



Kristina Henriksson, Jami Riihihuhta & Harri Ruoslahti (eds.)

**VISIT Case Studies – On Innovative Business Plans
and Service Logic Business Model Canvases for SMEs**

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Publications by VISIT

VISIT Handbook: <https://urn.fi/URN:ISBN:978-951-799-629-7>

VISIT Workbook: <https://urn.fi/URN:ISBN:978-951-799-630-3>

VISIT Case studies: <https://urn.fi/URN:ISBN:978-951-799-631-0>

ISSN-L 2242-5241

ISSN 2242-5225 (online)

ISBN 978-951-799-631-0 (online)

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1. Project VISIT: Innovative Business Plans for SMEs and Case Studies

by Kristina Henriksson and Jami Riihuhuhta, Laurea University of Applied Sciences, Espoo, Finland

“... everyone knew that all islands were worlds unto themselves, that to come to an island was to come to another world.”
– Guy Gavriel Kay, *Tigana*

ISLANDS ARE ENCHANTING places, where people travel to in order to find treasures, leisurely time, beach life, and magical moments after which to return to the wintry, ordinary life at home. VISIT (Versatile Islands Cooperating for New Services and Innovation in Tourism) is an Erasmus+ Strategic Partnership project (2018–2021) that wanted to explore European islands and how the project could improve making a living outside the high season of tourism. The project partners, Laurea University of Applied Sciences, Espoo, Finland; Linnaeus University, Kalmar, Sweden; Kiel University of Applied Sciences, Kiel, Germany; and VERN' University, Zagreb, Croatia, made use of forty months and worked together with islanders, students and colleagues to develop new service ideas for SMEs on the islands cooperating with the project. The islands in question are Nauvo and Korppoo, Finland; Öland, Sweden; Fehmarn, Germany, Vis, Croatia; and Paxos, Greece.

It is understandable that while the summer seasons can bring a lot of work and income on the islands to the locals, there are also business owners who reside elsewhere off-season. These entrepreneurs return to their homes and other lives after the season is over. The summer seasons make SME owners work very long hours. In wintertime, they might have another job or then they just live on their summer income. Many times, the infrastructure cannot provide school services to older children which means that families need to move to the mainland for that reason for wintertime. Commuting can be impossible in wintertime when seas are rough and ferry connections nonexistent. One question VISIT was looking to answer was: “How could one extend the season on islands?”

To examine how to extend seasons on islands is a bit like stirring the pot. For generations, islanders on some islands have become accustomed to the life they lead today. However, development in the European

Union continues, but unfortunately it does not always make its way to the islands. Change is not always welcome everywhere, but after the first steps are taken, opinions might change. Also, during the project, many businesses had the opportunity to cooperate with VISIT. The idea to plant a seed to grow was one of the aims of VISIT. One way to do this was to involve businesses in the Design Thinking process and be part of the weeks when students, teachers, and representatives from the businesses worked together to generate new service ideas for the businesses.

In addition to new service ideas, VISIT helped the businesses by providing them with innovative business plans that would take the new ideas into account. The template used for the innovative business plans was designed in the project itself, because one of the results expected from the project was to design innovative business plans for local businesses. The business plans were presented to the businesses. The aim was to offer the businesses interns from the partner universities. These students would work at the businesses for internships, and during that time, they would help the businesses to implement the new services into practice. Often this is where the difficulties lie; businesses do not have time to implement new ideas into practice. However, the pandemic arrived before any interns could start their internships. Nevertheless, the business plans will provide the SMEs with information that should help them set up the new services and get them running.

There are many things a business needs to consider when implementing a new service idea in practice. The business plans will help with this situation. VISIT also created Service Logic Business Model Canvases (SLBMC) for each business which simplify and condense the information on one page to be viewed. It can be useful as well in the process of developing one's services.

VISIT also offers help in digital format. While the SMEs participated in the development processes that were carried out during the project, VISIT also developed an Online Community that offers an Online Module (course) on Design Thinking. This module is created for SMEs and others who would like to learn how to develop new service ideas. It also includes a glossary and a section on how to be a sustainable entrepreneur. The Online Community provides material on developing Innovative Business Plans. One can join the Online Community at www.visit-islands.eu/onlinecommunity. Here you can register at the link you find, and you will receive an email invitation after you have filled in the registration form.

In the Online Community, one can also communicate with other businesses around Europe, and one can share ideas or ask about experiences in previous services or tourism activities from other business owners or others in the community. One can also communicate with the universities in case there would be mutual interest in any development projects for new services or the like. Furthermore, one can also advertise internships for university students. The more people join the community, the more one can get from the digital environment.

VISIT published a Handbook of the project activities and results. For example, it discusses the quality of the innovations created by the project for the businesses. Island tourism and service innovations are the topic in one chapter, another one discusses how the Design Thinking process was carried out in cooperation with students and local businesses on the islands. The Handbook explains the Online Community and how it was created. The impact of the project activities is as well explored. In addition to the mentioned topics, there are additional interesting chapters for readers to examine.

There is also a VISIT Workbook available for practicing the innovating of new service ideas. One can use it together with the Online Community's Online Module, or it can be used on its own. The Workbook explains how to use the different Design Thinking methods, and it also provides the templates for the methods. These templates can be downloaded and filled in or printed, whichever is more convenient.

This publication, *Case Studies*, provides information on how to write innovative business plans. The publication includes samples of the business plans that were written during the project for the businesses on the islands. These samples illustrate the sections of the instructions so that one can easily write one's own business plan. The *Case Studies* also present the guidelines to Service Logic Business Model Canvases. This tool, SLBMC, is a wonderfully useful document that will help a business to see the feasibility of a new idea quite quickly, as all information necessary for an idea to be implemented can be seen on one page.

VISIT and the partners would look forward to many new service ideas put into practice and with the help of Service Logic Business Model Canvases and Innovative Business Plans. It would be nice to know if islanders have tried to extend the season on their islands, by offering services after the season is over. At least the island of Nauvo has now done this, in 2020 and in 2021. Their aim is to carry on like this. Extending the season benefits all islanders, and at the end, also tourists who wish to visit the islands. For, if climate change makes summer weather too hot, it might still be possible to visit the islands outside the season then!

Please make use of the *Case Studies* publication, join the VISIT Online Community, and let us know whether you have tried to write Innovative Business Plans and Service Logic Business Model Canvases. If you have tried to develop new services with the help of the Online Module in the Online Community, do let us know as well. It would be very rewarding to know how the materials have helped you. Good luck!

Kristina Henriksson, Jami Riihuhuhta, and Harri Ruoslahti, Editors



2. Why I Need an Innovative Business Plan

by Jami Riihivuhta and Kristina Henriksson, Laurea University of Applied Sciences, Espoo, Finland and Marco Hardiman, Kiel University of Applied Sciences, Kiel, Germany

A **BUSINESS PLAN** is one of the first tests a business idea needs to face. To be successful, the business idea should be evaluated from many different angles and perspectives. When creating a business plan and evaluating it, one faces, in most cases, the universal problem of the idea being evaluated from the owner's and innovators' perspectives. This means that the idea is only viewed through the biased eyes of the inventor. A business plan has a perspective from inside out and outside in. It will help the company to find a profitable environment from the markets. A business plan may cover the whole company, but it can be also created for a new product or service. This article looks at why and how to provide your business with the plan it deserves.

The business plan will simply outline whether the business idea is feasible and viable. A business plan demonstrates the core of your business idea. This demonstration is for yourself, but also for your future partners and networks such as investors, lenders, community representatives, official agencies, etc. Depending on their occupation, they are interested in various aspects.

Investors and lenders are interested in the risks your business idea might have. Nowadays, there are lots of regulations in lending, and most banks and funding organizations are not only interested in their own return on capital, instead they have started to act quite ethically towards entrepreneurs. They are interested in the entrepreneurs' abilities and lifelong wellbeing. It is, of course, risk management for the banks, but it is also risk management for the entrepreneur. It is in everyone's interests, that business plans are accurate, and funding is granted for feasible and viable projects.

Entrepreneurs, managers, innovators, and other business operators use business plans to systematically plan their company's future, and to communicate about the business to potential investors and other stakeholders. There are many reasons why entrepreneurs and managers should invest time and effort into generating a business plan, and, in the end, the realization of a business venture might depend on it. By

following the innovative business plan instructions, the viability and feasibility will be tested. If problems appear, when creating an innovative business plan, it is most welcome at this stage – problems can be addressed here before they create practical problems.

The investments needed in business plan creation and viability testing are much less money consuming than testing the viability after business investments have made. When detecting flaws in a business plan, one has still time to innovate good solutions. The feasibility is important to take into account, especially in the tourism sector. In most cases, lots of funding is needed. Therefore, feasibility must be checked from many angles. Eventually, we need to remember that a business plan is just a plan. When the operations and projects really start, monitoring and progress evaluation are crucial for detecting possible flaws in time.

What does a business plan do?

A business plan is a handy tool for entrepreneurs and company management. It supports the company with:

- creating the mission, vision, and objectives
- anticipating future changes and finding a competitive edge
- managing operations and change management
- leading partnerships and networks
- finding a mutual understanding between the owners and staff
- acquiring funds and investors
- communicating about the business.

A business plan is a compact written report of the company's transactions. The background material and resources are extensive. The business plan crystallizes all the important information and findings. The business plan compiles the information on business operations so that everyone can understand how the profits are made. It will not always take into consideration the business in total, but it is always a comprehensive approach to the business aspect in hand. The business plan is not supposed to be carved in stone. It needs to be updated constantly because of the rapidly changing environment.

The language

The language in the plan is strictly business language. The more numbers, values, and amounts the business plan includes, the better it gets. The more assumptions without background materials and resources, the worse it gets. The business plan is a professional document that can be shared, for example, with a funding organization or bank. The possible mistakes in the business model planning will usually be revealed by outside evaluators such as investors. The evaluators give very valuable hints and tips for changing the business model and idea if such mistakes appear.

Planning the business plan

It is important to plan carefully. By creating an innovative business plan, the management can ensure efficient decision-making, and the process also forces one to find out the company resources in use. What are the resources the company already has, and which resources are lacking? The planning makes the management critically approach new business ventures and operations. In small and medium-sized companies (SMEs), it takes more time to plan operations daily. The smaller the company, the more it takes time to plan and the less

there are funds for new ventures. With a business plan, entrepreneurs may test their ideas on paper. That is the first test and saves a lot of funds. After the business plan is completed, the SMEs can test the new ideas on a small scale without outside funding.

Risks with writing the plan

There are some risks in creating a business plan. Mostly these risks can be divided into overoptimism, over pessimism, and the use of false data. Overoptimism may lead to image problems if the company loses its reliability. In this case, the objects and goals are set to levels that cannot be reached. The company may not be able to produce as much as needed in accordance with the plan. This will create a wild goose chase effect, meaning that the goals can then never be reached. Overoptimism may also lead to wasting resources if more resources are consumed than needed. This usually happens to SMEs in the starting phase. Investments can be wrongly calculated because of overoptimism. The problems with a service or product quality emerge if the company is not able to keep their promises, and it will cause losses. The losses and the gaps in service need to be covered; the most common solution for that is to take expensive short-time loans. Sometimes short-time funds are acquired more than needed and it will cause higher interest costs.

The risk of over pessimism also leads to unwanted outcomes. There might be more demand in the markets than was expected. In this case, the operations are sometimes sped up or the company may face the problem with a lack of resources. In both situations, the quality of the product may decline. If the company cannot meet the demand, the customers will find a replacement product or service elsewhere, most likely from competitors. If the business plan is overly pessimistic, there might not be enough capital or cash for growth or for crucial new investments. The overuse of resources will lead to problems with time management. The operations consume all the available time resources.

Basing assumptions on false or inaccurate data can also cause the plan being inaccurate or even false. It pays to do your homework and use good, accurate data as the basis of one's planning. The plan needs to be based on clear accurate data and describe the market situation and competitors' offerings. Also, customer data is needed, especially on customer expectations and problems. Numbers data are valuable in understanding the potentials costs and possible earnings of the planned product or service. It pays to have your numbers straight.

If entrepreneurs are not able to describe their own business, they cannot then measure and improve their company. A business plan is a description that is needed. Eventually, a business plan is proof of a viable business idea including all the key parts of business. It turns business strategies into operative actions. A well and thoroughly prepared business plan will reveal any possible risks and crucial cornerstones. It is the most accurate prediction for the future of the business.

There are many business plan structures available in business literature and on the Internet. These provide a good basis for planning your business properly. VISIT offers an innovative business plan that provides not only a structure, but also methodologies to generate ideas, analyze your business and its competitive environment, think about the future, your business plan, and its financials. It is based on the structure of an innovative business plan, and these elements and methods below will be discussed in more detail as you advance in reading these articles. The articles will provide you with a mix of theory and practical examples to guide you through the process of creating an innovative business model for your business idea.

Therefore, the structure of your innovative business plan could look like this:

Innovative business plan title page and contents

- Company name, logo, and contact information
- Table of contents

Executive summary, company description, mission and vision

- Executive summary
- Company description
- Mission
- Vision

Company and Market Analyses:

- SWOT analysis
- Market analyses:
 - Microenvironment
 - Macro environment (PESTEL)
- Competition and customers:
 - Competitive matrix
 - Customer segments
 - Customer profiles (Personas)
 - Customer journey

Creating value

- Value proposition
- Description of product / service
- Value creation (Service Logic Business Model Canvas)

How to Reach Customers and Navigate in Networks

- Situation Analysis, Objectives, Strategy, Tactics, Actions and Control (SOSTAC)
- Paid, owned, and earned media
- Sales

Financial Plans and Future Opportunities

- Financial plans
- Future opportunities
- Futures thinking
- Foresight approach

Generating Ideas and finding the Right Words

Appendixes

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3. Executive Summary, Company Description, Mission and Vision

by Jami Riihivuhta and Kristina Henriksson, Laurea University of Applied Sciences, Espoo, Finland and Marco Hardiman, Kiel University of Applied Sciences, Kiel, Germany

A **INNOVATIVE BUSINESS** plan should contain an executive summary and a company description. These present the company and give a quick overview of the total plan. These are important elements in that they, e.g., provide potential investors the possibility to quickly decide if they are interested in reading the entire plan more thoroughly.

EXECUTIVE SUMMARY

An executive summary is basically an elevator pitch for your business idea. It distills all the important information about your business plan into a relatively short space. It is a high-level perspective at different aspects. The summary should include information that summarizes the other sections of your business plan. A good executive summary is compelling. Thus, make sure that you have a storyline that is exciting and connects the different parts of your business plan. Often it also includes a vision or mission statement. First, we will look at an executive summary, and then we continue with the company description.

Since the executive summary is meant to highlight what you intend to discuss in the rest of the plan, many experts suggest that you write this section last. However, others prefer to start their business plan with the executive summary and revise it along with the development of the business plan.



An authentic executive summary example

Here follows an authentic example of an executive summary on Böda Sand. This example is from a business plan created by the project VISIT:

Böda Sand Beach Resort is Sweden's biggest resort of its kind. It was from the beginning a camping site that was part of the early 1960s camping movement. Through continuous development it has become a resort with a broad range of accommodation alternatives, activities, events, shops, and restaurants. It is the biggest camping site in Sweden with 1,350 camping slots and 159 cabins. The current owner of Böda Beach Resort has a background in the tour operating industry and has successively moved the overall product towards a destination model of operation. Böda Beach Resort is open during 26 April – 15 September, with the peak season in the weeks 26 – 32, with around 10,000 visitors every day.

This is also Böda Beach Resort's biggest challenge. The season is very short with only a few weeks of large visitor numbers. If the season could be stretched to a longer period it would create a positive payback on all the facilities and the overall premises that otherwise would remain unused. Today very few people visit the resort during the pre- and after-season. It would possibly be profitable to expand the season and get the customers to visit Böda Beach Resort in the current shoulder months.

Therefore, the idea is to get people to come in the pre-season, in a concept called "Active Spring in Böda Sand." It would offer activities for groups or for individuals that would use the resort's already amazing facilities. The outlined proposition suggests that semiprofessional football clubs can come in the spring and train and prepare for their upcoming football season. For individual visitors, there will be more targeted and specific programs, with yoga programs and bootcamp programs for a healthy and active lifestyle.

"Active Spring in Böda Sand" would focus on the problem of the pre- and after-season, and use the already existing facilities, like the cabins, outdoor gym, and increase the occupancy rate. Today, Böda Beach Resort is mostly known as a summer destination. Active Spring in Böda Sand would increase the publicity, change, and broaden the image of Böda Beach Resort.

After you have considered the executive summary, it is time to think how to write the company description.

COMPANY DESCRIPTION

A company needs to be able to describe the business and give relevant information. For example, you need to provide information about the ownership of the company. Who are/is the owner(s) of the company? Is the company part of a group of companies? It is also important to announce the type of the company. There are different regulations for different company types worldwide.

Though the next examples of *Describing the business* are fictitious, they are based on authentic cases in the project.

A nice start to your company description is to provide the basic details such as these:

Hotel XX (business register number Y-2323xxkw-0) is a limited liability company established in 1990. The company's main business is accommodation. The Board is chaired by Samuel Smith, the members of the Board are Roland Smith and Rolf Smith.

Then you can continue by giving exact information on the line of business one provides, such as here:

Hotel XX offers tourists restaurant and accommodation services in the Helsinki archipelago. XX is located eight kilometers from the Helsinki city center. The legal form of the company is XX Oy Ab. The address of the company is Hotel XX Road 11, 00110 Island. The hotel offers tourists the opportunity to enjoy a quality visit in an idyllic setting, with many activities, including services with meeting, restaurant, and banquet facilities.

If your company has historical roots, here is the place to emphasize these roots, for example:

Hotel XX is a family estate, dating back to the seventeenth century. The present form of the company was changed to the limited liability company form not long ago. XX has offered accommodation services since the establishment of the company. The long history is always part of the existence and operations of the business. The owner, Samuel Smith, points out that the historical stories are always shared with the visitors. The hotel consists of five different buildings, which house the hotel, the meeting facilities, and the restaurant, as well as a shopping center for diverse products and services. The hotel also offers a private harbor for small yachts and boats down by the sea.

On the estate, there are different alternatives for accommodation apart from the main hotel buildings. One can find further away a cluster of cottages ranging in size from two person to six person cottages. For accommodation alternatives, there are also cottages of more luxurious and secluded standard, called champing or glamping. In total, there are 36 cottages with their own private parking.

Following some basic details about the company, you can then offer more details that emphasize its brand. The hotel can explain its business, for example, this way:

The main building has been a guesthouse for more than 400 years. It used to house both rooms for travelers as well as the restaurant providing meals for the passers-by and visitors. The building was constructed in stone already in the 1600s by the ancestor of the present family. Although the menu and the room decors have changed during the past centuries, both services are still offered to modern tourists. The hotel provides 76 double rooms and 48 single rooms for travelers. The restaurant is nowadays housed in the building next door to the charming, historical hotel.

Having mentioned the buildings and some details about the hotel, now give some details about the restaurant:

The restaurant is in the building next to the hotel building. The restaurant building is also very old; it dates back to the 1800s and is built of stone as well. It seats 120 persons in one main room as well as in some cabinets that can be opened into bigger cabinets with sliding doors. The menu consists of some historical dishes as well as a season-based list of local delicacies. The upper floor of the building houses meeting facilities that can offer meeting venues for groups of 20, 50, or 150 people simultaneously. One can also organize small conferences upstairs or – if combining both floors – a bigger one.

One surprising attraction is the small but well-equipped shopping center with a bakery and café, hairdresser, clothes, and beachwear, etc. in the building next to the restaurant. Although the center is designed for the guests, one can find also local people shopping there.

When you have given these basic facts, list any additional perks that would make a tourist take their journey to your business. The hotel here gives these benefits:

At Hotel XX, guests can enjoy and spend their days by doing different activities offered. Hotel XX's main attraction is the five-kilometer-long fine sand beach, but it is also seconded by an array of activities of more or less permanent solutions. There is, for instance, a permanent water park with water slides and swimming pools and playgrounds for kids. There are also instructors' led activities for children and adults, such as workouts or yoga, and entertainment with sporting events, like the beach volleyball tour as well as music concerts. The wonderful nature by the sea waits for the visitors to take a guided tour along the coastline, or the guests can visit the forest behind the hotel with the guide and the nature trails. The trails include hiking trails for walking, running, or mountain biking for adults. One popular activity is a nine-hole golf course. The Finnish sauna offers hot steam with the hot tubs waiting for guests to drop by and enjoy the wellness services. Bicycles and boats can be rented, and guided boat tours can be booked by the reception. The tennis courts are free of charge, naturally for hotel guests.

Now you will have an opportunity to advertise your excellent location and any other details that will catch any tourists contemplating a visit to your company:

Hotel XX is situated along the wonderful coastline of the capital of Helsinki, Finland. It is easy to explore the lovely nature in the archipelago by boat, either by taking guided tours or by renting a boat. Even if the seasons in Finland are different, one can enjoy the location all year round. In wintertime, one can do winter sports and enjoy the fresh, cold and clean air outside and the pristine snow. One can also try ice-fishing in winter, and normal fishing in summer.

Hotel XX has an all-inclusive option with their own payment solutions and package deals that encompass the different amenities and provide different levels of service and standards. All-in-all the business has the ambition to be a destination with all different services available and at hand to make a lengthy and problem-free stay as convenient as possible.

The marketing effort of Hotel XX is far reaching and national in scope. They market themselves in national media. In addition, there are, for instance, several seasons of a tv-series on Channel 11 that capture the lush and leisurely life at the hotel.

Hotel XX is an enterprise that develops over time with added attractions and activities and raised standards and solutions. The company has a staff of 20 people working all year round, with another 20 staff that are on contract basis for different actions that are needed, in marketing or business development, etc. The high season is during April – September, but due to its location, it attracts nowadays more and more visitors even outside the high season. It is possible to open bigger activities in after-season for bigger companies of guests should it be needed. The high season is May – September. The number of seasonal employees is about 60, taking care of daily routines, reception work, maintenance, etc.

MISSION AND VISION

Next, it is time to focus on the company's mission, which is the reason why the business exists, why the company is on the market, and to whom and what kind of products it offers.

The mission

The mission is usually announced in one sentence, and if it changes, the whole company must change its operations accordingly. Therefore, this statement is quite a permanent first strategic statement of the business. It determines its operations and its future directions in the selected market.

Here is an example of a mission statement from a business plan created by VISIT:

Our purpose is to give the hotel, restaurant, and venues their own identity and combine them with the whole organization. This is the foundation upon which the development idea can be built. The mission is to smooth out seasonal fluctuations and improve business profitability. As a result, it would be possible to hire full-time employees to improve all aspects of the company's operations.

The vision

Then, the business plan explains the vision for your business. A vision is an image of the future of your company, it reflects a clear comprehension of the present situation and its future aimed situation, exhibiting the objective of the company. See this example:

The vision is that the operations of the organization will be implemented in accordance with international and future perspectives. The future outlook for work and its implementation will be constantly changing to a more flexible direction, whilst changing the traditional 8 am to 4 pm work schedule. The idea is to meet these changing needs of the future and to be involved in development. Change does not happen in an instant, and in order to accomplish the idea, it requires a sustained and dedicated commitment to achieve this goal.

Well formulated vision and mission statements can drive your strategy, as they affect all vital components of the company, and provide the company management and staff a basis to make decisions that are in line with the company strategy, and it can be especially applicable if the company were to encounter a crisis.

Together the Executive Summary, the Company Description, and Mission and Vision statements that have been discussed in this article, can be powerful tools to communicate what the company is and what it wants to be. They should be clear to the staff and can be used to communicate with stakeholders and investors alike. These can be used to drive corporate culture and promote learning in the organization.

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4. Finding the Right Path with Company and Market Analyses

by Jami Riihuhuhta, Kristina Henriksson and Päivi Mantere, Laurea University of Applied Sciences, Espoo, Finland; Marco Hardiman, Kiel University of Applied Sciences, Kiel, Germany; Per Pettersson Löfqvist, Linnaeus University, Kalmar, Sweden, and Dijana Pletikosa, VERN' University, Zagreb, Croatia



The idea!

THERE IS ALWAYS an idea at the beginning. In this article, we are concentrating on service business ideas in the tourism sector. After the idea has been generated, it is time to have a look at the current situation in the company and what is happening in the markets. The idea needs to be tested with markets before it is worth seeking funding for. The creation of company and market analyses starts with the needs analysis. What do we need to research to challenge our business idea? Businesses get better insight by understanding the current state of the markets and opportunities. Finding the right path for your company is done by conducting relevant company and market analyses. These are discussed more in detail below.

SWOT ANALYSIS

A common tool to shape a business idea is the SWOT analysis. It can be used to continuously develop the company in different situations. The idea behind the SWOT analysis is to allow one to assess different situations that can be used to plan and make decisions. The SWOT analysis results in a definition of measures to be used to identify threats and weaknesses. In turn, these can be then minimized and make them opportunities. Furthermore, the company can strengthen its existing strengths and make use of the opportunities that are created by the operating environment. (Helms & Nixon 2010.)

Example of a SWOT analysis

Below, one can view a SWOT analysis of a business that cooperated with VISIT. The analysis investigates the present state of the business.

Table 1. A SWOT analysis of a business cooperating with the project VISIT.

<p>Strengths</p> <ul style="list-style-type: none"> • Nature silence • Unique environment • Local production • Company's ability to innovate and create new services • Active owner • Historical site • Professional and motivated employees • Accessibility by boat • Affordability 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Seasonality of offering • High competition • Unknown location • Lack of harbor services • Limited resources • Marketing
<p>Opportunities</p> <ul style="list-style-type: none"> • Technological development • Cooperation with local actors and residents • Using trends in service innovations • Events • Harbor services • Diversify service offering • Productization 	<p>Threats</p> <ul style="list-style-type: none"> • Wellbeing of the entrepreneur • Constantly changing tourism • Climate change • The state of the national and international economy • International travel ban

The SWOT table is explained next, with specific details of all entries. It is important to put the notions and observations into words and sentences to make an impact and realize what they mean.

Strengths

The business's appeal lies in the unique, historic environment, the surrounding nature and tranquility, and the use of locally produced in the restaurant services. Professional staff and quality service create an unforgettable experience for the customer. The activity of the owner and willingness to develop business and services are the starting point for a successful business. Its location is remote, but it is easily accessible by boat. The affordable price is competitive with other ports in the area.

Weaknesses

Tourism in the area is strongly seasonal and focuses on summertime. There is a wealth of services and competition in the area. Weaknesses are the awareness and reachability of the business and limited resources to develop the port and its services, but also marketing inefficiency and reaching the right target audience. Advertising should be targeted directly to the right customer group to improve its accessibility. The company's website is in Finnish, Swedish, and English. The Finnish pages are comprehensive and

give a comprehensive picture of the company's services. The Swedish and English pages are limited, and information is hard to find.

Opportunities

There are many opportunities for business development. The business can develop cooperation with local actors and residents by organizing various events in the area. The construction of the guest harbor will bring a new customer group to the business, in addition to an existing customer group. By leveraging technology advancement, the business improves visibility and communication with its customers. It is possible to expand the harbor service supply gradually according to the demand.

Threats

A constantly changing tourism is a threat to the business. The company should be able to transform its business flexibly according to customer preferences and trends. Climate change and the prevailing economic situation are influencing tourists' purchasing decisions and consumer behavior. Constant change creates challenges and threatens mental and physical well-being.

MARKET ANALYSES

After having created the SWOT, you should examine and draw conclusions of the results of the analysis. Below is an example of a discussion that has been led from the above SWOT analysis example, how these SWOT elements apply towards a market analysis:

The company's existing strengths can be further developed and utilized in marketing. Storytelling enables the company to stand out from the competition and enhance marketing. Storytelling arouses the customer's interest and enhances the customer's understanding of the importance of the service or product. Training and motivating staff improve well-being at work. Well-being staff will provide a better quality of service.

Boaters are already potential customers in the area. Developing services for boaters make business more profitable and increase the restaurant's operating capacity. The harbor provides the business an opportunity to expand its season because the boating season begins in April and ends in October. Awareness can be enhanced by streamlining marketing and targeting marketing to a customer segment.

Outsourcing marketing to a professional help improves the marketing of the business and makes it easier for the owner to focus on running the business. Updated websites make it easier for the customers to find information and contact the company. By improving the website in different languages, it can also attract international travelers. Limited resources can be improved by streamlining business and setting clear goals for business also by developing strategic and operational plans.

Building a harbor creates many new opportunities for business development. Providing services to a new customer group will help to improve the company's financial profitability. By improving collaboration with local people and actors increase the awareness of the company and lowers the threshold for locals to use the company's services. Also, locals are effective in the means of promoting marketing as they recommend the place to others. Organizing various events at the business serves as an attraction for local people and tourists. By leveraging technology, the company can streamline marketing and make it easier for customers to connect with the company and encourage the customer to make a purchasing decision. There are no limits in developing the service. As the capital increases, the company can expand its services gradually.

The company must be aware of changes in the tourism industry. By being aware of changing situations, the company can react to them on time. As the economic situation changes, the company must be able to adjust its operations so that customer flows are maintained, and business is profitable. The company can incorporate sustainability into their business and communicate it to their customers and stakeholders. This creates a positive image of the company and further increases its reputation.

Market analysis A: Microenvironment

One needs an overview of the microenvironment of the marketplace to gain a close-up view of the opportunities on the market. Marketplaces are small parts of large markets. To understand the interactions in the marketplace that your business is part of, the company needs to generate analyses of its microenvironment. It is good to start by defining the geographical area and describing the marketplace.

Analyzing the microenvironment can be done by first asking relevant questions and then carefully answering them. These questions and answers look at actors on the marketplace (competitors, vendors, suppliers, customers, salespeople, residents, etc.), networking with these actors, and what valuable information on market dynamics these can provide.

Here are more support questions for defining the marketplace in a tourism destination:

- Who are the key players in the marketplace (competitors, vendors, suppliers, customers, salespeople, residents, etc.)?
- What can we gain from networking with these actors?
- How large is the market?
- How is it segmented?
- What does the future look (is the market, e.g., growing)?
- Is there a gap in supply in the microenvironment?
- What are the main attractions?
- What are the pull factors?
- What is the brand and image of the destination?
- Where do the customers come from?

Example of a marketplace definition

Here follows a definition of the marketplace of Fehmarn, Germany, which is one of the cooperation islands in VISIT:

13,116 people live in the city of Fehmarn. The city of Fehmarn takes on the function of a sub-center in the central local system of the state of Schleswig-Holstein. As a central location, the city has the task of supplying the population of its own urban area with goods and services for qualified basic needs.

In addition, the island of Fehmarn takes on a major supply task for tourists and day visitors. Last year the island counted around 2 million overnight guests and another 3-million-day visitors. The closest regional centers are Kiel and Lübeck, both around 85 km from Fehmarn.

The closest medium-sized center is around 70 km away in the city of Eutin. With an area of around 185 km², Fehmarn is the third largest island in the Baltic Sea. Most of the island consists of agricultural areas as well as green and open spaces. The urban area is divided into about 40 districts; the focus of settlement on the island is the core town of Burg in the south-east of Fehmarn. The remaining, mostly very low-populated districts mainly serve as residential locations as well as accommodation options for tourists and as a location for farms.

Fehmarn is connected to the regional and national road network via the B207 (E47), which is a direct link to the A1 and B501. The mainland can only be reached via the Fehmarnsund Bridge. In addition, there is a well-developed network of rural roads within the city limits. The transport connection between the city of Fehmarn and the rail network can also be rated as good. There are regular connections in regional traffic to the regional centers of Kiel and Lübeck as supra-regional DB stops.

In addition to a train station in the district of Burg, the district of Puttgarden also has a rail-bound connection, which, with its ICE connection to Copenhagen, is an important international transit route. The Puttgarden / Rødby ferry connection is a very important connection to neighboring Denmark and all of Scandinavia. The planned construction of the fixed Fehmarnbelt link will further expand Fehmarn's already internationally important transit function in the future.

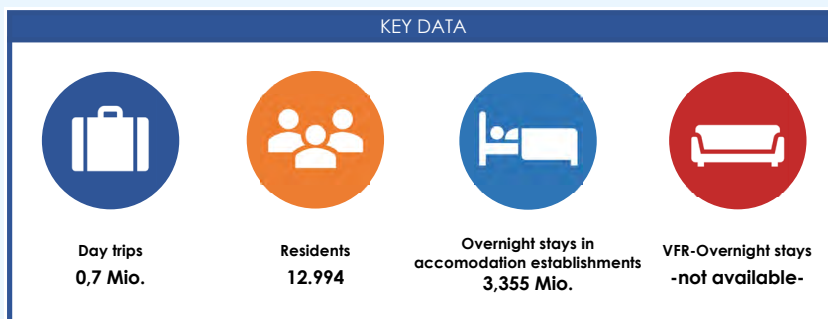


Figure 1. Key data from Fehmarn.

The market potential of retail in the city of Fehmarn results from the existing demand within the city of Fehmarn as well as in the immediate vicinity.

First of all, the central local supply function of the city of Fehmarn is relevant: According to the State Development Plan Schleswig-Holstein (2010), the city of Fehmarn is classified as a sub-center. As the central location, the city of Fehmarn takes on the task of supplying goods and services for the qualified basic needs of the population in the interconnected area.

Based on the existing retail offer in the city of Fehmarn and considering the competitive situation in Heiligenhafen and Großenbrode, the direct market area primarily comprises the island of Fehmarn. In addition, only the community of Großenbrode (2,138 inhabitants) is included in the extended market area of the city of Fehmarn. The residents of the community of Großenbrode have the option of going to Heiligenhafen or Fehmarn for shopping; a clear orientation towards the retail location of Fehmarn cannot therefore be assumed.

The potential demand in Fehmarn is calculated based on the number of residents in the municipality (approx. 13,116) and the specific retail purchasing power index (100.3). An expenditure rate per capita in the retail of €5,828 for 2016 is used, which is adjusted to the level of the city of Fehmarn with the help of the purchasing power index. The expenditure rate of every inhabitant of the city of Fehmarn corresponds to an average of €5,845 in 2016. As the purchasing power index, the statistical expenditure rate per capita in Fehmarn is above the national average.

Overall, the potential demand in the city of Fehmarn amounts to around €76.7 million. Of this, around €41.3 million are used daily or periodically. In the aperiodic demand area, the demand potential amounts to around €35.3 million. The potential demand in the extended market area of the city of Fehmarn (municipality of Großenbrode) amounts to a total of €12.2 million. Overall, the potential demand in the market area thus amounts to around €88.9 million.

In addition to local demand, the additional tourist purchasing power potential and purchasing power inflows from the surrounding area must be taken into account. In total, the following calculations are based on a potential reserve of € 81.2 million. The potential reserve consists of the expenditure of tourists and day visitors. The tourist demand clearly exceeds the local demand potential in Fehmarn and is roughly on a level with the existing demand in the entire market area of the city of Fehmarn.

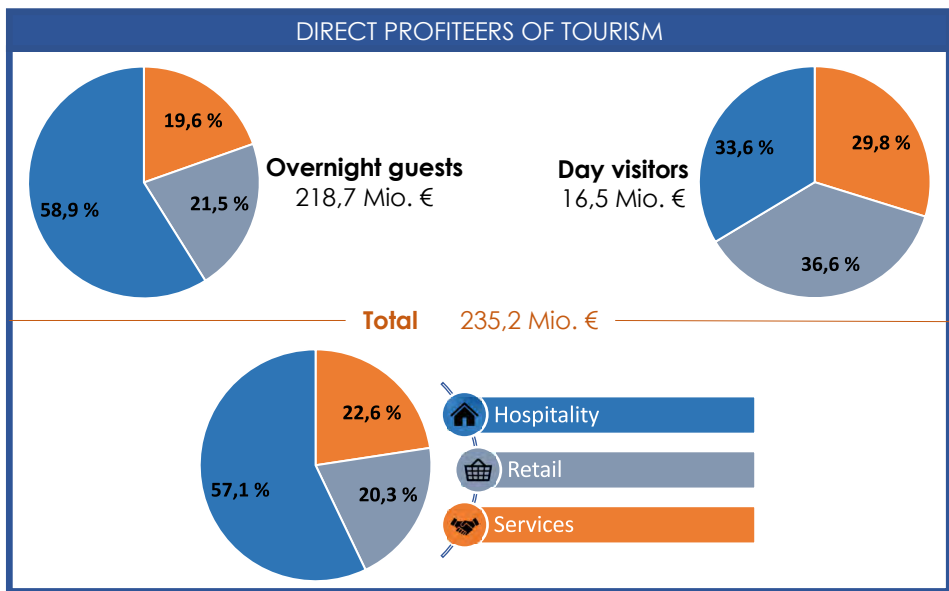


Figure 2. Direct profiteers of tourism (dwif 2021).

Market analysis B: Macro environment

A macro environment is the environment around your business that changes based on national and global events, policies, megatrends, economics, and other factors. One of the most known methods to analyze macro environments is the PESTEL analysis. The original PEST analysis was invented by Francis Aquilar in 1967. The PEST analysis took into consideration the political, economic, sociological, and technological aspects. The environmental and legal aspects were added to the analysis later, which then resulted in making it a PESTEL or PESTLE analysis. The most important part of the macro environmental analysis is to find the drivers which are, and which will have, an effect on a company's operations. For small and medium-sized businesses, finding the key market drivers is crucial.

The environment of the tourism industry is constantly changing, and this poses challenges for businesses. A company needs to continually develop its operations in response to changing phenomena and trends in order to grow its business and to be able to compete in the market. Because of this, the management of the company must be aware of every change in the tourism industry.

The PESTEL analysis can be used to look at different environmental factors in a company's macro environment that set requirements for the business and over which the company itself cannot influence (Puusa, Reijonen, Juuti & Laukkanen 2014, 67). The market for accommodation services, such as the travel industry as a whole, is changing. Today's travelers are more interested in self-made and personalized travel rather than tour packages organized by tour operators.

With the advancement of information technology and digitalization, more and more travelers are discovering their destination independently and comparing quality and price between the company's competitors. The PESTEL analysis of the tourism environment highlights the phenomena most influencing the tourism environment. Identifying and responding to these phenomena can help businesses grow and gain a competitive advantage in the marketplace.

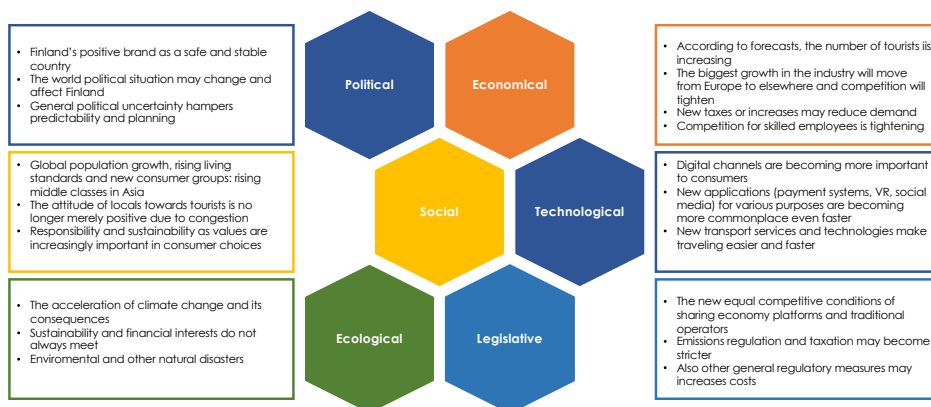


Figure 3. The PESTEL approach to tourism's operating environment (Jänkälä 2019, 45).

Example of a Market Research, Sweden

Öland has been a tourist destination since the end of the 19th century, a "classic" Swedish tourist destination to which generations of Swedish families have been seasonally migrating from major urban areas and inland regions. They have come there to enjoy the Swedish sea, sand and sun tourism, and a landscape that is set apart from anything else that is possible to experience on the mainland (Saltzman 2001).

However, in the overall development of Swedish tourism, the dominant trend in the last twenty years has been a faster growth of tourism in metropolitan areas and in rural regions with both winter and summer seasons, compared to traditional summer destinations such as Öland. In the graph below, regional growth of tourism is measured in number of commercial guest nights for the three most popular Swedish counties with tourism outside the metropolitan areas (Statistics Sweden 2020). Öland belongs to Kalmar county.

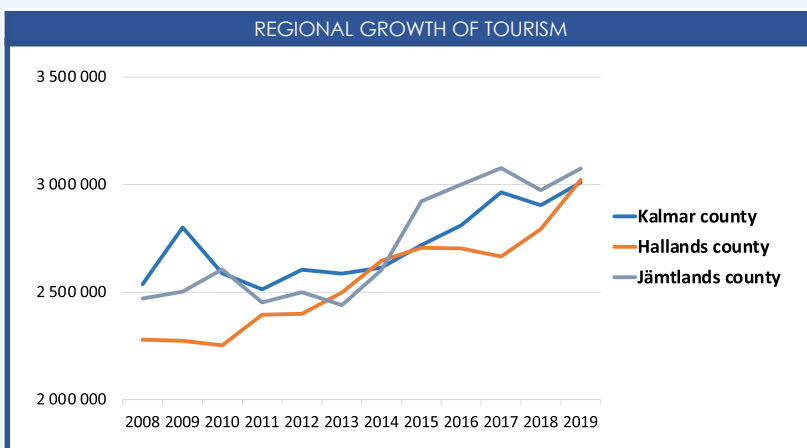


Figure 4. Regional growth of tourism measured in number of commercial guest nights for the three most popular Swedish counties with tourism outside the metropolitan areas. Statistics Sweden 2020.

Kalmar County, where Öland accounts for about half of the guest nights, shows a more stagnating trend than Halland County that has a similar tourism profile with sea, sand, and sun tourism. Jämtland County is mainly a winter destination, but with a growing summer season with hiking, fishing, and biking as its main attractions. Jämtland County captures some of the recent trends towards a more diverse outdoor and activity-based tourism.

The local focus on Öland on promoting year-round tourism, described above, follows this market trend, and the initiative to offer camping products out of the main season is in line with this.

The stagnating growth visible for Kalmar County in the graph is however a sign that the region, although not losing destination appeal, shows signs of maturation and increasing dependence on tourism led economy (following Butler (1980), but see ie. Hovinen 2002). This means that year on year the region can count on stable and steady growth in the number of tourists, and it means that companies are able to make feasible investments and increase the value of their operations and upgrade their services.

There are however impediments to the continued welfare of this sector. The most important hurdle is the lack of manpower, hampering growth and willingness to invest. The population on Öland is the oldest in Sweden, 35.7 per cent is over 65 years of age, the mean age is 49.8 years and less than 20 per cent are under the age of 20 (Statistics Sweden 2019). The graph below, of population changes 2000–2018 in Borgholm municipality, shows a pyramid with an inverted kurtosis. Red fields indicate loss of population in the age groups, while the green color indicates population growth.

The influx of people in older age groups, i.e., of people born in the 1940s and 1950s, move to Öland when they retire or are at the end of their productive years. While the young adult age group born in the 1990s to a high degree have left the island for opportunities elsewhere.

Companies as well as the local government and the regional level attest to this problematic situation and testify that this is the most urgent challenge for retaining and developing tourism on Öland. As it also gets increasingly harder to find seasonal workers, business developers and the Öland DMO fear that this has a detrimental impact on initiatives to invest in tourism.

Finland's coastal areas and archipelagos are popular with tourists, especially in summer. Travelers use their own boats or use communication vessels and their own car/public transport to travel. The accessibility of the Finnish archipelago is relatively good. Most of the archipelago and river basins have free ferry services provided by the community and in many other areas commercial cruise and charter services are provided by companies (Komu & Selkälä 2018). In addition to domestic tourists, foreign travelers visit the Finnish coast and archipelago area annually. Foreign travelers' visits also focus on the summer season in coastal and archipelago destinations.

The share of foreign visitors in accommodation sales has remained largely unchanged at around 20% over the period considered. The share of domestic visitors has increased slightly since 2015. The room occupancy rate has remained stable throughout the period considered.

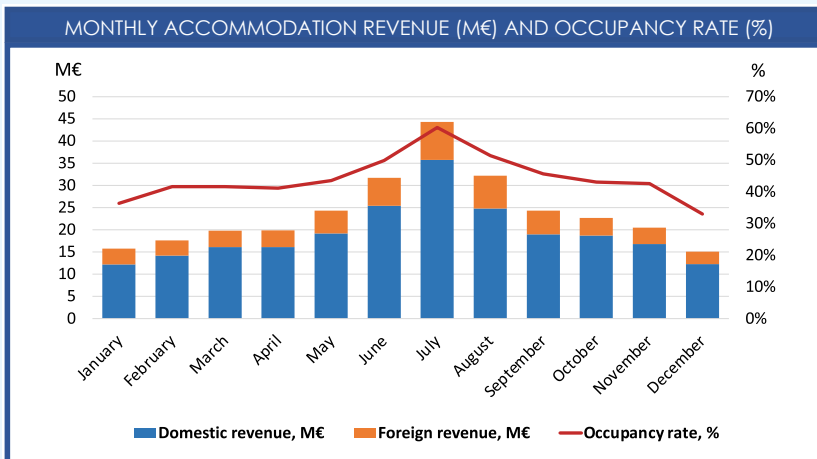


Figure 5. Monthly accommodation revenue (M€) and occupancy rate (%) of bedroom 2018 (Matkailuvuosi 2018 Matkailun suuralueet sekä maakunnat 2018).

Looking at the 2018 monthly accommodation sales and room occupancy rate, there is a rise in the numbers between May and September. Accommodation sales peaked in July, driven by strong domestic demand.

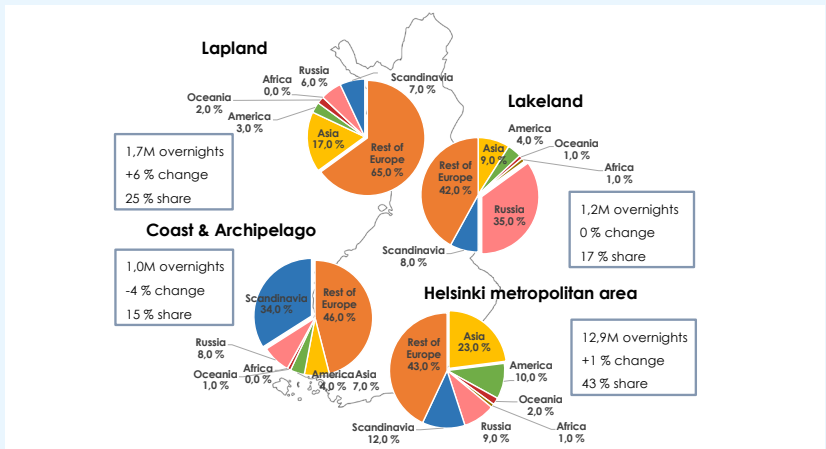


Figure 6. Foreign overnights in Finland 2018 by region (Matkailuvuosi 2018 Matkailun suuralueet sekä maakunnat 2018).

The number of overnight stays by international tourists increased in 2018 compared to previous years. 2.9 million overnight stays were collected in the Helsinki metropolitan area, which is 43% of Finland’s overnight stays by foreign visitors. There were 1.7 million overnight stays in Lapland (25% of Finland’s overnight stays by foreign visitors). There were 1.2 million overnight stays in Lake-Finland. (17% of Finland’s overnight stays by foreign visitors). The coastal and archipelago areas’ nights decreased by -4% compared to the previous year. The total number of overnight stays was 1 million in the coastal and archipelago areas (15% of Finland’s overnight stays by foreign). (Matkailuvuosi 2018 Matkailun suuralueet sekä maakunnat 2018.)

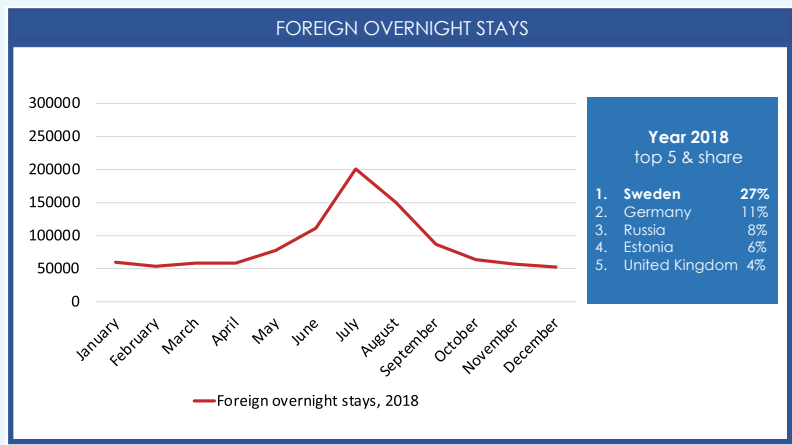


Figure 7. Monthly foreign overnight stays in the coast and archipelago area 2015–2018 and share of stays by major countries of origin in 2018 (Matkailun suuralueet. Rannikko ja saaristo 2018).

Overnight stays by foreign tourists on the coast and in the archipelago conform a steady line over the period of 2015–2018. In July each year, there is a clear increase in the number of overnight stays. In addition, the picture shows the top countries of origin by foreign tourists, one-third of which is from Sweden.

COMPETITION AND CUSTOMERS

It is important to understand the competitors that your company must face on the marketplace. Your company will never operate in vacuum but will always be up against other companies selling the same or similar products or services to the same or similar customers. The better your company understands this, the better its place is in the competitive marketplace.

Competition can be analyzed by completing a competitive matrix, and customer segments, profiles and journeys help understand who your customers are, and what they want. These methods are discussed below.

Competitive matrix

After the previous steps are done, your company has a lot of information about the market situation and its own abilities. The next step is to find out more about competitors and customers. Identifying the current sellers in your market area will give the company better possibilities to find room in the market. Providing products and services, which are not yet provided, is a good starting point. Another option is to bring more value to the competition than your competitors. Better value can be provided in many ways. There are multiple tools to use to get more insight about your competitors. One good tool is the competitive matrix. The matrix is simple to use and does not take too much time or resources.

The competitive matrix can be approached by presenting and answering support questions. Some useful support questions for the competitive matrix are listed below:

- Who are your direct and secondary competitors?
- What kind of products and services do they offer?
- How are the services provided and what is the quality of the services?
- What is the competitive edge?
- How are the goods and services distributed?
- What is the market share of each competitor?
- Where are they located?
- What is their marketing and sales strategy and what kind of advertising do they have?
- What are the strengths and weaknesses?
- What is the price range?
- What are their customer segments?
- How do customers experience the service provided? (interviews and online reviews)

Presenting and answering these support questions above enables making a competitive matrix. Below is an example of a competitive matrix comparing hotel, B&B and guesthouse accommodations with one another:

Table 2. Example of a competitive matrix

COMPETITOR DIRECT/ SECONDARY	OFFERING	QUALITY	COMPETITIVE EDGE	CHANNELS/ DISTRIBUTION	MARKET SHARE	LOCATION	MARKETING & SALES	STRENGTHS & WEAKNESSES	PRICE RANGE	CUSTOMER SEGMENTS	REVIEWS
Company 1. Hotel	60 rooms Restaurant Spa	Premium quality	Boutique hotel with good customer experience and historical building	Websites Social media Online travel agencies (OTAs)	70–75 %	City center 500 m from the market square	OTAs are used to top-up the capacity Base is sold via owned media Marketing is professional	+ Perfect location + Great customer experience - Problems with the old historical building	150 – 495 € per night	Wealthy couples Business travelers	9.8 customer review score average in OTA
Company 2. B & B	15 rooms Restaurant	High quality B & B	Really good value for money rate	Websites Online travel agencies	10–15 %	Close to city center 2,5 km from the market square	Sales mainly via OTAs No marketing strategy Poor use of social media	+ Staff + Cleanliness	80 -120 € per night	Families Young couples	8.8 customer review score average in OTA
Company 3. Guesthouse	5 family rooms	Standard quality	Fair pricing Sustainable services	Online travel agencies	5–10 %	In the suburb area 5 km from the market square	No websites or social media Sales only via OTAs	+ location by the sea + hiking services - Poor facilities	50- 90 € per room for 5 people	Families People with pets Low paying groups	8.0 customer review score average in OTA

CUSTOMER SEGMENTS, PROFILES AND JOURNEYS

Customer segments, profiles and journeys are used to understand your customers, who they are, where they come from, and what they want. Knowing these helps your company sell a product or service that solves a customer problem and has demand. Below are some excerpts from some unpublished business plans made by VISIT, where some information is anonymized. After exploring the market in which the company operates and conducting personal interviews, VISIT obtained data that is useful in drawing up a strategy for improving existing services and creating a new product that meets the needs of tourists.

Customer segments

Customer segments divide your customer base into groups of individuals that are similar in specific ways that are relevant to your marketing. These similarities can be, e.g., gender, age, interests or spending habits.

Before the target group profile is explained, it is essential to understand why it is important to create a target group. If a company tries to sell products to everybody, it can waste money on advertising to people who are not interested. On the other hand, if one aims for a target market, one can reach potential buyers by customizing the marketing message and so target the ideal customer. Making a detailed profile of the target audience will help to make marketing and distribution decisions (Johnston, 2018).

The customers to the business's services fit the target groups of the overall Croatian tourist strategy, being mostly family people with children, but with an increasing number of young travelers and silver age generation as well. According to the TOMAS Croatia 2019 research held periodically by the Institute of Tourism, the average age of tourists on the Adriatic Coast of Croatia is 43 years. Among them, only 15% are younger than 30, and 30% are older than 50. About 43% of guests are college educated, while 48% of them have monthly income at the household level higher than 3.000 euros.9 (Maružić & al 2020.)

The sea (81%) and nature (56%) are the most important reasons for arrival in the Adriatic Croatia, follow city break (24%), touring (21%), sports and recreation (15%), culture and art (13%), gastronomy (7%), entertainment and festivals (6%) and several other reasons. More than 50% of foreign guests have already visited Croatia three or more times, while, on the other hand, 33% of foreign guests were for the first time in the country. Internet is the main source of information for 55% of guests, followed by relatives and friends (25%) and previous stay (22%). (Maružić & al 2020.)

TOMAS research also shows that 43% of guests in Adriatic Croatia come in a family circle, 40% accompanied by a partner, 11% with friends, and 7% single. Croatia is still the dominant car destination with 73% of guests traveling by car, while only 19% come by air and 6% by bus. An average overnight stay is 7.6 nights per guest. (Maružić & al 2020.)

In Adriatic Croatia the main activities are swimming, sightseeing, going to restaurants, visiting historical buildings, visiting national parks, boat trips, hiking, and several other sports, recreational, entertainment, and cultural activities. More than half, (53%) of tourists go on self-organized excursions, and 19% on excursions organized through Travel agencies. (Maružić & al 2020.)

The beauty of nature and landscape, the beauty of the place, personal safety, atmosphere, and the hospitality of the local population are the best rated elements of Croatia's offer, and the satisfaction with the overall stay is very high. Highly rated are tidiness of the place, cleanliness, equipment and arrangement of beaches, accommodation facility, ecological preservation, traffic accessibility of the destination, gastronomic offer, information in the destination, hiking trails, and the possibility of quality walking in the destination, adaptation of the destination to children. (Maružić & al 2020.)

Between 6% and 8% of tourists state negative aspects that bothered them, such as crowds (in bathing or in public areas), inappropriately disposed garbage, inability to separate waste, unpleasant odors from containers, and noise. Local traffic and the offer of entertainment, adaptation of the destination to people with special needs, and shopping opportunities are also rated very low. (Maružić & al 2020.)

And finally, perhaps the most important data is the average daily expenditure on the destination, which is 98 euros per person and night. About half expenditure, precisely 54% refers to accommodation service, 17% on food and beverage service outside the accommodation facility, and 29% on all other services, equally in both regions. (Maružić & al 2020.)

Potential customers – Persona 1 and 2

A persona is a fictional character that has been developed from the information gathered from collecting research, either desk or field, and can be used as a potential customer or group when companies develop their services. It offers different perspectives on the service and its development by focusing on customer needs and desires in the real world.

With desk research, we review previous research findings to gain a broad understanding of the field. To develop this business plan multiple websites were consulted (Travis, 2019). Field research is defined as a method of data collection that aims to observe, interact, and understand people while they are in a natural environment. This is achieved by making interviews and by obtaining insight from the hotel staff (Bhat, 2018).

The new service product proposed in this business plan diversify the portfolio of attractions and activities offered to the visitors. Using results from interviews with potential customers and a social media survey, a customer profile or persona was created for the activity proposed to the business in question to be able to get a better view and understanding of this new target group. As the result of the process the following personas were created:

Jonas Svensson
CUSTOMER PERSONA

Demographics

Jonas Svensson is a 30 years old male from Uppsala, Sweden. Jonas has a bachelor degree in computer science from Stockholm University. He works ICT manager at Telia with an income of 33 000 €/year.

Biography

Jonas Svensson is a nice and funny guy, who like to spend time with his friends and are interested in various sports, especially paddle. He own an apartment in the suburbs of Uppsala, where live together with his cat Darwin. He loves to travel and learn new things; he do also care about sustainability and the environment, he treats everyone with respect. Jonas has for his whole life been an ambitious man.

Traveling

Jonas usually travels during the summer season, with his friend in a smaller group. They travel by plane and most commonly for leisure, but he do also travel for business. He loves to swim and scuba diving, as well as hiking and cycling. His purpose of traveling is to create new memories and explore new places.

Goals

- Jonas personal goal is to become the CEO at Telia one day.
- He want to visit all the countries in the world.
- Jonas is currently single but want to meet the love of his life/soulmate while traveling.

Challenges

- He works a lot, so he find it difficult to find time for travel. The main challenges is time and money.
- Due to the COVID-19 pandemic he has not been able to travel but been laid off partly.
- Travelling was always escape from the everyday life, and because of corona he cannot do it anymore, so Jonas is sad and frustrated.

Day In A Life

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VISITJ

Figure 8. Persona 1. Jonas Svensson (VISIT).

The first fictional persona created is a 30-year-old male from Uppsala, Sweden, who has a bachelor's degree in computer science and works as an ICT manager with an annual income of 33.000 euros. Jonas usually travels during the summer season with his friend in a smaller group. They travel by plane and most commonly for leisure, but he does also travel for business. He loves to swim and scuba diving, as well as hiking and cycling. His purpose of traveling is to create new memories and explore new places. The main challenge is that he works a lot, which leaves him without enough time for travel. Another challenge is money.

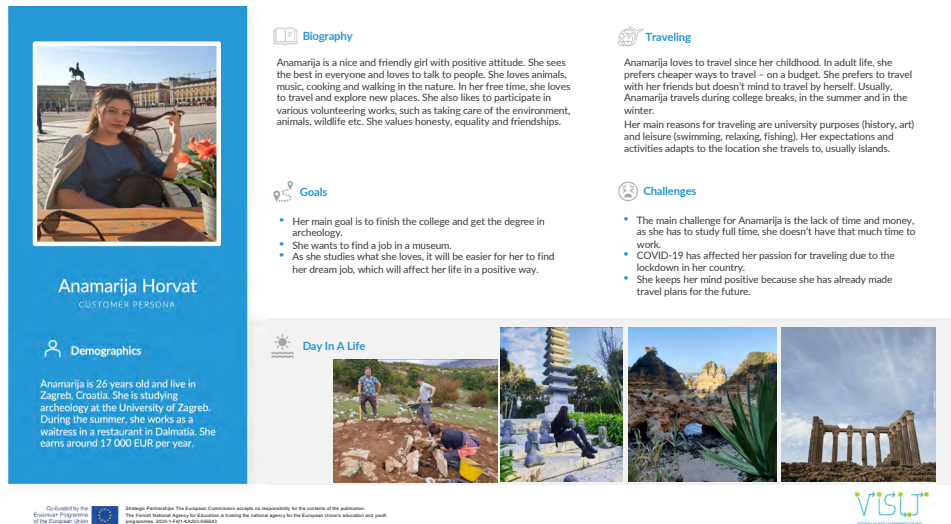


Figure 9. Persona 2. Anamarija Horvat (VISIT).

The second persona is Anamarija, a 26-year-old Croatian living in Zagreb, where she studies archaeology. During summertime she works as a waitress in a Dalmatian restaurant, earning around 17.000 euros per year. She loves animals, music, cooking, and walking in nature. In her free time, she loves to travel and explore new places, but mostly on budget and during her college breaks. She also likes to participate in various volunteering jobs, such as taking care of the environment, animals, wildlife, etc. Her main reasons for traveling are university purposes (history, art) and leisure (swimming, relaxing, fishing). Her expectations and activities adapt to the location she travels to, usually islands. The main challenge for Anamarija is the lack of time and money, as she must study fulltime, she does not have that much time to work.

Customer journey

A customer journey is a journey map focused specifically on representing the experience of the user. It is shown as a series of touchpoints along with a scenario in which a user interacts with the product / service / program / systems being designed. Customer journeys can demonstrate the way users are currently interacting with or could interact with, the solutions. The chart below shows a Customer Journey, explaining typical personality traits and motivations for the potential customers of the business.

CUSTOMER JOURNEY MAP

	Awareness/Research	Planning/Compare	Booking	Trip starts	Experience	Feedback/After trip
KEY ACTIVITIES	<ul style="list-style-type: none"> Seeing friends holiday pictures Look for same kind of place. word of mouth 	<ul style="list-style-type: none"> Accommodation (good hotel), restaurants (traditional food), activities (all kind of activities) 	<ul style="list-style-type: none"> Reserving accommodation and flight tickets. 	<ul style="list-style-type: none"> Prepare for the trip Check the location and weather 	<ul style="list-style-type: none"> Relax, fishing, food/drink culture, exploring the city, getting into a holiday mood, no worries about work, boat trip 	<ul style="list-style-type: none"> Writing reviews (*) on different sites, Sharing photos on personal accounts
CHANNELS	<ul style="list-style-type: none"> Visiting travel websites, Browsing through social media, watching YouTube videos, 	<ul style="list-style-type: none"> Hotel websites, pick based on reviews from previous guests (TripAdvisor, Yelp, Facebook reviews) 	<ul style="list-style-type: none"> Receiving informational emails from the reservation website. (Booking.com, Momondo, Trivago). Booking flights, accommodation, services... 	<ul style="list-style-type: none"> Flight reviews, Check the social media, Check the news 	<ul style="list-style-type: none"> Hotel reception, posting own posts on social media, Alternaturas services, QR code during treasure hunt. 	<ul style="list-style-type: none"> Social media Family members
THINKING / FEELING	<p>Excitement</p> <p>"Maybe it's time to travel again, I'm so bored of my everyday routine."</p>	<p>Frustration</p> <p>"There is not so many nice hotels, I must choose from other kind of accommodation, that I'm not used to,"</p>	<p>"Finally, I booked the flight ticket and reserved my accommodation with best price and service."</p>	<p>Let's begin the trip</p>	<p>here be fun.</p> <p>-Finally, I am -It's going really nice way to explore.</p> <p>-Treasure/Hunt</p> <p>Glad to be home.</p> <p>Oh, no its home to go home</p>	
PAIN POINTS / CHALLENGES	<ul style="list-style-type: none"> Time management, weather and transport difficulties 	<ul style="list-style-type: none"> Comparison of all the types of accommodation and its service. Too much information and similarities. 	<ul style="list-style-type: none"> Will accommodation satisfy my expectations, and will it be like on the photos? 	<ul style="list-style-type: none"> "Will I come safely to the destination?" Language barrier Transport to the island (ferry) 	<ul style="list-style-type: none"> I don't want to come back home, I love it here." 	<ul style="list-style-type: none"> Getting back to normal life again, having too much work to do, Get nostalgic about good weather on the island
OPPORTUNITIES	<ul style="list-style-type: none"> Being one of the first ones ever to try this new activity, learning new skills 	<ul style="list-style-type: none"> Falkuša is a unique experience and being one of the first people to try it is a great opportunity. 	<ul style="list-style-type: none"> Sales, discounts for the next booking, Loyalty cards 	<ul style="list-style-type: none"> Meeting new people, making friends, meeting love of his life, Try traditional food and spend time with local people (culture) 	<ul style="list-style-type: none"> Getting in touch with locals, Meeting people from the same accommodation, Meeting people while participating in different activities 	<ul style="list-style-type: none"> Talking with friends, colleagues and family about how was the trip, Recommending services and places.
	<ul style="list-style-type: none"> "Is this service available during other 	<ul style="list-style-type: none"> Plan activities which are unique in other months, such 	<ul style="list-style-type: none"> Cheaper prices, less opened 	<ul style="list-style-type: none"> Less flights which means less chances for the flight to be 	<ul style="list-style-type: none"> No crowds but also not every activity is open/available for 	<ul style="list-style-type: none"> Not so many feedbacks from other people because of the

Figure 10. Customer Journey Map (VISIT).

This article has discussed valuable actions that need to be done when moving forward with a service business idea. The article has covered ways how to carry out different company and market analyses. The text has also illustrated the ways by providing examples from the cases in the project VISIT. You can choose several of the ways to further your own business idea into a success factor in the market.

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5. Creating Value with an Innovative Business Model

by Jami Riihivuhta, Kristina Henriksson, and Päivi Mantere, Laurea University of Applied Sciences, Espoo, Finland and Marco Hardiman, Kiel University of Applied Sciences, Kiel, Germany

THE WORLD IS getting smaller and smaller because of continuously improving transportation and the free movement of people and goods. Open trade agreements, global markets, social media, and online stores have made the competition very high. The global markets have already reached the farthest corner of the world. It means that even minor local markets are influenced by global companies and their offerings. It is getting harder for small and medium sized companies to compete with these global enterprises.

There is still light at the end of the tunnel. Small and medium sized companies are agile and fast in their movements. SMEs know well their microenvironment and their customers. Even more competitive advantage is acquired with new business models and business model patterns. Start-up companies are innovating new ways of doing business with an innovative business model. Sharing and platform economies are disrupting all markets and individuals are granted the possibility to act company-like but with no regulations and control. This all means that small and medium sized businesses must evolve. Having an innovative business model can help create value to your business, and one good option is to evolve with a new Service Logic Business Model Canvas. This chapter discusses the Service Logic Business Model Canvas and provides some examples.

Value proposition

VISIT developed several value propositions to businesses the project cooperated with. Next, some examples are introduced to illustrate how they can be created.



Value proposition of case company 1

The problem with the enterprise is its visibility, accessibility of the place, and under-utilized operating capacity of its restaurant. During the summer season, hotel nights are sold out, but the restaurant occupancy rate is less than 50% occupancy. To gain new customers for its restaurant, the enterprise needs to expand its customer segment to other potential customers.

The business idea is to expand the service offering to boaters who do boating in the archipelago. Boaters could stop at the enterprise to eat, bathe, and use the hotel's other facilities. Currently, the hotel has limited capacity on berths for boats. In order to reach potential customers, the enterprise should have a functioning guest harbor. The construction of a guest harbor would allow boaters to access the hotel, and the harbor could be rented to boaters overnight. For the restaurant side, the service offering could be expanded with a food kiosk where boaters could buy supplies for boats.

For the new service, VISIT designed and created a prototype for the new port. The prototype was tested by a customer survey in the center of the town. The prototype was tested by seven people, four of whom were out-of-town tourists. Two of the respondents were working in the town, and one of these was working at a competitor. One of the respondents was local. Three of the testers owned the boat. Testing showed that there would be a demand for a new guest harbor. Testers were interested in the new harbor service and local food at the enterprise's restaurant. The test showed that each respondent was very interested in the services that the enterprise could offer. Respondents who owned the boat considered it important that they are able to buy some supplies for the boat at the harbor. Among the respondents, the most important services were restaurant services, sauna, and food kiosk. Other activities and the possibility to rent bicycles were also seen as positive.

When interviewing an employee at another service provider, the interviewer was informed that boaters in the area often ask for places to dine at to which they could enter with their boats. According to the employee, a new guest harbor would be in demand as boaters were looking for new places to visit in the area. The worker had worked with the enterprise in question but had never been there in person. He said he would recommend the place to boaters if the harbor project were to materialize. The competitor is centrally located in the harbor of the town, so cooperation with them would improve the visibility of the enterprise as well.

It is easy to create an expanded service offering around a port service. For example, when the buoys are located in the cove, access to the beach may not be possible without a small rowing boat for landing. Boats that do not have their own boat for beaching could order a pick-up from their boat at the enterprise. The services of the guest harbor can be expanded over time and as the number of visitors stabilizes. A campfire site and barbecue house can be built for the beach. One can also create accommodation and activity packages for boaters. Events around the harbor can be developed with a focus on themes such as localism and maritime. The aim is to develop and implement the events in cooperation with local actors and residents and in that way improve cooperation with the local people and sharing the costs of the events evenly between the different actors. By increasing collaboration with local businesses and residents, the enterprise can effectively increase its visibility and awareness in the marketplace.

Description of the developed service

In an interview, the owner told he was interested in tourists coming on motorboats who would eat at the hotel restaurant and stay at the hotel. The enterprise has its own guest harbor, which can accommodate five motorboats. The beach is approximately 1.6 meters deep, which prevents sailboats from entering the harbor. At present, boaters are directed to the Town Marina on the website of the enterprise, and the owner is ready to pick them up free of charge. The pick-up service has not brought more customers to the company as the town center offers many activities, diners, and restaurants.

By expanding the harbor and building the buoy mounts for the sailboats, the enterprise would gain a whole new clientele. Boaters are looking for new harbors to explore and spend time at. They would also stay overnight in the harbor. The aim is to increase the port's operating capacity from the five existing berths to ten.

A buoy is an inexpensive alternative to a guest harbor and would bring additional revenue to the enterprise when boaters use the hotel services and rent the buoy berth for the night. Upon arrival, guests will use the hotel's facilities, like the sauna, showers, kiosk service, and the hotel's restaurant. If boaters want to explore the surroundings, they can rent a bike from the hotel if they wish. As an additional service, the hotel can provide transportation between the beach and the boat for those without their own rowboat. A day visit is free at the harbor so boaters can dock and visit the enterprise restaurant.

Operations bring additional revenue to the company from many different sources, renting a buoy for overnight use, and use of hotel services and the sauna. The use of operations requires only low additional resources after the initial investment.

The beach at the enterprise is beautiful and sheltered. It is easy for boaters to arrive at the guest harbor. Thanks to the secluded and peaceful environment, boat travelers can relax in the boat in the evening and in the morning have breakfast at the hotel restaurant. Services can be expanded later into such as a campfire place, barbecue hut, and a children's playground on the beach.



An evening at a marina. Photo by VISIT.

A buoy is an easy and inexpensive option to build more berths. The construction of the harbor creates an opportunity for the enterprise to expand its services. By encouraging customers to comment on the development of the service, the company helps to tailor its services to meet the needs of the target group. Affordable rates for overnight stays and good offers will lower the threshold for boaters to come to try the services of the enterprise.

Next, we will examine a value proposition of a business VISIT cooperated with during the project in another country, on another island.

Value proposition of case company 2

The new product that is proposed is to have groups come to the Beach business during the preseason for different kinds of sports activities. "Active Spring in Beach" will be offering activities for groups and specific programs for individuals, since the resort already has amazing facilities to be utilized.

One possibility for the "Active Spring in Beach" program will be for semiprofessional football teams who could come to the resort to train for the football season. The season starts at the end of April, which means the resort should open a few weeks earlier, at the beginning of April, to be able to receive the teams. Semiprofessional teams from all around the country could come to Beach to prepare for their football season.

The football players will be able to use all the facilities at Beach, like the outdoor gym, obstacle course, jogging track, and the bootcamp area. During the day, they will be training at the town's Football Club football fields and then come back to Beach and sleep in the cabins. During their stay, healthy food will be cooked and served to the players. In the future, one could even invite children's teams so that they could use the resort for training and teambuilding.

Active Spring in Beach would get more people to come there in the preseason and use the already existing facilities, like the cabins and the outdoor gym.

Other kinds of activities are more directly turned to an individual guest, who may come alone or with a few friends. During Active Spring in Beach, there will be specific programs with training bootcamps and yoga retreats for people who want to get away from the stress of their daily life and are interested in a healthy lifestyle. These activities will be taking place from 1 May to the start of the peak season in Beach, which means that many people do not have the possibility to take a vacation for a whole week. They still have a busy job or study period, which forces activities to take place during weekends or extended weekends from Thursdays to Sundays.

The yoga programs will be held by the beach or in the forest so that the participants can relax and breathe in the country air. Beach company is a perfect place to have yoga retreats because of its remote location. The bootcamp program will be led by a famous trainer to increase motivation among the participants. The program will, for instance, use the outdoor gym, obstacle course, jogging track, and the bootcamp area. When people come to the resort for sports, they will most likely also want to eat healthy food. A healthy lifestyle is encouraged with chefs cooking and preparing healthy food that will be part of the services included in the packages.

All facilities that are necessary for the activities already exist and are possible to be used outside the main season. Beach company is today mostly known as a summer destination. Active Spring in Beach would increase the publicity, change, and broaden its image.

It is also possible to use the after-season for similar activities and enjoy the long and mild autumns for active and healthy activities.

The aim is to both create value for the customer and for Beach as a company. During a trip to "Active Spring in Beach," the customer will not only get the Beach experience, but also the specific yoga or bootcamp program. The healthy cooked meals every day also create more value for the customer.



A day at a beach. Photo by VISIT.

For the football teams, the value is to travel together with the whole group to a destination, where they can spend time together and build their team spirit. Beach company creates this extraordinary opportunity, with their unique resources. The camping has both the privacy, calm, beautiful nature with fresh air and a lot of opportunities to work out. For example, the outdoor gym and the closeness to great football fields are great options for exercising.

Creating value for the customers both makes them happy and helps to sell products and services. Happy customers will recommend Active Spring in Beach company to their friends and family and write positive reviews about their experience.

Active Spring in Beach company would also contribute to the company's development. The preseason would be filled with new customers which generate revenue. Beach company will have the staff and resources available and at hand since the preparations for the summer season are under way, which enable them to also cater to the needs of the groups and individuals who take the opportunity to spend time in Active Spring in Beach.

Value creation with Service Logic Business Model Canvas

Service Logic Business Model Canvas, or SLBMC, is developed by Katri Ojasalo & Jukka Ojasalo. It is basically based on the original Business Model Canvas, but each aspect also takes into account the customer's perspective in addition to the company's own. The customer is at the center of the design, as SLBMC is, above all, a customer-centric tool that emphasizes the importance of collaboration both within the company and between its various stakeholders. (Ojasalo & Ojasalo, 2016.)

The Service Logic Business Model Canvas consists of nine building blocks, in which each block must consider both the service provider's perspective (from our point of view) and the customer's perspective (from the customer's point of view). The customer view was added to allow companies to analyze their business in terms of their customer's operations, practices, and experiences. In the original Business Model Canvas, the questions that guided each group made companies think about their business only from their own perspective (Ojasalo & Ojasalo, 2016.)

At the beginning of the SLBMC process, a light application is made. The first version of the SLBMC will set up a starting point for your service value creation. It is based on the entrepreneur's or development team's prior knowledge and assumptions from the company. In the second step, a deeper understanding of the business model will be generated with information gathering and Design Thinking methods. There are several Design Thinking and other design methods the company may use to get a wide perspective on the development work. Here are some examples:

- Ethnographic research
- Probes
- Customer interviews
- Environmental scanning
- Delphi
- Ideation workshops
- Trend cards
- Customer personas
- Customer journey maps
- Prototypes etc. (Ojasalo & Ojasalo, 2016.)

These methods will help the businesses to have great knowledge about the customers, their needs, and experiences. After the selected methods are conducted and in-depth information is gathered, it is time to start creating full applications of the Service Logic Business Model Canvas. These final models will be done for each service category or customer segment. In the project VISIT we rapidly made the first versions of the business models. Next, we used several service design methods to get an in-depth understanding. The development teams also created a lot of new service ideas for the case companies. The best ideas were chosen for further development and final Service Logic Business Model Canvases were made on these ideas.

How to fill in the Service Logic Business Model Canvas

Next we explain step by step how the SLBMC model created by Ojasalo & Ojasalo works. The SLBMC model is filled in from the right side to the left, starting from block one.

① Customer's World and Desire for Ideal Value

From our point of view:

- How do we get a deep insight and holistic understanding of customer's world (context, activities, practices, experiences), their future strategies, and customer's world?

From customer point of view:

- Why does the customer buy?
- What kind of benefits does the customer aspire?
- Functional
- Economic
- Emotional
- Social
- Ethical
- Symbolic
- If there were no limits, what would be the customer desire for ideal situation and world?

② Value Proposition

From our point of view:

- What value are we selling?
- What are the elements of our offering?
- What is unique in our offering?

From customer point of view:

- What value is the customer buying?
- What are the elements of customer needing?
- Which customer's challenges and problems need to be solved?

The first block, "Customer's world and desire for ideal value"

- Here the customer's life is analyzed in depth.
- It is very important to get deep insight and holistic understanding of the customer's world: context, activities, practices, and experiences.
- In this block, the customer's explicit and latent reasons for buying and the benefits that the customer desires are analyzed.
- Customers may also value emotional, social, ethical, environmental, and symbolic aspects. Additionally, in the case of b-to-b customers, it is also essential to analyze the customer's own customers' worlds.

The second block of the canvas is "Value proposition"

- Value propositions are suggestions and projections of what impact on their practices customers can expect
- The company's offering should correspond with customer needs. This block should be based on the customer insight described in Block 1. The "Value proposition" highlights the importance of capturing what the customer really buys when the supplier sells their offering. The company's offering should correspond with customer needs.
- What is our point of view?
- What are we selling?
- What is the customer point of view?
- What value is the customer buying?

③ Value Creation

From our point of view:

- How is our offering embedded in the customer's world?
- How can we facilitate the customer to reach their goals?

From customer point of view:

- How does the value emerge in customer's practices (also from mental and emotional experiences)?
- How are customer's long term benefits accomplished?

④ Interaction and Co-production

From our point of view:

- How can we support co-production and interaction between us and the customer?

From customer point of view:

- What are customer's activities during the use and different context of service?
- What are the customer's mental models of interacting with us?

The third block is "Value creation"

- The focus is on the reflection on how the company's world is related to the customer's world. We as the company analyze the possibilities to facilitate customers' value creation and how to reach the goals.

What is our point of view?

- What are we selling?
- How the service becomes embedded in the customer's context, activities, practices, and experiences.

What is the customer point of view?

- What are the benefits?

Fourth Block: Interaction and co-production.

- Focus on customers participation in the company's activities and utilization of its resources
- The main question is how to facilitate the interaction between the company and the customer.

What is our point of view?

- How can we support customer interaction?

What is the customer point of view?

- What are customers' activities during the use of service?

⑤ Revenue Streams and Metrics

From our point of view:

- What is our earnings logic and how is our financial feedback generated?
- How can we apply customer value-based pricing?
- What else valuable do we get than money?
- What are the key performance metrics of our business success?

From customer point of view:

- For which benefits is the customer really willing to pay and how?
- What is the financial value that the customer gets?
- What are the key performance indicators of customer's business and how are we following them?

The fifth block, "Revenue streams and metrics"

- In this part the focus is on analyzing the benefits that customers are willing to pay for.
- The price should be linked to customer value rather than the costs involved in providing the service.
- Key performance indicators are shown that verify the provider and customer value created.

⑥ Key Resources

From our point of view:

- What skills and knowledge do we need?
- What other material and immaterial resources and tools are required?

From customer point of view:

- What skills and knowledge is required from the customer's side?
- What other customer's material and immaterial resources and tools are required?

The sixth block, "Key resources"

- What key resources do our value propositions require?
- Here focus is on operant resources, dynamic, often intangible resources that act upon other resources. Core competences as key resources are highlighted.
- What resources do our distribution channels require?
- What resources do our customer relationships require?
- What resources do our revenue streams require?
- The customer is an important operant resource, and consequently the customer's knowledge and skills should be analyzed.

⑦ Key Partners

From our point of view:

- Who are our key partners?
- What are the roles of our partners?
- What resources do we need from our partners?
- How do the partners benefit from the cooperation?

From customer point of view:

- How does the customer experience our partners?
- What kind of partnerships does the customer have and how should they be taken into account?

The seventh block, "Key partners"

- These are all the people and organizations without which the service couldn't be delivered, such as suppliers, distributors, support staff, and so on.
- The network of suppliers and partners that make a business model work buyer-supplier relationships.
- What kind of partnership exists? And do we take them into account?
- Roles related to value creation, the resources needed, and the benefits generated are analyzed.

⑧ Mobilizing Resources and Partners

From our point of view:

- How do we coordinate multiparty value creation?
- How do we utilize and develop partners and resources?

From customer point of view:

- How can the customer utilize and develop partners and resources?

The eighth block, "Mobilizing resources and partners"

- This block highlights the integration of resources and is a central activity of all stakeholders.
- It indicates how knowledge and skills are generated by all the participants.

⑨ Cost Structure

From our point of view:

- What are the costs inherent in our business model?
- What are our other sacrifices?

From customer point of view:

- What costs and other sacrifices are required from the customer?

In the ninth block, the focus shifts to the "Cost structure"

- What are the most important costs drivers of our business?
- Which key resources are the most expensive ones?
- Which key activities are the most expensive ones?

Cost-driven (= minimizing costs)

Value-driven (= focus on value creation)



Here, all the blocks are gathered in one Service Logic Business Model Canvas. Business model canvases are meant to be simple tools for business modeling. These can be also short versions of a business plan. There is no need to write down long explanations in the blocks. The idea is to use sticky notes or just notes to fill in the canvas. These notes can be explained separately when giving in-depth insight for the business owner, manager, or funding organizations. The choices and notes can be linked to other parts of the business plan to give more reliability to the business model. The more choices that can be supported by data and other evidence, the better reliability it gets in the eyes of an evaluator or investors.

<p>Key Partners</p> <p>From our point of view:</p> <ul style="list-style-type: none"> • Who are our key partners? • What are the roles of our partners? • What resources do we need from our partners? • How do the partners benefit from the cooperation? <p>From customer point of view:</p> <ul style="list-style-type: none"> • How does the customer experience our partners? • What kind of partnerships does the customer have and how should they be taken into account? <p style="text-align: center;">⑦</p>	<p>Key Resources</p> <p>From our point of view:</p> <ul style="list-style-type: none"> • What skills and knowledge do we need? • What other material and immaterial resources and tools are required? <p>From customer point of view:</p> <ul style="list-style-type: none"> • What skills and knowledge is required from the customer's side? • What other customer's material and immaterial resources and tools are required? <p style="text-align: center;">⑥</p>	<p>Value Proposition</p> <p>From our point of view:</p> <ul style="list-style-type: none"> • What value are we selling? • What are the elements of our offering? • What is unique in our offering? <p>From customer point of view:</p> <ul style="list-style-type: none"> • What value is the customer buying? • What are the elements of the customer's challenges and problems need to be solved? <p style="text-align: center;">②</p>	<p>Value Creation</p> <p>From our point of view:</p> <ul style="list-style-type: none"> • How is our offering embedded in the customer's world? • How can we facilitate the customer to reach their goals? <p>From customer point of view:</p> <ul style="list-style-type: none"> • How does the value emerge in customer's practices (also from mental and emotional experiences)? • How are customer's long-term benefits accomplished? <p style="text-align: center;">③</p>	<p>Customer's World and Desire for Ideal Value</p> <p>From our point of view:</p> <ul style="list-style-type: none"> • How do we get a deep insight and holistic understanding of the customer's world (context, activities, practices, experiences), their future strategies, and their own customer's world? <p>From customer point of view:</p> <ul style="list-style-type: none"> • Why does the customer buy? • What kind of benefits does the customer desire? • Functional • Economic • Emotional • Social • Ethical • Symbolic • If there were no limits, what would be the customer's desire for the ideal situation and world? <p style="text-align: center;">①</p>
<p>Mobilizing Resources and Partners</p> <p>From our point of view:</p> <ul style="list-style-type: none"> • How do we coordinate multi-party value creation? • How do we utilize and develop partners and resources? <p>From customer point of view:</p> <ul style="list-style-type: none"> • How can the customer utilize and develop partners and resources? <p style="text-align: center;">⑧</p>	<p>Interaction and co-production</p> <p>From our point of view:</p> <ul style="list-style-type: none"> • How can we support customer co-production and interaction between us and the customer? <p>From customer point of view:</p> <ul style="list-style-type: none"> • What are customer's activities during the use and different use contexts? • What are the customer's mental models of interacting with us? <p style="text-align: center;">④</p>	<p>Revenue Streams and Metrics</p> <p>From our point of view:</p> <ul style="list-style-type: none"> • What is our earnings logic and how is our financial feedback generated? • How can we apply customer value-based pricing? • What else valuable do we get other than money? • What are the key performance metrics of our business success? <p>From customer point of view:</p> <ul style="list-style-type: none"> • For which benefits is the customer actually willing to pay and how? • What is the financial value to the customer? • What are the key performance indicators of the customer's business and how are we following them? <p style="text-align: center;">⑤</p>	<p>Cost Structure</p> <p>From our point of view:</p> <ul style="list-style-type: none"> • What are the costs inherent in our business model? • What are our other sacrifices? <p>From customer point of view:</p> <ul style="list-style-type: none"> • What costs and other sacrifices are required from the customer? <p style="text-align: center;">⑨</p>	

Figure 11. Service Logic Business Model Canvas. (Ojasalo & Ojasalo 2016.)

① Customer's World and Desire for Ideal Value

By knowing the customer's wishes and desires, the company is able to create a service that meets the customer's needs. In the SLBMC comparison, the new service delineates the exact customer segment and identifies the needs of the segment. When a segment is well-defined, the company is able to provide the right services to the target audience. In the first version, the customer segment is large and therefore challenging to manage and design services. The new service involves the customer already at the design stage, allowing the customer to influence the service process and get the best value for money for their service. The benefit of the new service is the segment delimitation, which helps the company focus on delivering services, streamlining its operations, operating profitably, and managing service entities.

② Value Proposition

It is important for a company to know in advance what service or product it is selling and what value the company wants to bring to the customer. In addition to customer needs and knowledge, the customer's purchasing behavior and current market situation, current trends, and changes in the market environment must be considered. The first version sells to a wide segment and the supply is not targeted. This complicates the design of the service and creates the impression that the supply is fragmented. The customer's lack of awareness of the service offering and the lack of guidance make it difficult for the customer to progress along the service path.

The new service will concentrate service provision on a targeted segment. The company is able to provide the target group with exactly the service they need and create value and holistic experiences for the customer. The challenges are concrete and easy to interpret, making them easy to solve. It is easier for the company to deal with the faults when they are identified and clearly displayed. Service production focuses on quality and customer value. This improves operational efficiency and is economically viable.

③ Value Creation

Even though the business direction of the company is clear, the result of the business may suffer if the customer's values are not understood. The company should avoid extended value propositions to the customer. If the business does not know and understand the customer and this value world, it is impossible to generate value. In the first version, value creation is created on a large scale without knowing or understanding the customer. This makes it impossible to understand the customer's perspective and what the customer values and needs. In the second version, the customer has been researched and the new service is able to limit the things that bring value to the customer. This makes selling the service easier and more efficient, as the company sells to the customer exactly what the customer needs and on what the customer is willing to pay.

④ Interaction and Co-production

The starting point for a service business is good interaction with the customers. When the company wants to provide profitable service and develop the service offering for customers, the company needs to interact with the customers. The company must create channels of interaction between the customers and the company. In the first version, interaction takes place through company websites and personal contact with the company. The customers can choose to create their own service packages through the company's

website. The customers' views could not be known because the customer groups were not known. Whether or not this service works for the customers was again an open question in the first version. The new service takes into account the interaction between the customer and the company. The clarity of websites and effective channels for interaction are carefully thought out and limited. By focusing on customer involvement in service development and careful after-sales marketing, the customer will feel that the customer is important to the company. This helps to create a positive customer experience, share the experience with others, and engage the customer with the company.

⑤ Revenue Streams and Metrics

The company must continually develop its operations to become more efficient and improve its financial profitability. When a business is unprofitable, the company should look for the cause of the unprofitability and adjust its operations and strategies accordingly. The company should be sensitive to responding to changing situations. The first version highlighted the low demand for conference packages due to the location of the company. Strong seasonality, randomness, and the number of guests are elements present. As the customer is not fully known, it is challenging to make the business more profitable. Off-season price reductions can bring more customers and better business to the company.

The company needs to consider whether a long-term price reduction is an effective solution and whether it will act as a pull factor for them if there are no tourists in the area. Development requires resources and, if it fails, it will result in a financial loss for the company. The new service is already being provided to potential customers moving within the area. Boaters are given the opportunity to visit the company. The new service creates an opportunity for the company to expand its service offering and revitalize the customer flow of the place. Boating extends beyond the tourist season, so this is a real help for the business. Pricing will encourage boaters to try the services of the harbor. The harbor's low costs, coupled with its milieu, quality service offering, and efficient and targeted marketing attract customers.

⑥ Key Resources

The most important resources for the business are professional staff, well-functioning business premises, and interaction channels between customers and the company. The operation of the new service is specifically focused on the segment's needs and what the customer needs to reach the company and what resources the company needs to be able to produce and market the new service

⑦ Key Partners

By comparing key partners, the new service has been able to target key partners by customer group. It is important for the company to consider the role of key partners and the partnership between the company and the key partner. How to build a partnership, is it working, or should it be developed? What kind of communication is communicated to key partners about the new service?

⑧ Mobilizing Resources and Partners

Changes in operations and the development of a new service also require the development of partners and resources. The new service emphasizes enhanced and profitable stakeholder engagement. Internal



communication ensures the professionalism of the staff and guides them to the vision of the company. Well-being, committed, and motivated staff helps to create a better customer experience. Staff also communicate the company's values to the customer. Effective internal communication is at the heart of prosperous service business where the company should invest and focus. The new service emphasizes the customer's impact on the service. Customer feedback and development suggestions help the company tailor its service offering to the customer.

⑨ Cost Structure

The final section looks at what the costs are and what the business demand sacrifices from the company and the customer. In new services, costs will increase as service activities are expanded to a guest harbor. This must be taken into account already in the planning and pricing of the service. From the customer's point of view, the customer is sacrificing time in finding the information about the new service and connecting with the company to book the services. In addition, the customer pays for the service they want.

The preliminary version of SLBMC

<p>Key Partners</p> <ul style="list-style-type: none"> • Customers • Supplier for Local food • Service providers • Cleaners • Businesses in Turku for conferences • Locals • Local businesses Neighbors for fields • Suppliers and information providers 	<p>Key Resources</p> <ul style="list-style-type: none"> • Employees • Business premises • Functional web pages in Finnish, Swedish and English • Money <p>Mobilizing Resources and Partners</p> <ul style="list-style-type: none"> • Neighbors cultivates wheat and business x rent them those field • Renting kayaks, bikes and other activities from local businesses • Mouth-to-mouth advertisement of local producers 	<p>Value Proposition</p> <ul style="list-style-type: none"> • Offering accommodation and additional activities • Offering package deals • Offering local food • Wants to sell luxury experience • Place offers peace and quiet <ul style="list-style-type: none"> • Needs relaxation, nature luxury experience • Buying accommodation and activities peace and quiet • More activities • Better transportation • Better instructions • Offer a list of activities 	<p>Value Creation</p> <ul style="list-style-type: none"> • Nice place to stay • Something to do • Sauna for relaxing • Only a small amount of information on the webpage is in English and Swedish • They know about us, but not the activities <p>Interaction and Co-production</p> <ul style="list-style-type: none"> • Through website in person with the owner • Communication of services through owner. List is only on their website • Customers can design their services through website 	<p>Customer's World and Desire for Ideal Value</p> <ul style="list-style-type: none"> • Shadowing • Reviews • Netscounting • Customer feedback • Interviews • Guestbook <ul style="list-style-type: none"> • Customer wants something to do • Experiences: sauna, nature, local food, culture • Activities • Location and price is a limit • Benefits through functionally so customer can have an emotional experience
<p>Cost Structure</p> <ul style="list-style-type: none"> • General upkeep • Maintenance • Staff • Resources <ul style="list-style-type: none"> • Transportation • Cost and time 		<p>Revenue Streams and Metrics</p> <ul style="list-style-type: none"> • Earning mostly everything during the season • Occasional tourist • Good feedback, word of mouth • Small income through conferences in off-season • Number of guests • Booking of activities • Restaurant guest • Reductions in price for the off-season <ul style="list-style-type: none"> • Willing to paying for experiences: sauna, restaurant, activities, accommodation • Feeling better, relaxed -> more effective working 		

From our point of view. **From customers point of view.** Challenges.

The final version of SLBMC

<p>Key Partners</p> <ul style="list-style-type: none"> • Employees • Customers • Supplier for local food • Service providers • Cleaners • Locals • Local businesses • Suppliers and information providers • Boat clubs and associations • Guest harbor's reservation services • Hotel customer services • Boat clubs and associations • Local businesses and local people 	<p>Key Resources</p> <ul style="list-style-type: none"> • Employees • Business premises • Functional web pages in Finnish, Swedish and English • Guest harbor • Targeted marketing channel • Knowledge of competitors • Maritime skills • Boat • Supplies for marketing sites, computer or smartphone • Maybe membership in a boat club • Maritime skills <p>Mobilizing Resources and Partners</p> <ul style="list-style-type: none"> • By operating more efficient and profitability with stakeholders • Communication of activities • Internal customer communication • Internal marketing • Customer feedback • Development proposals • Customer requests 	<p>Value Proposition</p> <ul style="list-style-type: none"> • Staying in a quiet harbor in your own boat • Opportunity to explore the new environment • Kiosk services • Food experiences • Sauna experiences • Activities for the whole family • Relaxation and tranquility amidst nature • Needs relaxation, nature luxury experience • Willing to rest a place from the harbor which is peaceful and quiet • Possibly to enjoy local nature without human mass • The solution to customer's landings if they don't have a small boat • Increasing awareness among boaters • How to produce a Customer Experience? • How to meet customer quality requirement? 	<p>Value Creation</p> <ul style="list-style-type: none"> • Nice place to visit for a day trip or stay overnight in the harbor and spend some time • Experience in the peaceful countryside • Sauna for relaxing • Excellent local food • A new and different place for boaters • The harbor where can place the boat • Desire to experience peace of nature • Desire to experience more than just being on a boat • Desire to experience different activities • Desire to know local history <p>Interaction and Co-production</p> <ul style="list-style-type: none"> • Functional and easy to use pages in English and Swedish • Active cooperation and marketing • With boat clubs, local businesses and local people increase awareness and recommendations on the place • Advertising in boat events like boat exhibitions • Advertising in boat magazines • Encouraging customer to give feedback • Effective aftermarket • Customer involvement in service development • Through recommendations • Through industry newsletters and events • Through the website or calling in person to the owner 	<p>Customer's World and Desire for Ideal Value</p> <ul style="list-style-type: none"> • Knowledge of customer segments • By involving the customer in service design • Shadowing • Reviews • Netscouting • Benchmarking • Customer feedback • Interviews • Guestbook • Need to find a new place to go and stay • The desire to experience something new • Peace and tranquility amidst nature • Relaxation • Supplies for the boat • Being with family and friends • Services without queuing • Finding authenticity • The right price-quality ratio • Social encounters with other boaters
<p>Cost Structure</p> <ul style="list-style-type: none"> • Staff salary • Taking care of a service • Maintenance of buoy • Maintenance of kiosk • Marketing • Information searching • Making reservation • Connecting to the company • Payment for services 		<p>Revenue Streams and Metrics</p> <ul style="list-style-type: none"> • Increased restaurant capacity • Increased harbor capacity • Increased awareness • New customer target group • More visitors • The revitalization of the place • Personalized customer service • An new idyllic destination • Experiences from the nature • An alternative to staying in a boat • Getting to know local life • Personalized services 		

From our point of view. **From customers point of view. Challenges.**

A SLBMC is on one hand a great planning tool. It can be completed together with your partners, management team or staff as, e.g., a large-scale table on the wall, standing in front and thoroughly discussing possible alternatives. On the other hand, the SLBMC is a convenient way to communicate about your business – your entire business presented on one page. This article has illustrated how to create a value proposition on your business.

References

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6. How to Reach Customers and Navigate in Networks

by Jami Riihivuhta and Kristina Henriksson, Laurea University of Applied Sciences, Espoo, Finland

AFTER THE PURCHASE decision is done, there is still a lot to do. Companies must know whether their customers are satisfied with the product and communicate effectively after delivery. If customers are satisfied, they might become loyal to your brand. When they are satisfied, there is a good chance that they will become fans and they start to recommend your services.

The question is how to make customers satisfied and how to know they are satisfied enough to become loyal customers. Next, this article will examine SOSTAC which can be used to create a marketing strategy, for example. Examples are provided to illustrate the model in practice. Following the SOSTAC model, you can have your customers doing marketing for you by telling about their own satisfaction.

SOSTAC

SOSTAC stands for Situation Analysis, Objectives, Strategy, Tactics, Actions and Control. This is a marketing planning model that is very well suited to digital and traditional marketing planning developed by Peter R. Smith in the 1990s. It can help to streamline and simplify marketing planning and help you create a marketing strategy.

Different media concepts may be used in each step of the SOSTAC method. It is a long way to first let customers know that your business exists and what you have to offer to them, as well as to get them to recommend your services to the other customers. That is the ultimate goal in marketing, to get your customers to become your superfans and spread the good word.

To get there, the companies need to first spread the word of their existence. Slowly, the customers start to recognize the services and products. Then they will consider buying if the company's service offer meets

the needs of the customers. The next step is the purchasing decision. Here the competition is very high, depending on the market offering online. The easiness of comparing products and prices lets customers choose the provider internationally.

SOSTAC consists of six mutually supportive parts:

- Situation Analysis – Where are we now?
- Objectives – Where do we want to be?
- Strategy – How to get there?
- Tactics – How exactly get there?
- Actions – What is our plan and timeline?
- Control – Did we get there? (PR Smith, 2011)

There is an old saying in marketing all marketing people knew: 50 % of marketing investments were useless, but the problem was that they did not know which half.

In today's digital era, digital marketing results can be measured accurately, so we know which marketing efforts are effective and which are not. Companies still need to also invest in non-digital unmeasurable marketing as one part of their marketing mix, either as a part of mass marketing campaigns or to strengthen their brand value. Non-digital marketing actions are not so easily analyzed as digital ones, therefore, it is useful to employ a combination of marketing approaches. Pairing your marketing channels with the SOSTAC model makes your marketing more efficient. This means that you can engage your marketing actions in digital and non-digital channels to follow the SOSTAC model to make your marketing strong and impactful.

Next follows an example from the project VISIT on SOSTAC.

SOSTAC Example, Finland from 2019 (VISIT).

S Situation Analysis – Where Are We Now?

Nowadays, summer season customers are mostly travelers who are interested in the history and nature of the island. They travel either on their own boats or use the connection vessels because otherwise access to the island is impossible. Outside the season, group trips to the island are organized, but the supply is limited and the demand low. The purpose of the new service is to increase off-season tourism to the island.

In the summer season, the competition is intense in the Nauvo archipelago, but there is very little service available outside the season. The competitors' marketing is mainly on the internet such as corporate websites, social media, and various service platforms.

The strength of the island is its unique history and nature, which attracts people to explore the island. The expertise of the staff and the positive work atmosphere also influence the customer's experience and enjoyment on the island. A weakness is the accessibility of the island, as access requires traveling by boat. In addition, during the summer season, the island business finds it difficult to anticipate and prepare for the provision of restaurant services when demand for people visiting the island cannot be predicted. Being on the island also makes it more difficult to get ingredients and supplies.

Current marketing focuses on social media, with the island business actively using Facebook and Instagram to market their services. Its updated visual homepages also serve as one marketing channel.

According to the Tourism industry report of 2019, in the SWOT analysis of Finland's tourism, the strengths are Finland's nature, the clean environment, high-quality and internationalized service. Weaknesses in the SWOT analysis have highlighted the seasonal nature of operations and the limited resources of companies to develop the service. The utilization of digitalization is also negligible considering the entire service chain. According to the SWOT analysis, the opportunities for tourism are, among other things, the renewal of companies through product development, storytelling, and service design. In addition to reinforcing quality and safety, developing the services for all seasons with different themes such as health and education are among the opportunities in the SWOT analysis. Declines in accessibility and increased competition for international tourists have been identified as threats to tourism as well as the effects of international events (e.g., BREXIT). Taking into consideration sustainability as an entity and the low level of investment in tourism development and marketing are also classified as threats.

① Objectives – Where Do We Want to Be?

The aim is to expand the supply beyond the summer season. The island business has already provided group services, but the demand is low. The new idea is to have customers who can use the service packages provided by the island business during the meeting or developing days. The packages are designed to last for two days, during which time the customer/company will spend time on the island according to the desired schedule. Service packages are mainly focused on the week, as the customer/company employees are committed to the service package during their working time. The transportation included in the service package can be utilized to bring a new customer group to the island when the previous one leaves. An example of this is a group trip based on leisure and relaxation on the weekend, where participants can be transported to the island at the same vessel which picks up the company from the island.

The vision is that, with its service packages, the island business can gain a firm foothold when companies plan to have meeting or development days and that its operations are familiar to many customers/companies as a positive and functional experience. The established use of service packages enables business to continue on the island outside the main season and thus improves the company's profitability.

② Strategy – How Do We Get There?

To bring out information on the island business's service packages available for customers/companies, it should market itself proactively, instead of leaving the search responsibility to the customer/company. Direct marketing is done, e.g., by sending e-mails to companies informing them about the new service, what it contains, and how to explore or enjoy the island. Information provided also highlights the island business's social media channels and homepages, which allow the companies to explore the island and get a visual impression of the island business's activities for their needs. In addition to providing information through direct marketing, advertising on targeted websites such as the venuu website, for example, can reach potential customers looking for event or meeting facilities. However, this alone is not enough as a marketing channel.

T Tactics – How Do We Exactly Get There?

The island business will put effort into designing the direct marketing content so that the service packages are understood as comprehensive and tailored as possible. The visual and verbal presentation is brought up in a way that is attractive for the customer. The pricing of the service packages is clear. The island business can outsource the design of direct marketing content by purchasing the service from another provider or alternatively design and produce the content itself, produced by the person responsible for marketing the business. By utilizing search engine optimization, the island business is able to reach search engine customers by using keywords such as meeting and activities, recreation day.

A Actions – What Is Our Plan?

First, subjects such as pricing, service packages content, and activities will be modified to be a clear entity, which is easy to browse and study. These will be visible on the island business's website, where a part is dedicated for developed service packages. This enables customers to find and study the marketed fields easily after the proactive sales approach. When the headers and information on the website are in order it is more attractive for customers/companies when they are visiting the island business's website. If the customer experiences the website as difficult, it may affect their purchase decision by ignoring the available services and go to other providers.

Companies' meetings and development activities usually take several months or even years from the service reservation to the actual implementation. During this time, the island business will be able to organize and plan the implementation and necessary operations. The island business has a designated person in their work community who is responsible for the content and implementation of service packages. The employee in question has extensive knowledge of these activities and is responsible for the success of service packages. The employee acts as a contact person for the customer/company so there is no interruption of communication between several people.

C Control – Did We Get There?

The contact person monitors the number of queries and implementations during the period, which is reported to the senior management at the end of the period. In addition to implementation and financial figures, the report identifies successes and areas for improvement, the follow-up of which will be decided before the beginning of the next period.

PAID, OWNED AND EARNED MEDIA

Marketing is an important part of the company's customer interface. The customer interface and interaction with customers have evolved rapidly in the digital era. Marketing and advertising are no longer totally in the hands of businesses. One good way to approach your company's marketing options is to use the marketing trifecta by NOKIA Company and Daniel Goodall (2009). The company has been using this framework since 2008. This approach consists of own, paid, and earned media concepts. The concept has been

further developed, with the core idea staying the same, and businesses have widely adopted this approach as their marketing tool.

According to the marketing trifecta, part of marketing is owned or paid, but a growing part is earned. The company cannot control earned media, and the negative and positive effects of earned media may become crucial. For example, social media blame campaigns that are driven by activists might become devastating hits to your company, or the endorsements by the right people may rocket your sales through the roof. This is what happened to the IT Company Oura, when Prince Harry of Great Britain wore their smart ring in public. Even if this was not paid for, the effect was great.

Below, is an example of the marketing trifecta. Own properties and channels are the company website, mobile site, blog site and social media channels. Paid media can be, e.g., advertising, pay per click (PPC), display adds, retargeting, paid influencers, paid content promotion and social media ads. Earned media examples are mentions, shares, reports, reviews, and news.

Leveraging owned, earned, and paid media for a comprehensive marketing strategy can benefit from gaining exposure to web, which properties can be controlled with Search Engine Optimization (SEO) and pay-per-click (PPC). SEO and brand content can also drive earned media sharing and traffic, and by propelling sharing and engagement with paid promotion.

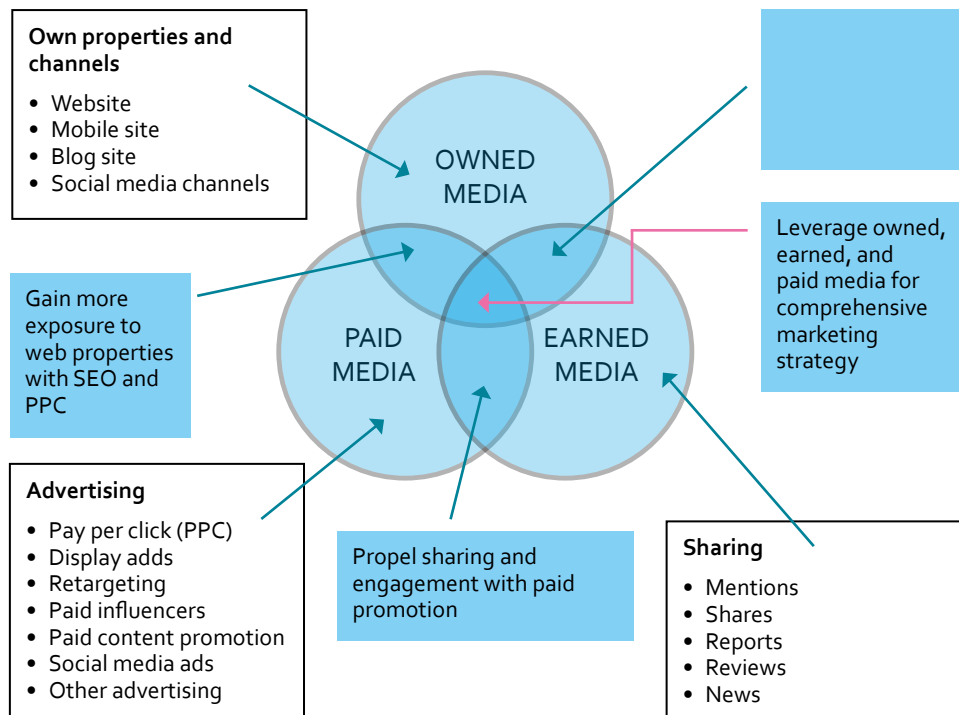


Figure 12. Marketing Trifecta Adopted from (Titan Growth, 2021).

Paid media can be used for traditional advertising such as television, radio, prints, and outdoor banners. In digital marketing, it is used for display, email, paid search, social media, and other digital channels. The idea is to reach masses and general customers and to lead them to your owned media. When the companies get the customers to their owned media, it is time to catch them.

Owned channels are mainly for so-called hot customers, who are already interested in your services. They have come to your owned media for more information, and they are more ready to make the purchase. The channels can be owned websites, blogs, brand communities, fan pages, mobile environments, and so on.

The final stage is to get satisfied customers to share their positive experiences in earned media. These can be social media platforms, for example, LinkedIn, Facebook, Snapchat, Instagram, or Twitter. The experiences can be shared also in blogs, review sites, discussion forums, and word of mouth.

Table 3 (below) presents an example of a framework of paid, owned and earned media. The columns show the definition, examples, role, benefits, and challenges of each of these three media types.

Table 3: Paid, owned and earned media. (Marketing partners 2011, Adopted from framework developed by Forrester Research Inc.

MEDIA TYPE	DEFINITION	EXAMPLES	BENEFITS	CHALLENGES
Paid media	You pay to leverage a channel	<ul style="list-style-type: none"> Advertising in any medium e.g., print broadcast or digital Paid search Sponsorship 	<ul style="list-style-type: none"> On demand Immediacy Scale Control of message 	<ul style="list-style-type: none"> Clutter Declining response rates Poor credibility
Owned media	You own and control the channel	<ul style="list-style-type: none"> Build for long-term relationship with existing and potential customers, earned media 	<ul style="list-style-type: none"> Control Cost efficiency Longevity Versatility Niche audiences not reached by major media outlets 	<ul style="list-style-type: none"> Company communication not trusted Takes time to scale No guarantees
Earned media	You reach out and interact through third-party channels	<ul style="list-style-type: none"> Two-way information flow between company, customers, and between the various media types. Talk, listen and respond --- earned media is often the result of well-executed and well coordinated owned and paid media. 	<ul style="list-style-type: none"> Most credible Increasingly key role in most sales Transparent and lives on Cost efficiency Versatility Organizational learnings Humanizes organizations 	<ul style="list-style-type: none"> Little or no control Can be negative Takes time to scale Can be hard to measure

Owned, Paid, and Earned Media Example, Finland

Owned media

The organization's owned media includes the company's homepage and social media pages, which the company can update to influence its content. Promoting a new service across different channels is important in increasing the visibility of your business.

The organization can increase the visibility of the harbor by promoting the harbor on its homepage and the social media such as Nauvo's local social groups and various boaters' groups, as well as encouraging visitors to geotag on social media whilst their stay in the hotel. On Instagram, a company can use hashtags to target its visibility to potential customers, such as #Boaters #NauvoArchipelago. In addition, a platform could be set up on the beach at the incoming harbor where visitors can portray themselves on social media. It does not cost much, but it effectively increases the organization's visibility on social media.

Earned Media

Earned media is one of the most important marketing tools for a company. For many, word of mouth is a more reliable and effective advertising channel than paid or owned media. Earned media is shown by data in third party references, reposts (post about it), or blog entries. Positive customer feedback and recommendations across different service platforms are earned media and free advertising for the company. Therefore, the company should invest in quality and a memorable experience of services because it results in satisfied and happy customers. Negative feedback should prompt the company to react immediately and remedy the situation. As its name suggests, a company should earn a positive, customer-shared experience.

The organization's storytelling and highlighting of history create an opportunity for earned media growth. In addition, the idyll of the place, the local food, the harbor scene, and the atmosphere of the sauna with the view terrace will allow customers to describe and share their experiences on social media with their friends. This creates a desire for others to try and explore the place.

The boaters' circles are small, and the word is quickly circulating in the boating community. If the guest harbor is a positive experience, there will soon be a large number of visitors when the place is known by boaters. Raising awareness and working well with local businesses and residents will increase your chances of recommending the organization to boaters visiting the archipelago. As it turned out earlier, an employee at a local hotel would recommend the organization's guest harbor to boaters.

Paid Media

The company can buy media visibility. Paid media includes purchased advertising space or advertising time, such as in-media ads, ad types, magazine ads, products with a company logo, or a video or image commissioned by a professional. Professional advertising material is always of high quality and saves a lot of unnecessary effort for the company.

To increase awareness, the organization should invest in advertising. In the initial stages, it is important that boaters are informed about the new port. Promoting the port through various channels, such as the media, industry magazines, and boating shows can increase the port's operating capacity.

Various offers can tempt boaters to try the port's services at a low threshold. Recognizability and visibility can also be enhanced by direct marketing to boat clubs and purchasing a reservation service from Satamapaikat.com and vierassatamat.fi to map where the harbor is located. In addition, the company can use the Vierassatama website to report their harbor on the Port Guide.

The company can hire a blog writer to use the services of the harbor and tell others about their time at the organization or hire a professional to portray the idyllic location of the place for the media. Advertising can also be used in the hotel premises, where you can buy info flyers and newsletters on various activities. The organization's car can drive in commercial banners in the archipelago and staff wear work clothes with the organization's logo. Products with the logo can be put up for sale at the hotel reception.

The purpose of advertising is to make the organization's business more profitable. The capital invested in marketing comes back to the company through increased customers and sales. Successful marketing, in addition to awareness, enhances the organization's sales operations.

SALES

It is also important that you understand how to sell your services. In addition to knowing how to market your activities, you will also encounter situations where you will need to sell your product or service. Selling is about offering, asking for a price, and closing deals on products and services. It is difficult, if not impossible, to pinpoint the moment when marketing turns into sales or vice versa.

There are some sales principles all entrepreneurs – including you – should be familiar with. Marketing provides people's attention towards the company, but the sales make the deals. It is much easier to make the deal if marketing efforts provide customers, who are already interested in your offering. Then it is only the question of whether the company meets the expectation marketing is creating. Neither can exist without the other. In that sense, marketing and sales have become more and more merged in digital channels.

The Pareto Principle 80/20 is applicable to sales also. (Dunford, Su & Tamang 2014) This means that 20 % of sales channels generate 80 % of the sales. Thus, it is more beneficial to SMEs to focus on the few most

productive sales channels instead of many. It also applies to the resources companies need to acquire a new customer contra keep an old one. Usually, companies need to invest 80% of sales resources to get new customers. Then, 20 % of efforts will be enough for keeping the regular customers coming back again.

Acquiring new customers is generally considered time and resource consuming. Nevertheless, it is needed for steady growth. After a new customer has made a purchase, it is time to commit them to becoming returning customers. Increasing your customer loyalty gives you opportunities for up-selling and cross-selling. Up-selling is persuading your customer to buy something additional or more expensive. You can, e.g., provide a product or service of better quality, longer usage, or other additional effects to the customer in the same product or service range. Cross-selling is selling your customer additional products and services, which can complement the original purchase.

Ask yourself: How will you sell more to make more money, and be more profitable? Your answer to this question is your sales strategy. You should be able to explain your price strategy and describe the relationship between your prices (price point) and the factors of your business idea (look at everything we have discussed so far, including what influence your potential competitors may have) to yourself, to your stakeholders – but most of all to your customers.

Detail both your marketing (promotional) and sales strategies in your business plan. With SOSTAC and the owned, paid and earned media principle, you can explain in detail what strategies you plan to implement to bring in customers and sales. This may include detailing your social media efforts, press releases, web developments, search engine optimization, advertising, or other appearances to help raise stakeholder awareness for your business idea and encourage people to sign up and buy your products or services.

This article has discussed the importance of customer satisfaction. The text introduced the model of SOSTAC that stands for Situation Analysis, Objectives, Strategy, Tactics, Actions, and Control, with examples illustrating how to implement the model. It is a marketing planning model that can help you to create a marketing strategy. The importance of marketing, sales, and customer interaction is to have tactics and actions in each step of the customer relation lifetime. With SOSTAC and Owned, Paid, and Earned media methods, the company will generate a better customer interface strategy.

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7. Financial Plans and Future Opportunities

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THIS ARTICLE TOUCHES briefly upon the financial aspects of innovative business plans. The financial aspect was never the main focus of the project; money is important, of course, but innovations and co-creation were the focus, as well as was cooperation. After the brief discussion of finances, the article discusses the summarizing of the outcomes for tourism businesses in VISIT and looking into the future.

FINANCIAL PLANS

Innovative business plans also need to consider money. Therefore, the last section of an innovative business plan should include financial projections. Here is where the amount of money needed for the business concept is calculated. One needs to make sure to be as realistic as possible. A range of numbers can be outlined if no exact numbers are pinpointed. For example, including information for a best-case scenario and a worst-case scenario is a good way to create a range for funding requirements. One needs also to put together a rough timeline so that potential funders get an idea of what to expect at what time.

Based on previous work, one should be able to develop an estimation of costs and revenue development for the first year, and a rough estimation for the next 2–3 years. Excel (or similar programs) is a suitable tool to develop financial projections. One needs to consider market trends, one's marketing/sales strategy, projected sales (best- and worst-case scenarios are possible again), and the timeline of funding requirements and costs when conducting the analysis. Keep in mind any seasonality issues concerning the location and tourism of your business.

Further, one needs to account for potential side effects of the business idea for the region. Here may occur revenues (and other benefits) that are not directly linkable to the business plan but still contribute to the area's overall attractiveness and wealth. Even though this section primarily focuses on financial numbers, it might be worth considering those environmental effects as well.

In the financial plans section, companies should develop as accurate calculations as they can based on research. Provided calculations usually include an income statement, balance sheet, cash flow statement, and additionally investment calculations. In the income statement, the businesses indicate what the revenues and expenses are. Eventually, the income statement ends with the result of a company's ability to make profits or losses.

The balance sheet shows what the company owns and owes. The balance sheet is divided into assets and liabilities. The assets are something that the company owns, such as buildings, machines, cash, land, and receivables, which can be categorized in current, financial assets, and inventories. The liabilities are divided into shareholders' equity and long and short-term liabilities. A cash flow statement summarizes the operating, financing, and investing activities. A cash flow statement is used to plan future investments and other capital requiring operations. It shows how the company is paying their operations and its possible future growth.

VISIT aimed at forming international partnerships, fostering cooperation between HEIs, students, and entrepreneurs. With this cooperation, all the participants would gain more skills and knowledge about entrepreneurship, sustainability, and cultures. One goal was to provide SMEs with new service ideas and foster their customer insights. This development is not always measured in monetary terms, and it is not tangible. Usually, new service innovations will eventually lead to business operations that are more profitable. Therefore, financial plans are not processed in-depth in the innovative business plan guidelines nor in the VISIT Case Studies, but this does not mean that they are not important. Use time and effort to get your numbers right, it will help you raise money and keep your business in good financial state.

FUTURE OPPORTUNITIES (PROJECT VISIT)

During the VISIT project, hundreds of new ideas were generated. With each new service idea to the businesses, a customer profile was provided to the business with researched information on customer behavior and preferences. Altogether, at least 300 potential customers were interviewed during the process. SMEs received new information that they did not earlier have. The information collected in the interviews was handled in understandable forms, such as illustrations in the form of Customer Journey Maps and in the form of customer profiles or personas.

SMEs gained added value that they could not have gained alone, by participating in the project VISIT. They received information, portfolios of the service idea development, an innovative business plan together with a Service Logic Business Model Canvas and contact information with the project partners. In addition, the businesses can look for students to work as interns at their business and help to put the new idea into practice with the interns after the pandemic passes.

Looking back, SMEs involved in the project activities found much of what they received from VISIT beneficial to them. However, even though you have a great new service idea and a well drafted innovative business plan and help from the community to proceed to put your plan into practice, remember that we cannot see the future. We can only read the signs and try to contemplate their meaning. Futures Thinking is a methodology that is useful for businesses to master, as well. Next, Futures Thinking is discussed.

FUTURES THINKING: PREPARE YOUR INNOVATIVE BUSINESS MODEL FOR FUTURE CHANGES

Futures are created together. We cannot forecast what will really occur, so Futures Thinking is about being better prepared, understanding better how to influence the future of your business, and the actions that are needed to adjust and adapt in these transitions. Futures orientation is important so that we can be prepared for the future. It helps us to plan trainings, acquisitions, recruitments, and to develop new products or services. Futures Thinking helps reduce uncertainty.

Futures Thinking aims to generate solutions for the future, not only landscapes where changes might happen. It is a multidisciplinary action model, which means that diverse stakeholders are involved in action. In Futures Thinking we should look at the economic, social, and environmental factors.

Futures Thinking has similarities with Design Thinking. They overlap and are interconnected. Together these can help us reduce uncertainty and be more alert for future changes. There is a variety of methods and tools for future visioning and scenario work.

Futures Thinking is present in our everyday life context, but in the context of your business it is about doing systematic analyses and creating visions of the future. The aim is to generate a long-term future, with a long enough time horizon to adjust to changes. In the tourism business environment, the process of futures thinking starts with creating an in-depth understanding of the business and the context. Then, in the scenario work, we make big plans, but also detailed ones which can be implemented in the authentic business context.

FORESIGHT APPROACH

Next, we discuss the foresight approach. The foresight approach can support entrepreneurs in preparing their business plans in different ways (Meristö & Laitinen 2009). Future studies consist of three tasks (Amara 1981), which are 1) imagination, 2) analysis, and 3) participation. When applying this approach in the connection of business planning, imagination will help in the very beginning, when thinking ahead, what might be possible, e.g., in the market structure or in the customer demand. Analysis will give a test to preliminary plans. Finally, participation will focus on the actions based on future prospective.

1. imagination
2. analysis
3. participation

When starting to plan your business, you need to have a view ahead in order to recognize the future challenges they can meet in the future: key uncertainties and megatrends will form a basis for the planning process, where the entrepreneurs will formulate their strategies and steps towards the vision (see, e.g., Meristö 1991). Once you have your business plan ready, you can improve it by exploiting Futures Thinking and the foresight approach results to test your plans.

A SWOT analysis, which was discussed earlier, is a useful and systematic way to also estimate the strengths, weaknesses, opportunities and threats for alternative futures development paths of your business plan (see, e.g., Meristö & Laitinen 2009). There may be suitable ready-made future scenarios available from different sources. Many industry associations, for example, publish their own future scenarios on a regular basis (Meristö & Kettunen 2007).

Alternative scenario paths can act as test beds for the assumptions behind your business plan, and for the entire business plan (Meristö 1991). It is important to specify the assumptions the entrepreneur will rely on when preparing his or her business plan for the future. A practical tool to test the business plan against alternative scenarios is an evaluation matrix for testing business plan assumptions against alternative scenarios (Meristö 1991). In the matrix, alternative scenarios will form the columns and the assumptions are the rows there (Table 4, below). Each assumption must be estimated against each scenario, i.e., if the assumption is true (+) or not (-) in that specific scenario. The table below will illustrate this evaluation work. Different assumptions can be, for example, increase in customer visits, improvement in quality assessment, shortage of labor.

Table 4. Evaluation matrix for testing business plan assumptions against alternative scenarios (modified from Meristö 1991)

Business plan assumptions \ Scenarios	Scenarios			
	Scenario A	Scenario B	Scenario C	Scenario D
Assumption 1	+	+	-	+
Assumption 2	+	-	+	+
Assumption 3	-	-	+	-
Assumption 4	+	+	+	-
Assumption 5	+	+	+	+
Assumption 6	-	+	+	-
Assumption 7	-	-	-	-
Etc.				
	+4 -3	+4 -3	+5 -2	+3 -4

We can draw the following conclusions from this Table 4 example about the key points of the assumptions:

- the strongest assumption is number 5, being valid in each scenario
- the weakest point in the business plan is the assumption number 7, having no evidence in any of the scenarios
- all the other assumptions are strong in some of the scenarios, whereas they are, on the other hand, weak in some other scenarios, which means that the entrepreneur must consider them carefully and try to create flexibility for the surprises arising from these.

When looking at the scenarios separately, you notice that the strongest scenario alternative for the existing business plan is scenario C, where five of the seven assumptions are true. The weakest scenario from the viewpoint of the business plan is scenario D, where more than half of the assumptions are false.

The minimum action, based on this test, is to be aware of those weaknesses included in the business plan. A bit better way to prepare for the future is to create flexibility for the surprises arising from this. It is good to remember that these surprises can be either positive or negative, i.e., deviation from the business plan can include new opportunities, not only risks.

This short introduction to Futures Thinking as a part of creating innovative business plans has demonstrated how one can utilize imagination, analyses, and participation. Changes in the future are expected and evident, but one can prepare oneself with good co-created visioning.

Financial numbers and future opportunities go hand-in-hand in your business plan. Try to be as accurate as possible with your financial planning, include everything and avoid over optimism. You can prepare your innovative business plan for future changes with the foresight approach and check it using an evaluation matrix for testing business plan assumptions against alternative scenarios. Be prepared to make needed changes, as the future will always surprise you. Active Futures Thinking helps to keep these surprises to a minimum.

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8. Generating Ideas for SMEs

By Harri Ruoslahti, Kristina Henriksson and Jami Riihivuhta, Laurea University of Applied Sciences, Espoo, Finland

GENERATING IDEAS PROVIDES alternatives to renew your product or service portfolio. Generating ideas is about quantity, as quality may be hidden away in a large number of ideas that are seemingly not worth following further. But this is the beauty of idea generation, the more alternatives you get, you will be more likely to find the one that, when properly assessed and developed further, can take your business to the next level. Generating ideas should be an on-going endeavor, periodically revisited with your staff, stakeholders, and customers. All ideas are worth listening to and considering.

This chapter presents an overview of ideas that students have created for the businesses during the project (Appendix 1). Student teams refined only one of their ideas for the SMEs and developed them further, which have then been used for the innovative business plans and Service Logic Business Model Canvases.

There are 74 ideas on how to expand the use of the Bürgerbus on ISP Fehmarn. Most of these ideas directly address the bus service and bus, but there are also ideas that call for collaboration among local government and businesses, e.g., accommodation providers. Students' ideas also address increasing opportunities to combine biking and riding on the bus, as well as environmental issues. Ideas also recommend more visibility for the service by adding color to the buses, using social media channels, and developing a dedicated app for the bus service.

Students also looked at how to motivate people to travel without their private cars. This issue is addressed by 102 ideas. One way is to increase the availability and comfort of public transportation. Other ways to create more interest toward the bus services are, according to students, to either create barriers against using cars, or offer positive incentives for travelers to use the bus or other public transport. Promoting the use of public transportation with advertising and social media campaigns was seen as a useful way to promote usage. Besides promoting public transportation, islands may promote walking and biking with accessibility, routes, and appropriate maps.

Making Fehmarn's history and culture more attractive raised 40 ideas, such as local markets and events. The island has a rich seagoing history, which includes knights, princesses, and pirates, around which the students suggest building events, exhibits and activities. Traditional food and bakery were seen as great ways to provide visitors a better taste of Fehmarn. A dedicated website could bring weekly information on local markets and events, and opening hours of bars, restaurants, shops, gyms, playgrounds, etc.

The island of Vis has 88 ideas that look at how to attract tourists year-round. These range from providing off-season discounts and incentives to creating more offerings and events, with close collaboration between different service providers, for low season travelers. Promoting the island destination and its services as something unforgettable, while, e.g., offering seasonal activities picking produce or combining fishing services or other traditions of the island that people cannot experience at home. A website with pictures that show what there is to do, combined with active promotion on social media and by influencers help describe what one can do in each season, with promotions, and information on services help attract more customers overall. There are 19 ideas on this topic.

There are 66 ideas that address some of the problems identified in visiting Vis. These ideas range from making Vis and its services more known to travelers, through offering services that make visitors' lives easier, to creating unique experiences and memories. An online sprint generated lots of additional ideas for a travel agency and a diving company in the coastal area of Vis. Interestingly, many of the students thought that winter diving is an interesting activity, when they were working on the Design Thinking process.

The island of Nauvo has 157 ideas that look for ways to expand its season, for example, by increasing the quality and appearance of the venues. One stream of ideas is about creating romantic couples or luxury getaway package deals, nature packages, or comprehensive conference deals, and spa experiences. The Nauvo ideas also address working together for local offerings, collaboration between with local cafés and restaurants, and with travel agents from different countries.

Suggestions included, for example, to improve the website to make Nauvo more known, and to better inform about activities, packages, and services (e.g., baking). Offering information in more languages and adding more pictures of the place and its food help attract new visitors. The ideas include building activities around Nauvo's nature, food traditions, the Finnish sauna tradition, and various workshops. The website could be connected with a range of booking sites, providing a booking button that is very visible and easy to find, social media, Instagram, posting videos, and social media influencers; bloggers etc. could be used more to provide marketing in a wider range of channels to open more ways to find the place. In addition, there are a range of ideas to get people from the nearest large city Turku to visit the island more easily.

The island of Öland is looking to expand its businesses' offerings and be more efficient, with 94 ideas addressing this topic. These ideas include providing a arrange of rentals, from bikes to boats. Providing electronic services like online maps, route planning, GPS on bikes, Pokémon Go, and iPads or tablets.

Ideas for Öland's businesses to get revenue also in bad weather include events, tastings, workshops, exhibitions, and rainy day specials. Besides ice cream, one could offer drinks, hot chocolate, tea, coffee, and bistro food. In addition to eat-in services, restaurants, cafés can offer to-go breakfast baskets and things from the bakery. There could, for example, be an app from the marina. One can promote local cooking and recipes can provide activities for rainy days. There are 40 ideas regarding this.

Reducing queues are addressed by 32 ideas. These include providing faster pick up by, for example, offering separate corners for morning pick-ups, pre-order, pre-paid, drive through and apps to order by scanning QR-codes. These actions could help, e.g., one to bake enough inventory in advance. Having enough staff makes it possible for the employees to talk with customers and help them find products.

Expanding the Öland season has 97 ideas. Live music concerts that have organized buses from big cities like Malmö, Stockholm, or Kalmar. Concert guests could also attend fire camps at the beach and there could be saunas available next to the beach. Beach parties could be held inside bars or covered/heated outside areas to avoid the cold. Some off-season activities that are mentioned are courses to pick mushrooms in the forest in the fall, cycling races, weddings in the spring and fall, an adventure track in the trees, and paintball in the forest.

Sixty ideas address Paxos. They include offering quality accommodation, convenience and information. Greek traditions can offer a basis for culture, excursions, and events. Food is also mentioned in ways to attract visitors throughout the entire year. Several ideas address having visitors feel special in different ways.

VISIT offers you the opportunity to use the ideas for your needs. All ideas are listed in Appendix 1, please feel free to look them through, and if you find something useful, please let us know. Perhaps you would like to consider joining the VISIT Online Community www.visit-islands.eu/onlinecommunity to communicate with VISIT partners.



9. Glossary – Finding the Right Words

by Kristina Henriksson, Jami Riihihulta and Päivi Mantere at Laurea University of Applied Sciences, Espoo, Finland; Marco Hardiman, Kiel University of Applied Sciences, Kiel, Germany; Per Pettersson Löfquist, Linnaeus University, Kalmar, Sweden; and Dijana Pletikosa, VERN' University, Zagreb, Croatia.

IN **INTERNATIONAL OPERATIONS**, such as working in projects, or cooperating with people from different cultures, it is important to make sure that those communicating understand each other. To ease the understanding, one needs to share the idea or definition of a concept, for example. The partners in VISIT developed a brief but concise glossary for the businesses and students who cooperate in the field of Hospitality Management, Business, and Tourism.

The focus in the terms selected for the glossary lies in Design Thinking and co-creation. Some of the terms might be new to the users of the concepts. Therefore, it is useful to think that in international cooperation the people who are working on a Design Thinking project or process might discuss the concepts together to agree on their meaning. The Design Thinking process is described more in detail in the VISIT Handbook. The VISIT Workbook provides the tools for the process itself with instructions. Many of the concepts can be studied in the VISIT Workbook.

The aim of creating a concise glossary for the partners was to develop a manual that would both mark the steps of the work during the project and provide help to those people who use VISIT products afterward. For example, the VISIT Online Community offers a course in Design Thinking. If one goes through the course, it is possible to learn how to develop new service ideas there.

International cooperation is both exciting, demanding, and rewarding. It is always a challenge to work across borders with people you do not know. For example, one can find collaborators in the VISIT Online Community for one's own small idea generation projects, and then one has the opportunity to work across borders with strangers. The glossary might fit your needs then, or the concepts might fit your needs later. Whatever your process is, you can choose one concept a day and try to find out what it is, how it is defined in your mother tongue, and then, what to do with it. You can start by picking one today already!

Table 5. Glossary

ENGLISH	GERMAN	FINNISH	CROATIAN	SWEDISH
Design Thinking	Nutzerorientierter Prozess zu Problemlösungen	Muotoilujattelu	Dizajnersko razmišljanje (Proces rješavanja problema orijentiran prema korisniku)	Problemlösning genom formgivning
Service Design	Gestaltungsprozess von Dienstleistungen	Palvelumuotoilu	Dizajn usluga	Gestaltungsprozess für tjänster
User Centered Design	Benutzerorientierte Gestaltung	Kuluttujakeskeinen palvelu	Dizajn orijentiran na korisnika	Användarefokuserad formgivning
Brainstorming	Ideensammlung	Aivoriihi	Brainstorming; Oluja ideja	Idégenerering
Brainwriting	Ideenentwicklung	Aivoriihi tekniikka	Brainwriting; Razvoj ideje pisanjem	Idéutveckling
Service Innovation	Innovationsmanagement	Palveluinnovaatio	Inovacija usluga	Service innovation
Wireframe & Mockup	Konzeptioneller Entwurf & Vorführmodell	Käsitteellinen suunnittelu ja esittelymalli	Idejni dizajn i demonstracijski model	Konceptuellt utkast och demonstrationsmodell
Solution-Focused Thinking	Lösungsorientiertes Denken	Ratkaisukeskeinen ajattelu	Razmišljanje usmjereno na rješenje	Lösungsfokuserat tänkande
Visualization	Visualisierung	Visualisointi	Vizualizacija	Visualisering
Benchmarking	Leistungsvergleich/Prozessvergleich	Vertailukehittäminen, benchmarkkaus: Hyvin käytänteiden lainaaminen ja edelleen kehittäminen	Benchmarking; Usporedba izvedbe/procesa	Benchmarking/ konkurrensanalys
Storyboard	Ideenvisualisierung	Idean visualisointi	Vizualizacija ideja	Idévisualisering
Observation	Beobachtung	Havainnointi	Promatranje	Observation
Persona	Nutzermodell	Persoona	Persona; Model korisnika	Persona
Focus Group	Fokusgruppe	Kohderyhmä	Fokus grupa	Fokusgrupp
Ethnographic Methods	Ethnographische Methoden	Etnografinen tutkimus	Etnografske metode	Etnografiska metoder
Net scouting	Recherche	Netissä tehtävä tutkimustyö	Netscouting; Istraživanje na mreži	Riktad undersökning på Internet

ENGLISH	GERMAN	FINNISH	CROATIAN	SWEDISH
Iterative Design Process	Iterativer Konstruktionsprozess	Jatkuvan parantamisen prosessi	Iterativni postupak dizajniranja	Iterativ formgivningsprocess
Field Study	Feldstudie	Kenttätutkimus	Istraživanje na terenu	Fältstudie
Touchpoints	Berührungspunkte	Kontaktipiste	Dodirne točke	Kontaktpunkter
Usability	Benutzerfreundlichkeit	Käytettävyys	Upotrebljivost	Användbarhet
Stakeholder Map	Kraftfeld	Sidosryhmien kartoitus	Mapa dionika	Intressentkarta
Minimum Viable Product	Brauchbares Produkt mit minimalen Eigenschaften	Pienin toimiva tuote	Minimalni održivi proizvod	Minsta genomförbara produkt
Feasibility	Durchführbarkeit	Toteutettavuus	Izvodljivost	Genomförbarhet
Intercultural Communication	Interkulturelle Kommunikation	Kulttuurienvälinen viestintä	Međukulturalna komunikacija	Interkulturell kommunikation
Service Logic Business Model Canvas	Visualisierungsmodell für Geschäftsmodelle	Liiketoimintamalli	Canvas poslovni model	Modell för visualisering av affärsmodeller
Revenue Management	Umsatzmanagement	Tuottojohtaminen	Upravljanje prihodima	Intäktsanalys
Revenue Streams	Einnahmequellen	Tulovirrat	Izvori prihoda	Intäktsströmmar
Value Propositions	Nutzenversprechen	Arvolupaus	Vrijednosni prijedlozi	Värdeerbjudande
Customer Relationship	Kundenbeziehung	Asiakassuhde	Odnos s kupcima	Kundrelation
Human-Centered Design	Menschen orientiertes Konzept	Ihmiskeskeinen suunnittelu	Dizajn orijentiran na čovjeka	Personcentrerad formgivning
Use Cases	Anwendungsfall	Käyttötapa-ukset	Slučajevi za korištenje	Användningsfall
Shadowing	Beschattung	Varjostaminen	Sjenčanje	Skuggning
Moment of Truth	Augenblick der Wahrheit (Bildung der Meinung)	Totuuden hetki	Trenutak istine; Formiranje mišljenja	Sanningens ögonblick
Pain Points	Frustrierende Kontaktpunkte	Kriittinen piste	Frustrirajuće kontaktnne točke	Smärtafull Negativ kontaktpunkt
Gain Points	Begeisternde Kontaktpunkte	Onnistumisen hetket	Uzbudljive kontaktnne točke	Positiv kontaktpunkt
Customer Journey	Kundenreise	Palvelupolku	Potrošačevo putovanje	Kundresa
Customer Experience	Kundenerlebnis	Asiakaskokemus	Kupčevo iskustvo	Kundupplevelse

ENGLISH	GERMAN	FINNISH	CROATIAN	SWEDISH
Blind Spot	Schwachpunkt	Sokea piste	Slaba točka	Blind fläck
Motivations	Motivationen	Motivaatiot	Motivacije	Motiv
Value Network Business & Plans	Wertschöpfungsnetzwerk	Arvonluonti verkosto	Vrijednosna mreža i planovi	Värdenätverk för företag och planer
Needs	Bedürfnisse	Tarpeet	Potrebe	Behov
Wants	Anforderungen	Halut	Zahtjevi	Önskemål
Destination Management	Reisezielmanagement	Kohteiden hallinta	Upravljanje odredištem	Destinationsledning
Empathize	Einfühlen	Eläytyä, myötäelää, empatisoida	Suosjećanje	Känna empati
Ideation	Ideenfindung	Ideointi	Bombrdiranje idejama; Bujica ideja	Idéutformning
Prototype	Prototyp	Prototyypipi	Prototip	Prototyp
Testing	Ausprobieren/ Erproben	Kokeilu, testaus	Testiranje	Utprovning
Implementation	Ausführung	Toteutus	Izvršenje; Primjena	Implementering

10. Final Words for VISIT Case Studies

by Kristina Henriksson and Jami Riihihulta, Laurea University of Applied Sciences, Espoo, Finland

EACH YEAR, THE European Union funds many international projects. The project VISIT was one project funded in 2018. The funding was for Erasmus+ Strategic Partnerships. These types of projects are usually practically oriented, with a pedagogical approach to working and developing. During the project, the partners who formed a Strategic Partnership for the funding application work to develop the partnership. The partnership should also include locals from the countries. The locals usually are businesses, networks, etc. International cooperation is key in the work process. To be more precise, the ultimate success would be in international, genuine teamwork and collaboration with universities, staff and students, and businesses around Europe. This VISIT has achieved during the years it operated.

International cooperation with businesses on European islands is a rewarding experience for the partners of VISIT. Before the pandemic, VISIT had the opportunity to work on three European islands with businesses. These islands are Paxos, Greece; Öland, Sweden; and Nauvo and Korppoo, Finland. After the pandemic arrived, VISIT cooperated virtually with the islands of Fehmarn in Germany and Vis in Croatia. The time of the year for the cooperation has always been a low season or no season. It has also been a surprise to many of the partners to see the islands in their lonely state during the low season, without tourists. This experience crystallized the need for service development in the minds of the partners.

Looking into the future and visioning many opportunities, VISIT can see the potential of growing seasons, extending the seasons to begin earlier and finishing later on islands that usually close down for the low season. The key to the potential lies in the hands of the islanders. Sustainable development is part of the future. The VISIT Online Community provides some tools and material on how to be a sustainable entrepreneur.

The locals, the islanders, have been presented with methods how to develop their offerings on the islands. The VISIT Case Studies are an example of what has been done during the project and an example of what more could be done after the project. The tools are there; the people are there. Communities include a lot of



people with creative minds and business spirit. It is time to look around and see how islanders could proceed from here. SMEs can create new service ideas, then Service Logic Business Model Canvases and Innovative Business Plans, to grow their business and strengthen the community. The VISIT products can help the locals, the businesses and, if needed, islanders can contact the partners through the VISIT Online Community.

VISIT had a conference presentation in 2020 virtually at the MIC-VIS Mediterranean Islands Conference. This sparked the idea for the partners to visit afterward both the islands the project cooperated with but also conferences that deal with island tourism. VISIT started already in March 2021 by organizing its first online conference which turned out to be a success with more than 200 participants. The conference hosted several professionals from different countries speaking about island tourism, SMEs, and developing services. Now, it feels that the development work has only begun; much more can be done to develop services on islands and expand seasons.

VISIT wishes to thank all the businesses and locals on the islands who cooperated with the project. We will return one day!

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Appendix 1

VISIT: Ideas from ISPs

ISP FEHMARN

The utilization of the Fehmarn Bürgerbus

1. Offer the possibility of taking bikes on the bus
2. Propose to visitors to join the association to get a discount on transport when they are on holiday
3. Offer special days when the bus takes visitors to unusual/popular places on the island with explanations and recommendations
4. Give a reward for the passenger of the year (the most often passenger who takes burger bus = for the habitant)
5. Additional luggage space
6. Additional service or option for students who want to move out
7. Karaoke
8. Campaigns
9. Friendly venues, competitions in teams around the island, "Amazing race" (the tv show), business event/off season
10. The bus would run by biogas
11. Hotels and other accommodations would have advertisements of the Bürgerbus
12. Spreading knowledge that it is not only for the elder and disabled
13. Free ride program (e.g. once in a month at 08.00–09.00)
14. Cooperate with other companies and giving the passengers a cashback or discount (after a long ride) for shopping in these companies
15. Spread awareness that taking this Bürgerbus is more ecofriendly
16. Open an advertisement with a sticker on the body of the bus to make the bus more attractive (eye-catching) and get income at the same time
17. Decorate the bus to the passengers liking and make it eye catching
18. Routes to bike stops
19. More marketing
20. More shifts/rounds summer season
21. More sponsors
22. Offer round trip tickets to visitors with a reserved seat on the return journey (reservation system?)
23. Create an application so that visitors can book their seats on the bus and indicate if they have any special needs (handicapped, strollers...)
24. Offer on-demand evening buses in partnership with restaurants and events in the city
25. Provide recommendations destination for the tourist
26. More operating time

27. Provide night bus
28. Senior days on 2–3 weekdays off season
29. Family Saturdays off season
30. Collaborate with another Bürgerbus association for an extra bus to divide on the holiday season
31. Market the bus as the same thing as public transport
32. Market the bus for the inhabitants of the island to use this during the off season instead of their own car
33. Stop the activity on off season and make Bürgerbus only a holiday season service
34. Create a route around local tourism and highlight local and typical shops, restaurants, museums, activities of the island.
35. Offer the Bürgerbus service for schools during the off season for school trips.
36. Offer a year-round subscription to attract tourists all year round
37. New buses for the summer seasons
38. Higher prices for holiday seasons
39. Buses with accessibility
40. A bike rack
41. A bike rack, those who travel with a bike could get a discount like two zones for one
42. Space for strollers
43. Space for luggage
44. Offer a line that takes people from the station to their campsite (on demand or a fixed line on Saturdays, for example, when holidaymakers arrive)
45. During the off season, the bus can be promoted for the inhabitants of the island with a more attractive price and the possibility of traveling free of charge if the inhabitant is involved in the association (i.e. has given a contribution)
46. To give visitors the opportunity to buy a set of tickets by the week
47. Cooperate with the government / local government
48. Music on the bus
49. Being able to stop in the middle of the ride/ air conditioning
50. No go unless at least 4 passengers (on call routes, off season)
51. An electric bus (sustainability)
52. Fundraising for a new bus
53. Possibility to use the normal public transport ticket in the Bürgerbus
54. Routes that take the customer to attractions
55. Guided tours on the island
56. Market the Bürgerbus on the social media platform
57. Expand the route
58. Make an app for the services, so the passengers can book the service there and see the exact time for the arrivals or departure
59. Social media channels for changes in routes or timetables, or on websites
60. Active feedback
61. Theme trips for families
62. A bus ticket that can be bought from an app
63. Possibility to hop on or off anywhere (if the traffic allows) not only on the fixed stops

64. It could be found in Google Maps suggestions
65. Establish a strong communication between the campsites and the Bürgerbus
66. Offer a special bus for elderly and disabled people a few times a week to take them to places
67. Bus stop on demand
68. Apply to the city council and the state for subsidies to buy hydrogen-powered buses
69. Provide a mini bottle of mineral water for every seat
70. Snack day program (provide snacks for every seat, once in a year)
71. Pay influencer to go to the island and review the Bürgerbus
72. Baby seats in the trunk for passengers who have babies
73. A small screen inside the bus that shows the passenger which stop is going to be next
74. Costumes day for Halloween

PROBLEM IS (Fehmarn)?

1. English version website
2. Add some videos from courses to the website
3. Hire someone to help you make the redesign the website (WIX, network solutions, etc.)
4. Invest more time
5. Include more local services for accommodation, food and drinks, transportation
6. Decorate the car with visible drawings of the brand
7. Feature the van more on Instagram
8. Use more eye-catching stickers with colors
9. Collaborate with other companies
10. Leave flyers at surround camps to sell the activities
11. Negotiate discounts and promotions
12. Restaurants, bars, hotels
13. More social media presence (Google, TikTok, Twitter)
14. Create Instagram stories about classes, tricks, activities
15. Tweet about weather conditions, week-long course times
16. Do a collaboration with influencers
17. Collaboration with other kitesurfing businesses for competitions and promotions
18. More visibility to the company! Suggest to someone that they put your company stickers on their cars
19. Make an association. Plan more events with them
20. Hire more people to manage the business and expand the operation time
21. Provide equipment renting, and not just for windsurfing
22. Set a volleyball net for the people who are waiting for the class
23. Organize a kids' playground for parents who want to try kitesurf
24. Organize bonfire events with music to attract people
25. Organize the reserved hours and attach teachers with apps (Sesame, Todoist, Any.do, Weekplan.net)
26. Expand course types (more levels, more days, memberships)
27. Offer memberships to local people, equipment included
28. Offer continuation courses for intermediate level people
29. Create a one/two/three/four-week course during April-May and September-October months

30. More promotion within the campsite (flags, banners, flyers)
31. Create shirts or bracelets with a logo and sell them in the kitesurf store
32. Get logo stickers, make them different so people can "collect" them
33. Add stickers about potential partners
34. Get featured in guides, books, websites, Fehmarn principal website
35. Represent the company in sports fairs
36. BBQ parties (surfing days)
37. Extreme Weddings on the kitesurf boards
38. Bonfire on the beach
39. Make surf nights (free beer for everyone at night parties)
40. Competitions of different levels
41. Create a YouTube channel, upload cool videos from drone
42. Create TikTok videos, how to make kitesurfing tricks
43. Maybe some percent sale for students from SH
44. Lotteries for people to win stuff

Making Fehmarn's history and culture more attractive

1. Create value for money and provide a unique experience
2. Interactive gamification tracks and playgrounds
3. Special theme playground
4. discover the real places on the Island with Kids Pass (treasure hunt)
5. Hiking trips with storytelling
6. Traditional Farming Day: Visit a farm and learn about the animals, traditional Fehmarn farming live and flowers
7. Make sure they have services such as grocery stores
8. History tours
9. Experience pass for historical attractions
10. Food Truck Street: Eat traditional food of Fehmarn on the island and learn about the traditional making "Kröpel"-Baking-Truck that drives around the island
11. Cafeterias
12. Historical gastronomy tours
13. 1800s theme market once a week in the village
14. Pirate/Battlefield game for kids in the harbor and at the coast/lighthouse: They can read the play instructions and watch videos at the place
15. Playgrounds for the kids
16. Historical fishing methods
17. Knights, princesses, and pirates as tour guides
18. Families could get a map with challenges to find treasures like pirates --> treasure hunt with reward
19. Visit a farm: Learn about how the farmers lived before on the island
20. Outdoor gym with the necessary equipment
21. Living like a local, baking courses of local dishes at a locals' homes
22. Kids get a History/Sight PASS and need to visit all sights during their holiday to get a reward
23. Food truck street: Learn to play the unique card games they used to play at the Fehmarn

24. Specialized bars
25. Excursion for children to make their own javelin and go fishing with it
26. Ancient market and the salespeople will get dressed up like in ancient times and the kids can eat traditional food and do an ancient costume photo shooting and have fun
27. Pirate game/Battleship game: There is a hidden treasure kids try to find using a map or app.
28. Didactic interactive playground
29. Go to the farm and help with the animals, feed/wash them. Go for a horse ride
30. Website/ Weekly information about local markets and opening times of gyms/playground/etc. "What's open right now?"
31. Knight, prince and Pirate tour guides: Medieval costumes and food.
32. Woods hunt
33. Buy a packet of the ingredients and join the baking point at the food truck street
34. A theme bar/cafe/terrace with ancient wooden benches in pirate style and traditional food etc.
35. Local lifestyle days, local food festivals. Vegan days, seafood theme.
36. Activities PASS – painting, farming = reward
37. The kids can have pirate clothes on
38. Playground in the style of a historic ship with fact sheets and game instructions about pirates/ships etc.
39. Fishing trips with children and making their own wooden swords.
40. Ancient market with masked salespeople -> making/baking historical goods (crafts, food), kids can dress up as well, historical playground (wooden carousel etc.)

How might we motivate people to not travel with their own car to Fehmarn?

1. Make public transport cheaper
2. Provide wide infrastructure
3. Offer an interesting replacement
4. Make public transport cheaper for arrival and departure from the travel destination
5. When public transport is provided to pedestrians in the city center, you could then ban cars from beaches and city centers
6. Think about vehicles that are fun and easy to use and raise curiosity so that everyone will want to try them for daytrips or grocery shopping on the island
7. Make public transport more spacious to carry suitcases etc.
8. Increase parking space prices
9. Themed e-cars with cool designs from local artists
10. Have other public transport options than just a bus
11. More expensive fuel on an island
12. Different e-cars for families and younger ones
13. Make them think and believe that traveling by bus they protect the environment (guilt)
14. Make hotels take higher parking fees
15. By coming without a car they get free bike rides around the island
16. Launched the competition in collecting "traveled miles" by public transport
17. Having "a beach public transport"
18. When you take a bike you can have a guide through the island

19. Provide value by choosing public transport. Lower environmental impact. Get a reward by using public transport
20. Having a bus that goes around the island. Higher parking fees
21. Public transport must provide something that makes the trip unique. Interesting replacement for public transport.
22. In public transport we need to think about mothers with small children, make some kind of entertainment for the kids
23. Colorful buses
24. Separate families and young couples separate buses
25. We can put the TV inside the bus or train
26. Provide them unusual experience
27. Having different themed bus journeys
28. We can enable plug-in audio-guides with entertainment programs such as things to learn about nature and history of the area, jokes for kids
29. Interior can be suited to different individual needs: smaller colorful seats with DVD for children, more comfortable seats in the back for older people, racks for bags and bikes and beach toys
30. Make theme recognizable from the outside of the bus, choose more family buses during high times in summer and more exclusive bus for couples rather at dinnertime/night and provide them with charging stations for phones or free Wi-Fi
31. Add a small vending machine with water and snacks for kids
32. Love seats for couples and available baby seats to add to bus seats
33. Theme music for different times of the day: cheerful "island" music for day, relaxing or romantic music for the night
34. Have toys or children's books in the public transport
35. Make it a social experience for the travelers, having games or something during a bus trip
36. To have one luxury bus that runs few times a day, where you can get drinks, massages etc. (for people over 18)
37. Makes busses more family friendly. Entertainment for the kids
38. What do families need for their children while traveling?
39. Have family busses during a day, and have romantic/luxury busses
40. Using flyers
41. Have information points in hotels
42. website
43. Pop-up commercials
44. Stickers on the bus
45. Commercial
46. Cooperation with the influencers who can promote it
47. Panels with the advertisement
48. Short videos
49. Influencers can promote the experience of services
50. Provide information in the hotel room at arrival
51. Own category on the website about transport services and customer service for assistance in planning routes or book rental offers

52. Promote on town's Instagram or Facebook page
53. Create informational posters at entry points
54. Chat available on the website for assistance
55. Some cool posters in a city that stays in peoples mind
56. Advertise it in the newspaper
57. Have nice looking bus stations/stops with information about good sides of public transport
58. Improve social media presence.
59. Promote what you will get with Ostseecard in the whole country
60. Customer service.
61. Make public transport routes longer/reach more places
62. Make buses more family friendly
63. Promote bikes and e-bikes
64. Deny cars to enter the city area
65. Have more busses
66. Higher parking fees
67. Make parking lot smaller
68. Make gas more expensive for non-residence (tourists)
69. Car counting system/ limit the cars
70. Reduce the number of people on the island for specific seasons. E.g. you can be there max. two weeks
71. Try to attract people not only during the summer season
72. While spending there just one day paying an extra fee
73. Make it mandatory for hotels or camping sites to provide access to public transport
74. Promote more interesting things to see on the island to reduce the number of tourists in the same spot
75. Change parking lots in the city center to bike parking spaces
76. Access to public transport before point of entry
77. Create theme trails/hikes to encourage people to walk more and see more sights/activities around the island. Like active trail, kid friendly trail, trail for couples, easy trail for old people
78. More charging stations for e-bikes available
79. Limit access by a car in some areas
80. Motivate people to walk around and explore the area. (walking maps)
81. E-bikes
82. Provide information about benefits when tourists first get in touch with it and already when booking an accommodation
83. Provide electronic version and digital service so that nobody can forget in the hotel
84. Rename it to something catchier like ... something cool
85. Emphasize the environmental and cost friendly
86. Provide the card at the hotel as well
87. Rename to something more international as well
88. Provide OstseeCard for them before the trip
89. Make it as user friendly as possible
90. Advertising it more

91. Make some extra discounts for children and young people
92. Motivate university students to use the card more by making some weekend activities
93. Marketing OstseeCard as a must when traveling, (it is not an option it is a must have)
94. Try to do a competition in taking interesting photos with the OstseeCard
95. Connect it with an already existing card which is more popular
96. When you have the OstseeCard you get a free beer for you and your partner/friend
97. Create the possibility to share customer reviews, create OstseeCard like a brand
98. Think about product range or line-up to provide the best access for each individual customer
99. Make it more modern and a must-have item
100. Improve OstseeCard and provide card after booking accommodation.
101. Conclusion
102. Make it cooler

ISP VIS

How to get tourists' attracted all year round to Vis?

1. It is better to have a discount during the off season
2. There should be activities according to weather or seasons.
3. Try to bring cultural events or festivals for the tourist as a part of activities or in tour packages
4. Advertise more
5. Make more personal adds
6. Special deals when demand is low
7. Offer more than just a boat service
8. Make theme parties all year long
9. Target adds to fishing or boat clubs
10. Adds to airports
11. Virtual tours
12. Sell the experience as once in a lifetime thing
13. Have activities that can be done all year round or change it depending on the seasons
14. Find out what the demand is during the low season (maybe elderly people who does not have jobs, what are they interested in)
15. Make sure that the service exists during the low seasons but also collaborate with hotel/restaurants
16. Promoting our destination and service as something that is unforgettable/ learning new skills
17. Promote our service not only in summer but during other seasons (for example not much crowd during the autumn, but the weather is perfect)
18. Include local activities in the offer, for example olive picking, or grape picking that are not happening during the whole year but only in few particular months. Combine fishing service with other traditions of the island that people mostly cannot do at home
19. Give people "diplomas" of those activities
20. Offer activities according to the weather – make people feel that traveling is possible in all seasons (sports activities possible all year round)

21. Promotion on social media – description of what to do in each season, create an official website with pictures to show, that there is stuff to do all year round
22. Help with promotion from the influencers
23. Come up with different events in each season (spring - outdoor live-music festival, summer – outdoor cinema, autumn – wine tasting, winter – Christmas market, etc.)
24. Invite school kids for these types of activities for them to learn traditional fishing in their own country
25. Offering group discounts in the less visited seasons
26. Use social media, provide booklet or service to a different taxi company, local guides
27. Try to be more nature friendly and make a collaboration with different types of local products
28. Target adds to people who enjoy fishing or boat trips
29. Involving customers through social media
30. Show customers what you do
31. Tell customers what you do
32. Make your own promotional video
33. Give people who work there a personality
34. Dare to be different
35. Through social media and word of mouth in order for the service to be visible for people
36. Invite influencers to the trip from different counties, and make sure they revive it. Does not have to be a “big account” but an account where the trip should fit the image that the influencer has
37. See who our target people are
38. Explore their interest and habits (maybe they like to scroll through out Facebook, Instagram etc., if our visitors are families with kids, love them by making great family offers and activities where parents can relax without being afraid of what will happen to the kids)
39. Offline marketing tools (newspapers, radios, billboards)
40. Promote love and passion for fishing, animals, nature, and taking care of the environment (be sustainable)
41. Discover what is their USP and take advantage of that
42. Personal website with cheaper prices than booking/Airbnb or similar (SEO)
43. Other online marketing tools (social media, Instagram, Facebook, Google Ads)
44. Loyalty cards
45. Discounts of free dinner when they book more than 3 times
46. Include local people in promotion, local lifestyle
47. Sponsorships with other companies (fishing equipment)
48. Influencers
49. Merging with other similar companies and associations (for promotion and lower expenses of promotion (better visibility)
50. Advertising in travel journals and magazines
51. Contact influencers to promote the destination, let them make posts/videos about it on social media (Instagram, YouTube)
52. Create an official website for the service
53. It is nice to have some time event like fishing competition within the tourist and provide some gift to the winner.

54. While fishing it's nice to have knowledge such as about fish, what type of fish, how to clean and prepare fish like a local traditional way
55. Snorkeling
56. Cooking local food
57. Teach fishing Knot
58. Bike tours in other small islands
59. Staff could be dressed traditionally
60. Costume parties
61. Playful competitions
62. Cave exploring
63. Fireworks
64. Dance parties
65. Live music
66. Some festivals
67. Dinner parties
68. Cooking schools
69. A boring activity that would give the trip more value is probably transportation to add from the boat
70. Activities such as that can both fit those who want to relax and those who like to be active! Like a chef who cooks food, like a dinner but also craves exploring and bike trips, snorkeling
71. Maybe visit places that aren't typically "touristic", more authentic locations
72. Board surfing
73. Scuba diving
74. Coral observation (if there are any)
75. Exploring the nature of the island
76. Explaining the kinds of winds (bura, jugo) and how they affect fishing trips and fish or any other animals.
77. Have online courses and sessions for the time of the season (for example December to February) when the weather is pretty bad on the islands (ferries cant travel etc)
78. Workshops of smaller models of this historical ship
79. History lesson about Falkusa (workers wearing traditional clothes)
80. Provide guests some traditional clothes (just to make them feel that they are really part of that trip)
81. Show people how to correctly clean the boat, throw anchor, adjust the mast, throw the buoys
82. Fishing techniques
83. Learning about animals of the sea, especially those rare ones that are not found in the world but only in that particular place
84. Learn how the clean fish they had caught
85. Mini course of Croatian (Dalmatian) language (names of the animals ...)
86. Hire locals so the customers/visitors would have a 'real', authentic experience of how life looks like in the country
87. Organize boat trips around nearby areas, biking and hiking trips, maybe some kind of sport competition in those sports, organize educational workshops about fishing/sailing
88. Traditional food tasting, wine tasting, cooking lessons with locals (make the place authentic as possible)

How to get more customers to Vis?

1. Giving out souvenirs as a token of appreciation for choosing Mr. Josko's service
2. Make social media accounts
3. Start a blog
4. Make a LinkedIn account
5. Make a website
6. Do giveaways (On social media)
7. Upload videos to Youtube
8. Offer free services/excursions for people that have influence in exchange for advertisement
9. Use online reviews for your advantage
10. Discounts, for example "2 persons for the price of 1"
11. Make a brochure for the people living on the island
12. Investing in buying one's own boat, and then make own boat-trips
13. Organize crowd attracting events
14. Using public transportation to advertise more through posters and advertisements
15. Prepare traditional food and serve it for the guests
16. Give free samples of his products to the customers using their services (On boat rides etc.)
17. Achieve cooperation with broadcasting agencies
18. Go to international conferences and promote your services.
19. Participate in community events

Problem is (Vis)?

1. Helping farm as a part of the holiday
2. Give away boxes from the leftovers
3. Visitors can get a holiday flat
4. Visitors can plant the hemp by themselves
5. Product tasting
6. Membership gift card
7. Loyalty card
8. Provide a fun schedule
9. Shuttle car/bus
10. Wine and olives
11. Tour guide with bikes
12. Provide camping area
13. Course about farming
14. Feeding the animals
15. Babysitting service
16. Better Instagram layout
17. Attract Instagram influencers for a better promotion
18. More entertainment events. Example: more live music festivals, movie nights
19. Become more pet friendly (add dog's hotel or something like that)
20. Create a cinematic ad for YouTube and other social media platforms

21. Conference presentation
22. More advertisements on different platforms (Google, radio...)
23. Get involved in humanitarian projects (save the oceans, protect the woods...)
24. Art events for people from the art industry and people who are interesting in that
25. Shopping tours
26. Gym
27. Install Hi-Fi audio systems in the apartments.
28. Wine/beer tour across the city. (Organize partnership with local beer tours and restaurants.)
29. Organize a beach party.
30. Involve people in olive/grape picking
31. Involve people in the process of wine making or oil making with the locals
32. Organize the education about Croatian wines and rakija
33. Horse riding
34. Camping
35. Restaurant tour across the city
36. Organize an extreme diving tour. Propose the partnership with organizers of the private tour to Vela Spela cave.
37. Organize a Bar inside the palace.
38. Organize a small amusement park for kids and families on the palace territory.
39. Take them on a roadtrips around Korčula countryside
40. Take guests on a sailing trip to nature park Lastovsko Otočje or national park Mljet
41. Take them to an authentic restaurant/konoba to learn the famous regional dishes such as paštica
42. Karaoke
43. Hairdresser/barber
44. Museum tour
45. Puppet show
46. Game night (tabletop games, quiz night etc.)
47. Propose the partnership with organizers of the private tour Vela Luka
48. Take them to the beach Bol na Brač
49. A pool
50. Organize dance nights like salsa dancing, Moreška sword dancing (national dance) etc.
51. Lectures about psychology, meditation, healthy lifestyle, yoga, etc.
52. Gambling (casino)
53. Helicopter tour.
54. Souvenir Shop.
55. Summer games (kind of like Olympics/Wipe out!) on the beach or in the water
56. Road trip Ston
57. River rafting trip to Blato
58. Mosaic making in Vela Luka
59. Donkey Safari
60. Seba design jewelry making
61. Wind surfing
62. Stargazing (astrology education)

63. Fireworks festival on palace premises.
64. Organize the attending to old battle dance with swords in Zrnovo
65. Teach them how to make traditional cookies (cukarini, klašuni, hrustule i prikle...)
66. Jet-ski rent service

ISP NAUVO

How to extend the season on Nauvo?

1. Increase the quality
2. Improve atmosphere
3. Mow lawn
4. Repaint building
5. Lighting on way to sauna
6. Rebranding
7. Discount for longer stays
8. Targeting specific groups (Asian, German)
9. Couple romantic getaway
10. Luxury getaway
11. Package deals
12. Nature package
13. Romantic package
14. Comprehensive conference deals
15. Spa experience
16. Jacuzzi
17. Fairy lights
18. Price list for services, docking overnight
19. Spread info among locals about the place
20. Toilet in the harbor
21. Kiosk
22. Sauna close to the harbor
23. More alcohol offers
24. Working with a brewery to offer local beer
25. Collaborate with local cafes/restaurants around
26. Collaborate with travel agents from different countries
27. Historical aspect, emphasize
28. Improve website
29. Info about activities, packages
30. Info about the hostess, baking etc.
31. Offer more languages
32. Add more pictures of the place
33. More pictures of the food

34. Pre-booking events
35. Pre-booking food during off season
36. Marketing; Instagram, a special hashtag
37. Social media (invite influencer)
38. YouTube ads and channel (videos of the events)
39. Special events
40. Cooking lessons
41. Baking lessons
42. Catering in off season
43. Team cooking events
44. Walking tour in nature
45. Tourist map and packages
46. Full day package
47. Half day package
48. Romantic package
49. Children adventure map
50. Lunch box
51. Yoga
52. Sauna
53. Wellness
54. Promoting weddings
55. Define a different booking system
56. Teambuilding packages
57. Events all year round
58. Healthy cooking
59. Learn about your body
60. Meditation
61. Workshops
62. Self-caring workshop
63. Make your own present
64. Bakery workshops
65. Flower wreath workshop
66. Photography workshop
67. Plant workshop
68. Timber workshop
69. Flea market
70. Bartender workshop
71. Swimming for kids
72. Star watching with description
73. BBQ-festival
74. Egg painting
75. Flower lecture
76. Bible lecture

77. Nature night
78. Art class
79. Outdoor workouts
80. Marathon preparing
81. Diet planning
82. Kayaking
83. Chocolate tasting
84. Couples weekend
85. Moomin-event
86. Art festival
87. Music festival
88. Guests can vote for the next event
89. Guided tours
90. Painting classes
91. Cooking classes
92. Mushroom teaching
93. Tree teaching
94. Halloween theme
95. Pumpkin carving
96. Costume ball
97. Night wandering
98. Cooking with pumpkins
99. Winter drink tasting
100. Igloo building for kids
101. Couple weekend
102. Music nights
103. Quiz night
104. Team photo challenge
105. Walking tours
106. Feedback and information through a mailing list
107. E-mails to the companies what is happening on the island
108. Hashtags for events
109. Present the hotel on giant company websites
110. Create identity (name)
111. Marketing events
112. Show your accommodation at exhibitions
113. Guerrilla marketing
114. Connect the hotel's website to the visit.korpoo website
115. Connect own booking site to other bigger ones like a list of Finnish nature hotels, etc.
116. On the website make a booking button that is very visible and easy to find
117. Use more social media, Instagram, post videos
118. Social media influencers; bloggers etc.
119. Marketing in many channels

120. Open more ways to find the place
121. Enough signs on the way
122. Organize boat pick up for the clients
123. Day trip from Turku -> "Experience the archipelago in one day"
124. Events
125. Workshops
126. Take part in more projects like Visit
127. Get involved in eco-projects
128. People who are making research for the uni -> accommodation, event, conference
129. A system at the checkout with "How was your stay?"
130. Feedback in online
131. Interviewing customers
132. Encourage old customers to share their experience
133. Name with nature, sea and researching
134. Promote activities and exhibitions more
135. Do/promote the workshops
136. Customers can make handcrafted things and have them as a "present" from
137. Create workshops or activities for the hotel stakeholders
138. Make a name for the "new" concept inside for the old one, including hotel, restaurant, activities in nature
139. Make small videos of boats and explain a lot about the area and the history and nature
140. Add a motto or a short statement that draws attention and is interesting and memorable
141. Present the feedback sheets in an interesting and engaging way
142. Promote all the facilities the place boats (restaurant, sauna, beautiful scenery, harbor and station for boats, conference rooms, events, etc.)
143. Promote the place in the best direction, for example use the sauna to create a picture of a relaxing environment
144. More visibility for nature reserves
145. Focus on multi-function of the place
146. Offer a shuttle from Turku to bring people who can't come with bikes (like old people) to the islands
147. Offer free time at the museum or bag of sweets from Finland or postcards
148. Create events with hotels like a hotel week at the islands with visiting stores and local fishermen
149. Encourage people at checkout to share their ideas online
150. Give them something that is also a bit personalized
151. Co-operate with other entrepreneurs and the area
152. Find a place to partner with so when the hotel/restaurant is packed in peak season you can send clients somewhere
153. Be present! à Show the own booking site at magazines, posts, Facebook, in local restaurants with flyers
154. Use the TV program and film a commercial about the place and all that it has to offer

How to expand a business and be more efficient on Öland?

1. GPS
2. Tablets for renting
3. Free helmets
4. High service
5. Free repairing
6. Recommendations
7. Multiple languages
8. Online reservations
9. Easy access bikes
10. Exercise
11. Exploring nature
12. Highest prices in the highest peak of the season
13. Discount on big groups and at long reservations
14. More bikes for the next season
15. Spread service more on camping sites
16. Easier booking system
17. Family time
18. Change the name of the company
19. Update web page
20. Have an application
21. Partner up with Linnaeus Universit during winter
22. Update site to Tripadvisor
23. Get a Facebook page
24. Get an Instagram account
25. Have a reservation system on the computer for camping sites
26. Have student discounts/retirement discounts
27. Partner up with hotels in Kalmar during winter
28. Get an employee
29. Make own bike routes for customers, map of nice bike routes
30. Speak to hotels regarding the cost of bikes
31. Partner up with business around- discount on coffee when renting a bike etc.
32. Get iPads for booking in the harbor
33. Change e-mail address
34. Get an ad in international magazines (DK, FI, NO)
35. Attending fairs like trailer fairs/boat fairs to market the company
36. Have a guide/make bike tours with a guide
37. Have bike exercise groups during winter
38. Booking system, iPad, tablets

39. Paying system; pay in advance, pay in the harbor
40. Employees
41. Time management
42. Implement drones
43. Kite surfing-surfing off season
44. Telescope->watching space during off season
45. GPS
46. Bike routes
47. Boat rental
48. Flying above the water
49. Jet ski
50. Service in the village-restaurants
51. Bikes on the sea
52. Underwater bikes
53. Mobile keys
54. Branding-> logo, GPS, Pokémon Go
55. Booking in advance
56. Tablets, iPads
57. GPS on bikes
58. Employees for repairing or reception
59. No more keys but automatic holders-> people can pick/return the bikes themselves
60. Bike with heater
61. Online maps, route planning
62. More events, bike race
63. Bike sightseeing
64. Better website, with recommendations
65. Sustainable commercial
66. App that scans a passport
67. Boat and bike combination
68. Have a good booking page for renting bikes
69. Hire more employees during the season
70. Design an app for renting bikes and track them
71. Make a digital map of routes which are worth to see
72. Schedule cycling events
73. Have specific routes for athletes
74. Hire a trainer to be with big groups
75. Hire someone to take care of the bikes
76. Make new deals with the hotels
77. Application
78. Map
79. Common use bikes
80. Collaboration with companies
81. Make it modern

82. Social media
83. Website
84. Boat rental easier
85. Help to expand
86. GPS
87. Phone holder for bikes
88. Better connect with Kenneth
89. Better season
90. Union to companies
91. Organize problem solved
92. Slot machine
93. Bicycle stand with a clock (time clock)
94. Online payment, electric

How to get revenues on days with bad weather on Öland?

1. Events; tasting, workshops, exhibitions
2. Focusing on locals and businesses alike
3. Posts on social media with special offers, discounts
4. Lower prices on some drinks on rainy days
5. New drinks based on ice cream and coffee
6. Add outside heaters
7. Introduce teas on those days
8. Small competitions
9. Have photo competitions
10. Painting sessions
11. Conservatories
12. Sell other things than ice cream
13. Communicate good quality coffee
14. Create an inside environment that attracts people to come there
15. Have some kind of "rainy day special"
16. Have a movie screen
17. Rainy day social media campaign
18. Collect worms for fishing-event, (especially for kids)
19. "Storm shows" in the new ice cream place on the coast
20. Create stores special items, like a secret menu for regulars on rainy days
21. Sell waffles
22. Be more like a bistro with drinks and coffee
23. Baskets with food/coffee for fishermen
24. Pre-orders for take away lunch and breakfasts
25. Have deals with the marina for pre-ordering and marketing
26. Coffee delivery services
27. Order breakfast baskets/eat-in service/things from the bakery
28. Ordering with an app from the marina

29. Focus on lunch time for working people
30. Home delivery
31. Establish a small pick-up place next to the store
32. Rainy day offers like hot chocolate
33. Collaborate with businesses nearby
34. Decorate the place for rainy days; cozy with lights, blankets etc.
35. Add a number system with the ticket dispenser
36. Add music to the background
37. Add Wi-Fi, for students who want to do schoolwork in the café
38. Provide customers wish cards, board games
39. Reorganize the coffee for rainy days and push people to socialize with others
40. Promote local cooking/recipes for rainy days, tasting

How to reduce queues on Öland?

1. Faster pick up
2. Pre-order, pre-paid, drive through
3. Separate corner for pick-ups in the morning
4. Use apps to order with QR code
5. Make more stuff in advance
6. Different offers/services at different times
7. Switch ice cream/coffee completely to the marine part
8. Use the floor above for ice cream (and other stuff) making
9. Open the back of the building for pick-ups
10. Separate the bakery from the café
11. Second counter
12. Have certain things on the second floor like pasta etc.
13. Use some kind of service to place bread order in store
14. Pre-baked bread
15. Make an app or other online platform for pre-orders
16. Hire more staff
17. Build a side desk just for most popular products, pick up place
18. Prepare more products in advance
19. Home delivery service
20. Have a staff member teach customers how to make their own coffee with a coffee grinding machine
21. App showing the estimated queueing time
22. Stuff to do outside while queueing
23. Add a new corner for express check out for customers who bought less than 3 products
24. Translate the menu in English
25. Pre-order option for the bakery
26. Have experienced staff to talk for the customers and help them find nice products
27. Have video clips about the products, how they are made etc.
28. Another payment to the upper floor
29. Apartment building used for coffee shop, something else

30. Having a sign outside of people waiting (like parking slots free)
31. Drive through
32. Adding a playground

How to expand the season on Öland?

1. Organise live music concerts with free bus transport from Malmö to Stockholm, to Kalmar
2. With the idea above, maybe to keep the guests, organize fire camps at the beach
3. Sauna next to the beach
4. Beach parties inside the bar and cover the outside too to avoid cold
5. Light up the beach for a beautiful view from the bar
6. In the fall, courses on how to pick mushrooms in the forest
7. Two weeks in the winter contests in snowman building
8. Cycling races
9. Arrange weddings in the spring and fall
10. Build an adventure track in the trees
11. Paintball in the forest
12. Climbing park in the forest
13. Build a skate park
14. Quad driving
15. Offer for special romantic couple weekends at the beach
16. Some animals and maybe pony riding (need to be animal friendly) especially spring/autumn
17. Flying kites
18. Prisoners' recovery
19. Fishing
20. Fitness camp – losing weight
21. MENSA conference
22. Have a theme week in the spring or fall
23. Sports camp
24. Open the shops and activities earlier, close later
25. Promote the peaceful time in the spring for the older customers
26. Cheaper cabins/camping places in the spring and fall time
27. Rent the area for more TV shows
28. Expand the offer with more indoor activities, for example squash, handball, ice hockey
29. Inside pool
30. AR
31. Websites in other languages
32. Honeymoons
33. Fashion shows
34. Bird watching
35. Mini zoo
36. Presenting the new products – events
37. Painting events
38. Drifting events

39. Diving events or classes
40. Make-up class
41. Trance party
42. Sustainable workshops (teaching recycling)
43. Recovery from sport injuries
44. Cooking workshops for special kinds of diets (medical condition)
45. Elderly getaway – relaxing (elderly home)
46. Sport competitions – marathons
47. Call a company that can bring with trucks a whole amusement park for a couple of weeks
48. Organize bus tours
49. Free bus transport passing by from many Swedish airports and towns
50. Bring more animals and have them watched over or inside big area fences, like horses, donkeys and other friendly animals
51. Organise tent construction tutorials and have prizes for winners, it is educational and can be motivational as well
52. E-sport tournaments
53. International courses about Sweden in the fall
54. Have a luxury spa area
55. Gardening courses
56. Plant market where people can exchange and buy flowers and plants
57. Int. food market
58. Cooperation with a sports team for a training camp
59. More daily trips with public traffic
60. Special events, winter/Christmas market, kind of spring break
61. International golf events/tournaments
62. SPA events
63. More events for elderly people
64. More inside sports
65. Something new for the cabins
66. Bus tours
67. Gym inside
68. Easter egg hunt
69. Welcome spring festival
70. Conference halls, business conferences
71. Team buildings
72. Incentive travels
73. Organize cinema nights with popcorn and drinks (Coca-Cola, lemonade)
74. Mini karaoke nights
75. Make people bring food from their countries or Swedish make their own unique food, and have an event of best tasting foods, winners name will be uploaded on the internet
76. Organise drum tournaments
77. Bring bulls from Madrid and have bullfighting
78. More concerts/festivals outside the peak season

79. Sport camps for teams
80. International market
81. Cooking classes etc "Swedish things"
82. Yoga retreats in autumn/spring
83. Museum exhibition – cooperation
84. Biological education
85. Art workshops
86. Air surf competition
87. Augmented reality apps (like Pokemon Go)
88. Open a hotel to make the camp livelier. Also post it on booking.com
89. Have some mini football, rugby and golf tournaments that last a few days and have a high prize in the end (based on the camping customers voting)
90. Organize school trips from different countries as an education process with low prices on alcohol
91. Annual big bonfire in the fall
92. Clothing swap/second hand market
93. Try different sports/activities week for children
94. Weddings + honeymoons all year round
95. Elderly customers; treatments, relaxing
96. Spa
97. Cooking classes; different diets, local food

ISP PAXOS

How to extend the season on Paxos?

1. Book club
2. Events
3. New products
4. Use space differently
5. Comfort
6. Convenience
7. Tourist info desk
8. Beverages
9. Workshops for children
10. Renovate the rooms (paint the walls)
11. Modernizing the rooms; decoration, new pillows, use Greek colors and tradition
12. Room upgrade
13. Complimentary; cookie, flowers, water bottle, cosmetics
14. Books
15. Pictures of Greece, traditions
16. Second room key
17. Minibar

18. Better Wi-Fi
19. Kids' corner
20. Pool activities
21. TV room
22. Theme evenings
23. Minibus tours
24. Info paper in the room
25. Feedback form
26. Expand menu, intercontinental menu
27. Package with recipes; guest can make their own meal
28. Useful info about the destination on the website
29. Instagram account
30. Link to TripAdvisor
31. Interaction with the customers
32. Expanding the services
33. Regular events; karaoke, sport, music
34. Guest book
35. Activities; catch the meal of the day on tour
36. Guests can cook the food by themselves
37. Virtual island tour
38. Info where the food is coming from
39. Menu with QR code; info about the food
40. Open kitchen cooking
41. Delivery service
42. Loyalty rewards
43. Interaction with the guests in social media
44. Package for detox; includes:
45. Birdwatching
46. Local production like olive oil, soap
47. Fishing
48. Try local dishes
49. Greek language course
50. Guided tours (snorkeling, fishing, historical)
51. Package 24 hours in Paxos;
52. Pick up with a helicopter from the airport
53. Personal greeting, mayor etc.
54. Local snacks; olives, cheese, honey
55. Accommodation in the luxurious rooms
56. Meals, traditional dishes
57. Local sweets
58. Private tour with the yacht
59. Private celebration with Greek live music and dance
60. Improve the bicycle path on the island

ONLINE SPRINT, VIS COASTAL AREA

Problem: How to extend the season by adding all-year activities, and extending already existing activities for travel agency

1. Walking/hiking tour Combine olive and wine combine photography
2. Walking tour including a scavenger hunt for children
3. Themed walking tours about the history of Promisten
4. Have a different wine tour, an example; having small birds nests where they place different wine sorts and then the customers have to find the birds nests and open them to get to taste the wine.
5. Another idea is a wine tasting art, so the people who comes to taste wine also gets to paint or draw.
6. Guided bicycle tours (slow phase, active)
7. Bicycle tour appropriate for children as well
8. Local food tasting combined with a bike tour (From restaurant to restaurant)
9. Depending on age, there could be a bicycling tour with olive oil production sightseeing, and while being there they could have lunch with food made with the olive oil and other local products and with a design on food tables in restaurants
10. Low season deal for staying in Premosten, combine activity and accommodation, 2–3 nights, guests from Split
11. Local food tasting combined with a bike tour (From restaurant to restaurant)
12. Organized 2–3 day road trip with night stays, food and transport included in price, sightseeing fees can be added if there is any entrance fee on any stops
13. Private cultural tour to harvesting olive trees combined into a package deal.
14. August-November package to investigate the olive oil harvesting, maybe create a harvest festival with a market where more local production businesses can sell their goods.
15. Culinary holiday package combining wine yard tasting to olive oil production. Accommodation, food, included tours
16. A cooking class for children (using local products)
17. Promoting to summer visitors the fall and winter vacations and offering deals
18. Provide more activities that doesn't include water
19. Hiking Hiking / walking tours through the old town of Primosten
20. Organize a checklist walking tour, in collaboration with local restaurants
21. Have a hiking masquerade, everyone has to dress up like a Character
22. Hiking day ending to event with traditional food and drink experience
23. Wine yard tours
24. If there are several wine production sites in the area, an idea could be to have a tour with 2–3 wine tastings in a day
25. Wine yard tour combined with stories and music or collab with event maybe live music ending to nice evening with group
26. Skiing
27. Offers and deals
28. Collaboration with local businesses, restaurants etc

29. Organize a checklist walking tour, in collaboration with local restaurants
30. Collaborating with local artists, organize a musical evening
31. Organizing a food festival with local restaurants, cafes and other local business that had their particular production
32. Winter and Christmas atmosphere and skiing targeting visitors from relatively close destinations
33. Low seasons offer with great price, package including activity and accommodation
34. Focus on social aspects of tourism
35. Combine events and get together after tour or cycling/hiking day
36. Have an art-class like painting or handcraft class with groups
37. Host workshops on the Croatian culture, this can be hosted by locals
38. To offer a product that is withing premoisten
39. Include olive oil or wine to culinary experience
40. Give customers the chance to buy local goods & products at your office
41. Holding of sport races and seasonal festivals
42. bicycle race or ice hockey
43. Create their own bicycle race and invite customers to contribute in the competition in November or march
44. Holding parties for younger adults in a certain place in town
45. local music with local dances (after ski or biking)
46. Organize dance / festivals for families (More their target group) Traditional dancing courses.
47. Visit Sibenik, Trogir and Split (These cities are under UNESCO and are truly historical sites to see)
48. Road trip to bigger cities by public transport
49. Road trip Sibenik, Trogir and Split with shuttle
50. Road trip to bigger cities by car or motorcycle
51. Have guided tours to the UNESCO cities with recommended restaurants and some time to walk around by themselves
52. Go to the Beach
53. Carnival Time (the Rijeka Carnival, one of the largest carnival festivals in Europe in winter)
54. Cooperate with some companies to promote and sell products during the carnival
55. beach day with fishing and boat trip
56. Hold the traditional Croatian carnivals and get your customers involved in it
57. Sample Traditional Croatia Winter Food
58. Cooperate with companies to design new products that combine culture and local cuisine
59. Cultural excursion or event eating and cooking traditional Croatian food can be combined with olive harvesting or wine yard or not.
60. Create a food event in the harbor of the city or in the streets of Primosten
61. Stroll Advent & Christmas Markets (the Advent festivities in Zagreb)
62. Plan a new Christmas themed day trip.
63. Cultural day Christmas themed somewhere close to Primosten
64. Mulinje Ski Resort (located near one of Croatia's most famous natural attractions—Plitvice Lakes)
65. Introducing a winter short-time trip package about skiing and the national park.
66. Organize photography competitions and exhibitions about Plitvice Lakes National Park

67. Offering culinary tours: wine tours (vineyard) / tours across local restaurants, tasting local food (promote local products)
68. Hold a local food festival and taste primosten`s unique ingredients. Including food, fine wine and olives. Combining the vineyard tour with tasting, both wine tasting and locally produced olive oil, and a local bakery for sourdough bread to taste the olive oil with, and local salt production from example Solana Nin Salt Museum
69. Combining before-mentioned aspects, and making a cultural holiday package for some days that ends with event where listening traditional music and dancing with maybe
70. Mini disco if enough kids. (Maybe adding also local food eating and cooking)
71. Especially if the season for Olive oil harvesting is not going.
72. All the previous ideas + maybe some introduction to local products and possibilities to buy souvenirs
73. Hiking/walking tours (History of Primosten)
74. Choose different routes and themes in the city, for example Kremik kod Primoštena.
75. (For kids if they have) Some tasks and some surprise if completed
76. Or for anyone else if you take photos of yourself at all spots you get local package with wine and
77. olive oil or something.
78. Creating customized packages for hiking for people
79. Start offering road trips to other places, private or in a group
80. Formulate a new travel package, about honeymoon trips or company group building
81. Group activities to get to know new people
82. Group trips incl actives such as boat trip, wine yard, local food tasting
83. Game of thrones locations visit (Might be too far), combine this with a road trip
84. Plan some themed travel routes and activities related to local culture.
85. Game of Thrones themed packages including alternative activities
86. Visit national parks, even in low season. Waterfalls, rivers, etc are still nice to see.
87. Hold photo exhibitions about the scenery of each season in the National Park.
88. Promote the different good scenery in the off-season.
89. Plan waterfall sightseeing, promote it as a heath-experience with natural Croatian water
90. Painting course / Art course including trip to beautiful locations like national park etc
91. Motorcycle tour across the coast
92. Hold a fancy motorcycle race on the coast.
93. Have motorcycle renting for those elders who loves biking, I think the weather in Primosten at winter is perfect for motorbiking since the summer will be too hot to go on one of those experiences
94. Game of Thrones themed active trip
95. Road trip to Split and/or bigger cities
96. National park guided tour
97. Vineyard tour with tasting
98. Training bootcamp
99. Bootcamp training on a nice area with view of the coast
100. Yoga trip or retreat
101. Fitness, Wellness or spiritual retreats promoting low season quietness and beautiful nature, meditation combined to hiking tour
102. Couple retreats and retreats for families

103. Offer business convents
104. Guided hikes in national parks
105. Hikes in the national park, with an BBQ / fireplace evening
106. meditation combined to hiking tour
107. Meditation courses with yoga, silence of the nature and some local experiences incl.
108. Extending the bicycle renting with a guided tour to different cities, with local food testingBike tour passing all the local restaurants, tasting local delicatesses
109. Slow and relaxed bike tour starting from eating breakfast and driving for snack and coffee, continuing to different place for lunch and then again driving somewhere for fruits or sweets etc.
110. Winter wheels for the bikes so the time of using bikes is extended
111. Slow relaxing bike tour around town with some coffee break ending to dinner or lunch separately organized if low season
112. Educational tourism, offer packages to schools, groups or seniors with culture trips with educational purposes
113. Classes on business
114. Classes on culture and cultural traditions
115. Educating of culture in Croatia while having fun with tasting foods, drinks, cheeses Croatia courses for schools or school trips so kids or older students can learn about Croatia
116. Promoting the different seasons to summer tourists so they can transfer it with word-of-mouth marketing
117. Bikes with trailers for kids
118. Kids club
119. Cultural cooking class

Problem: They need for prolonged season, to have customers in preseason and post season, not just high season, which can get more certified divers to the company. Diving company

1. Packages for the family prices
2. Work with some sustainable organization (reporting some special cases of the coal
3. Discount for the family accommodation (if they join the dive course)
4. Offer activities and lessons for a family package deal
5. Introduce more cooperating with other organizations and take after them
6. include accommodation in a family package deal (giving them discount)
7. Add more family-oriented activities
8. Children friendly environment- playgrounds
9. Give children the opportunity to join by having courses for them as well, or just swimming lessons
10. Work with organizations that focus on sea life and how to preserve it
11. Include accommodation and one meal (breakfast) in the accommodation
12. Also course for children if they want
13. clean the sea and beaches voluntarily with clients
14. Talking with clients about what they want learn
15. Motivation lectures
16. Collaborate with some diving company

17. Offers Activities and lessons for a family package deal such as not only diving session but also swimming lessons, workshop for Children DIYs
18. Work with sustainable organization that teach preserve and organize some activities such as cleaning the beach, and sea during the wintertime
19. Packages Include accommodation and one meal (breakfast) in the accommodation
20. Sell discount tickets in the summer for winter
21. Make different diving sale packages when high season is over
22. Great a swimming course, for those children, whose parents wants to dive
23. After the customers finish diving for the first time, they can get the 5% discount card for the next round. Discount Package ticket for the local in winter (high season is over)
24. leisure pool for the children or boat sightseeing tour for to look around Croatia
25. The discount card they get can only be used during winter so the costumers visit both seasons
26. Offer more activities during winter, to attract during winter season
27. Offer different activities for the children to choose between while the adults are diving
28. Safety instructions for children
29. Educating/safety instructions before diving
30. Children volunteer learning courses
31. Give basic sea life courses/lectures, or safety courses
32. Do a kids day, where children can learn to swim or do other activities
33. works on your staff to interact with customer in good
34. provide some safety security
35. For groups and family, the more people, more percent deduction from the original price
36. Offer more activities during winter, to attract during winter season
37. Offer different activities for the children to choose between while the adults are diving
38. Lack of marketing and commercial
39. Volunteer divers
40. Coordinate with other diving center
41. Posting pictures to Instagram and tiktok
42. Make/ order food for volunteers
43. Make experience packages with other companies
44. Making their pages more appealing to the potential customers
45. Volunteer divers no need to pay for the transportation fee
46. Coordinate with the nearby Diving center
47. make collaborations with different companies (not only in their own business) to spread their business to new people
48. educate new volunteers and give their family members discount
49. Get together with other diving centers and come forward with a collaboration
50. local school diving lessons
51. Introduce diving lessons for tourists
52. Hiring experienced instructors
53. Use of social media (youtube, instagram, facebook, twitter)
54. Have PADI courses for volunteer divers, so they get something out of it

55. Coordinate with a company which focus on the protection of sea life and the global warming
56. Have family prices.
57. PADI certified courses.
58. Environmentally friendly transports.
59. Family package
60. Eco transport.
61. Have also big group prices.
62. Offer courses for hole family the same time
63. Use more ecologic boats
64. For groups and family, the more people, more percent deduction from the original price
65. Offer courses that includes accommodation
66. Offer transfer to the diving center
67. More diverse cosineswork with other travel agencies
68. Give a brief information about the nature & biodiversity of the area
69. Packages on the cruises and the diving course
70. Introduce the PADI certified courses that collaborate with the travel agent
71. Have briefing session on the nature and biodiversity first
72. Low customer attraction in some seasons- winter
73. Holiday package deals- Family
74. Update websites information- Every year
75. Activities during winter season: lectures
76. Have lessons/activities for kids
77. Show what they are doing: activities, instructors, good or bad weather months
78. Diving lessons
79. More fun activities for everyone
80. Give information through many webs
81. Organize courses in the winter
82. have babysitter for children whose parents want dive
83. Use more social media accounts
84. Activates like ocean clean up and lectures on Diving
85. Kids above 8 can have a try on the scuba dive course with the easy places
86. adding sustainable tourism information in the page
87. Offer more activities in winter to attract more people
88. Offer activities for kids in the package deal to attract more families
89. collaborate with other companies that is not in their own branch
90. Educate more diving instructors
91. student discount- students are on a limited budget but still wants to explore while studying
92. family discount- People that visit Croatia is many times families with kids
93. Offering courses to instructors- passionate divers who wants to learn – specially young locals
94. Student Holiday Deals
95. Family package – attracts many families in the center
96. PADI courses
97. Kids courses or activities

98. search for more knowledge
99. Give people information
100. More activities is essential
101. Offer those courses for whole family at the same time
102. example 10% cheaper for students whole time
103. Diving instructors that spoke in different language
104. Organize Tour for students to join
105. Activities should consider the kids need



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ISLANDS ARE ENCHANTING PLACES, where people travel to in order to find treasures, leisurely time, beach life, and magical moments after which to return to the wintry, ordinary life at home. VISIT (Versatile Islands Cooperating for New Services and Innovation in Tourism) is an Erasmus+ Strategic Partnership project (2018–2021) that wanted to explore European islands and how the project could improve making a living outside the high season of tourism.

THIS PUBLICATION, CASE STUDIES, provides information on how to write innovative business plans. The publication includes samples of the business plans that were written during the project for the businesses on the islands. These samples illustrate the sections of the instructions so that one can easily write one's own business plan. The Case Studies also present the guidelines to Service Logic Business Model Canvases. This tool, SLBMC, is a wonderfully useful document that will help a business to see the feasibility of a new idea quite quickly, as all information necessary for an idea to be implemented can be seen on one page.