written material thus there is no need for cultural studies of the target market countries. In the process of creating the sales material for the international sales folder, it is vital to discover the typical information that the travel agencies demand for their selling purposes as at the moment the biggest markets share of international sales consists of the co-operations with travels agencies. These co-operation companies are mainly Russian but Holiday Club Katinkulta has also contracts with Central- and South-European companies like German and Italian travel agencies. The other main groups of international customers are the Russian leisure tourists who are reserving the holidays independently, the customers who coming through RCI timeshare exchange program and business travelers accommodating in Katinkulta, but being a customers of a local entrepreneurs' like Talvivaara.

5.1 Interview as Reasearch Method

The qualitative interviews are the chosen method to discover the issues discussed in the earlier chapter and also if the needs and wants differ between target market countries and to reveal the importance of different target market countries. The planning process of successful interview starts by defining the goals of interview. The second step is to identify and analyze the other party of the interview - the interviewees. The right people must be selected according the set goals. In this case the chosen people are the ones who have been responsible for hotel side sales: Sales Manager Tiina Rimpiläinen, Hotel Manager Helena Heikkinen and sales representatives Anu Kärkkäinen and Anna-Riitta Piirainen, who all are interviewed individually by qualitative interview questions (appendix 1).

Adler and Elmhurst advice to take in consideration four main points that have influence to receive wanted information from interviewees: the other's concept of self, knowledge level and interviewer's image and attitude in interview situation. The self- image of the interviewer and interviewee can have strong effect on the successfulness of the interview and to the atmosphere of the interview. In this case the interviewees must be made to see the importance of the interviews and the final result for to receive the informative replies. Their replies are in key role when creating the new material that is going to be their aid in the work. On the other hand interviewees must see themselves as the experts who have the required information and to trust on their professional experience.

The knowledge level of the both parties of interview situation must be considered when planning the questions in interview situation for that the communication is understandable for both parties. The employee status of interviewees differs from managerial level to employees and their work experience in Katinkulta is different: the managerial level workers have been employed in Katinkulta over ten years and the sales representatives have started their job during the previous year. Thus the certain questions are only for managerial level employees. The knowledge level affect also on the language selection. As the interviewer and the interviewees are speaking Finnish as their native language, the interview language will be Finnish for to avoid communication problems and misunderstanding of terms.

The image of interviewer considered by the other party is influencing to the interview situation. As interviewer the one must be seen trustworthy person and as a person who is acting professional manners in interview situation for that the situation is taken seriously. The interview is concerning about the business issues and sales strategy in the very critical point in a company's history thus this is rising expectations for sensitiveness for using the given information.

Attitude is concerning the other party's opinions of the topic when the image of the interviewer is about to evaluate the person in the role. The attitude can be revealed by what people are saying or if the interviewer and interviewees are familiar to each other the one's attitude for certain issues can be known based on their earlier experiences and conversations. The third possibility to discover the other party's attitude is to observe their dress code or

formality of speech. Paying attention for these signs will aid to select the correct type of present the questions and the formality level of speaking.

(Adler & Elmhorst, 1999, 32)

6 THE INTERVIEW RESULTS

The interviews revealed quite clearly that the share on international customers has not increased during the last year but there have been the usual amount of interest in the beginning of 2011. This fact is proven by the statistics of accommodating customers in Katinkulta 2010. The number of customers did increase by around 600 customers in 2010, when the number of international customers sank by 800 customers. Russians are the biggest share of international customers and their number decreased by around 800 customers which is explaining the smaller amount of international customers. These numbers are totally relative for the recent trends and reasons behind those discussed earlier about the hotel industry in Finland.

The share of international customers is small and mainly invitations of bids from Russian travel agencies and not so much from individual travelers. "There are several email contacts and price requests from Russian travel agencies from January to March" tells sales representative Anu Kärkkäinen. This can be seen as a positive sign in international sales. Tiina Rimpiläinen points out that the change of ownership has increased the interest towards Katinkulta in Russian markets already as Holiday Club Resorts is better known brand in Russia and the company has been doing active marketing in Russia.

One of the weaknesses in international sales at the moment is that no one of the employees does not know Russian language thus emails written in Cyrillic alphabets cannot be replied. The Russian customers on their holidays in Katinkulta have shown interest to contact the sales department directly when planning their next trip but they are expecting to be served in Russian. This is clearly showing that the material should exist at least partly in Russian. On the other hand if there will be an internet reservation system that enables credit card confirmation it could improve the selling in Russian markets many ways. The sales materials like holiday package brochures could be delivered for visiting Russian customers who could reserve their next trip via the internet.

The other typical requests of international sales are from time share exchangers coming through RCI who would need more information for their holiday planning about the desti-

nation like location, distances and activities and other services offered. Anu Kärkkäinen claims: “In summer time the information requests of Katinkulta as a holiday destination are one of most typical contact from international customers. The customers desire to discover what kinds of services are available in the destination and surrounding area.” This is an opportunity to get the arriving customers reserve more services in advance and advertise the services of Katinkulta. The new sales material is aiding this type of sales work. There are also small European travel agencies that would like to have Katinkulta as a one part in their special holiday packages which include different tourist attractions in Kainuu like visit to husky safari and Kalevala village in Kuhmo. These travel agencies are requiring variable information about the destination. The typical information that all travel agencies desires is transportation options and detailed information surrounding environment and services nearby the destination. The differences between the European and Russian travel agencies and tourists according Tiina Rimpilainen are that the European are more interested in nature-based and independent activities, they are more price sensitive but also more concerned about ecological and safety issues of their accommodation and activity options than Russian customers. She explains: “The most of European travel agencies have safety standards for example of the fire safety that the hotels must prove to have”. On the other hand there is steady flow of Swedish speaking Finnish customers who sometimes prefer material in English as it is not available in Swedish.

The contracts with travel agencies done before the hotel purchase will be valid after the ownership change, but there will be new contracts with Russian agencies and operators. Basically the international sales are concentrating on Russian markets. Tiina Rimpilainen and Helena Heikkinen are not expecting major focus to other countries - only the Baltic countries are seen to be possible direction to the expansion of the international sales.

The interviews revealed that the international customers are mainly interested in half or full board option in accommodation packages, safaris and short trips. Especially Russian customers would often prefer accommodation packages with half board but this is considered as old fashion product in Katinkulta and it is offered only for big groups or if the contract with a travel agency requires that. The reasons behind the decision is that the meals are hard to arrange for individual travelers as there is not regular lunch and dinner buffet offered in restaurant every day and this complicates pricing the product as it can become easily a cost for a company.

Still all sales employees agree that the international customers are using the services available in the destination. The sport activities are more popular than treatments. The services offered by the neighbor company RTG-active are also mainly used by international customers, but they are not reserving those in advance through sales department of Katinkulta. It is unclear if the problem is that the international customers do not know that it is possible or if they want to wait until they arrive to the destination and decide about the activities after checking all possibilities and compared the quality and prices. Surely some are reserving the activities directly from RTG-active. Still, this might explain the low demand of treatments among the international customers. The international customers might be unaware of the treatment side services before arriving to Katinkulta and during the high season reserving treatments for next days is sometimes impossible as there are not big facilities and not many employees in the treatment side. These problems should be considered when creating the new sales material.

Although golf was not mentioned among the activities that the international customers are interested in by the interviewees, that could be potential future attraction, especially after the enlargement of the golf courses. Even the golf season might be relatively short and the weather of Finnish summer is unpredictable, there are features that support the golf tourism. Firstly the uniqueness of light summers nights of Northern Finland compared to southern parts of the Europe and Russia. Also the spa hotel environment, lake views on golf course and other activities offered in the destination support the golf tourism.

Helena Heikkinen and Tiina Rimpiläinen were wishing a sales material that could be given for the customers requiring prices and destination information from reception. “The customers coming only for one day or visiting the spa would like to have a brochure of the destination and services where they can discover prices and contact information” tells Helena Heikkinen. She also point out that there should be a new, updated brochure of the activity and catering services offered in Katinkulta that could be given for international customers arriving to accommodate in Katinkulta.

7 THE NEW SALES MATERIAL CREATION PROCESS

There are several issues that must be considered when creating the material for international sales purposes. Firstly the material must be informative but serve also marketing and advertising purposes. The new material should include the basic information of the services and activities available in Katinkulta, location of the resort and specialties offered. This information is already available in English in several formats but it requires updating especially now when the ownership of the hotel side is returned to Holiday Club Resorts that has brought major changes especially to restaurant side services. The holiday apartments are not directly included in the material as in the beginning of the project it was decided that the material is produced for hotel side sales.

All types of the new material should serve different types of target groups and this is the starting point when considering the required information and the style of each of the sales material. The differences in needs and wants of business to business customers and individual customers must be noticed. The results of international sales material should meet the needs of three main customer segments: individual independent international travellers, travel agencies bringing international customers and the international business travellers.

7.1 Analyses of the Existing Sales Material According to Interview Results

The analysis of the existing sales material is the other part of research in the material producing process. Most of the existing material is published in Finnish. Thus these can be used after the translation but the material must be updated since the ownership of Holiday Club Resorts has changed the restaurants, bars and cafes and the new prices are published. Holiday Club Resorts has also published a brochure in Finnish of its new destinations. This can be added to the sources of the new international material. The analysis is concentrating on select the information that the target groups are requiring. The writing style, description of the hotels premises and the destination and illustration must be carefully planned for that the new material is offering a realistic image of the destination, for that the customers do not have too high expectations. In advertising style material the use of attracting words is reasoned, but in the old material some descriptions are unrealistic. Also the information repre-

sented in old material must be carefully checked even though the premises and facilities had not changed. The typical incorrect information in existing international sales material are the names of restaurants, prices and opening hours, but there are also wrong contact information and services that are not offered anymore.

From the newest brochure of Holiday Club destinations and their meeting facilities is quite easy to discover the characters of the destinations that the chain wants to underline in marketing, advertising and the selling style. For example the variable sport activity and pampering services are highlighted in the presentation of Katinkulta in the brochure. The advertising for business groups, points out the diversity of conference rooms, easy access by public transportation, different options for accommodations: hotel rooms or holiday apartments and free time programmes. The new material of Katinkulta international sales should follow the style of the chain's marketing and underline the same strengths of the destination, as the chain is now working for to united brand image for its all destinations.

7.2 The New International Sales Material

All produced material types must be informative, short and attractive. The idea is that the materials together are offering variable options for offer writing depending on needs and wants of customers. All types of material should be suitable to use independently but also combining of materials should be easy for example the price list of treatments and activities can be a great attachment for a holiday package offer when a customer hesitates between a holiday package reservation and other accommodation options. The use of other material types as additional attachment might aid to do more selling as it gives more information of services and encourages the sales representatives point out their recommendations for customers. The new material must be also easily editable, if the services or prices change. The required material types in English for the folder are:

- Offer: for conferences, meetings and private events
 - Options and prices for accommodation, conference rooms, catering services and activity programmes for groups.
- Advertisement style offer of holiday packages
 - Description of all holiday packages of hotel side and prices

- Fact sheet of the hotel and the services
 - Targeted for travel agencies
- Brochure of services and activities available in Katinkulta
 - Prices, opening hours, contact information
- Restaurant and conference room brochure
 - Description of catering services and meeting room options
- Pricelists
 - Treatments and RTG-active week programme

The offer should be simple information sheet that can be easily edited for groups and individual customers. The offer will include required information with the recent prices. In the beginning there is a short introduction to the destination (Appendix 2)

Holiday package brochure can be more advertising style with longer descriptions that is presenting the holiday packages offered. The prices are published according the lowest available but those vary depending the seasons and occupancy rate of the hotel. (Appendix 4)

The fact sheet is including all tangible information of the hotel and services. This sales tool is mainly targeted for the travel agencies but can be also delivered for individual customers desiring more information about hotel when visiting or planning a holiday in Katinkulta. (Appendix 5)

The brochure of the services and activities is mainly planned for the customers who are already arrived on holiday in Katinkulta. This is representing all services and activities shortly with contact information of different departments. The idea of the brochure is that the customers can quickly discover different options for their holiday activities and also attract them to buy more services on their holiday. The final version of this brochure should include pictures attracting especially children and teenagers. (Appendix 6)

The restaurant and conference brochure includes the information of food and beverage services available in hotel and the facts of the conference facilities. This is for customer groups who require more detailed information for planning their meeting or event. The two parts of the material can be combined or separated version. (Appendix 7)

The pricelist of treatments and RTG-Active week programme must be included in the final sales folder as these are often required information that is a good attachment for different offers and information requests.

This material producing process has been done in close co-operation with employees of different department to ensure that the written information is valid. The interviews in the process revealed what information is missing and required but did not offer the information for the material production. The material is also evaluated according the feedback and advices of managerial level workers and sales representatives who have specified the details, out-look and style of different materials during the producing process. This close co-operation has been significant aid to create the material that meets the expectations and needs of commissioning party of this thesis.

7.3 Commissioning Party's Feedback of The new sales Material

The feedback of the commissioning party is given by Tiina Rimpiläinen who has been the contact person of the company during the whole thesis writing process. According to her the new sales material is demanded and will aid with practical issues in customer relationships and contacts. She points out that it is important that the materials can be used in variable ways to aid the customer service work in the sales department but also in the reception. Tiina Rimpiläinen claims that the Katinkulta fact sheet and restaurant and conference rooms brochure are the most useful for co-operation and sales work with foreign travel agencies as these materials offer detailed information of the hotel and its conference and meeting services in clear form. She also sees that the material is easily updatable that makes material suitable for long-term use.

7.4 Results

The final version of the new sales materials including the illustration produced according the feedback and pricing information of the sales manager Tinna Rimpiläinen. The material is

collected in one unit sales folder in the electric database of sales department with the additional sales information like brochures and advertisement of co-operation companies of Holiday Club Katinkulta and presented for the employees of the sales department. Some of the material will be in use of reception in printed form that it can be delivered for the international customers. To keep the material updated and the collection different required material united, it is recommended that one person of sales department is named to be responsible to check the material at least a couple of times in a year for avoiding to deliver misleading information for the customers.

8 CONCLUSION

This thesis was commissioned by Holiday Club Katinkulta Sales department. The aim was to produce new sales material in English for international sales and collect it in an electric folder to Katinkulta's common computer database. The existing material in English was already several years old and not very extensive. The requirement for updated sales material increased during the thesis writing process as Katinkulta hotel side was sold back to the former owner Holiday Club Resorts. This has naturally brought major changes to the services and sales of Katinkulta.

The new sales material was produced to aid the daily work of the employees of the Katinkulta sales department, thus it is produced more according the work requirements of sales representatives and managerial level employees. The material production is regarded from internal communication point of view and as a part of human resource management. It can be seen as part of internal informing and educating as the new updated material should make sales work more effective and free management as the employees can now rely on, that the material they are using for sales tasks is valid and easily discovered. Moreover, as further recommendation I would propose that one employee of sales department would take responsibility on regular revision and updating of the sales materials as it is influenced by small changes inside the departments, for example opening hours varying during the seasons.

The international sales of Katinkulta are still relatively small share of the company's total sales and that is one reason, why there was not much updated material available in English, when this thesis was commissioned. Although the company is not heading to major expansion to international markets, it should not be forgotten. Russia is clearly the number one target market of international sales of Katinkulta, but also Holiday Club Resort's. The recently started expansion of Holiday Club Resorts in domestic tourism markets is also supporting the sales in Russian markets as for example Katinkulta and Holiday Club Saimaa locates near of Russian border and during the high season – the Russian New Year - there are direct charter flights from Moscow and St. Petersburg to Kajaani. Katinkulta has already benefitted of becoming clearly a destination of Holiday Club Resorts, as the company is doing active marketing in Russia and the brand is better known there than S-group in tourism business. Moreover, the general trends of tourism in Finland are supporting the expansion

to Russian markets as the number of Russian tourists applying for entry visa to Finland has been rapidly increasing in previous years. The Russian customers naturally prefer some even expecting, service in Russian language thus it could be useful that even part of the new sales material would be translated in Russian, especially those that are planned to be delivered to the arriving customers from reception. The new materials could also increase the sales done through the internet reservation system if the materials would be given for all visiting international customers. Also when the closer co-operation with the sales of timeshares is started, their international sales material in English can be added in the folder.

The new material is produced in close co-operation with the employees of Katinkulta sales department for that it would suit for their needs and want in their sales work. Still its usefulness will be evaluated in long term use, as the international sales of the company is not so extensive that the usefulness of the material could have been possible to evaluate by a research implemented in a short period. In the material production one aim has been to create sales material that can be easily combined and edited according to the changing services and varying types of international customers.

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INTERVIEW QUESTIONS

1. Minkälaista uutta materiaalia tarvitsisit kansainväliseen myynnin osalta päivittäisessä työssäsi?

What kind of new materials would you need in your daily work in the field of international sales?

2. Minkä verran on ollut tarjous/hinta tiedusteluita kansainvälisiltä asiakkailta tämän vuoden puolella? Oletko havainnut muutosta kysynnässä verrattuna edelliseen vuoteen?

How much there have been international requests during this year? Have you notice changes compared to last years?

3. Oletko huomannut puutteita kansainvälisessä myyntimateriaalissa tai tiedon vanhentumista?

Have you discovered the information in international sales materials would require updating?

4. Mitkä ovat kansainvälisen myynnin tärkeimmät kohdemaat?

What are the most important target market countries of international sales?

5. Mistä palveluista matkatoimistojen asiakkaat ovat eniten kiinnostuneita majoituspalvelujen lisäksi? Onko näissä eroja eri maiden välillä?

What are the services that the customers booking through travel agencies are mostly interested in beside accommodation services? Are there differences preferences according the nationality?

6. Ovatko venäläiset ja eurooppalaiset matkatoimistot kiinnostuneita erilaisista hotelli tiedoista?

Are Russian and European travel agencies requiring different types of information about the hotel?

7. Varaavatko matkatoimistot asiakkailleen muita kuin majoituspalveluita etukäteen?

- Onko tällaisen vaihtoehto järjestäminen mahdollista?

Do travel agencies reserve other services than accommodation for their customers in advance?

- Is it possible to reserve all services in advance?

8. Onko puoli- tai täyshoitopakettia yleensä tarjottu matkatoimistojen kautta asiakkaille?

Are half and full board packages offered to the customers reserving through travel agencies?

9. Mitä palveluita venäläisasiakkaat lähinnä käyttävät?

What service are the Russian customers mainly using?

10. Vapaa kommentti

Comments

