

SATTE travel fair as a platform to expand the business of Indian outbound travel market to Nordic and Baltic travel industries

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<p>India is the second largest most populated country in the world. The country tagged as an economically fastest growing country. Due to its economic growth, the earnings of Indians are highly increasing than ever before. As an impact, Indians are travelling abroad more than earlier and the travelers' flow is growing significantly high each year. In future, Indian outbound tourism market has enormous potentiality for many destinations to grow their travel business. Marketing and promoting are the most important part in the business ethics to enter any new market. As a marketing and promoting instrument, trade fair plays an important role in the travel industry. SATTE (South Asian Travel Trade Exchange) event counts as one of the largest travel trade show in entire South Asia and the most prestigious B2B travel and tourism exhibition in India. The quantity of international participants is rapidly growing to take over the Indian outbound market while the participation from Nordic and Baltic travel industries remained very limited.</p> <p>The objective of the following thesis is to find the potentiality to attend the SATTE event as a platform to expand the business of Indian outbound travel market to Nordic and Baltic travel industries and exploring the opportunities and challenges from different views to clear the vision to attend the event. The aim is also to deliver some development ideas based on the research outcome. The thesis is completely research based. The thesis is commissioned by Toolbox Consulting Limited.</p> <p>The theoretical framework of this thesis defined about the Indian cultural diversity and Indian traveler's behavior to realize the Indian outbound segment from multiple perspectives. In the theory, external factors also described intensely to understand the potentiality of the market. In the theoretical structure, discussed the travel trade as a marketing tool and its important role to enter the new market. Five similar successful travel trade shows were discussed as an extra token to understand the theory better. The research is conducted with two research methods, interviewing the expertise from the industry and as a participant and direct observation at SATTE event in India.</p> <p>Based on the research outcomes, Indian travelers' behavior is changing, and they like to explore the new destinations and their interests is growing towards the Nordic and Baltic regions for many reasons. All external factors are supporting to travel these destinations directly and indirectly. The result also proved that travel trade shows have a major role to enter the market, it helps to build the new business relationships, rise the brand awareness and visibility as well as increase the database and networking. SATTE is not an exception. There are some challenges found which are not supports the event pattern for Nordic and Baltic companies, but learning the cultural diversity of India, it will make easier to enter the market. SATTE event is suitable to know the cultural uniqueness, by attending the event, there is high potentiality to understand the market to support the business grow in India.</p>	
Keywords India, outbound travel market, Indian outbound tourism, SATTE event, travel trade shows, marketing tool, Nordic travel, Baltic travel	

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1 Introduction

India is second largest most populous country in the world with the tag of fastest growing major economy globally (Skift Research 2018). Its economic GDP growth approached almost 7,25% in the 2019 and it reaches around to 7,50% in 2020. India is a country of more than 1.38 billion people (World O Meters 2020). India has become the fifth-largest economy in 2019, overtaking the United Kingdom and France (Silver 2020). As an economical growth, Indians are earning much more than earlier and the disposable income rate also growing higher than ever (Renub Research 2019). As a new trend, Indians are travelling in foreign countries more than earlier and the travelers flow is increasing annually so, that within next 5 years, it will take over the China market (Siri 2012, 25-42). A bigger part of the economy effect on India's Tourism Industry (Silver 2020). Indian outbound market is the most targeted market globally and it offers enormous potential of future growth in outbound travel business (Ministry of Tourism 2019). Visiting abroad is count as a high status of Indian community (Songire 2018). New government supports by improving the India's outbound market policies by keeping good relationship with other countries and opening the opportunities with air connecting diversities. Indian Outbound Tourism Market growth will be expected to generate revenues of around EUR 35 Billion and take the top position by 2024 (Renub Research 2018). In future, there are lots of opportunities growing in India's outbound tourism business and marketing and promoting are the most important parts to conquer the outbound travel market of India (Renub Research 2019). As a promoting platform, trade fair plays an important role in the industry (Georgieva 2018).

Tourism Trade fair or Travel Fairs are some of the most important events in the field of tourist business (Dimitrovski 2018, 7-17). It takes a great part in entire Tourism Industry. The primary purposes for participating in a travel exhibition is to enhance the brand recognition (Lee et al. 2018, 677-690). Travel fair also could define as travel exhibition. The events are combined with all excellence features of promotions, advertising, sales, launching the new products, increase the industry contacts and the place to facilitate the exchange of ideas and information between exhibitors, industry experts and visitors. Exhibitions are generally recognized as a cost-effective marketing and promotion tool (Đeri & Davidović 2010.) Growth and globalization of the tourism industry has encouraged aged a production of fairs and exhibitions around the world (Kellezi 2014, 466-471). At the same time, it was noticed that travel trade fairs are becoming popular as a marketing and increasing digitally for future business (Reinke 2016).

SATTE (South Asian Travel Trade Exchange) stands as the internationally acclaimed travel and tourism exhibition across India (SATTE 2020a). SATTE is a leading event in South Asia, from every aspect, including convenience and professionalism and it is undeniably the most prestigious travel and tourism exhibition in India (Tourism Mauritius 2019). Over the last two decades, it has successfully showcased India's tourism potential to the world by bringing the global tourism market to India (SATTE 2020b; 10 Times 2020a). The role of SATTE has always been to provide an effective marketing and advertisement tool portraying India as a global tourist destination through promotional campaigns that project India as a whole (SATTE 2020a).

Mainly the thesis topic is related to Indian outbound travel market and the biggest marketing and promoting platform SATTE, the leading trade show in South Asia and the possibilities to expand the business of Nordic and Baltic travel industries based on attending the SATTE event. As far, there are only few numbers of Nordic and Baltic travel industries participated in this event specially from Finland.

1.1 Thesis objectives and research question

The main objective is to identify and map the benefits to attend the SATTE event for Nordic and Baltic Travel Industries. SATTE event counts as a biggest travel exhibition in South East Asia and as a most important promoting and networking platform for global travel market (SATTE 2020a; SATTE 2020b). It plays a major role for expand the global business and there are plenty of opportunities to take advantage for future business. Indian outgoing travelers' rates are growing fast, and It will take over even the China market within a few years. The reason, Nordic and Baltic Travel Industries are willing to enter this market for their future business including Finland. But the limited numbers of participants from Nordic and Baltic countries specially from Finland drives author to concern that what are the grounds make the participants numbers limited for Nordic and Baltic Countries including Finland.

The thesis topic is aimed to define the potentiality of SATTE travel fair as a platform to expand the business of Indian Outbound Travel Market to Nordic and Baltic Travel Industries. This thesis is commissioned by Toolbox Consulting Limited. The thesis is completely research oriented.

The main research problem under this thesis will be considered that to map potential of SATTE travel fair as a platform to expand the business of Indian Outbound Travel Market to Nordic and Baltic Travel Industries.

To define the Objective, the main research question is:

- How SATTE travel fair suits as a platform for Nordic and Baltic Travel industries while entering to Indian outbound market?

To define the main research question, there are some sub-questions as follows:

- Why Indian Outbound Tourism is important for Nordic and Baltic countries?
- What are the best practices of successful travel trade fair operations?
- What are the experiences of Nordic and Baltic Travel industries by SATTE travel trade fair entering to Indian outbound travel market?
- What kind of preparation Nordic and Baltic industries need to attend the SATTE?

The research purpose is to map the potentiality to attend the SATTE event for Nordic and Baltic industries and explore the opportunities and challenges from different perspectives expanding the business of Indian outbound market and to provide some relevant information to clear the vision for attending the SATTE event. Eventually, another aim is to deliver some ideas based on the research outcome and reflection of author's direct observation to support the smoother entrance on SATTE event.

1.2 Thesis structure

The thesis report is designed by following the perspectives of academical guidelines. The thesis report leads by presenting an introduction part of the research paper and objectives, where mainly discussed about the research problems, research questions and sub-questions and the aim of the research study. The complete concepts of the thesis paper described in the thesis structure having a clear vision of entire method and the development process of the research topic (Appendix 1). Research method assist to understand how the research empirical part has been progressed and developed. Introduction part finalized by introducing the commissioning company and their role in this research study. The theoretical framework is deliberated into two sections in 2 and 3 chapters. In 2nd chapter described related the India and Indian outbound tourism and multicultural factors of India, Indian traveler's behaviors. In the same phase, external factors of Indian outbound tourism were described by details PESTEL study and analyzed the importance of Indian outbound travel market globally and its influence specially, in Nordic and Baltic countries. In 3rd phase of theoretical framework, drawn a brief summery about the travel and trade fairs and its significant functions as a promotion and network platform in the travel industry and its influence as a marketing tool. Afterwards, 5 best successful travel fair practices reviewed to find their main objectives and the key methods for creating the most

popular and successful travel trade fairs. The chapter was completed with a description of “SATTE” event – the biggest leading travel trade show in South Asia.

After the literature review, methodological part of the research described in section no. 4. In this phase, empirical study highlighted as a qualitative research and three two different data collection methods. Primarily, it implemented with semi-structured interviews method and secondly, the participant and direct observation method. In section no 5, described the research outcomes based on the interviews results and the reflection from the participant and direct observation. The outcomes of the interviews analyzed individually from different interviewee’s perspectives and explained author’s own experience as a hidden observer. All results analyzed together with 5 best successful travel trade fairs to get a most reliable, compact research outcome. In the end of this section, the summarization and overview justified based on the two different empirical studies mentioned above. In section no. 6, presented a details analyzation from the research outcomes and measured with the research questions to match its validity and reliability. Later, author emphasized some new suggestions based on the research outcomes for commissioning company which could make easier to enter the Indian outbound market in future. The ideas also might be helpful for the other relevant Nordic and Baltic travel companies who are interested to enter the similar market. The study concluded by reflecting own learning outcomes.

1.3 Research method and outline

The research is approached as a case study, what is a common way to do in qualitative research where understanding human beings’ experiences in a humanistic, interpretive approach as a key concern (Jackson et al. 2007, 21-28; Stake 2005, 443-466). The study assists an exploration of a phenomenon applying variety of data sources within the context (Baxter & Jack 2008, 544; Stake 2005, 443-466). Mostly, the case study could conduct by organically or culturally, analytically or holistically, experimenting by multiple methods (Stake 2005, 443-466). It helps to ensure that the research is analyzed and explored through different lenses to acknowledge the multiple aspects of the phenomenon to revealed and understood the case (Baxter & Jack 2008, 544). The main aim for such research is to describe and achieve the insights to discover a narrowed area through educational, social, and familial processes and practices, exists within a specific location and subject or theme on the other way, the highlights of the study designed to optimize the narrowed area by understanding, analyzing and explaining the limited area (Onwuegbuzie & Leech 2010, 881-892; Stake 2005, 443-466). The outline of the research method showcased with primary and secondary method.

1.4 Scope of the study

In this case study, Toolbox Consulting Ltd supports as a commissioning company. Toolbox consulting Ltd. is trying to expand their business to enter the outbound market in India. There is some cultural difference in western and eastern countries so as in India. SATTE event represents the cultural diversity through their travel exhibition. On the other hand, India's economic growth is changing rapidly, it means, expanding business in India helps to grow the company's revenue in future. Toolbox is trying to get familiar about Indian outbound market and the reason, they have attended three times the SATTE event to use it as a marketing and promoting platform. Management thinks that by attending the SATTE travel exhibition, it will improve their business with India near future because it is a high promoting platform in entire South Asia. Additionally, wide-range networking through SATTE will help to know the Indian outbound market more to achieve their future goal. After attending several times in SATTE event, company sensed that they need more effective market research to find the potentiality to enter the market smoothly and expand the business in more successful way. The reason, author has decided to limit the research subject and focused to map the different potentialities, opportunities, challenges through the Toolbox Consulting perspective and to measure the relevancy to attend the SATTE as a promotion and networking platform to earn more success in business with India.

1.5 Commissioning Company

Toolbox was established in 2000 and it is based on Finland. The company offers wide range of services such as product development, training and research, marketing for the tourism companies in Finland, Scandinavia, Russia, and Baltic States to support their business development (Toolbox Consulting 2020). Their focus of their operations is based on international markets and progress because company has a vast marketing knowledge with more than 20 countries (Toolbox Consulting 2020). The founder and CEO of the company is Kari Halonen.

Green North GSA is another operation of the company. It is established in 2012 to provide the services for foreign travel trade as General Sales Agent. This operation is based on sustainable tourism, authentic experiences among local people and corporate social responsibility. Green North is promoting travel services from B2B and B2C business. By reaching their customer's goals, Green North count as their own achievement (Green North 2020). They have attended 3 times in SATTE event to expand their market and business in India for both of their operations, especially for Green North GSA.

2 Indian outbound tourism

Knowing Indian travelers, it is especially important to recognize about the depth of the nation intensely. Indians means “citizens” or “nationals” comprises with several regional multiple cultures-, ethnics- and linguistic communities rather than one ethnicity or language (Bajpai 2015). Communal harmony is the great strength of the country though sometimes some tensions ensues due to this ethnical barrier (Sharma 2018, 271-290). The reason, India is one of the most attractive market in the world in many sectors including tourism industry (Maharana 2010, 69-83). Before entering to Indian outbound market segment, general conception about India and multiculturalism and its influence on travels are very significant to explore for the organization (UNTWO 2009).

2.1 India overview

India is the 7th largest country in the world located in South Asia, apart from the rest of the Asia bounded by Great Himalayas in the north and Indian Ocean in the south tropical zone, which gives India a diverse geographical entity (National Portal of India 2020). India is one of the oldest civilizations with a certain living traditions, great spiritual wisdom and cultural heritage (Scriver & Srivastava 2016, 7-8). The recent population of the country is near 1,38 billion based on the latest United Nations data, ranked in 2nd position and it expected to exceed China by 2030 to be the most populous country in the world (Chandrashekar 2019). India is a largest country of secular, democratic republic with parliamentary system of the Government, consists with 28 states and 8 Union territories. A unique demography, history, language, culture, dress and festivals originated in each state of India urges to discover the magnificent uniqueness of the country (National Portal of India 2020; World Population Review 2020). Since independence, India has appeared as a significant regional power with rising economic growth though country is confronting huge social, economic and environmental challenges over the years (BBC 2019a). Last few years, India has sustained rapid growth in GDP by rising per capita incomes which has been doubled in last 12 years and disposal income is increasing in the middle-class families which could be positioned India inside the middle-income country category (Tutor2u). With the growing income and flowing the advance technology into every home, outbound tourism market is growing fast in India. Indians are always popular as travel seekers. UNTWO estimated in 2019, that Indian tourist numbers will be increase up to 50 million by 2020. Indian outbound numbers growing as an average growth rate of 10-12% due to slowdown of the currency fluctuations and recently due to COVID19, but still Indian outbound market potentiality is witnessing a steady growth (Sharma 2019.)

2.2 Multiculturalism of India

India is the second largest country in population after China and the most diverse country in the world. India's diversity is well-known geographically, culturally, ethnically and for multi religions and linguistic purposes (Bhattacharyya 2003, 148-161.) Because of massive multicultural diversity, it's very imperative to have an enormous knowledge about India's multiculturalism and the originality of its division (Cole 2016, 41-43). The source of the multinationalism depends upon the geography or climate region, linguistic region, religious or cultural region or even based on urban and rural regions (Cole 2016, 41-43; Bhattacharyya 2003).

Language and ethnicity vary according to climate regions from north to south along with east to west. As in mountain areas in the north, found different communities with multilanguage and religions with different food and dress which are diverse with the community in tropical zone covered from middle India to south, east, and west region (Government of India.)

Most of the States also dominant some ethno-linguistic and ethno-religious communities. India is a home of some hundred languages and dialects and 22 languages recognized officially under the 8th Indian Constitution where 96,71% population speaks one of the scheduled 22 languages as their mother tongue and 3,29% accounted for other languages (Bhattacharyya 2003; Indian Express 2018). The main 22 languages consist with Assamese, Bengali, Gujarati, Hindi, Kannada, Kashmiri, Konkani, Malayalam, Manipuri, Marathi, Nepali, Oriya, Punjabi, Sanskrit, Sindhi, Tamil, Telugu, Urdu, Bodo, Santhali, Maithili and Dogri but English is still playing a major role above the others native languages in many official purposes (Upadhyay 2020, 1-9; Indian Express 2018).

India has a wonderful kaleidoscope vibrant with religion and traditional composition, many religions have originated in the country with flourished some foreign origin (Ministry of Home Affairs India). Hinduism (80.5%) is count as a major religion in the country, additionally Muslims (13.4%), Christians (2.3%), Sikhs (1.9%), Buddhists (0.8%) and Jains (0,4%) are influencing as major religions as well. As other religion with 0.6% are holding firmly their existence into this diverse religious country with their own culture, ethnics and linguistic communities which makes the country unique and the epithet unity in diversity (Ministry of Home Affairs India).

Two-thirds of Indian are still live at rural areas (Dispatches from India 2020). New Delhi and Chandigarh are the most urbanized cities among more than 97.5% population. Goa

and Kerala are stated as the next growing urbanized areas (Ministry of Housing and Urban Affairs). Urbanizing means the trends of living style are developing and high education, advance technology, employment opportunities impact in the living communities from their originality. On the other way, urbanization lifestyle also influences to change the initial lifestyle and even the perspective about travelling for those who moved from rural areas to metropolitan cities for some basic purpose, education, employment, business etc.

2.3 Indian traveler behaviors

Before to understand the Indian outbound market, realizing Indian traveler behavior from different perspectives is very important. After dividing overall categorization, multiculturalism also impact on those categories (Business Finland 2020). Usually, Indian travelers prefer independent travelling (FIT= Free Independent Travelers) and some of them prefer semi-independent travelling where mostly all pre-booked as package or individually. Customization plays a major role and the reason travel packages offers different packages according to travelers needs and desires (Sharma 2019). Travelers research themselves in planning and booking stage and at the same time consult with the travel agent (Amadeus 2015). There are bulk of travel business but only 5% of organized sectors represent the outbound tourism. Except the rising trend in online bookings, retail agencies still leading priorly outbound tourism market (Market Vision Research & Consulting 2020).

Besides, business, holiday and VFR (Visiting friends and relatives) tourists, diversity of the travelling are increasing such as adventure trips, sports holidays, luxury holidays, honeymoons, and cruises (Hotel and Tourism Online 2020). Destination holidays also a growing trend for more affluent in Indian families. Indian travelers like to involve making different lifetime memory experiences or some wide verities activities, specially this authentic and immersive experiences rising among the millennials (Sharma 2019; Hotel and Tourism Online 2020).

Another important factors for travelling are safety and security and value for money for entire tours and attractions or activities while selecting the destinations (PATA-Pacific Asia Travel Association 2015). Group travel tours are very popular options for less experienced travelers because it is a safe option for new destinations, but the millennials travelers mostly like to travel independently with their families, couples, or friends (Business Finland 2020; Skift Research 2018).

Indian travelers are always seeking for wide variety of accommodation and trend is increasing towards the eco-friendly accommodation (Booking.com 2017). Indian travelers

want to have an experiential stay than traditional hotel and resorts, as like hostels, villa or apartments for homely staying comfortability as like Airbnb (Hotel and Tourism Online 2020; Booking.com 2017).

Indian travelers carry a tick list for outbound travelling what they aim to cover one-by-one through their lifetime. New and different destinations will be considered if the primary tick list has been covered. Usually, in order the destinations will be in 1) South East Asia, 2) Dubai, 3) Europe - France, UK, Switzerland and 4) USA and beyond (Business Finland 2020; Skift Research 2018). From 2018, experienced based travel increasing rapidly because new generation’s travelers are under 25-35 years old, they are getting matured and their traveling behavior trends are changing, new destinations booming such as South Africa, Tunisia, Jordan, Fiji, Mexico, Nordic, Baltic and cruises experiences also have taken a massive leap (Sharma 2019; Skift Research 2018).

Destinations choices influenced by social media and the potentiality for “instagrammability” (Business Finland 2020; Skift Research 2018). Movies and TV serials also has a massive impact for destination selection (PATA-Pacific Asia Travel Association 2015). Advance technology, internet and mobile facilities giving a thrust to the travel and tourism industry as well as the blockchain and automation technology are changing the game towards easy travel trends for the Indians (Sharma 2019) (Figure 1).

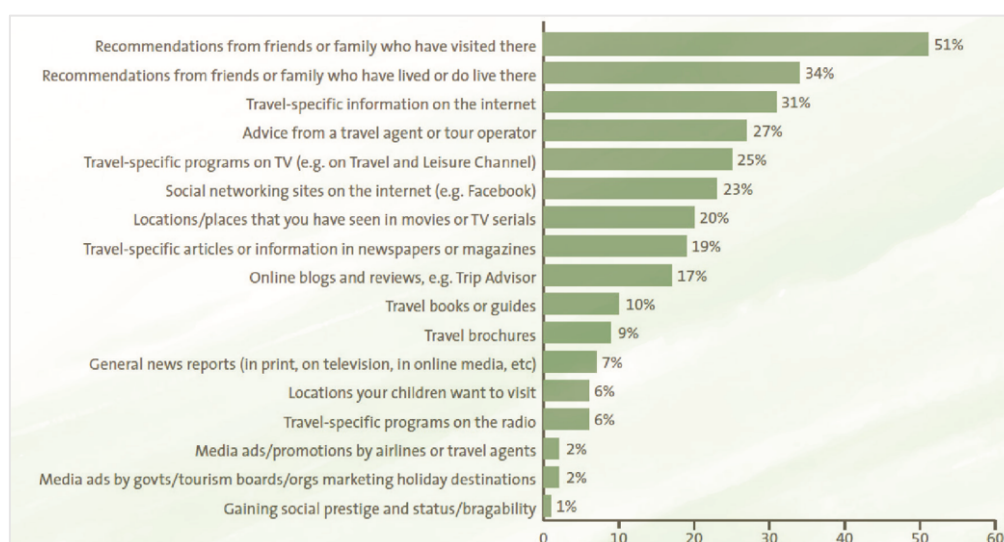


Figure 1. Influences of destination choices (PATA-Pacific Asia Travel Association 2015)

Indians also love to carry the excitement of last-minute booking or search while a vacation in abroad for many reasons – they love to feel the excitement till the last moment not knowing the destination until the last second and having better last-minute deals. For business travelers, it depends upon the meeting fixed with a short deadline. Travel related

searches for “today” or “tomorrow” grown up to 150% on mobile and 38% of booking are made on the same day or two days before while 53% are made within a week and so far, 19% only are made in advance (Sharma 2019.)

Off-peak travel also is gaining appeal in last few years because many tour operators provide a great offseason deals in accommodation, airfares and in the tourist attractions(Sharma 2019; PATA-Pacific Asia Travel Association 2015). Destinations insight also helps more travelers. The traveler feels more self-assured and culturally immersed if it's a guided vacation where the traveler exploring the destination for the first time.

2.4 External factors of Indian outbound tourism

According to the research questions, it is very important to explore the outbound market of India and monitor the external factors from an organization's perspective following by applying multiple theories to understand the market. UNTWO (2009) stated that, India is one of the fastest-growing outbound travel markets in the world. Population of India is growing rapidly, almost reached around 1,38 billions and GDP increasing more than 7,5% each year, that means country offers massive opportunities for future growth on the Indian tourism and towards outbound market as well. Business Research Report (2020, 175) stated that India outbound tourism market size is expected to generate revenues of around € 53 billion by 2026. It is important to identify and analyze the external factors to recognize the future trends of entering a new market what will influence on company's investment in long term base strategy of business management and measure the opportunities and challenges of the organization (Fernández et al. 2011, 339-357; Johnson et al. 2017, 32-47).

Generally external factors indicate the external environments or trends of any company which is combined with economic, technical, social, demographic, juridical, ecological and management factors that can influence directly or indirectly the activity of a tourism company (Camelia & Silviu 2007, 93-97). Besides that, it is better to know and understand the circumstances and competition forces, it also forecasts and administrates the changes, it provides to realize the connection between company's strategic and vocational capability and forecasted of external environment factors (Camelia & Silviu 2007, 93-97). The model also helps to count the risk capacity of any organization. At present, tourism industries are highly competitive, analyzing and understanding the market better supports to identify the more relevant products to achieve the customer requirements and needs to offer the suitable products by minimizing the risks and maximizing the cost-effective business (Cadle et al. 2014; Perera 2017, 8-18).

On the other hand, according to Lohmann (2004), “The New Demand Factors” has two different perspectives, one is developing factors where traveler’s behavior or quality expectations change - in this case, experienced travelers are changing their behaviors within a certain pattern. Another one is the external factors which are influencing the market demand, i.e., the motivation and ability to travel, directly or indirectly, a wide range leverage from the general economic situation, over politics to technological innovation or other external situations (Lohmann 2004). All factors can consider as a series of layers (figure 2).

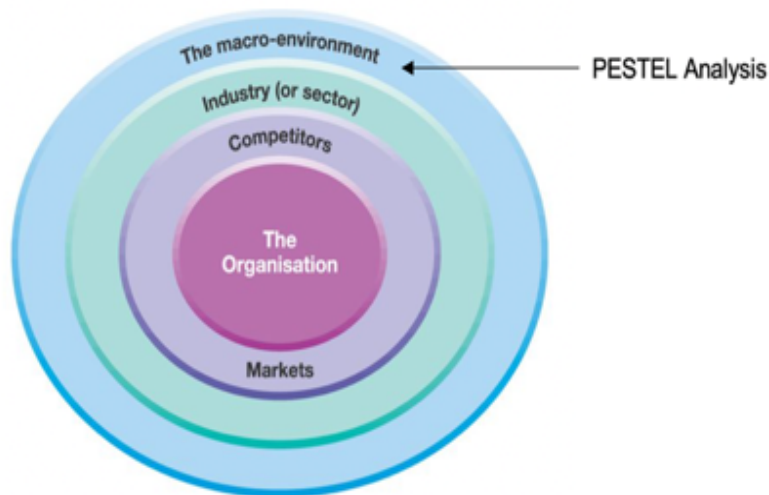


Figure 2. Layers of the business environment (Slide Player 2005)

The outermost layers indicate the external factors which is known also as “macro environment” and the following phase focused on organization’s macro environments by study the PESTEL analysis as general and afterward each external factors of PESTEL analysis applied from the perspective of India & outbound tourism market from Nordic and Baltic industries. In the next section, PESTEL analysis is explained in detail.

2.5 PESTEL Analysis

A PESTEL is an abbreviation for a framework or tool used to identify the external (macro) forces for an organization (Oxford College of Marketing 2016). PESTEL analysis model proposed in the study could determine the extent to which the macro environment of a company provides suitable conditions to achieve the aims of the company (Yüksel 2012, 52-58) . PESTEL is used to analyze the international companies such as tourism business who usually depends on the international markets, it helps to assess the global behavior of tourism demand and it provides to identify the opportunities and threats for the company in SWOT analysis for research the market (Gregorić 2014; Perera 2017, 8-18). The

model also helps to evaluate the competitive and dynamic business environment because all factors are involved to perform the business strategy in a developing way to overcome the risks for getting a better market position (Johnson et al. 2017, 32-47; Perera 2017, 8-18). It is one of the most popular models to evaluate the external business environment which considers as a high dynamic method to understand the external factors of a business (Perera 2017, 8-18). A business interrelates these factors with its operations to find the opportunities and challenges, but it has no control by the business organization directly (Cadle et al. 2014; Perera 2017, 8-18). Mainly, using this tool, evaluation of the market industry assists to understand the market conditions on market entry and benefits to improve the operational plan according to analyzation, the positive side is – this model is appropriable for any kind of business (Perera 2017, 8-18).

The PESTEL fool form stands by as Political, Economic, Social, Technological, Environmental and Legal factors (Oxford College of Marketing 2016). Based on the organization activity, it could be summarized as PEST or some areas could be added like “Ethical”. In this case, the abbreviation could stand only PEST or PESTELE (Oxford College of Marketing, 2016). The structure of technical framework PESTEL approaches (figure 3) to provide a wide range of ideas about external environment situation of an organization and the structure of this tool obliged to unit, PEST provides mainly the core of the macro conditions but it’s not completely adequate to measure the interrelations between the factors unless the environment and legal factors are not included (Ortega et al. 2019).



Figure 3. PESTEL framework (Corporate Finance Institute 2020)

In this paper, the aim is to understand the country – India, PESTEL study helps to find the characteristics of the country itself. It represents to reveal the factors that help to inhibit marketing dynamics of outbound tourism of India and signify supply sides of the brands by

linking the demand sides of the market (Bivolaru et al. 2009.) PESTEL analysis identifies the push factors for the Indian outbound travelers to prepare a better marketing strategy.

2.5.1 Political factors

In PESTEL framework, P stands for political factors. It determines that how the government and government policy could impact on an organization or even on a certain industry (Oxford College of Marketing 2016; Rahman 2018). The analysis also guides to define how the government policy and actions effect the economy and other factors, which could affect a business, such as political policy, stability, taxation policies, trade restrictions or even bureaucracy of the country (Oxford College of Marketing 2016; Corporate Finance Institute 2020). Besides that, in political factors included also political consequences, changes in government constitutions, changes in political and national policies, actions of the government, government supports to the industry (in this case tourism industry) and the impact of the policies on tourism industry, fiscal and supply side policy, exchange rate policy etc. on business activities (Perera 2017, 8-18). On the other way it could define that political factor shows how and what degree government intervenes in the economy. Above mentioned political factors often have an impact on organizations and the way of operation of their business, because organization needs to follow the current and anticipated future legislation and according to that need to adjust their marketing policy (Professional Academy; Rahman 2018.)

Political factors play a major influence in India. Tourism business is highly political phenomenon, and India is not an exceptional (Singh 2007, 45-59). India is one of the largest democratic country in the world, runs on a federal form of government with the philosophies of several political parties and its political environment influenced by multiple factors such as government policies and politician's interests and thus the business in India is influenced by multivariate political factors (PESTLE analysis Contributor 2014). Indian National Congress (INC) ruled long time in India, but on 2014, the Bhartiya Janata Party (BJP) replaced by winning as a major party after 30 years (Schakel et al. 2019, 329-354). In Modi Government period, economy of India got a powerful growth and enormous changes has been noticed such as in taxation systems and creating some new arrangements in tourism industries (Silver 2020). New government also supports by improving the India's Outbound Market policies by keeping good relationship with other countries and opening the opportunities with air connecting diversities for the outbound market (Nayar 2020). The Ministry of Tourism has undertaken to provide a further boost to the tourism sector to make seamless business in tourism industry such as making a good relationship with the international countries and flights connectivity from India to foreign locations has

also improved significantly over a period of time (Research and Markets 2020). At this moment, Indians can travel as visa free or visa on arrival status around 58 countries but for EU countries, Indian passport holders still require obtaining a Schengen visa to enter any Schengen countries in Europe and pre-approved visa for other European countries (Schengen Visa Info; Make My Trip 2020). Recently, Serbia from Europe continent, has open the door for Indians with a visa free entry status (Bisht, 2020). From last two decades, there is a sea change noticed in the global aviation scenario and the number of airlines started to fly into and out of the country and each year, frequent addition of new carriers flying into India or Indian carriers flying out to a new destination (Nayar 2020).

During the new government, taxation systems has been modified with an impartial tax framework “GST” – “One Nation One Tax” policy, effected across all domains including tourism industry. GST makes the government tax revenue generation process in better and easier way; It could prove to be a major benefit for the tourism industry such as airlines authorities, travel agents or tour operators faced more easier transactions in business to satisfy their customers, it shows more transparency for the tax payment method till end of the consumer (Acharjee 2018.)

In India, corruption and bureaucracy is always visible and politics are unstable. According to corruption index, India ranked in 80 out of 180 countries (Trading Economics 2019). The corruption affects the country’s business and political environment and posing a challenge to the economic growth of the country, the reason cost of business operations increases and affect the foreign direct investment (Rahman 2018). The corruption and political instability may another cause to increase the outbound travel market because travelers try to avoid the domestic destinations for lacking the safe and peaceful environment (Bhaskar 2011, 18). It has some negative impact as well, as recently June 2020 - the popular destination “Ladakh” makes a debatable relation between China and India which effect on Indian travelers negatively (NDTV 2020). As seen far, in the practice of tourism for both ways needed more well-planned implementation and improvement because tourism policies still not elaborated sufficiently and appropriately in India because of political instability (Singh 2007, 45-59).

2.5.2 Economic factors

“E” from PESTEL stands as Economic factors. The external environments also influenced by economic factors. It has a great influence on business and success in business. This factor considers as a most significant factor in PESTEL study (Perera 2017, 8-18; Professional Academy). Economic factors are included GDP rate, fluctuating economic growth

rate, population growth rate, foreign exchange rates, raw materials costs, poverty consideration, age structures, gender distributions, literacy rates, educational level, employments & unemployment rates, disposable income of consumers and business or even the interest rates around the world or towards a specific country (Perera 2017, 8-18; Professional Academy; Oxford College of Marketing 2016). An organization needs to understand and observe how its interested markets affected by the affluence of the economy in total and how economic growth rate rise or fall over time of the year (Rahman 2018).

Indian economic factors effect in multiple way. The recent population of the country is near 1,38 billion, ranked in 2nd position and it expected to exceed China by 2030 to be the most populous country in the world (Skift Research 2018; World Population Review 2020) India's economy also growing fast. In last two decades, India performed as a "Star Performer" in economic growth (Kaur & Singh 2019, 35-40). After independence, India's economy was based on socialist inspiration policies, but the political economy of India is changed in the 1990s and moved towards a market-based system (Khare 2018, 212-216). Since 1991, the introduction of industrial reform policy made economy of India significantly stable. According to policy, liberalization in foreign capital, reduced in industrial licensing formation of FIBP (Foreign investment promotion board) have ensued a constant progress in economy of India (PESTLE analysis Contributor 2014.) Specially, last four years, during Modi Government era, there is an enormous variation has been noticed in Indian economy and now it becomes world's one of the fastest growing country in economy, ranked 5th in 2019 after UK and France (Silver 2020). India has recorded the highest GDP rate 9% in 2007 and recently, its growth rate has reached in 7.5% worth around €2.30 trillion (Kaur & Singh 2019, 35-40; Khare 2018, 212-216; Statista 2020a). In comparison, data tells that, the rate of Indian GDP increased more rapidly even when worldwide GDP rate was downturned in between 1982-2019 (Dispatches from India 2020) (Figure 4).

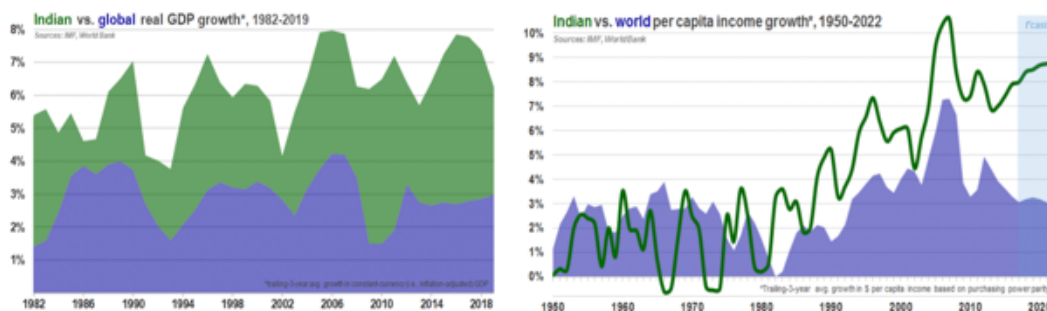


Figure 4. Indian vs. global real GDP growth (1982-2019) & Indian vs. world per capita income growth between 1950-2022 (Dispatches from India 2020)

Since 1991, Indian per capita income has grown which is surpassed the global GDP growth by a large and developing margin (Dispatches from India 2020). India's per capita

net national income was around 135 thousand rupees in financial year 2020 (Statista 2020b; Market Vision Research & Consulting 2020).

Unemployment rate in India is 2.55% in 2019 and in between 2015-2050, India's average age will increase from 26.8 years to 38.1 years, that means working-age population will be expand by 33% (Statista 2020c). There are different factors influence to travel abroad for Indians, but economically disposal income is increasing which indirectly effects the ability to expense the money to travel in abroad (Chincholkar 2019, 173-175). 50 million Indians will travel in 2019 whereas 23 million in 2017 (Indian Global Business 2018). The only uncertainty could be the severe economic slowdown and radical fluctuation of Indian currency gripped the country in 2019 what impact in travel outbound industry in 2020 and near future. Additionally, as general, there will be a negative impact on India's economy as well the whole world economy due to an unexpected massive attack of Novel Coronavirus Pandemic in 2020 (Statista Research Department 2020.)

2.5.3 Socio and Cultural factors

"S" consists Social and Cultural factors. The social elements of the external environment focus to identify emerging trends (Oxford College of Marketing 2016). This macro environment has two different impact on the organizations. First, this element can influence the certain nature of demand and supply on base of the overall economic growth rate and trend. Second, it can shape the innovativeness, power, and effectiveness of the organizations (Johnson et al. 2017, 32-47). The first key aspect of the social environment follows demographics, distribution, geography, culture, education levels, attitudes changes in lifestyles (Johnson et al. 2017, 32-47; Oxford College of Marketing 2016; Professional Academy). Demographic aspect helps to understand the customer needs and demands and the new trend of certain market, i.e., increasing demands for elderly people in western societies implies a new trend for service in any sector. Distribution aspect shows the wealth capacity for certain products or service consumption (Oxford College of Marketing 2016.)

The market also has influence based on the geographical location or the cause of the geographical location. Cultural attitude changes are another important aspect which will raise a challenge for the market. Cultural attitudes changes mean the lifestyle changes, changing demographics trends drives the organization to understand the new trends of the customers for future market (Johnson et al. 2017, 32-47; Professional Academy.) The traditions, norms, cultural aspects, religious values, and beliefs can consider depends upon the specific market performance, high production ability and achievement growth according to targeted market. It is a very significant factors because the purchase and con-

sumer behavior are analyzed according to socio and cultural factors (Perera 2017.) Organizational network, considerably implemented innovation ability, power and effectiveness count as a second socio-cultural aspect. Emphasizing social interactions with other organizations, connection many network members and different groups of brokers provides the most valuable information as an advantage (Johnson et al. 2017.)

Socio and cultural factors of India impact a major way to outbound market because India has a diversity of harmonious regional, religious and linguistic differences (Scriver & Srivastava 2016, 7-8). India is known as multi-ethnic, multi-lingual, and multi-religious country and communal harmony is their great strength. So, there is a big challenge to understand the nations because it cannot be classified in one specific category (Rahman 2018.) The lifestyles could be different between multi-lingual, multi-cultural or multi-religious Indians. So, their needs and purchasing behaviors could be diverse for similar services. Thus, cultural attitudes changes are not indicating directly the overall Indian nation, it should be classified into different cultural nations to define the changes for each cultural group and the change in attitude could differ with different needs for similar service or product because of growing Indian travelers in future (Scriver & Srivastava 2016.)

The standards of living are gradually improving, and the middle-class families are growing in number of travelers because of the growing disposable income (Rahman 2018). The average age and working force rate are also growing that carries a flexibility in education, work attitude, income distribution and in many other factors to increase the numbers of outbound travelers (PESTLE analysis Contributor 2014). The diversity of travelling purpose is expanding as a new trend for Indian travelers, except business, holiday and VFR - travelers are opting to choose the other types of holidays such as adventure trips, sports vacations, luxury holidays, cruises or honeymoons trip. Destination wedding also become popular as a new trend for traveling (Hotel and Tourism Online 2020). Even Indian travelers interested to experience wide variety of different activities or once in a lifetime experiences with family or friends (Hotel and Tourism Online 2020) (Figure 5).

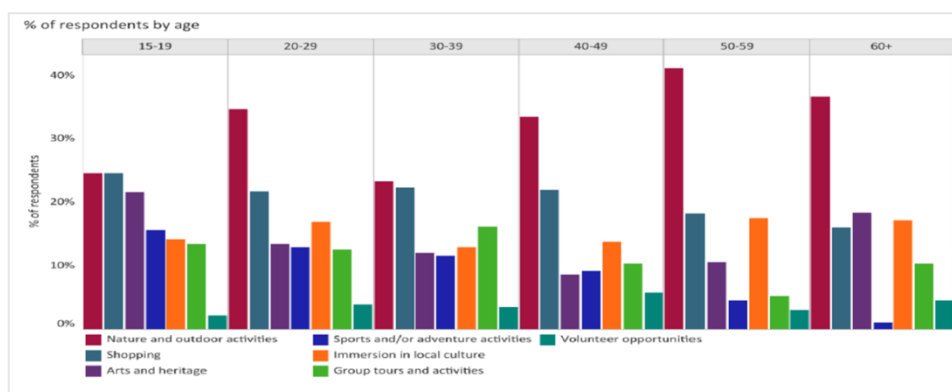


Figure 5. Outbound travelers overview in India with holiday wish list (Visit Finland 2020)

Other authentic and adventures excursions or activities demand increasing among the millennials (Hotel and Tourism Online 2020). Mainly, Indian travelers are seeking for nature and outdoor activities, exploring local culture or shopping with safe, relax and family-oriented services in any travel destination (Visit Finland 2020). According to Visit Finland (2020), Indian outbound travel trends towards Europe is after Asia, Middle East and America. But still overnights in Finland rate has been increased in 2019 compared to 2000 with 14% average rate (Visit Finland 2020).

2.5.4 Technological factors

One of the most important elements in external factors are technologies where technological development and innovation has a large impact beyond some specific industries or markets as like nanotechnology, digital or mobile technology, internet, automation, research and development or new combined materials (Johnson et al. 2017, 32-47; Oxford College of Marketing 2016). This macro-environment analysis requires to identify areas of potential innovation such as developing the new digital technology, new methods of producing and distributing the products or services or communicating with the targeted markets, also in logistics (Johnson et al. 2017, 32-47; Oxford College of Marketing 2016; Professional Academy). Technology is a vital part of the marketing functions because in the new era, online marketing strategy is most powerful than traditional marketing which known as offline marketing, while social media and digital marketing strategies have become crucial in marketing communication mix (Perera 2017, 8-18). In tourism industry, several international brands using digital technology to open a new world for travelers, ingenious and affordable packages can promote and even inspiration from bloggers or influencers that set the tone of their travel choices (Johnson et al. 2017, 32-47).

India technology counts as one of the most technologically advanced countries in the world, the country is becoming rapidly advance in technology (Rahman 2018). Cost-cutting process influenced by modern and advance technologies to develop many products and services including tourism business (PESTLE analysis Contributor 2014). India processes also one of the strongest Information Technology (IT) sector with a high infrastructure in the world and upholds constant IT development and software advancements with other advance technologies, the reason India is a main destination for outsourcing work in IT and as well as massive opportunities for business to embark upon technological projects such as e-commerce, mobile apps, business solutions or software development (Johnson et al. 2017, 32-47; PESTLE analysis Contributor 2014; Rahman 2018).

Last few years, technology has changed the game in tourism industry completely. Plan-

ning, booking and purchasing power has increased along with mobile, internet and block chain technology in terms of ease travelling. Indians are now among the top five as overseas travelers (Rahman 2018). More than a quarter of population use smartphone and mobile ad and social media has captured the maximum population (E Marketer 2018). Europe is growing as a favorite destination frequently influencing by social media and friends and by using the internet for collecting the travel information which are available at the click of mouse (Gupta 2016).

2.5.5 Environmental factors

The factor connected the influence of surrounding environment and the ecological and geographical aspects (Oxford College of Marketing 2016). Macro-environment factor becomes more important and comprehensive output due to increasing scarcity of raw materials, pollution targets, carbon footprints, recycling practice, waste disposal and sustainability set by many governments with the rise of CSR – Corporate Sustainability Corporate (Oxford College of Marketing 2016; Perera 2017, 8-18; Professional Academy). Geographical concern could also be counted specially in tourism business due to weather and climate conditions in country specializations or about choosing the destinations (Perera 2017, 8-18; Becken 2010).

Environmental factor is one of the push factor in India, it counts as a most polluted country. The quality of air in India has been rapidly affecting by industrialization and urbanization and as a result the air pollution in India is rapidly increasing specially in urban areas. Capital of India, New Delhi is count as a most polluted zone (BBC 2019b). The climate of India could divide into 4 different groups, 1) Tropical wet, 2) Tropical Dry, 3) Sub-tropical humid Climate and 4) Mountain climate. Tropical Wet can be divided into 2 different groups: 1a) Tropical monsoon tropical climate and 1b) tropical wet climate (Maps of India). Maximum urban areas in India included in the second category where the climate is always hot either with high humidity or total dry hot weather (Maps of India). The climate reason and comfortable weather, Indians will love to travel to out of India (PESTLE analysis Contributor 2014). This is one of the causes, Indian travelers choose the destinations where is less pollution and more comfortable environment. Due to located in tropical zone, snow and snow activities are favorite destinations for Indians, that is the reason, Nordic countries are getting more attractions for Indian travelers after Nepal, Bhutan, Tibet and as far Switzerland– Himalayans territories and mountains are always remains the favorite destinations for Indian travelers because of low travel expenditure and location facility (Becken 2010.)

2.5.6 Legal factors

Legal issues must understand for the market and needed to be aware if any the changes come in country's legislation. Political factors are related with some legal factors, but the difference is political factors led by government policy, but legal factors must be conformed with. Healthy and safety, consumer law, employment legislation, international trade restrictions are included in legal factors (Oxford College of Marketing 2016).

There are some legal factors which influence on travelling. India is a popular destination for direct investment. Based on the scope and the business needs, foreign investors have right to establish a company or branch or liability partnership in India. Indian companies are administrated by the Companies Act, 2013. There are also multiple labor laws such as employees state insurance act (ESI Act), maternity benefit act (MBA), payment of bonus act (PBA), industrial disputes act (ID Act) could control employment relations in India (Rahman 2018.) Tourism legislation can be count for inside travelers or outside travelers. About the international outbound tourism perspective, there are few legislation acts exists such as customs, visa regulations, foreign exchange regulations, immigration laws, airline regulations and so on (Ministry of Foreign Affairs India). According to EU visa and immigration legislation (Schengen Visa Info). Indians traveler must have pre-approved visa for entering any European country. On the other way, by approving Schengen visa, they can travel any of the Schengen countries during the visa period without having any extra difficulties (Ansari 2007.)

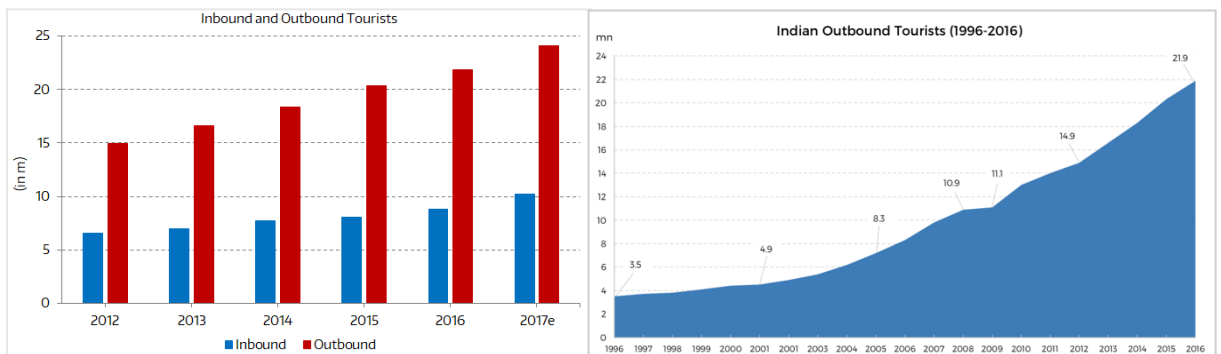


Figure 6. Comparison of Inbound and outbound tourism in India and the growth rate of Indian outbound tourism (Equitymaster 2018; Skift Research 2018)

According to Equitymaster (2018) data, outbound tourism rate from 2012 has increased faster than inbound tourism in India and on the other hand, according to Skift Research (2018) data, within 20 years in between 1996 to 2016, Indian outbound tourism rate has grown rapidly (Figure 6).

3 Travel Fair

The word “Fair” most likely taken from the Latin word “Feria” which means “Holy day” and earlier fairs were celebrated for leisure and religious purposes and the religious activity was companion to the commerce (Arcadia Publishing 2020; Fairs and Expo 2020). Fair is a middle English word “feire”, it means intervallic gathering for sale of goods including with shows and entertainment (Beier & Damböck).

Usually, Fair means a large public event or assembling of people for a variety of entertainment or commercial activities scheduled with some certain period or on other ways Fair are the large exhibitions opened to showcase a market at certain times in certain locations (Oktay & Banu 2018, 1100-1109; Fairs and Expo 2020). At present, services and entertainment also are introduced and marketed except commercial products in Fair (Oktay & Banu 2018, 1100-1109). In any industry, trend development emerges a competitive extreme market environment where only offering the better-quality products or services to the targeted market does not achieve the full success in sales because consumers have the various opportunities and alternatives according to their needs (Oktay & Banu 2018, 1100-1109). Fair offers significant promotion, marketing, and advertising opportunities of that certain or multiple industry (Fayos-Solá et al. 1994, 9-16). Fair can consider as a rare activity which provides a global opportunity to build a face-to-face relationship between business organisations and customers and suppliers and buyers (Oktay & Banu 2018, 1100-1109). If minimum 10% participants and 5% visitors are from foreign countries, then that fair considers as an international fair (Oktay & Banu 2018, 1100-1109). Fair is known also as Exhibition, Exposition, Expo, Trade Fair or Trade Shows, Convention depends upon the event objectives (Exhib It 2018).

3.1 Trade fair or Trade shows

There are many stories found about the history of trade fair. Earliest traces of Trade fair found in Europe in 1950 when Oxfam UK started to sell crafts made by Chinese refugees in Oxfam shops (World Fair Trade Organization 2016). Actual history of fair trade started in the United States in late of 1946 where Ten Thousand Villages (known formerly as Self-Help Crafts) initiated to buy the needlework from Puerto Rico and opened the first “fair trade” shop in 1958 in the USA (World Fair Trade Organization 2016). Similar initiatives were taking place in the Nederland when Fair Trade Original was established in 1967 and the first “Third World Shop” opened in 1969 (World Fair Trade Organization 2016; Fairs and Expo 2020; The Active Times 2014).

Trade show or trade fair is an exhibition that brings the local and international companies together to demonstrate, display and discuss their newest products and services to members of the trade and other businesses within in certain industry (Tow 2019; Shopify 2020). Usually, major trade shows take place in convention centers in bigger cities and it last several days, on the other hand, local trade shows sometimes held at a local arena or hotel (Shopify 2020). The purpose is to bring together members of the certain trade or industry, most trade shows only permit industry members to attend, always are not open to the public (Shopify 2020). Participants could be only from press, company representatives, and top professionals within the specific industry that the trade show is focused on (Entrepreneur 2020; Tow 2019).

3.1.1 Trade fair as a marketing tool

Trade Fair holds an enormous important role in marketing tool in B2B business and its acknowledgement is increasing rapidly (Menon & Edward 2013). Traditional promotion is still taking as a count in the marketing strategy and fair or trade shows is one of the most important promotional factors in personal selling, it is an essential part of the marketing strategy for products or services specially in certain industrial or organizational markets influenced by buying decisions of industrial purchase (Solomon et al. 2015, 30-31; Yuksel & Voola 2010, 293-300; Gopalakrishna & Lilien 1995, 22-42). Trade shows usually provides exhibit space, workshops or presentations, evening networking events, opportunities to interact with the media, private exhibitor events, awards presentations (Shopify 2020).

The great advantage of this promotional part is to have opportunities to meet the partners and consumers to build a great relationships with them, networking possibilities with suppliers, competitors, chance to launch new product, raising the brand awareness and meeting with potential customers to increase the strong customer relationship and database of the company (Solomon et al. 2015, 30-31; Ni Business Info 2017). There is some challengeable part of the personal selling, i.e., high cost effective, strong competition, unsure results and potential low turnouts and these challenges also applied in trade or fair shows (Solomon et al. 2015, 30-31; Ni Business Info 2017). Trade shows can classify as vertical or horizontal shows based on their market coverage whereas vertical shows have a very narrow focus and attract specific visitors and horizontal shows presents variety of products and wider audience. Web based platforms called virtual trade shows which is increasing as a new trend, where stakeholders get together at any time from anyplace (Menon & Edward 2013.)

3.2 Travel trade fair

Tourism is a rapidly growing global business, and it will be in future, it's a very essential part of the service sector (Oktay & Banu 2018, 1100-1109). According to UNTWO (2014), tourism provide a major percentage of the global employment directly and there are millions more multiplier impact indirectly. In tourism industry, marketing of the tourism products and competitions circumstances has deep impact in many ways and thus it requires effective marketing strategy to expand the business (The Active Times 2014; Oktay & Banu 2018, 1100-1109).

Travel expo or travel fair is a convention what brings industrial experts and potential travelers together, the common purpose of the travel fair is to provide the information about trends and deals and other relevant travel information to the potential travel interested consumers and also the event itself is a great place to meet people who are interested in travel (The Active Times 2014). Travel fair which designates to provide an effective and successful platform for the local destinations towards global tourism and versa vise and support to develop the promoting sales and brand awareness and networking for the participants companies through a one-stop solution (10 Times 2020b). When travel fair is represented as trade fair, the event call as travel trade show or travel trade fair. The difference of travel trade fair from other trade fair is that products are diverse, perishable and intangible in nature and its specification makes high in experience with trustful qualities (Menon & Edward 2013).

3.3 Successful Travel Fair operations

Successful travel fair requires meeting the outcomes with the set of objectives of the operation from various perspectives.

3.3.1 Organizer perspective

Organizers set an objective and evaluate the effectiveness to take part the trade shows (Menon & Edward 2013). Event need to priorities the latest requirements and expectations of potential participants and economy according to their desired achievement (Fang & Ding 2020, 1-13) Organizers support an open network of communication with visitors and can be benefits against the investment directly and indirectly (Fang & Ding 2020, 1-13). Menon and Edward stated that several marketing researchers have emphasized the multi-dimensional role of trade shows (Menon & Edward 2013). From an organizer perspective, as a main objective of any fairs is to create an esteemed relationship in between buyers and sellers or with partners and consumers (Geigenmuller 2010, 284-292). Secondly,

such event aim to build the networking, communication and promotional platforms for the stakeholders in diverse way (Blythe 2002, 627-635) Supplementary personal selling and to support the smaller business in global environment are set as other main objectives (Fang & Ding 2020, 1-13; Evers & Knight 2008, 544-562). Travel fairs or exhibition is a very good combined marketing tool for making a brand image and strengthening the performance of the exhibitors, also count as a major information source for travel industries for suppliers and as well as consumers (Fang & Ding 2020, 1-13). Organizer hold a strategic role to get a successful outcome from such fair operations. Outcome of a successful travel fair could be count quantitatively by numbers of participants or qualitatively by measuring the uniqueness (Menon & Edward 2013.)

3.3.2 Exhibitor perspective

Exhibitors also need to set objects participating in such event and goals must formulated in tangible and realistic way which supports a company to grow in business. Objectives could be different for each company (Fang & Ding 2020, 1-13). Before ensuring an objective, exhibitors need to research some points. Next is to set an objective. Objectives are suitable or not, important to check the follows: 1) know what the company's main target-selling, promoting or communicating, 2) know the certain target market, 3) make sure targets are achievable: some knowledge about the visitors groups, 4) measure the objectives to set an achievement, 5) priorities the objectives according to importance, 6) create a clear vision to entire exhibition team about the objective (WTO 1998). After setting an objective, is important to set a niche market or certain sectors of the travel industry to shortest the selling and marketing efforts and how to attract towards them (WTO 1998; Menon & Edward 2013). Generally, pre-booked meetings are beneficial in travel trade shows and in that limited meeting time is important to spend the time most effectively and staying focused on the target market (WTO 1998; Blythe 2002, 627-635). Next important move is to choose the right show and measure the budget and ROI (return in investment). As a new trend, travel trade fair could be into different categories focused on travel industry itself with target audience or travel-buying audience. Careful research of the event, time period, location will provide a clear vision of the event (WTO 1998; Menon & Edward 2013). Before attend as an exhibitor, essential to collect some information from organizers such as visitors' numbers, asses the cost-effect (like what is included in the package), talk to previous exhibitors to gain their assessment the value of the show is good to evaluate all information carefully. The best way to visit the event as a visitor to experience the visitors' perspective and specification of the visitors. The final step is planning properly and budgeting (WTO 1998; Menon & Edward 2013; Evers & Knight 2008, 544-562).

3.3.3 Visitors' perspective

As mentioned earlier that visitors take a major role in the event specially in trade shows. Same motivations of the exhibitors could work by the visitors as well. There could be suppliers, or any other stakeholders decide to participate as a visitor (Lancey 2012, 1-15). According to Kozak and Kayar (2008, 133-141), visitors could be categorized into three comprehensive groups, interested but not potential customers, express as a genuine interest and potential visitors and as definitely potential customers. Blythe (2002, 627-635) stated that participants objectives and perceptions should match in an effective communication way for a successful travel trade show.

3.4 Five best successful travel fair practices

ITB Berlin Fair (Internationale Tourismus Börse - Berlin) is one of the leading B2B travel trade shows in the world and the foremost business platform for global touristic offers (ITB Berlin 2020). The trade show is a combination of adventure tourism, business tourism, e-tourism, cultural tourism, education and employment tourism, travel technology, youth travel & economic accommodation (Oktay & Banu 2018, 1100-1109). The mission of ITB is "one world, one industry and one promise". As a main target, they focused an environment for high-quality customer service contacts and meeting place for the international travel trade industries and commerce together with small and medium size enterprises to meet and do business with the top international organizations (Hummel & Martens 2017, 689-693). Exhibitors take ITB Berlin as a key factor of their communication and marketing mix channel (Origin of Exhibitors 2019). Visitors are seeking to purchase or find out a certain product or service because ITB Berlin offers an extensive range of products and services what direct their interest to participate the event (Lukrecija & Nemanja 2010, 31-40). ITB organizes similar categories travel trade shows in Berlin (ITB-Berlin), Singapore (ITB Asia), India (ITB India) and China (ITB China). In 2020, his Travel Trade Show has been postponed due to COVID 2019. Next event will organize on 10th – 14th March 2021 (ITB Berlin 2020) (Figure 7).



Figure 7. ITB Berlin 2019 ((Origin of Exhibitors 2019)

MITT full form is Moscow International Travel and Tourism Exhibition and the event held in Russia (Figure 8). The exhibition considered one of the five top largest travel trade exhi-

bitions. This exhibition attracts over 22,000 top industries professionals seeking for new networks and discover new travel opportunities which could offer their customers (MITT 2020). The event is an effective tool for promoting tourism products and destinations to the Russian and CIS markets (MITT 2020). As a visitor, possibility to explore latest travel trends, travel products and services, to compare offers from a large number of industries, find new business partners and maintain relationships in between existing partners, to learn the latest trend, collect the necessary materials and contacts for future business and to improve own professionalism at the MITT academy. MITT also provide a wide range of matchmaking system for pre-scheduled meetings (MITT 2020). Their 27th event on 2020 has been postponed to 16th-18th March 2021 (Expo Database 2020)



Figure 8. MITT 2019 ((MITT 2020)

EMITT (East Mediterranean International Tourism & Travel Exhibition, Istanbul) is one of the biggest international tourism fairs. It called “The biggest tourism meeting point of Eurasia and East Mediterranean” (Rentnconnect 2019; Tour Writer 2020). This exhibition attracts around 40,000 industry professionals and tourist visitors and offers new and exciting travel merchandises (Emitt Istanbul 2020). It offers worldwide opportunities to the participants from destinations and travel service companies (Emitt Istanbul 2020; Tour Writer 2020). Tourism industry professionals attend this exhibition to find new business partners and expand the business with existing partners, looking for new tourist destinations, products and services and compare offers from different companies and measuring the competitors (Figure 9). Usually, EMITT is held every year in between end of January to beginning of February. EMITT will organize their 25th exhibition on 2021 between 10th -13th February, specially focused on medical tourism industry (Emitt Istanbul 2020).



Figure 9. EMITT 2020 (Emitt Istanbul 2020)

Tourism Expo Japan brings the greatest festivity of freedom for those who love to travel. The event launched on 2014 mostly as a wide-ranging travel and tourism trade event (Tourism EXPO Japan 2020). The event organizers are Japan Travel and Tourism Association, Japan Association of Travel Agents (JATA) and Japan National Tourism Organi

zation (JNTO) (Tourism EXPO Japan 2020). The event offers a taste of new places by engaging all five senses with dance and stage performance, music, ethnic cuisines, craft workshops and many other possible activities representing a background of Japanese inspiring atmosphere and friendliness which deliver an exciting experiences for visitors (Rentnconnect 2019). The event also provides a top travel information (Tourism EXPO Japan 2020) On 2019, more than 100 countries, 151,099 visitors and 1,475 exhibitors participated in the event. After COVID19, last event held on 29th October -1st November 2020 with 24,174 visitors. The fall of massive visitors' number indicates the negative impact of COVID19. This year their focus is discovering a brand-new way to travel (Figure 10).



Figure 10. Tourism Expo Japan (Tourism EXPO Japan 2020)

WTM (World Travel Market Expo London) is popular as a hub of travel ideas (Export Gov 2019). The main aim of the travel shows to provide the participants a future look in the global travel trade insight of next five years (Rentnconnect 2019; Travel Week 2019). The event promotes the new ideas from top motivational entrepreneurs, speakers, and leading characters from multiple sectors as like sports, music travel, well-being, technology and give an opportunity to meet industry professionals and conduct business deals through its wide range of networks (Rentnconnect 2019; WTM London 2020) (Figure 11). In 2020, the event goes as a virtual way and their main key points of the event are to recover, rebuild and shape the travel industry by focusing on developing and restoring the business relations, expand the network and own brand and learning ideas to come back on the business (WTM London 2020; Export Gov 2019.)



Figure 11. WTM London 2019 (WTM London 2020; Travel Week 2019)

WTM shares to generate a growing business opportunity during the event. WTM Responsible tourism unites all worldwide travel industries, organizations and professionals, companies to share sustainable business practices and ethical process to drive the responsible tourism programs and this is the largest program in the world (WTM London 2020).

3.5 About SATTE exhibition

The full form of SATTE event is – “South Asia Travel and Tourism Exchange”. This event held on January, every year in India organized by India’s leading exhibition organizer Informa Markets (formerly UBM India). Besides an internationally acclaimed travel and tourism exhibition across India, SATTE is a leading B2B Travel and Trade engagement show and the largest “South Asia’s Leading Travel Show” in South Asia and supported by Ministry of Tourism, Government of India. Over last few years, this event brings the global tourism market in India and was successfully proved the importance of potentiality of India’s global tourism market by providing an effective advertising and marketing completion (Figure 12). SATTE exhibition bring the attention to India as a most global tourist destination from all aspects, except that the event is influenced also the outbound tourism market of India. SATTE has introduced 21 new destinations in January 2020 (SATTE 2020.)



Figure 12. SATTE exhibition 2020 (SATTE 2020)

Main objective for SATTE travel trade exhibition is to facilitate the global tourism market. Another objective is to bring some new elements to provide a wider canvas to their stakeholders and for that they follow the new trend of upcoming travel trade market. SATTE itself announces that their objective is mapping trends and building partnerships, a key focus at the South Asia travel and tourism exchange (SATTE 2020.) The press release in January 2020 at SATTE declares that the event is standing to build sincerely new business partnerships and evolving industry by hosting the several conferences and discussion forums to address the challenges and opportunities offering in Indian tourism (SATTE). SATTE operation is based on domestic- and global wise marketing intelligence, they have very strong marketing professional team to reach this global achievement successfully. SATTE has their own magazine portal and through this, entire marketing survey operate to improve the new features on every year (SATTE 2020.) Generally, SATTE platform use to launch some new products or services, such as launching some new destinations. One privilege to attend SATTE is that this is the first travel trade show of the year. Many National Tourism Organizations (NTO) also start to entry the Indian market by attending the SATTE event because the event provides the massive awareness throughout the country. From Nordic destinations, NTOs have started to participate at SATTE and the numbers are increasing. Outbound market is also growing by each year because the niche market is seeking for some new destinations (SATTE 2020; 10 Times 2020.)

4 Research Methodology

In this following chapter, the empirical part of the research process is explained. The research is based on qualitative research method where the study is aimed to understand and measure a potentiality about SATTE travel exhibition as a platform for Baltic and Nordic travel industries while entering to Indian outbound travel market. The method and data collection are chosen what is common way to do in qualitative research and explained to analyze why this method was chosen for this research. The primary data collection method is divided into three different sections with individual depth interviews and direct observation. The methods selection was done focusing on the research subject and to identify the most effective and valid results of the research purpose.

4.1 Research types

According to Saunders and Lewis (2018, 104-105). research onion, the full version approach framework goes from out layer to inner layer with research philosophy, research approach to theory development, method choices, research strategies, research time horizon and techniques and procedures. The following research is defined in research onion to understand its depth (Figure 13). The different of research paradigm associated with three different aspects coming from philosophy of science and these are ontology, epistemology, and methodology (Daymon & Holloway 2011, 99-103; Bell et al. 2018, 355-357). In this case, the philosophy is analyzed as methodological way because, the research is taken a range of methods to achieve the research goals depends on the research type and research question as well as author's own ontological expectations and epistemological stance (Daymon & Holloway 2011, 100-101; Bell et al. 2018,355-358; Carson et al. 2001).

The other most important philosophical paradigms are positivism, interpretivism or pragmatism which drives maximum of the studies in the discipline of public relations and marketing communications (Daymon & Holloway 2011, 101-105; Saunders & Lewis 2018, 107-111). In this research, author applied the pragmatism research philosophy aimed to establish the objectives and research question and sub-questions to find some relevant results.

Research approaches divided into deductive and inductive way where deductive research approach develops the theory upon the pre-existing theory and frame the research approach to test it whereas inductive approach accepts to create a theory rather than to use a pre-existing (Saunders & Lewis 2018, 111-114; Hyde 2000, 82-83; Bryman 2016, 21-

23). In this research paper, author followed the inductive research approach having an opportunity to build of the theory depends upon the collected data analysis not based on the pre-existing theory as in deductive research approach (Flick et al. 2004, 159-163; Saunders & Lewis 2018, 111-114; Woiceshyn & Daellenbach 2018, 185-186). The aim of the research is not to test a hypothesis but to start out with an open mind with flexibility to map the potentiality in SATTE event for Baltic and Nordic countries about Indian outbound travel market and illuminate some gaps and differences (Saunders & Lewis 2018, 111-114; Daymon & Holloway 2011, 102-108; Barbour 2013).

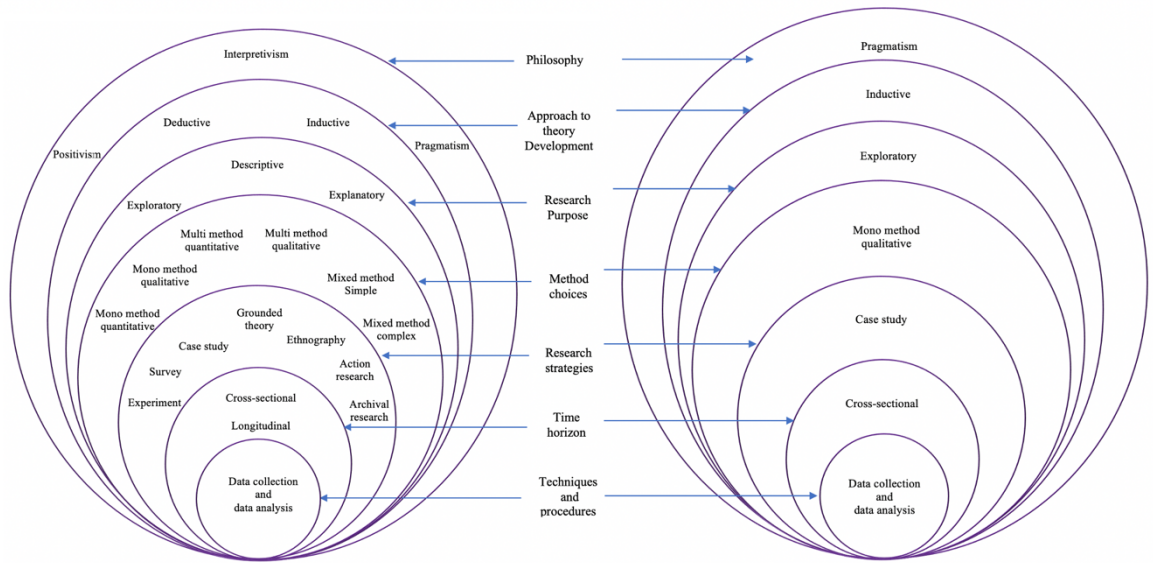


Figure 13. Research onion and comparison with the following research (Saunders & Lewis 2018, 104-214)

Specifically, in business research purpose, exploratory, descriptive and explanatory studies are available where exploratory studies are based on aimed to find a new insight with new questions and assess topics in a new perspective by searching the academic literature review and using the narrative data collection while researcher has little information and to discover new patterns, themes, ideas or new relationships (Saunders & Lewis 2018, 115-118; Hair et al. 2011, 147-151; Spector 2013, 27-39). In this case study, the research relies more heavily on qualitative techniques, so exploratory design used to determine what conditions are causing in specific companies in a certain industry to have certain problems and the cause to be less productive (Hair et al. 2011, 147-151; Naval 2017; Spector 2013, 27-39). As a choice, exploratory seems quite suitable for this research because focus of the research is broad but progressively narrowed down through the research process providing its insights analysis and present the topic in a new light (Saunders & Lewis 2018, 115-118; Spector 2013, 27-39).

4.2 Research method

Mainly, research method could be divided into two different approaches, qualitative and quantitative research and some of the research could also conduct with both, qualitative and quantitative as a mixed research method (Naval 2017; Bell et al. 2018, 35-36; Vicki et al. 2017). Qualitative research method is a scientific method of observation by gathering and analysing non-numerical data to understand the opinions, experiences or concepts to collect insights in depth into the problem and innovate some new ideas for the research whereas quantitative research is the method mainly to collect and analyse the numerical data by experimenting, surveying or questionnaires (Flick et al. 2004, 1-7; Daymon & Holloway 2011, 105-107; Haaga-Helia 2019; Silverman 2010, 114-124). In this study, qualitative method is chosen because author focused on selected aspects of meaning and find in-depth information to understand the concepts by collecting and analysing the non-numerical data which is related overall research question (Massis & Kammerlander 2020; Haaga-Helia 2019). This research is conducted as a qualitative mono method because author used more only one approach to conduct the research. Author maintained organizational and time management skill and divided the time frame for each step to proceed the coordination with various elements of the research design (Naval 2017; Hair et al. 2011, 145-155; Massis & Kammerlander 2020; Saunders & Lewis 2018, 127-129).

There are different strategies could follow under the qualitative research to carry out the work such as case study research, grounded theory, experimental research, ethnography, action research or archival research (Saunders & Lewis 2018, 119-126; Daymon & Holloway 2011, 107-111). Saunders and Lewis stated that each of the strategy can be used for exploratory, explanatory and descriptive but research study will be emphasized and conducted by research questions and objectives and extent of existing knowledge, other available resources and own philosophical learning (Saunders & Lewis 2018, 119-126).

Author has chosen this as a case study because the research strategy is focused on a certain current topics within its real-life environment and used multiple sources of data (Farquhar 2012, 3-14; Naval 2017; Saunders & Lewis 2018, 119-126; Barbour 2013; Eriksson & Kovalainen 2016, 131-145). Grounded theory could be developed by collection the data from a series of observations or interviews but in this study the observation or interviews couldn't conduct in same way because SATTE event is organized once in a year for 3 days in India where observation could be operated only for once, neither series of interviews is suitable for this research because author intention is to go into the depth of the topics which is not so fruitful by using this strategy. Survey is not quite appropriate for this research by forming some common questionnaires or structured interviews to collect data

because author intended to go deeper into the topic for more reliable findings which is not possible by using this method because this method will provide only some general results (Farquhar 2012, 3-16; Naval 2017; Saunders & Lewis 2018, 119-126). Experimental strategy is not also suitable for this research because research process could not experiment in practical based on the research topics, it can be considered for moderately limited numbers of factors. This strategy is more popular among natural and social science where the aim is to test for cause and effect for directly employs multiple independent variables in order to observe their effect on another variable that means to the dependent variable (Saunders & Lewis 2018, 119-120.; Wilson 2014, 124).

On the other hand, Eriksson and Kovalainen (2016, 149-154) stated that ethnography is a perfect strategy to develop a full understanding of a society, group, organization community from an inner perspective by living with members with certain period of time. This research strategy is not either relevant with this study. Action strategy is one of the popular strategy, but it suits more at service sectors such as in hospitality industry where guest satisfaction is dependent upon the managerial structure, where researcher usually joins the organization under study for a certain period of time and from the researcher findings solve the problem it's was facing. In this case study, author's main aim is not to find the service quality of SATTE's overall service manners. So, this strategy is not also suitable for this research study (Saunders & Lewis 2018, 122-124; Wilson 2014, 120; Eriksson & Kovalainen 2016, 165-169.) According to Saunders and Lewis (2018, 126), archival research strategy uses administrative documents and archives as a principal source of data by studying such as meetings, contains, information, instructions, accounts or depending on some memos. In this case study, primarily author applied the interviews and observation and study the similar different five cases study to understand and fill up the gap of the research study in more reliable way. So according to author's opinion, archival research strategy is not relevant either for this research study.

As a time-horizon, author is chosen the cross-sectional research design by collecting the data only in one period. So, cross-sectional design is applied when the research study will be with a specific topic in a specific time whereas longitudinal study is with a certain topic over an extended period (Saunders & Lewis 2018, 127-130; Thesis Mind 2019).

The empirical part is centered of the research onion where data collection and data analysis are the core part of the research. For this study, data collection part is conducted by applying the two different data collections methods (Figure 14). First, In-depth interviews, it is one of the most common methods of data collection in qualitative research (Boyce & Neale 2006, 3-8; Barbour 2013; Wilson 2014, 153-175). In this case study, individual

depth interviews conducted to gain the information from professional experts related the research subject to explore a certain field of action (Döringer 2020, 1-14; Sapsford & Jupp 2006, 57-123; Altinay et al. 2016, 135-145).

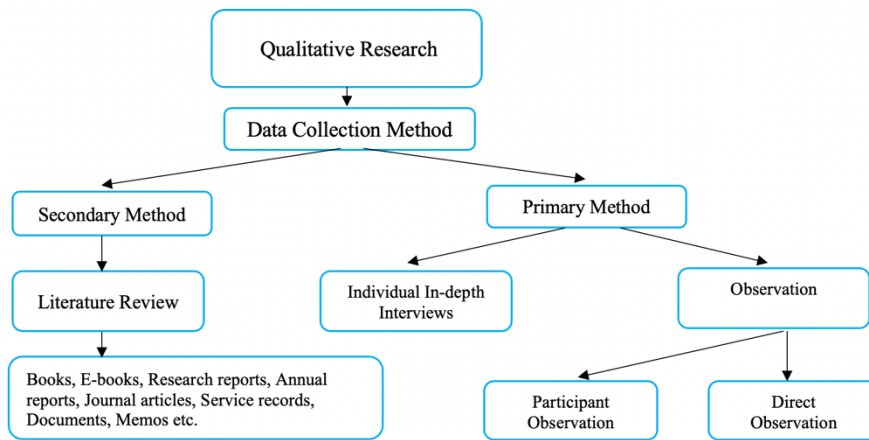


Figure 14. Data analysis method in this case study (Haaga-Helia 2019)

Secondly, combination of direct and participant observation methods applied to collect the data. It is an observational study to collect the evaluative data where evaluator observes the subject without changing the subject environment (Holmes 2013; Sapsford & Jupp 2006, 57-123; Wilson 2014, 153-175).

4.3 Sampling

In this following chapter, sampling process will be defined and the way to choose the sampling methods for this research study. Sampling is the method where researcher select a representative, division or part of the total population that certain topic could be studied to obtain coherent and unbiased estimates of the population status in terms of whatever subject being researched and to able to draw conclusions concerning the entire population (Altinay et al. 2016, 113-120; Sapsford & Jupp 2006, 26-30; Hair et al. 2011, 163-169). The benefit of the sampling is smaller numbers of features (e.g., organizations, people) studies which is very manageable, less-costly, time-efficient and potentiality to have more accurate outcomes (Altinay et al. 2016, 113-124). According to inductive research approaches and explanatory research purpose, author followed the sampling data collection method according to availability of time, resource and get more consistent results.

There are two different sampling methods what could be conduct in research methods, probability sampling and non-probability sampling where probability sampling method is included random selections by using variety of sampling techniques, allowing researcher

to make statistical presumption about the whole cluster and non-probability sampling method is using by variety of non-random sampling techniques based on other criteria or suitability (Altinay et al. 2016, 113-124; Bell et al. 2018, 388-390).

In this qualitative research study, data collection method is selected as far the research questions. Except observation, interview was chosen as one of the primary method for this research, author decided to take the individual interviews from the experts by using the purposive or judgmental sampling method and pick the participants non-randomly depending on the participants involvement with SATTE event and Indian outbound tourism and based on their expertise profile related to this research (Saunders & Lewis 2018, 139-142; Altinay et al. 2016, 113-124; Bell et al. 2018, 390-393). During the interview, snow-ball method also used while interviewees recommended other two more experts who are more expert referring the research topic and interested to share their experience and thoughts (Wilson 2014, 218-219).

Other sampling method under the non-probability sampling such as quota sampling or convenience sampling is not simply appropriate for data collection for this study (Naval 2017; Saunders & Lewis 2018, 144-147; Wilson 2014, 218-219). As far quota sampling, selected participants represents specific characteristic in the population and author has no intention to select the participants according to this agenda neither it is useful for the data collection (Naval 2017; Saunders & Lewis 2018, 144-145). Convenience method was not chosen because author wants the appropriate and expert participants rather than non-randomly any convenient participants for the interview (Altinay et al. 2016, 120-121; Saunders & Lewis 2018, 147-148; Wilson 2014, 219).

In this following research study, author wanted to handpick the participants in the interview process who are more knowledgeable and experienced in this field and who could be able to provide deep information in most satisfactory and reliable way because author is seeking some narrative data to explore the research question (Altinay et al. 2016, 120-126; Saunders & Lewis 2018, 144-147; Naval 2017; Wilson 2014, 218-219). Author's aim is not to test a hypothesis about a comprehensive population, but to improve an initial deep understanding of a small under-researched population (Altinay et al. 2016, 113-124; Bell et al. 2018, 390-396). Data collection techniques and structure are defined in detail to the following section and explained the cause to select those method for this research.

4.4 Data collection techniques and structures

There is a wide range of data collection techniques available to fulfil the requirement of the researcher for their research. Research techniques depends the purpose of the study and thus, researcher require to consider choosing the appropriate data collection techniques from multiple methods related the goal and objectives of the research and to get most reliable findings (Altinay et al. 2016, 128-131; Wilson 2014, 280-282; Silverman 2008, 187-200). Usually, interviews, questionnaires or observation will be use as primary data collection tools where primary data collection means researcher collect data using a range of collection tools rather than relying on existing data sources. (Wilson 2014, 280-290). Questionnaires or survey tool will be used via email, postal or fax and this method is very familiar in quantitative research method whereas interview will be used by face-to-face, by telephone or video call or by virtual way or by using focus group which is more popular in qualitative research. From personal interviews can also be analyzed operating quantitative method by content analyzation use for finding pattern or theme in text (Bryman 2016, 220-237). Observation is another tool what can be completed by participant or non-participant method (Wilson 2014, 151-152; Altinay et al. 2016, 207-292.) Though, data collection process is quite challenging for all researcher, but overall, it produces and generates an interesting outcome which can be a significant contribution for a research study (Wilson 2014, 149-150; Massis & Kammerlander 2020).

Interviews is count as a one of the primary tools in qualitative research. Interview means to collecting information by asking questions and listening carefully, recording and taking the important notes from the answers related the research question and subject (Wilson 2014, 153; Altinay et al. 2016, 135-144). Interview structures could be built in multiple ways as like structured, semi-structured or unstructured way depends upon the research subject and how the outcome will desire to use. In the next sub-chapter, author has explained details about the categories of interviews process conducted in this study and how it was conducted and why those process was selected for this study.

The 2nd method is used is observation and the observation tool was used in different ways to have a first-hand experience for the author and able to reflect on her research study by applying her own experience. Participant observation is a process to enable researcher to learn about the activities of the people under study in natural settings through observing and participating in those activities and able to describe existing situation using the five senses (Omachonu 2019; Wilson 2014, 258-275; Altinay et al. 2016, 150-154). Direct observation is taken as another primary method because of effectiveness of physical outcomes which could be readily observe, in this case – the ongoing event (Holmes, 2013).

4.4.1 Planning and implementation of interviews

In the following case study, the interview structure is chosen as semi-structured way what is a combined of structured and unstructured interviews approach (Wilson 2014,162-163). The interview is conducted based on previously set of pre-determined structured questions on certain theme or topic but there is an opportunity for the participants to elaborate some specific points or raise some opinions based on their own expertise experience, because here interviewer has options to omit some topics without demanding more elaboration and oppositely, can ask additional questions based on the previous questions or ask some more elaboration and information from some certain topics where interviewer thinks to have more depth information from the participants (Saunders & Lewis 2018, 158; Thesis Mind 2019; Wilson 2014, 162-163). Structured interview was not chosen for this case study because author thinks that presenting only some structured questions might cause to miss some reliable data from the participants. On the other hand, decided not to use the unstructured interview process to avoid the excessive information which might not related with the research study and to save the time for the interviewees because as their expertise profile, time value is important for them and interviewer has more control to stay and focus on the related topic (Altinay et al. 2016, 140-145; Wilson 2014, 161-163; Saunders & Lewis 2018, 164-168.)

The interviews questions were divided according to theme and profile of the experts and by studying the phrase 2 and 3 and by brainstorming that what kind of answers author would like to have which could be measure as outcome in more valuable way to the research question. It was a challengeable process for the author to create the interview questions to determined having more depth answers from the experts. During the period be to generate the interview questions, author also followed some rules for creating the semi-structured interviews. (Altinay et al. 2016, 135-144). The language was followed according to rules such as an introductory way or probing, directly or indirectly or structural way, sometimes interpreting or specifying way (Saunders & Lewis 2018, 163). As a first step, the theme was divided according to expertise profile to structure the questions based on whether the participant tour operators or organizer and if the tour operators, then from Nordic or Baltic tour operators or Indian tour operators. As a second step, there are some common questions drawn from each theme group pulling from literature review chapter 2 and 3, afterwards divided into different categories questions depending on the research questions and objective and profiles of the experts and their role in the SATTE event (Wilson 2014, 153-158; Altinay et al. 2016, 135-144). As a third process, author used brainstorming method to generate some further extended open-ended sub-questions based on the main questions to allowed deeper study to find out more reliable and valid

data because author's intention was to get the information intensely by adding more detail questions and options perceiving the expertise role and experience (Altinay et al. 2016, 135-144; Farquhar 2012, 73-75; Sarah 2019, 155-175).

As earlier mentioned, the interview questions made with semi-structured method divided into three different themes according to participants role and their interests towards Indian outbound tourism, their past and present experience about overall tourism knowledge and specially experience with SATTE event. The theme also divided so that some data could collect from the event organizer perspective (Farquhar 2012, 73-75; Daymon & Holloway 2011, 220-240; Altinay et al. 2016, 135-144). In the first categories, 12 general questions was designed for those who are interested to Indian outbound tourism from Nordic and Baltic regions and who has already attended the SATTE event for a specific reasons, in the second categories around 8 general questions was formed to Indian tour experts who are intended to expand their outbound tourism business towards Nordic and Baltic regions and in the third categories included 10 questions where the event organizer perspective and knowledge could collect to understanding the research study from another angle. In addition, 4th category 3 questions were generated so that, it could add as an informal way based on participants knowledge about the Indian culture if author thinks that after formal general questions or during the general questions reply, there are some gap in the given information and require some more answers to fulfil the gaps (Farquhar 2012, 73-75; Altinay et al. 2016, 135-144) (appendix 2). Under the 3 different theme questions categories, author developed the questions based on the research questions and sub questions and key themes from the relevant literature chapter 2 and 3 and improved the categories of the questions after a few draft versions. The final version was proceeded after the improvement from thesis supervisor. The questions designed specially to know the potentiality of Indian outbound travel market for Nordic and Baltic countries and the SATTE event as a marketing and networking tool (Altinay et al. 2016, 135-144; Hair et al. 2011, 189-196). All questions revised multiple times to ensure that the design of the questions would produce the information according to aim of the research objective and the sub-questions which will help author to get deeper into the study (Altinay et al. 2016, 135-144; Farquhar 2012, 73-75). The interview structure is started with a general conversation to break the ice to form a trust between interviewer and interviewees and to prepare comfortable environment. After that, mainly entered to the body section with the main questions and as a conclusion, author was used the last question for each participant by providing a chance to get emotionally relief and a relax ending with a complete positive feeling for the respondents (Altinay et al. 2016, 135-144).

The interview could be conducted in multiple ways such as face to face, by phone call or remote way via online interview either as a focus group method (Wilson 2014, 152-153). As in earlier chapter, author explained to get deep understanding from the conversation for more valuable and trustful data, so individual one to one interview was only the method to fulfil this. Author was chosen the online video call interview by applying some advanced technology and applications because this is an era of “internet of things” and influence of digital technologies provide researchers several advantages to connect the people easily (Altinay et al. 2016, 146-147). Second cause to choose the online video interview is geographical reason, all respondents are not located in the same location as author. So, online video interview was only option to save the times and cost (Altinay et al. 2016, 146-147). The third and the most important reason is present situation of COVID 19, this is the only technique to conduct the interview for everyone to keep safe distance and feel being in the secure environment. Because of COVID 19, maximum people are used to work remotely, so this is very familiar for all respondents. As a first step to conduct the interview, an official invitation was sent with the details of the research and why the respondents were chosen for the interview (appendix 3). After receiving their volunteer consent, the interview meeting was set up and sent the video call invitation to all participants. There were several email conversations conducted regarding the interview meeting subject so that participants get more comfortable about the interviewer before the interview day. The environment for the video call meeting was chosen very carefully that interviewer and interviewees could concentrate completely on the interview without any outside interruption and capable to conduct the deep conversations (Altinay et al. 2016, 87-292; Wilson 2014, 115-185; Daymon & Holloway 2011, 97-325).

Before and during the research method process, except the supervisor’s advice, author has some discussion session with an alumni student from the same field to get the idea about how to develop the interview method and what is the best way to proceed it. Except this, there was a testing session with another expertise to get a primary opinion about the interview categories via video call and on the same way, checked the functionality of all technical issues in prior which are involved with the video calls to operate the smooth operation during the original interview without any unexpected technical interruptions (Altinay et al. 2016, 162-163; Bell et al. 2018, 264-265).

4.4.2 Planning and implementation of observation process

Observation is a study in qualitative research that helps researchers to be experienced using the five senses and participating and observing directly or indirectly to the research

subject (Eriksson & Kovalainen 2016, 81-103; Wilson 2014, 174-175). Observation could conduct in o different way, participant observation and non-participant observation (Eriksson & Kovalainen 2016, 81-103). As a participant observer, researcher join the organization in order to observe directly as a participant to the research subject whereas as a non-participant observer, researcher does not interact the research subject conventionally (Eriksson & Kovalainen 2016, 81-103; Wilson 2014, 115-185). Both observations could conduct as disguised or an undisguised observation way, where disguised observation is research subjects are unaware that they are being observed and in undisguised observation, research subject are aware that they are being observed. Researcher has an opportunity to observe the research subject in their natural settings without any changing or making them researcher presence (Wilson 2014, 115-185).

In this case study, commissioning company decided to take part of the event as full programmed visitor, so they sent author to participate the event as a representative of the commissioning company. Author has visit India for 3 days to attend the event as an international visitor to meet the potential partners and networking for future business on behalf of commissioning company. The event observation was conducted as participant observation with disguised observation method (Wilson 2014, 115-185). Following this method, author went through the process as a common participant from the period from pre-event to post event to understand and experience how conventionally the systems for the international visitors was operated and to measure the smoothness and challenges during the process (Naval 2017). No other advanced technology was used for the observation study except using the five senses. One observation framework was prepared according to research topics to note down the entire observation as a participant at the event (Table 1).

Table 1. The structure of the participant framework

Period	Timeline	Preparation	Actions	Comments
Before Event				
During the event				
After the event				

Secondly, direct observation was conducted as mystery shopping by using five perceptions to understand and experience the overall event operation, environment, arrangement with multiple services and facilities during the event. The aim of this observation was to reflect some innovative ideas for future preparation to Nordic and Baltic travel industries to make a smooth entrance to the market. According to literature review study, the ethnicity of Indian cultural diversity was described and reflection could taste by directly observing the event.

Table 2. The structure of the direct observation

Event organizing	Type	Provided	Comments
Services			
Facilities			
Systems			

One observation framework was prepared separately to take a note during and after the experience (Table 2).

4.5 Data analysis

Data analysis method is followed according to research type and method and it is an essential part of a research method (Saunders & Lewis 2018, 180-182). Qualitative data could be analyzed by developing and testing proportions using a justified arguments (Saunders & Lewis 2018, 180). Qualitative research is discovery oriented, so data analysis is based on conceptual understanding of the entire collected dataset to convert the certain analytic strategies from the raw data into a logical explanation, narration and clarification of the phenomenon under the specific study subject (Altinay et al. 2016, 207-208; Hair et al. 2011, 275). In this research study, the collected empirical data coding schema could be implying in multiple ways, such as using themes, meanings or categories which is relevant to the research question and sub-questions or based on reviewed literature or could emphasize from the interviews (Flick et al. 2004, 253-256; Altinay et al. 2016, 207-211; Hair et al. 2011, 281-282). In the following study, author applied the combined structure to analyze the data collected from the interviews, the coding frame is constantly reviewed through the analyzation process.

The data analysis from both observations are mostly observed in practical way by participating as an active member and collecting the notes and thoughts from pre-event, ongoing event and post-event process. Direct observation has noted in a format by using the 5 perceptions. Both formats were transferred as electronic documents. The observation is not a numerical data, so the outcome of the observation was reflected and analyzed deeply and verbally throughout the process with experience. Both outcomes from the interviews and observations were compared and measured with the 5 relevant trade show events and find some results about what the opportunities are, challenges and the potentiality to participate in SATTE event.

5 Research Outcomes

In this following section, the interview outcomes and both observation at SATTE event are described and analyzed. The results from the interview were as unnumerable data, so it was explained in texts as a narrative method. The explanation was presented according to the theme of the questions and based on literature review. The observation was done in two different ways, participant and direct observations. In both observation method, results are collected by taking note on the observation period which is reflected by a narrative description and as a table format which are unnumerable data as well. Later, the overall outcome summarized and measured with the research objective to observe that how much potentiality there are for commissioning company to use the SATTE event as a marketing platform and where are the opportunities to grow the benefits and the challenges to overcome. This following chapter was divided into three different parts. 1. Outcomes from the in-depth interviews, 2. Results from the participant and direct observations and 3. Summarization from the results and an overview by comparing with other 5 similar events.

5.1 Outcomes from the in-depth interviews

The interview was conducted as in-depth interview and participants was chosen initially by applying the purposive sampling. According to the list, initially 8 experts was selected for the interview from different expertise profiles and all are very interested and approved to share their overall experiences about the research topics and fully cooperated with the interviewers. During the request to have an interview from one expert, the suggestion came from her about two other high-profiled expertise who could provide more details information regarding this topic and author was accepted happily to have them as her interviewees because according to their profile, it was perfect match to collect the data form them and the author had an opportunity to ask more information from them. So, in this part of the interview, the snowball method was applied instantly. One interviewees remained non-responsive out of ten, so all together the interview was conducted with 9 interviewees. The communication and the interview process took place between 5th October 2020 to 23rd October 2020. Out of nine interviews, the time duration of 7 interviews was around 60 min and with the remaining 2 interviewees, the conversation took around 30 minutes because of their tight working schedule. All interviews were conducted via zoom video meeting and the time schedule was fixed in advance according to interviewee's availability. Interviewer followed the conversation with interviewees and relevant questions were asked sometimes according to the conversation subject. All experts who have attended the interview, were numbered as R1 to R9 while author used the direct codes for the responses.

5.1.1 Indian outbound market and potentiality

Regarding Indian travelers' behavior, similar opinions found in the key findings (Figure 15). A respondent reflected in his opinion that, Indian travelers are getting advanced as travelers and they follow the new trend of travel experience. Another respondent mentioned that Nordic and Baltic destinations are still quite unexplored to Indian market and that's why, it is very important to concentrate on Indian outbound market more than has been done previously. Out of six of the nine respondents have same opinions that Nordic destinations have many activities to offer which is a very new experience for the Indian travelers though this segment is very small in proportion than other potential customers but in volume they are massive, and this small segment of Indian travelers is more effective to generate their revenue than other potential customers. Positive side is that new generations are trend followers and adventure minded and the reason this segment has high motivations to explore the unexplored destinations. Two respondents have added the comment that exploring the new destinations for Indian travelers means to gain a status for them into their own friends and family circles who were not experienced the same destination before.

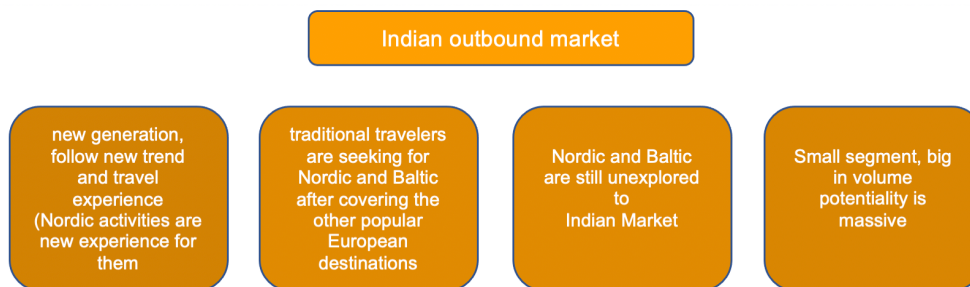


Figure 15. An overview from the interview findings about Indian outbound market

One of the respondents said that after covering the other popular European destinations such as France, Switzerland, Spain, Italy, Indian travelers, especially, the leisure travelers are seeking for some new destinations in Europe and for that reason, Nordic and Baltic destinations have lots of potentiality in future for Indian travelers. On that point of view, Nordic and Baltic countries have much more opportunities to attract the Indian travelers because they can offer those new experiences which are very common scenario in Nordic countries but very uncommon in India, such as sauna, northern lights, winter activities, arctic border, lakes, and nature adventures.

5.1.2 External factors to understand the market

Regarding the external factors' findings, six respondents out of nine mentioned that progress of accessibility supports the business easier with India. Respondents replied that

as a direct connectivity from Finnair improved simultaneously to grow their business in India and therefore, direct accessibility between Finland and India is another potentiality to increase the Indian market with Nordic and Baltic regions. One respondent mentioned that taxing also improved which marks a transparent business transactions globally with India. Two respondents added that Indian travelers are seeking more safe and secure destinations outside from India than domestic locations.

When the subject of the potentiality of Nordic and Baltic destination for Indian travelers was presented, six respondents expressed the same positive opinions about the Indian economy growth. Expertise said that Indian economic status is rising if we follow the economic statistics of India for last few years and as a result, disposal incomes of the families are increasing in high proportions. According to one respondent, the statistics said that Indian outbound market increased last 5 years almost 5% and GDP is growing around 7% every year, same respondent indicated that Indian travels have reached around €110 millions from €17-20 millions to Nordic destinations within a few years which signifies the potentiality of the market.

In terms of the GDP growth, one respondent mentioned that for Indian travelers all European destinations are expensive but as the daily base expenditure, Nordic countries are more expensive such as in accommodation rates per night or meal proportions rates are comparatively higher than the other European destinations such as UK, Spain, France, Italy. Now Indians have disposal incomes because of increasing the economic status, travelers could have enough money to carry the expensive expenditures. Regarding this topic, one respondent (R2) said that *"...In India, prosperity of the middle-class family is growing and as well as high-class family who are capable to carry the high expenses in Nordic countries and specially in Finland, because Nordic countries are expensive"*.

India is a country with huge population where travelers' numbers are increasing fast and so the importance of market. Regarding the Indian traveler's behavior, many of the respondents highlighted the changes of social structures in Indian community though the percentage is very limited. According to Indian culture and Indian traveler behavior, traveling abroad consider as increasing the status in the society. Traditional Indians travelers have massive influence from movies and media channels and specially increased because of digital era. So, they are easily attracted to the location of the movies and like to explore those destinations at first than others. Precise that, one respondent added the opinion that Indian segments are sometimes very exceptional than other normal traveler segments, such as except the general Bleisure (combined with business and leisure) MICE, business or working-based travelers, Indians travels with very big family group of

multiple generations. In the same group, child to senior citizens travel together which is not very common picture in Nordic and Baltic destinations. Another nascent market is the luxurious travelers who travel with the moderate family group. So, the requirements and needs are very important to understand the Indian market. Nordic and Baltic countries services designed as self-service pattern whereas in India, the service pattern for the travelers is different than those destinations. One respondent said that the organizations under the integration of both cultural awareness has the high opportunity to fulfil those requirements and expectations of Indian travelers and able to understand the availability in Nordic or Baltic destinations, this is very important for better communications (Table 3).

Table 3. An overview from the interview findings of external factors (PESTEL)

EXTERNAL FACTORS					
Indian outbound travel market to Nordic and Baltic industries					
P	E	S	T	E	L
<ul style="list-style-type: none"> - Direct connectivity - Good relation between India and Nordic - Better tax system in India -Political Disturbance could avoid in Nordic - Nordic is safe and secure 	<ul style="list-style-type: none"> - Economy growth of India - Disposal income increasing - Prosperity of middle-class family rising - Capacity to carry the high expensive in Nordic 	<ul style="list-style-type: none"> - High population in India - Different social structure and cultural diversity - Travelling consider as a status - Traditional travelers with certain needs - New generation follow the new travel trend - Travel groups with multi-generations 	<ul style="list-style-type: none"> - Social media influence - Movies and media influence because of digital era 	<ul style="list-style-type: none"> - Pure and pollution free destinations is one of the pull factors - Nature lovers - Winter season - Love snow and northern lights which is not common in India 	<ul style="list-style-type: none"> - Visa issues are very smooth in Nordic country - Visa processing, decision and logistics are big challenges in Baltic countries if the visa will apply through the Baltic destination.

Five out of nine respondents have similar opinions that social structure is modernizing because of the new generation, from millennials onwards are seeking the new destinations and experiences what is limited or totally unexplored by the other Indians and the reason, Nordic and Baltic industries have huge potentiality in their future business from this certain niche market. Positive side is that new generations are quite adventures and open minded and the reason this segment has high motivations to explore the unexplored destinations. One expertise added regarding this topic that according to Indian culture, it considers as increasing the status because experiencing something new what is not experienced earlier by their family and friend's community. One respondent (R4) described this "...traditionally travel to foreign countries following the other travelers is taken as a high credit in the society but now this characteristic common picture in Indian society is changing with a new version by the new generation who would like to experience a new destination first than others - it counts as a credit for them and rise the family status to the community".

According to the theme of potentiality and external factors, one respondent said that pure and polluted free environment is another reason to pull the Indian travelers towards Nordic and Baltic regions. About some legal issues, one of them described that some challenges regarding the visa from Baltic countries might create a bigger obstacle to pull the market. In terms of legal issues, one respondent expressed that Schengen visa process takes much shorter in Nordic than Baltic countries because of less human resources and equipment's in Baltic destinations. Longer visa process, insecurity of the decision of visa and logistics delays specially for the bigger groups of corporate or leisure Indian travelers generate the biggest challenge to pull the market to Baltic destinations.

5.1.3 Travel trades as a marketing tool

There are very interesting responses reflecting about the subject of applying the marketing tool for any travel business. Out of nine respondents, all were fully agreed that to expand the travel business, travel trade shows or exhibitions play a major role as a marketing tool to find the partners specially the country where the market has been targeted. Some respondents replied that except SATTE event, they got benefit to find the potential Indian partners from world famous successful travel exhibitions such as ITB India, ITB Asia or even ITB Berlin. The potentialities are high to find the Indian tour operators or Indian travelers from there as well and it helps to progress the data for the company.

One respondent replied that after the marketing strategy analyzation, it was found that Indian market has a huge potential for their organization. Another respondent, by applying external factors with PESTEL study benefits to understand the Indian outbound market environment. Market analyzation supports to approach the proper channel distributions of marketing activities for this certain niche market. The respondents said that marketing analyzation result, marketing tools could build and fit in the marketing cycles. Regarding this topic, two respondents said that usually marketing mix tools will be appropriate to enter the Indian market and attending SATTE is one of the major marketing tool for them.

All respondents agree that promotion is a key marketing tool to enter a new market and India is not the exceptional market. One respondent expressed the opinion that, Indian market potentiality is huge for Nordic and Baltic destinations, but they need to consider this market as an emergent source of market for them. Investing to increase the exchange of communications and interactions benefits to generate the business from this massive market. Five respondents reflected to their opinion that lack of promotions or limited promotions is one of the biggest barrier to enter the market. Indians are influenced by different marketing channels with diversities of product profile such as media channels and so-

cial media. Indian has trend to follow the others for choosing the destinations. Words of mouth also very effective in Indian market. One respondent mentioned that promotion is all about storytelling. Credibility skills on storytelling in different ways about the destinations definitely build a massive opportunity to enter the Indian market. Another way to enter the market is to come and attend the travel trade shows such as at SATTE and observe the other competitors and how they use SATTE event as their promotion and networking channel. Awareness is very important promotion for Indian market and thus, SATTE is a suitable platform to create the visuality for the massive audience.

Many National Tourism Board set up their workshop operations in India due to the increasing of the outbound travelers towards their country destinations such as Visit Finland organizes the road show in India. Source of information from Tourism Board is much more convinced from all parameters than another source. Collaboration with National Tourism Board is one of the best marketing options for the companies while attending the SATTE event. One respondent said that all National Tourism Organizations use SATTE event when they target to enter the Indian market. Approaching without a support of National Tourism Board might not be so impressive and convinced for the new market.

5.1.4 SATTE event as a marketing platform

All respondents agree that SATTE has a major potentiality as a marketing platform for other destinations because SATTE is the biggest travel trade show in entire South Asia where 70% - 80% travel companies and professionals participate from India. Three respondents expressed their opinions that SATTE use maximum as an inbound market and outbound are very limited. One respondent said, it was observed that maximum outbound tour operators are promoting mainly the famous European destinations because they believe that maximum are first time Europe experience customers who travel according to their tick-list to those popular European destinations. After covering those destinations, they are seeking to have some other experiences and then, they will attract towards Nordic or Baltic countries, the reason Nordic and Baltic companies' attendance are still very low at SATTE comparatively the other European countries.

Four respondents mentioned that first time attending the SATTE event from Nordic and Baltic travel industries provides an opportunity to understand the Indian market and the way to selling their packages and expectations from the service providers because the diversities of Indians culture, Indian traveler profiles have a huge influence. In more than one time participating, SATTE helps to have a qualitative survey of the services and products and adequate the networking with the new people which is very beneficial for the

future business. All respondents agreed that SATTE event is a perfect marketing platform for Nordic and Baltic destinations, but the companies need some beforehand well-planned marketing preparation for that. One respondent replied that other marketing channels are more useful, such as participating the road shows organized by Finnish Tourism Board in India, it will safe and more convenient than SATTE because attending this event, requires more preparations, efforts and strong marketing plan but still can carry some risks.

In terms of the visibility and awareness, all respondents have similar opinion that Nordic and Baltic countries were not so visible comparatively the other European destinations at SATTE. They agreed that Nordic and Baltic industries need to have a strong marketing strategy before attending the SATTE to attract the potential audience, because there are huge numbers of attendants, without strong marketing strategy, it is not possible to filter out the audience from the crowd. One respondent has expressed that visibility pull the market easily at SATTE. One respondent (R3) said that, "*...there are limited Nordic and Baltic destinations participated individually at SATTE, intense infrastructure and categorization based on countries- or destinations wise could emerge a massive visibility to the audience, such as in ITB Singapore*". Oppositely another one argued that as an exhibitor, there are lots of potentiality to get the visibility and attention from the audience and there are networks opportunities, but businesswise it was not so fruitful for Nordic and Baltic destinations, expenditure is high than potentiality. One respondent added that another option is attending the media panels or conferences, this way, organization could get enormous attentions from the audience easily than only participating as an exhibitor at SATTE. Media channels have strong power in India. SATTE has their own media channels and other collaboration media channels who convey the news of SATTE event afterwards. Media has great influence to pull the awareness of the certain service or products.

Related to the brand awareness topic, one respondent expressed that Nordic and Baltic customers prefer to organize the workshops than to exhibit at SATTE event because during the event, the concentration of the tour operators could distract with the offer of South Asian countries. So, workshop is the best way to motivate them to concentrate on Nordic and Baltic services and products and possibility to get more visibility. One experienced respondent mentioned that participating at SATTE as an exhibitor could be more expensive for Nordic or Baltic countries, because these destinations are not on the top lists for the Indian travelers and the reason, Nordic and Baltic companies preferred to attend SATTE as a buyer and collect the possible potentials partners. After some observations, next time organizing some exclusive dinners or workshops could show some more fruitful results to meet the partners at relax and comfortable environments and this way, remains the high opportunities to maintain the punctuality and motivation to meet the potential partners.

5.1.5 Overall experience about SATTE

Regarding the prebooked business meetings, using registrations procedure, four respondents stated that technically it was very advance but still they met some challenges to maintain the punctuality with the meeting schedules because of two reasons. One is the traffic in the event hall which was not allowed smoothly to switch the meeting places after 15 minutes scheduled period and second, the challenges to find the stand in the event hall with less effort. Respondents said that some of their locations were not found according to map and catalog. One respondent (R1) replied that, "*The qualitative results are more preferable than quantitative, as for example, meeting with 10 exhibitors with effective result is better than meet 100 exhibitors with no outcomes*". There are some different scenarios experienced as an exhibitor which is not so common in other trade shows, such as not showed up according to pre-scheduled meeting and on the other hand, others attended with full interests without any pre-booked schedules. Maximum respondents have similar opinions that there is enormous opportunity at SATTE event to find the partners because of vast audience, visitors and exhibitors but crucial part is to learn the behaves of the culture to adopt the event environment.

There is very high technology applied to find the potential partners as prior and arrange but according to the opinions of respondents experiences, stakeholder's profiles should be more transparent about the business operations of the service providers, it could assist to locate the potential partners seamlessly, unclear profiles consumes extra time to find them from their business website. Respondents suggested that well preparation properly in advance about the exhibitors and visitor's profiles and collecting the information about them will definitely support to meet the potential partners. One respondent has strong opinion that, before attend the SATTE, preparation or marketing strategy for own organization is very crucial to introduce the company's operations and activities to the Indian market. Due to the cultural reason, the meetings at SATTE event could not be expected according to the pre-booked time. So, in this case, mentally preparation is highly appreciated to adjust with the culture. One respondent described that Nordic people are very structured, so first time attending this event could provide a different experience for them.

While the subject across about general experience, it could be overwhelming specially for Nordic industries because of the cultural diversity in between eastern and western countries. Some matches could find with the Baltic cultures. All respondents replied that it is overall a very good experience for them. The opinions from three respondents, categorization according to the service would be more functional to find the vendors at the event hall for all attendees, another respondent mentioned that it could be very effortless if the

segmentation could divide as outbound or inbound tour operators or the according to the services such accommodations, activities or airlines categories or all domestic and international tourism boards placed on the same zone. Many of the respondents has the similar opinions that inbound market was reflected more than outbound market at SATTE. One respondent (R5) reflected a strong opinion that *"...if SATTE event will consider equally the both market - inbound and outbound partners, the potentiality will increase, it would be a positive bonus for SATTE event to be more successful in future"*.

About the question to participate on SATTE on next time, all respondents expressed positively. One of the motivation generates about flight tickets return-policy after achieving the meetings criteria. Related to this topic, one respondent appreciated this as a good policy but there are some challenges to provide the service operations and it requires more revised in future. Secondly, SATTE needs to provide more trained and professional human resources on the venue to operate a smooth event experience. There are massive opportunities to meet the potential partners and event itself could be more successful if those challenges could overcome mentioned in this section.

SATTE event got as overall services for the respondents a very high appreciations, full packaged service for the visitors, accommodation, transportation, food and beverages at the event hall and at accommodations venue was well-organized and for the guests, it would be definitely a memorable ride to experience the diversity and authenticity of Indian culture. As a first time visitor, cultural diversities could taste during the event in different ways. Transportation in between accommodation to venue hall was well-prepared but according to cultural diversity, the schedules might not always follow the given timetables. One respondent described that structural way of operating the business for Nordic countries are overwhelming to attend the event, but still maximum respondents were highly appreciated to experience a positive vibes at SATTE. Event itself, trying to improve all sectors to provide the better services for the next year. Usually, SATTE event organize in Delhi - the capital city of India. In winter season, Delhi city carries a high levels of air pollution and dry winter which might be some challenges for the Nordic and Baltic customers to attend this event and on the other hand, the incredible traffic in Delhi city could be another unexpected experience for the Nordic guests in India. One of the respondent (R2) replied that, *"...traffic and dry air pollution could be a bit challenging for the Nordic customers to attend the SATTE event"*.

5.2 Outcomes from the observation

The observation at SATTE event was conducted in two different ways, as participant

observation and direct observation. SATTE event was held in between 8th - 10th January in New Delhi, India. Author enrolled to the full-hosted buyer program in the event as a representative of commissioning company - Toolbox Consulting Limited. Participant observation activated two weeks prior when the profile has been activated online by the event organizer, the observation was continued on the event days and collected some data about 4 weeks after the event completed. Direct observation started after arriving in India from 8th January till 10th January. Both observations were measured with the interview outcomes to understand the findings in more comprehensive way to compact the result.

5.2.1 Results from participant observation

The objective of the company was set up earlier to attend the SATTE event and according to that, blueprint, marketing plans and materials were prepared in advance. If any customer has already attended the event before, the event organizer invites and encourage them to register for the next year event automatically. The Commissioning company participated a few times previously, so the registration was processed following the invitation letter. The online B2B meeting link was open two weeks before the event day. The event applied an advance software technology to create this B2B meeting profiles whereas a buyers, all exhibitors profiles could be followed to match the partners and reserve a pre-booked meetings with the potential partners. After receiving the own profile set up message from the event organizer, there is an opportunity to create own profile image as better as possible to be transparent about the company's product and services and what kind of B2B partners they are looking for through the event. In this two weeks, there are lots of invitations sent from different exhibitors and that could be approve or reject according to the partner's profile. Commissioning company explored the potential partners from the exhibitors list and sent the meeting invitations to them and oppositely also received some requests to schedule the meeting from the suppliers. The B2B meeting schedules of the Commissioning company were full reserved for three days throughout the event.

During the event days, the materials was collected from the registration stand including the badge and stamp book for the meetings. Following to the catalog and venue hall map, it was a bit challenging to reach to the first scheduled meeting and as well as other meetings. The first reason is that there was huge traffic which made delayed the next meetings, second reason is, it was difficult to locate the exact stand from the given catalog. Third reason, the representative from the company was not always present on time according to meeting schedule. The first day of the event was spent to understand and feel the event. After experiencing the first day event, author has made some own strategy to meet the partners for next two days. Author has basic knowledge about the cultural diver-

sity and service system of India, so meetings were more successful on next two days after applying the own design for the meetings. Some networking also succeeded for future business and more than 100 contacts were collected for further communications. After the event was over, the contacts were filtered out and keep continued to contact with the potential partners from Finland. One table added to the appendices for an overview from the participant observation (Appendix 4).

5.2.2 Results from direct observation

During the direct observation, main objective was to observe the services, facilities and systems applied on the event. One table added to the appendices for an overview from the direct observation (Appendix 5). Some basic criteria required to operate a worldwide successful event were noticed. On the service groups, mainly accommodation, foodservice and transport were measured in the hotel premises provided to international visitors and overall transport and food service observed in the venue hall. Accommodation was organized in five star luxurious hotel with bed and breakfast service. The service quality of the accommodation provided with an excellent worldwide high-quality standard and staff friendly services. The transfer service was organized from the Airport to the accommodation after arriving in India and shuttle service organized from accommodation to venue hall and versa vise from venue hall to accommodation place. Shuttle timetables was provided according to the hotel names. The foodservice in the accommodation was an admirable experience. The authenticity of the breakfast menu from different corner in India represented an enormous experience of the Indian cultural diversity in food. Foodservice in the venue hall also could count as a high-level service. The service category was appropriate for all guests from different cultures including the authenticity of Indian rich-food culture.

The facilities in the event hall were experienced diversely. The luggage service located near the event hall with an organized structure. There are some challenges occurred about the event hall internet service. For the international guests, individual internet server and password was delivered with the registration materials but for some reason it was not succeeded to activate in the event hall. Due to this challenge, exhibitor stand could not find easily by applying the internet facility. But additionally, extra internet purchase service was available outside of the event venue. The drinking water service was provided free with a high quality standard at the venue hall. Hygienic environment was noticed throughout the venue hall. Two exhibitor finder desks found at the venue, but it was not so visible. Organizer office room was located inside the hall, but it was an exciting experience to find any information from there. Meeting room also exists within a tiny square meters.

The system at the event can consider as an international standard. The event location geographically selected properly in New Delhi but a bit far from the urban area. The event venue was massive, and the interior decoration maintained as an international level. Event atmosphere able to create a positive vibes for the audience. Cultural diversity also reflected to every corner at the event hall. Event promotions and awareness also noticed throughout the event days. Risk management was observed throughout the venue with a high security system. Time management structure about event has preserved according to the international level. High technology and software used for online services and B2B meetings requests and the operation was technically quite smooth. Participants' badges also maintained a high scanning system what assists to control the huge audience at the entrance point. Event management was operated with a strong professional team. The event venue-design represented with full professionalism where conference halls, meeting rooms, MICE pavilion, staging area, lounges and restaurants was implemented with well execution. SATTE studio and media pavilion also found at event venue. Evening entertainment and diversity of rich Indian cuisine could count as a bonus point.

5.3 Summarization and overview

After data collecting and analyzing process from interviews and observations methods, some of the phenomena found was very productive. Indian outbound market seems very nascent segment to Nordic and as well as Baltic industries but the traditional holiday outline and lack of knowledge about these destinations impede to enter the market, oppositely generate several opportunities because of new travel trend rising in India. The external factors also defined the potentiality, the growth in Indian economy and family disposal income generates more tourists who have capability to carry the expensive destinations. Various reasons which display the importance to enter the Indian outbound market. Interview analyzation implies that interested Nordic and Baltic industries have undertaken to apply the marketing strategy for Indian market and many of them consider the travel trade show as the biggest marketing channel to their future business with India. As far the analyzation, the reply was very optimistic about SATTE exhibition to Nordic and Baltic destinations. Observation as a participant and direct visitor, author realized that SATTE is one of the biggest travel trade shows in entire South Asia and almost 70%-80% Indian tour professionals gathered at the event. Using the five perceptions and observation, the outcome signifies that there are high opportunities to Nordic and Baltic destinations to enter the market using SATTE as a marketing platform, but some challenges create the barriers to form a smooth effortless route for them. Lengthier and slow process to enter the market could count also as another obstacle. In the discussion forum the opportunities and challenges described with some new developing ideas to break those barriers.

6 Discussion

In this following chapter, the outcomes from collected data was deliberated with the existing theories discussed in the literature review sections. Some key findings from the research were considered very important to measure the research objectives. Those key findings are as follows: 1. Importance of Indian outbound travel market, 2. External factors analyzing to map the potentiality of Indian outbound market to Nordic and Baltic, 3. The role of the travel trade shows as a marketing tool, 4. SATTE itself as a travel trade show, 5. SATTE as a platform to Nordic and Baltic destinations.

In the beginning of the second chapter, the diversity of Indian culture and influence of their multicultural communities was discussed. According to Cole (2016, 41-43) a massive knowledge about Indian cultural diversity and the source of this, is very important. As Bhattacharyya (2003) stated that Indian diversity is based on culturally, ethnically, geographically, multireligious- and linguistic way. In the same chapter Sharma (2019, 329-354) focused on the importance of Indian travelers' behavior which depends on the source of this multiculturalism. The Skift Research (2018) stated about the effect of the differentiation on Indian traveler's behaviors, there are some traditional travelers depends upon the different communities and households which impact on the entire outbound tourism. According to Pata.Org (2015), about the destination's selections, other factors also impact such as friends and family's recommendation, social media, internet influence, locations observed in movies or in TV serials, travel-specific program, from tour professionals etc. Skift Research (2018) showed in their report that some key elements about the growth of new trend among the young generations. In the result, these key elements were found widely, about new trends and experience are growing in India though this is still limited in small segment but still the volume is massive. Because of new trends, Indian travelers are attracting towards Nordic and Baltic destinations because they would like to break the traditional way. Nordic activities offer new experiences which in not common for Indian travelers and the reason potentiality is increasing rapidly. Baltic attracts while covering the Nordic destinations to them.

The second chapter discussed the external factors in detail with PESTEL study to understand the market. According to Lohmann (2004), except the emerging factors, the external factors creating the market demand which supports to recognize the market size directly or indirectly. Perera (2017, 8-18) stated the PESTEL tool assist to evaluate the market industry, market conditions and benefits for entry. In the same chapter, external factors analyzed thoroughly to realize the outbound market towards the Nordic and Baltic destina-

tions to realize the potentiality for Indian market. According to Silver (2020) political influence is a major factor for outbound tourism in India and new government has made some improvement in the tourism sectors such as new relations with many countries, direct connectivity etc. According to Acharjee (2018, 1-8) changes in taxing system support more transparency in business. Kaur and Sing (2019, 35-40) are discussed about Indian GDP rate is growing rapidly last few years. According to Statista (2020), per capita income in India is increasing. Scriver and Srivastava (2016, 7-8) discussed that Indian nation cannot be described in one specific category which has major impact on socio-cultural factor, also living standard is improving in the family because of disposal income which makes changes the social structure. Visit Finland (2020) stated that travel trends are changing for Indian travelers and statistics said that overnights rates have increased in Finland within a few years. Gupta (2016) said that Europe is growing as favorite destinations to Indian travelers because of social media influence and it is because of the advance high technology, also internet facilities make easier to arrange the travelling abroad for Indians. PESTLE analysis contributor (2014) express that Indians travelers travel to European destination also for comfortable and pure weather. According to Ansari (2007, 124-141), Schengen visa regulations and immigration legislation, Airlines or foreign exchange regulations became easier for Indian travelers. The result from the findings found some of the reasons in external factors analysis which directs that Indian outbound market size is increasing towards these destinations.

In the third chapter, Fayo-Solá, Martin and Meffert said (1994, 9-16) that trade fair or exhibition on certain industry integrate the local and international companies together, demonstrate, display and discuss about the new products and services, help to find the new business partners, for networking and understand the new trend. Menon and Edward stated (2013), trade fair holds an enormously important role as a marketing tool in B2B business, trade fair counts as traditional promotion and networking instrument and it's still very effective in any marketing process. Solomon, Marshall and Stuart (2015, 30-31) stated that it is a great promotion channel and there are opportunities to meet the potential partners and consumers to build new relationships, networking with suppliers and competitors, chance to launch new product, raising the brand awareness and even can increase the database for the organization. After the data analysis, it was clear that travel trade fairs count as a bigger platform on marketing strategy.

In chapter 3.3, defined the multiple perspectives having a successful trade fair and in 3.4 chapter, compared 5 world famous travel fair operations and the key factors for their success. Geigenmuller (2010, 284-292) stated that main objective to create a successful event is an ability to build the new relationships among between buyers and suppliers. Ac-

ording Blythe's (2002, 627-635) opinion, successful travel trade fair is a skill to build the networking, communications, and promotional platforms for the attendees. Menon and Edward stated (2013) that outcome of a successful trade fair could be count as a quantitative way (numbers of visitors) or qualitative way (uniqueness). SATTE (2020) also focused to build the new business partnerships and educate the industry evolving the current trends and changes and opportunities about the offers of Indian tourism by hosting the conferences and discussion forums. Experiencing cultural diversity with five senses is their uniqueness. After explaining the five successful travel trade shows objective, the result shows that they are successful as a massive numbers of visitors and for their special uniqueness which attracts the audience towards them each year and in comparison, (Appendix 6). SATTE has similar objectives, increasing the audience numbers designate their achievement to be a successful event. After analyzing the other similar events, SATTE proves as a suitable trade show for having an opportunity to grow a new business.

As SATTE (2020) announces itself that their objective is mapping trends, business partnerships and providing new elements of upcoming travel trade market in wider canvas to their all stakeholders. The result analyzation implies some opportunities for Nordic and Baltic industries. On the other hand, SATTE (2020) also declares that their key focus is towards South Asia travel and tourism exchange. In the research result, limited participants from Nordic and Baltic indicated that there are some challenges as European destinations to participate at SATTE event, specially, as northern destinations because they are not similarly popular than Southern Europe destinations to Indian outbound market.

6.1 Analyzing the research question

The thesis contained four research questions, where the main question was:

- How SATTE travel fair suits as a platform for Nordic and Baltic Travel industries while entering to Indian outbound market?

The sub questions were:

- Why Indian Outbound Tourism is important for Nordic and Baltic countries?
- What are the best practices of successful travel trade fair operations?
- What are the experiences of Nordic and Baltic Travel industries by SATTE travel trade fair entering to Indian outbound travel market?
- What kind of preparation Nordic and Baltic industries need to attend the SATTE?

After analysing the results, the answer of the research question could be define. Throughout the empirical process of the research, the results expressed many opportunities and potentiality to enter the market. There are some challenges also explored what creates

some barriers to expand the business in India. After measuring the challenges some new developing ideas were generated which benefits to overcome those challenges and make easier to able to take over the market by applying SATTE as a major marketing medium.

The aim of the first sub-question was to find the elements of the potentiality of Indian outbound travel market to Nordic and Baltic countries. The second chapter analyzed the cultural diversity widely, the reason was to understand the market first. External factors analysis by PSTEL study and throughout the empirical study, it was clear that Indian outbound tourism is increasing in many ways. Nordic and Baltic have huge potentiality to expand their business in India because Indian market is changing their trends of travelling model and breaking their traditional travelling form. They are looking for new regions to experience some new activities and Nordic and Baltic industries have that opportunity.

The aim of the second question was to find the purposes to operate a successful travel trade fairs. Theoretically, it was noticed event organizers requires to set some objectives to fulfil the benefits for all parties including exhibitors, visitors and organizer itself and for successful operation, organizers require to prioritize the latest requirements and expectations for their potential customers. The five best successful travel fair operations clearly show that their key factors are to provide an opportunity to build new business relationships, offer multidimensional networking, communication and promotional channels, having chance to launch new services or products, support the smaller business, provide a marketing tool to make the brand image, awareness and visibility and strengthening the exhibitors' performances. By growing numbers of participants and offering some uniqueness, indicates that their operations are successful. In the research study, noticed that SATTE has similar objectives, to gather the travel experts under the same roof and get benefits from multiple extents, the reason, their numbers of participants are increasing.

The aim of the third question is to identify the benefits and experiences of Nordic and Baltic companies while attended in the event. After the research study, the result has found very positive. Throughout the empirical study, it could identify that attendees got productive results, they found the new business partners and as an exhibitor, they could raise their brand image and visibility and massive networking and database for future business. Overall experience was successful though some barriers appeared because of some diversity in cultural pattern. All attendees are willing to attend the event again.

The fourth question was how to prepare before attend the SATTE event. The answer is clear after empirical study that Nordic and Baltic industries require to have a massive knowledge about India and Indian market diversely. They require to be able to offer the

market as their need and expectations and modify with the regional services so that it fits into both ways. Before attend the SATTE, need a strong marketing strategy which could assure to Indian market about the transparency in offered services or products. Another preparation needs to apply before or after the event days. The preparation is to use multiple marketing and promotional methods by using the SATTE event as an intermediate marketing channel. Some new development ideas discussed in the following chapter what could be beneficial for commissioning company and other Nordic and Baltic industries.

The main research question was about the importance to attend the SATTE travel fair and its suitability as a marketing medium to Nordic and Baltic Travel industries. The answer to the question is, SATTE event is an undeniably one of the biggest channel to enter the Indian market. Nordic and Baltic have massive opportunity to interact with the target audience, raise their brand image and visibility through this event, get connect with potential buyers or suppliers, find new partners and business relations and networking opportunities, chance to get familiar with the business pattern in India and how to collaborate with them. Some barriers are their due to cultural diversity which could be overcome to know the market intensely and the differentiation of the pattern of services. Marketing mix strategy is more effective to apply before, during and after the SATTE event and in this case, SATTE could be a perfect marketing channel to fulfil the other marketing and promoting activities, because to raise the awareness in the Indian market, Nordic and Baltic industries require more strong marketing strategy than other European destinations which are very known in the Indian market.

6.2 Improvement ideas and preparation to commissioner and future participants

Based on the research outcome, some improvement and preparation suggestions were generated for the commissioning company and for future Nordic and Baltic participants who are interested to Indian market (Appendix 7). The improvements ideas can be chosen according to the organizations own need to fill the gap. The new development ideas were categorized and delivered to the commissioning company and the other organizations individually from where the experts were chosen for the interview for this research.

The suggestion for the Commissioning company is to apply the marketing mix tool while attending the SATTE event for the next time. Organizing a workshop after the event is the best way to attract the potential partners to promote the company's services. Those partners could find from the event online portal or as a collaboration with SATTE event organizer. Another possibility is to arrange some evening get together occasion and invite the potential business partners. These two methods will bring to build the new business

relationships closely and bring brand awareness for the company. This method is also less cost effective because the marketing mix method could operate within in one journey to India. As an onward promotion, invitation to the FAM (familiarisation trip) trip is the next step to promote the business. Next suggestion is by applying the media channels, because SATTE has several media channels partners and they have their own media and magazine portal and overall, India is a media influenced country. Promoting through SATTE media could bring enormous visibility about Finland and about the company. Besides SATTE, another best way to promote the company is to participate in different roadshows in different metropolitan cities in India. The suggestions stated above for commissioning company but it is also applicable for other future Nordic and Baltic participants if they would like to attend as a buyer at the event.

As overall suggestions, some preparation before attend the event as a buyer is very important. Studying the event hall map properly beforehand makes easier to find the partners' stand locations. Pre-booked meetings reserved for 15 minutes but time is not sufficient to meet the partners on time because of huge traffic and sometimes the higher positioned representatives from the company could not be found at the stand in the scheduled time because of their busy work schedules. Some alternate strategies are best to reserve to locate the partners' stand and meet the representatives e.g., to reserve the meetings from the same zones in one day though the pre-meeting scheduled differently. Approaching this way is not any exception for Indian business because of cultural diversity. If the meeting person was not found at the stand, then by collecting their contact details and contact afterward and place a request to meet in person out of the event venue is the best way to reach them. Additional suggestion for the exhibitors is best way to collaborate with National Tourism Boards or Nordic and Baltic companies promote together jointly, thus it will not more cost effective and oppositely brings much visibility and awareness.

Some guidelines are recommendable to Nordic and Baltic industries who are interested to attend SATTE event to expand their business in India. Advance marketing strategy only for Indian market is very important. There are three different ways, first to know the market very well and research their needs and expectations. India counts as a multicultural country and due to this reason, the demands and expectations could change in various way in different groups except some common needs. Modify the own services which is fulfil the multiple demands from the market or to amend the services according to certain segment. Second, to make transparent in their services which is very important to the Indian market. Third, to take some professional supports who has deep knowledge about India and about Nordic or Baltic service structure. This benefits to build a better marketing strategy and smooth communication supports to Indian market for future promotions and business.

Cultural diversity is vast in India and the work approach of the customer service is completely different than Nordic and Baltic regions. Learning some basic knowledge about Indian daily behaviors in business model helps to understand the dynamic of the Indian market for expansion the future business. As mentioned before, Indian market potentiality is huge for Nordic and Baltic but before investing financially, it is important to consider the market as a nascent market to produce some interests by investing the exchange of communications and interactions to generate the warm business relationships.

6.3 Reliability and validity

Trustworthiness in the research by measuring with reliability and validity is very essential because these are the most important aspects in the evaluation of applying the methods for a good research (Mohajan 2017, 59-82). Trustworthiness signifies systematic consistency in the research analytical design, the relevancy in research method and the reliability and acceptability in the findings (Rose & Johnson 2020, 432-451). Reliability states the accuracy of the research by measuring the applicability and consistency in the methodological process and implemented in the research process properly, it means to analyze the clarification of the methods, it could justify that same object of measurement produced the same results several times and the results are stable (Spiers et al. 2018). In qualitative research the empirical methods like interviews and observations are mainly central in the informative paradigm and balance in the positive paradigm (Muhammad & Azeem 2008, 35-45). Validity refers whether the study measured the findings correctly and accurately according to the research objective and the explanation of the participants (Spiers et al. 2018). In qualitative research study, it is usually depending upon the researcher that how well the research operated and represented its real phenomenon. Validity also can measure by observing how the description of the core actually match the core of the research phenomenon, decontextualized and expressed logically (Silverman 2008.)

The reliability and validity are essential to measure in every research and this following research, validity and reliability also reflected. In the research method, data collected from the high experienced expertise who has engaged several years with travel industry and who has been involved directly with SATTE event in multiple roles. Participants also chosen from Nordic, Baltic and India to measure the result with more accurately. The validity matches because the sources determined its accuracy. Observation tool was very effective to match with the interview's result and there are found similar consistency several times and matches very clearly which indicates its strong reliability. Qualitative research is a narrative and explanatory research, the reliability and validity are not possible to match in numerical way as like quantitative research.

6.4 Learning Outcomes

The thesis topic was very interesting from the beginning which motivated to go deeper into the subject. The thesis process was long and very challenging but this study helped author to extend the knowledge about the opportunities and challenges to Nordic and Baltic travel industries to enter the Indian market. Except this, through this study, author has gained plenty of information about the new trend of Indian outbound travel market and its future potentiality in travel industry. The most educational and productive part of this study is the insight of the travel trade show and how to operate it to deliver a successful business event. This research study supported author to bring more confidence and determination to realize about the business event better and how to measure it for any company's marketing strategy and how it helped to enter the new market. Additionally, the knowledge grew about the promotion mix tools and how it could apply in marketing strategy.

The method of the research was not familiar for the author. But several books and articles studies supported to understand the process. Some motivation was missing during the writing process of the theoretical part but when the data collection process started and analysis section was proceeded, the excitement of the research study grew rapidly. Finding the key data from the interview was very exciting. Observation process at the event produced a great experience to recognize the different phenomena about the trade show. The most interesting part started while entered to the research outcome section and ability to find the potentiality by mapping the opportunities and some barriers to overcome.

The research timeline was maintained systemically and learned how to control the research roadmap and the time management. All kind of assisting related with the research study and advices provided by the thesis supervisor, guiding from the senior professor for using the proper academical writing skill for this research study and collecting some experiences from the alumni are extremely appreciable. Constant support from the commissioning company since the initial planning started, helped author to keep herself motivated and determined to proceed with the study. Special recognition to the SATTE event organizer for showing and supporting their enormous interests with this research topic made author very inspired.

This study aimed author to research more about the opportunity of Indian outbound tourism to Nordic and Baltic destinations from other perspectives. During the thesis writing period, COVID19 pandemic was in extreme point which makes author to think more about the changing travel trend of Indian outbound market towards Nordic and Baltic travel industries in future.

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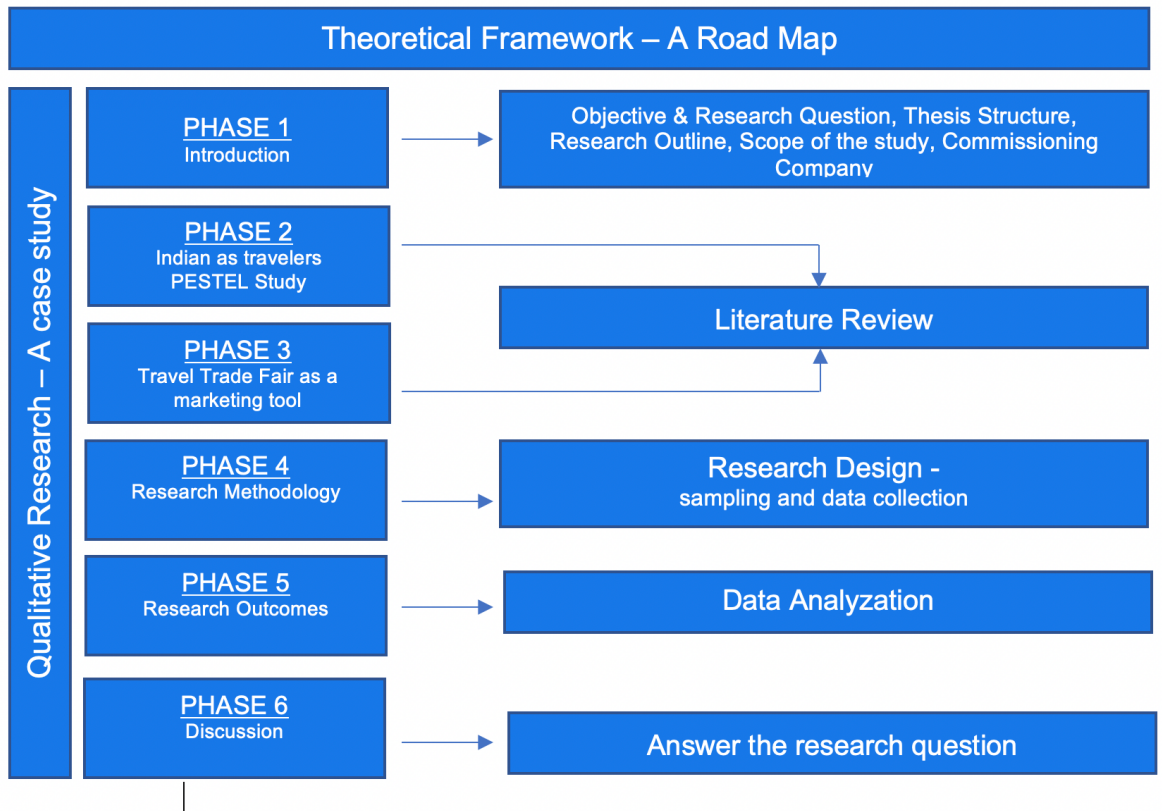
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Appendices

Appendix 1. Overview of the thesis structure



Appendix 2. Structure of the Interview

Interview structures

(The theme is divided according to tour operators from Nordic and Baltic perspective, from Indian tour operator's perspective, from organizers perspective)

A. Baltic and Nordic travel industries and Indian outbound tourism

1. What is your opinion about Indian outbound market and its potentiality in your destination?
2. Why is important to pull the Indian Market for your company? *(Pull Factors)*
3. Do you follow specific marketing strategy to attract the Indian outbound market to your destination? / Do you believe to follow specific market research to attract the Indian outbound market to your destination?
 - If yes, then why you follow them
 - If not, then do you think to have as useful tool?
4. How beneficial the SATTE event is for you to expand your business?
5. Do you think that SATTE travel trade fair could be a huge potentiality for you to stand out from the crowd to recognize your brand?
6. Have you participated in SATTE event?
 - If yes, then as an exhibitor or as a visitor?
 - If as an exhibitor, then what is the reason?
 - If as visitor, then why you decide to visit as a visitor?
7. What is the main goal to attend the SATTE event?
8. How many times you have participated in SATTE?
 - If once, then would you like to attend second time?
 - If no, then what is the reason?
 - If several times, then what is the reason to re-attend?
9. Do you prepare prior to attend the SATTE event?
 - If yes, then how do you prepare?
 - If not, then do you feel that preparation is useful?
10. What is your general experience about attending the SATTE exhibition?
(Facilities, systems, organizing)
 - If it is good, then in which senses it is good?
 - If there were any challenges, then what are those and how you think to overcome it?

11. Is participation in SATTE helped to find the new partner for future to pull the outbound market to your destination?
 - If yes, then how?
 - If not, then where was the challenge you feel?
12. Would you like to add something related Indian outbound tourism and SATTE event? Any comments for future?

B. Indian travel industries and Indian outbound travel market

1. What is your opinion about Indian outbound market and its potentiality towards Nordic and Baltic destinations?
2. What are the factors to attract Indians towards Nordic and Baltic destinations (Push Factors)
3. Do you think that the outbound travel market has increased towards Nordic and Baltic countries comparatively within the last few years ?
 - If yes, then what are the reasons to increase?
 - If not, then where was the challenge you feel?
4. Do you think that SATTE event is beneficial to find the Nordic and Baltic travel partners?
5. Are the Nordic and Baltic industries visitors or exhibitors visible in SATTE event frequently like other European travel industries?
 - If not, then what do you think is the reason behind this?
 - Any suggestions to increase the participant numbers in SATTE for the Nordic and Baltic travel industries?
6. From where would you find Nordic and Baltic countries partners yourself?
7. Do you think SATTE could be the easiest way to find the Nordic and Baltic travel partners?
8. Would you like to add something related Indian outbound tourism and SATTE events? Any comments for the future?

C. SATTE event organization

1. What are the main objectives to make SATTE event as a successful event?
2. Are you conduct some survey to fix the next year objectives for SATTE event?
3. Do you think that SATTE event is relevant for Indian outbound tourism industries?
4. What are the potentialities for Nordic and Baltic industries for Indian outbound tourism towards their destinations?

5. Is it easy to find the partners for Nordic and Baltic countries over the other European destination's competitors?
 - If not, then why is so?
 - If yes, then how?
6. What are the percentage of the participants from Nordic and Baltic countries in SATTE event?
7. Is it increasing by year?
 - If yes, then why is so?
 - If no, what could be the reason?
8. How Nordic and Baltic destination could be stand out from the crowd?
9. What do you suggest to Nordic and Baltic industries to prepare to show their visibility in the outbound market using the SATTE platform?
10. Would you like to add something related Indian outbound tourism and SATTE event? Any comments for future?

D. Indian travelers' behaviors and culture

1. How much you are familiar about Indian travelers?
2. Are you able to know the Indian culture closely in SATTE event? If yes, how do you noticed the culture through SATTE event?
3. Do you believe that your destination is well prepared to welcome the Indian travelers according to their need and expectations?

Appendix 3. Structure of the Interview Invitation

Interview Invitation (confidential)



Research Subject: SATTE travel fair as a platform to expand the business of Indian Outbound Travel Market to Baltic and Nordic Travel Industries

Dear Interviewees name,

I am conducting interviews as part of a research study to map the potentiality of SATTE travel fair as a platform to expand the business of Indian Outbound Travel Market to Nordic and Baltic Travel Industries. As a travel industry expert you are in an ideal position to give us valuable first hand information from your own perspective. The interview takes flexibly around 30 minutes to maximum 60 minutes and questions formats are primarily structured but your open opinion and discussion also welcome related the research subject.

I am simply trying to capture your thoughts and perspectives on being an expert in travel industry. Your responses to the questions will be kept confidential and results will be handled anonymously. Interview will be conduct via online and each interview will be assigned with a theme code to help ensure that personal identifiers are not revealed during the analysis and write up of findings.

There is no compensation for participating in this study. However, your participation will be a extremely valuable addition to my research and findings could lead to greater understanding of Indian outbound travel market for Nordic and Baltic countries and get some useful information to perform in SATTE event.

Therefore, I am eagerly inviting you to participate in the interview. Please suggest a day and time that suits you well and I'll do my best to be available. If you have any questions please do not hesitate to ask.

Thank you !

Your Sincerely
Rumpa Saha
Haaga-Helia University of Applied Science
DP in Hospitality, Tourism and Experience Management

Appendix 4. Format of Participant observation

Period	Preparation	Timeline	Action	Comments
Before Event	Received invitation	Few weeks prior	Noticed	Send by event authority
	registration	1 month earlier	Online registration	Smooth registration
	B2B meetings link	2 weeks before	Registered	Via online
	Profile preparation	Same day while profile link was opened/ 2 weeks before	Profile description	Profile description drawn properly with the object to attend the event and what is seeking for
	Started to find the partners	During 2 weeks before the event (26.12.2019- 7.1.2020)	Send the B2B meeting requests	software technology was easy to operate but some of the unclarity partners profile, process consumed extra time
During the event day	Registration table	8 th January	Informed and received badge and materials such as exhibitors' list and venue map	As a first time, it was exciting. Observe the stands from the catalog book was challenging due to insufficient light in the venue. WIFI could not operate.
	Finding the exhibitors, 1 st day	8 th January	Could not follow the punctuality,	Because of audience traffic, difficult to locate the stand from the crowd, representative was not on the spot. consumed time to observe and understand the venue
	Finding the exhibitors, 2 nd day - 3 rd day	9 th - 10 th January	Preparation with own implemented plan to meet the exhibitors	Both days were quite succeeded. Reached some potential partners
	Partners' information	8 th - 10 th January	Collected many contact information	Collected contacts and met some potential customers
After the event day	After the event	2-3 months	Communication with the filtered partners from the contacts	Communication with the partners and discussion for future business possibility
	Networking	Continued	Enable to network	Networking with potential partners and relationship buildings

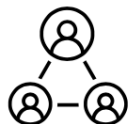
Appendix 5. Direct observation structure

Event Organizing	Type	Provided	Comments
SERVICES			
	Accommodation/room	Yes	Provided very luxurious hotel with five stars quality services
	Accommodation/breakfast	Yes	All kinds of breakfast menu including Indian breakfast from different states
	Accommodation/staff service	yes	Very friendly, high quality service
	Transfer to venue hall and versa vise	Yes	Shuttle service
	Transfer from airport to hotel	Yes	Private shuttle
	Food varieties at venue	Yes	Different multiple cuisine including Indian cuisine from different regions
FACILITIES			
	Luggage hall	Yes	Near the event venue
	WIFI at the event hall	Yes	WIFI with password but it was challenging to apply it because of huge audience and traffic
	Additional WIFI	By purchasing	Near the registration booth, the facility was available
	Hygienic Environment	Yes	All categories were provided
	Free drinking water	Yes	Found from every corner at the venue hall
	Exhibitor finder desk	Yes	There were two desks
	Organizer office room	Yes	It was a room with closed door/staffs were not reachable easily
	Meeting room	Yes	A very small hall
SYSTEMS			
	Location	Yes	Event location was chosen carefully
	Event venue	Yes	Massive in size
	Event hall design	Yes	Colorful, stands were in order but still puzzling
	Event atmosphere	Yes	There was always a good vibes and positive atmosphere. Cultural events and networking evenings provided more varieties and colors
	Cultural diversity reflected	Yes	In different ways, decorations, food, programs
	Event promotions	Yes	Event promotions and awareness was highly visible
	Risk management	Yes	High security system
	Time management	Yes	According to international standard
	Huge audience control	Yes	With high scanning security and pre-planned execution
	Technology, software	Yes	International standard high technology used
	Team players	Yes	Executed with high professionalism manner
	Overall service quality and maintaining company event	Yes	Good, especially in food section
	Bonus at the event venue	Yes	Evening entertainments and variety of rich Indian cuisine

Appendix 6. Five successful travel trade operations and SATTE itself

Travel Fair	Year	edition	Mission	Objectives	Why is successful	Total Visitors
ITB Berlin	2019	53 rd	One world, one industry and one promise	<ul style="list-style-type: none"> - Successful business deal - release of the latest industry figures and subsequent discussions - Focused that the industry is well-equipped to meet the demand - Exchanged views on digitalization and sustainability, -main trends is to progress with joint development projects. ' - ITB Berlin established many international contacts and met old and new friends 	<ul style="list-style-type: none"> -High quality customer service -Contact and meeting place - Commerce together small and medium size enterprises to top international organizations - Innovation - Successful launch of the technologies, travel & activities 	160,000
MITT	2019	26 th	Not found	<ul style="list-style-type: none"> - MITT promotes the development of the travel market and helps fulfil one of the country's main objectives – social development. - Destinations and travel service providers meet tour operators and travel agents looking for new opportunities to offer their clients. 	<ul style="list-style-type: none"> -Prestigious - Well-organized exhibition - Opportunity to launch new products/services in front of top travel industry buyers - Discover the latest offerings across the world - Great market insight - Unparalleled opportunity to build brand awareness 	22,289
EMITT	2020	23 rd	Not found	<ul style="list-style-type: none"> - EMITT promotes to find new partners, new clients, increase your brand awareness, present the service and products in front of huge audience, - Enquire new products, conduct business with influential industry experts, gather the necessary materials, comparing the offers of the competitors. 	<ul style="list-style-type: none"> - Valuable business platform - Providing new business and cooperation opportunities to the Turkish and global travel sectors. - The show is of great interest to industry professionals and travel enthusiasts. 	44,321
Tourism Expo Japan	2020	7 th	"Using the Power of Travel to Inspire Japan and the World!	<ul style="list-style-type: none"> - Shared a safe, secure event model for the new age - Bringing a new form of tourism to help revive the struggling tourism industry 	<ul style="list-style-type: none"> - Sharing a safe, secure MICE model for the new age, bringing a new form of tourism - Bringing a new form of tourism to help revive the struggling tourism industry after COVID19. 	24,174
WTM Expo London	2019	40 th	Recover, rebuild and shape	<ul style="list-style-type: none"> - Leading global event for the travel industry to meet industry professionals and conduct new business deals. -Through its industry networks, unrivalled global reach. -WTM London creates personal and business opportunities -Providing customers with quality contacts, content and communities. 	<ul style="list-style-type: none"> - Responsible tourism - WTM London will be responsible for generating around £3 billion of travel industry contracts. - Unites the global travel industry - Exhibitors achieved 30% higher profile views and 10% more leads than the average exhibitor. - Strong media channels and official publications 	60,000+
SATTE	2020	27 th	One step ahead	<ul style="list-style-type: none"> - Mapping trends and building partnerships. - A key focus at the South Asia travel and tourism exchange. 	<ul style="list-style-type: none"> - Supported by the Ministry of Tourism , Incredible India & UNTWO - provides a platform for aspiring travel startups and product launches - Own media channels and media influence 	35,000+

Appendix 7. New development ideas and preparations



UNDERSTAND & LEARN THE CULTURAL DIVERSITY OF INDIA

Indian work approach style, daily behaviors in business model, the dynamic of Indian market, different customer segment

- * *Understand the segment* * *Attract the market* * *Ability to provide better service*
- * *Good business relationship* * *Capable to interact with the new market*
- * *effective result at SATTE event*



INDIVIDUAL MARKETING STRATEGY

Knowing the needs and expectations of the market, Modifying the company's service according to the market demand, Service transparent policy, Indian professional representative who understands the business policy of India

- * *Ability to offer the modified services/products to Indian market*
- * *Service transparency pattern attracts more travelers* * *Better communications*



PROMOTION – VIA MEDIA AND SOCIAL MEDIA CHANNELS

Digital Markets and Media Channels have greater influence on Indian market

- * *Brand awareness* * *Better promotion* * *More visibility/attention*



APPLY MARKETING MIX TOOL

Attend SATTE event, same time organizing the workshops for potential partners , Evening networking dinner , besides that participate to the road shows in different Metropolitan cities, Invite Indian tour operators to FAM trips

- * *Less cost effective* * *Ability to find the filtered audience*
- * *Grow new business relationships* * *Better communication and interaction*
- * *Promote the service better way*
- * *Transparent service creates the trustworthy relationships with Indian business partners*



ADVANCE MARKETING STRATEGY TO ATTEND THE SATTE

Proper plan needed, study the event in advance, company needs to fix a few objectives before attend the SATTE, measure the potentiality to attend the event, trained professional representative, learn the Indian culture and their lifestyle, Listen some experience who has attended the SATTE before

- * *Fruitful result* * *easy to find the filtered partners* * *competitors' activities*
- * *Understand the service pattern* * *More successful*



AS AN EXHIBITOR AT SATTE EVENT

Collaboration with National Tourism Board or Nordic/Baltic countries together in one stand

- * *More trustworthy to the market* * *Less cost effective* * *More visibility*