

Integrated Marketing and Corporate
Communications Strategies
Case: Siida Inari

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Through studying and analyzing the theory as well as the results gathered from the survey at Siida and statistics of tourism industry of Finland, the author evaluates the potential of tourism and proposes suggestions to promote the image of Sámi people and Lapland regions with the goals of maintaining and developing the long-standing cultural values and conserving the natural environment in Inari.

The thesis focuses on integrated marketing and corporate communications strategies. Objectives of the field are to comprehend communications tools, the difference and the integration of marketing and corporate communications through learning and applying the theory in the specific case. The research will have to give answers to the following questions: How many visitors come to Siida yearly? Why do tourists choose Siida as their travel destination? What advantages does Siida have in particular and Inari in general? What marketing communications is Siida using at the moment? How to make Siida more attractive to tourists by communications tools?

Research methods and results will be presented and analysed by quantitative and qualitative methods. The qualitative research was implemented by interviewing senior members and the manager at Siida so as to acknowledge their views and opinions about the potential of tourism in Inari. The quantitative research based on the existing survey at Siida to examine thoughts and reflections of tourists who have already visited Inari one time at least. Almost results collected from the research showed the interest of tourists when coming to Inari. Therefore, the municipality of Inari should think about new ways of communications and deploy strategic messages to draw potential tourists.

Key words marketing, communications tools, marketing communications, corporate communications, distribution, online marketing, messages

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1 INTRODUCTION

Marketing is not a simple word to comprehensively understand for sustainable development of an organization. It is an essential part of economic and affects directly to decision making of consumer (Witzen 2003). Instead of making a sale – ‘selling’ – like the old sense, marketing should be understood in the new sense of satisfying human needs (Kotler, Armstrong, Saunders & Wong 1999, 9). Almost enterprises must go through the mill to be able to approach the market. Beside fundamental knowledge about marketing, marketers should also know how to cleverly apply in the right way and proper environment. As a basic tool come out into society by Philip Kotler, 4Ps model is not only used for study but also for experiences of marketers in general so as to achieve the goals in business. Moreover, brand, reputation or image is established in the long-term with specific strategies and supports by integrated marketing and corporate communications (Pelsmacker, Geuens & Bergh 2010, 53-55). In order to have close interactions with stakeholders as well as promote products or services, entrepreneurs should make use of marketing and corporate communications tools in the process of management of their organizations (Pelsmacker et al. 2010, 2-4).

Aiming to maintain the Sámi long-standing cultural values, conserve the natural environment as well as bring the image of Lapland to international friends, this thesis comes up with solutions for Siida to attract more tourists to come to Inari by integrated marketing and corporate communications strategies. This thesis has been built during the time the author has been studying at Lapland University of Applied Sciences and combining with his practical training at Siida, where is located in Inari, Lapland. Beside positive results obtained, this thesis still has some restrictions. Statistics provided by the National Museum of the Finnish Sámi and the Nature Centre of Metsähallitus are not varied and the research is carried out until the end of August 2014 – after the author’s practical training finished. Therefore, figures are also collected till the end of July 2014.

According to the objectives and purposes above, questions discussed are: How many visitors come to Siida yearly? Why do tourists choose Siida as their travel destination? What advantages does Siida have in particular and Inari in general? What marketing communications is Siida using at the moment? How to make Siida more attractive to tourists by communications tools? Firstly, this thesis will generally present the background and context so that audiences will have the overview of Finland as well as be familiar with Inari Lapland, where is the analysed environment that the author focuses on. The audiences will learn about Sámi Museum and Nature Centre through the introduction of Siida. Next, the framework of theory is presented including marketing and the instruments of the marketing mix, communication in a business-to-business context, communication across cultures, integration of marketing and corporate communications and efficiency of integrated marketing and corporate communications. Thirdly, research methods and results will be presented and analysed by quantitative and qualitative research. Finally, the suggestions for communications strategies are offered and conclusions are mentioned at the end.

2 BACKGROUND AND CONTEXT

2.1 Overview of Finland

From the 12th to the 19th centuries, Finland went through historical upheavals in turn as a province, a grand duchy under Sweden and an autonomous grand duchy of Russia after 1809. Finland gained complete independence in 1917 and then was a member of The European Union since 1995 after transforming from a farm/ forest economy to a diversified modern industrial economy. In 1999, Finland took part in the euro single currency and was the only Nordic state using the euro as the national currency. At the moment, Finland is a parliamentary republic and the prime minister and cabinet are vested for main most executive power. Furthermore, Finland, Sweden, Austria and Ireland are members of EU but those countries are not in NATO. (The World Factbook 2015; BBC Monitoring 2015; Stanley 2013.)

Finland is in Northern Europe, between Sweden and Russia and bordered by Norway. Besides, Finland is also bordered on the Baltic Sea, the Gulf of Bothnia and the Gulf of Finland. Total area of Finland is 338,145 square kilometers including 303,815 square kilometers is the land and the area of water is 34,330 square kilometers. With more than 60,000 lakes and moderating impact of the North Atlantic Current and Baltic Sea, climate of Finland is cold temperate. (BBC Monitoring 2015; The World Factbook 2015.) The graph below illustrates the average minimum and maximum temperature over the year of Helsinki, the capital of Finland.

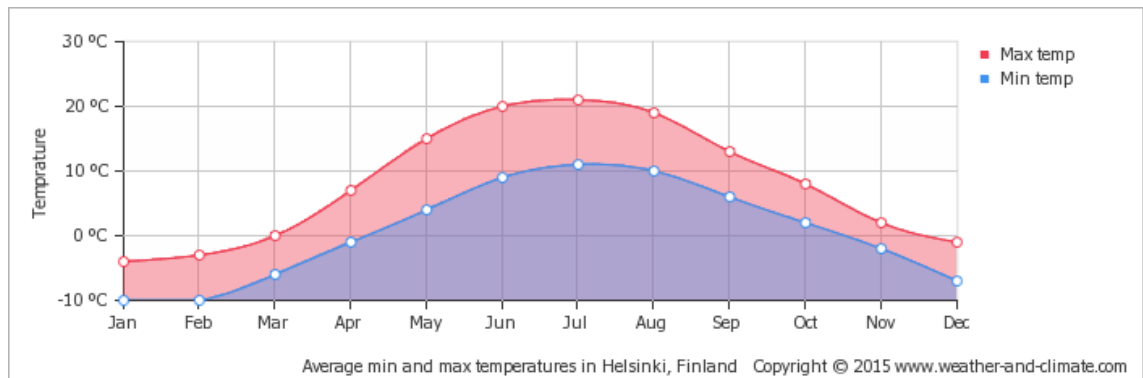


Figure 1. Average minimum and maximum temperature over the year in Helsinki, Finland (World weather and climate information 2015)

The maximum temperature achieves approximately 21 degrees Celsius in July and the minimum temperature is about minus 10 degrees Celsius in January. In the summer as well as the holiday time for almost Finns, the climate in the South of Finland is warm and bright with 20 hours of daylight and it usually has snow in December but the amount of snowfall is able to vary year after year. It is rainy in the autumn and spring that are transitional seasons but also sunny. (World weather and climate information 2015; Study in Finland 2015.) Comparing to the climate of Lapland, Southern Finland is cooler. The author describes the weather of Ivalo – which is the city located in the North of Finland – to illustrate the specific difference between the North and the South of Finland.

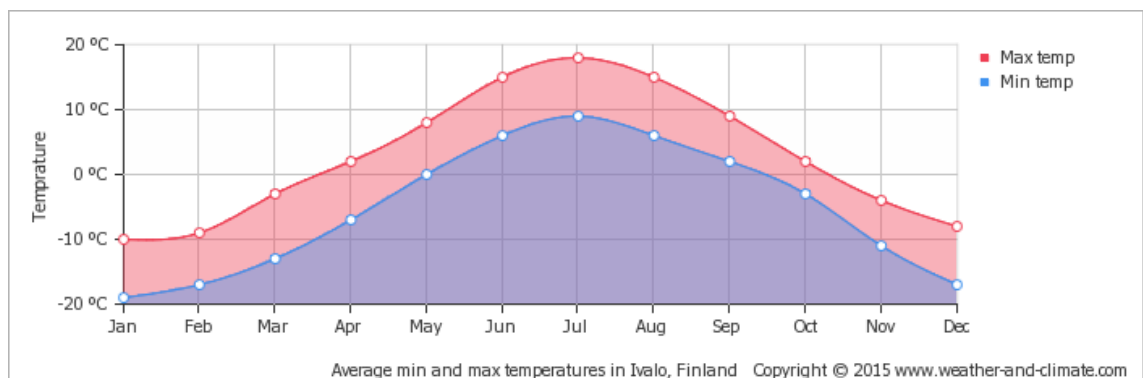


Figure 2. Average minimum and maximum temperature over the year in Ivalo, Finland (World weather and climate information 2015)

The maximum temperature achieves approximately 18 degrees Celsius in July and the minimum temperature is nearly minus 20 degrees Celsius in January. Because of the difference in temperature of Northern Finland and Lapland, it makes the features of Lapland. In winter, the North of Finland is covered by snow and lasts from November to April. In summer, the midnight sun stays continuously, especially in early June to early July. However, even in the South of Finland, summer nights are fairly short and light. (World weather and climate information 2015; Study in Finland 2015.)

According to Statistics Finland's preliminary data by 2014, Finland's population was 5,451,270 as about 1.1% of total EU population. Maybe due to thin population density has made a part of cultural communication of Finland. Finland has ethnic groups consist of Finn 93.4%, Swede 5.6%, Russian 0.5%, Estonian 0.3%, Roma (Gypsy) 0.1% and Sámi 0.1% that were calculated by 2006. Beside two official languages as Finnish 89% and Swedish 5.3%, Finland also has Russian 1.3 % and others 4.4% estimated by 2014. English is the popular international language applied in educations, communications and business in this country as well. Regarding to religions, there are three main religions including Lutheran 78.4%, Orthodox 1.1% and Christian 1.1%. In addition, other religions are 0.2% and none is 19.2% estimated by 2010. (European Union 2015.)

High development of the industrialized and free-market economy of Finland has achieved considerable results as expected. In 2002, when physical notes and coins introduced and replaced all national currencies, Finland has an export-driven economy and over one-third of GDP in recent years. GDP of Finland is approximately € 205,178 billion by 2014. Finland has historically competitive economy in manufacturing as the engineering, telecommunications and electronics industries beside traditional pulp and paper, timber and metals industries. Moreover, Finland does not only get the better in export of technology for mobile phones but also promotion of start-up in the Information and Communication Technologies (ICT), clean technology (cleantech), gaming and biotechnology sectors. Finland also imports some raw material, energy and components to supplement for it manufactured goods. Being affected by the climate and

weather is problem of the agriculture of Finland. Hence, its development is limited to maintain self-sufficiency in basic products. (European Union 2015; The World Factbook 2015.) Besides, the tourism industry of Finland also contributes to GDP not low. Some charts below would illustrate for this consideration.

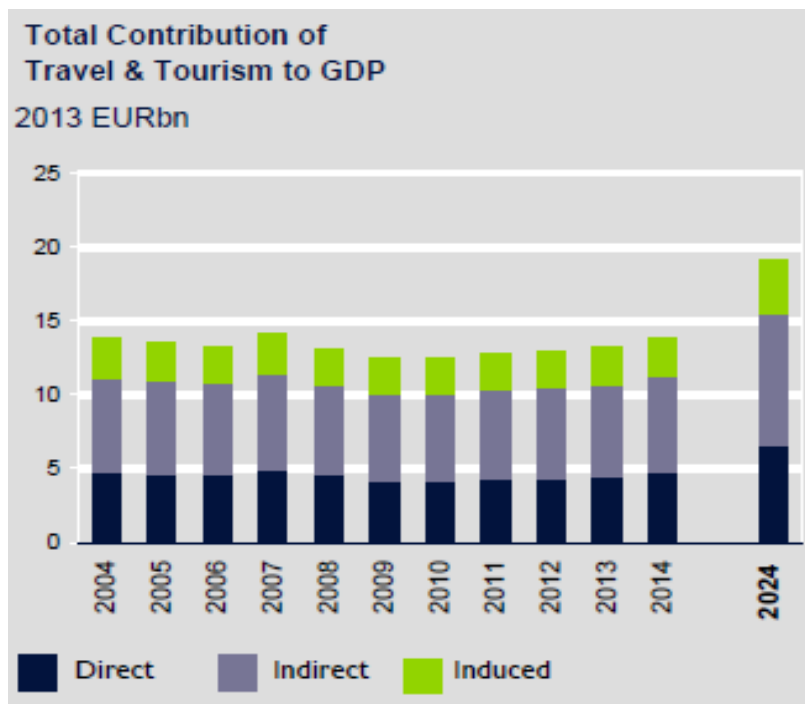


Figure 3. Total contribution of travel & tourism to GDP (World travel & tourism council 2014)

According to the figure 3, total contribution of travel & tourism to GDP declined from 2007 to 2009 and then gradually increased to 2014 and it is forecasted to keep rising until 2024 and reach nearly € 20 billion. One of the reasons for that downturn probably comes from the economic crisis in 2008-2009 when GDP decreased 8.8% and unemployment rose to 8.2% during 2009 (Laitamäki & Järvinen 2013).

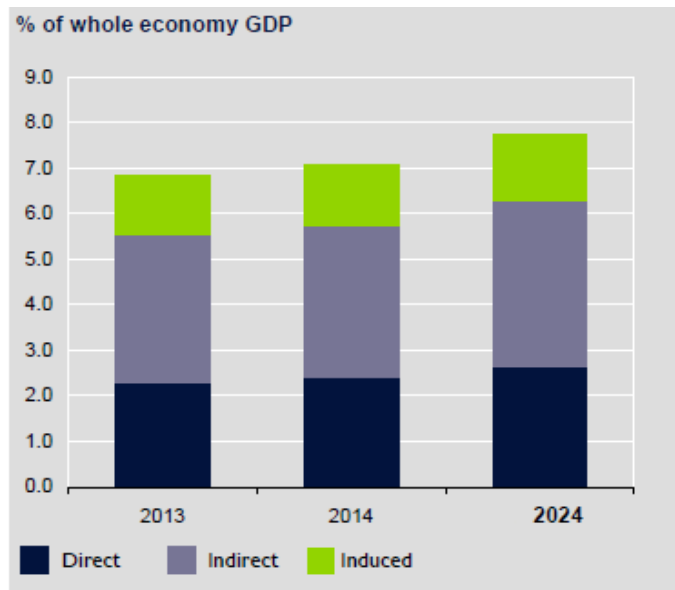


Figure 4. Total contribution (%) of travel & tourism to GDP of whole economy GDP (World travel & tourism council 2014)

In 2013, total contribution of travel & tourism to GDP of whole economy GDP was under 7% and over 7% a little bit in 2014. Its growth is about 5.1% while the world's growth is 4.3% and the growth of Europe is approximately 2.8% (World travel & tourism council 2014). It is predicted to achieve 7.8% in 2024. The rate of growth just stays at modest level and it is acceptable. It requires a stronger investment from the government and the locals with the long-term characterized strategies for tourism industry.

Beside the contribution to GDP of travel & tourism to GDP, it has also supported for employment of Finland. About 175,000 jobs were created in 2013 from this industry and that figure was over 180,000 in 2014. It is expected to reach by 230,000 jobs in 2024 and contributes about 9% of whole economy employment. This is clearly showed in the figure 5 below.



Figure 5. Total contribution of travel & tourism to employment (World travel & tourism council 2014)

The deeper views in the tourism industry would be presented through activities performed during the trip of tourists in 2014. And how did the difference of geography impact to a decision making of tourists for their plan? Efficiency of travel agencies, the hotels or transportation companies will be also mentioned here.

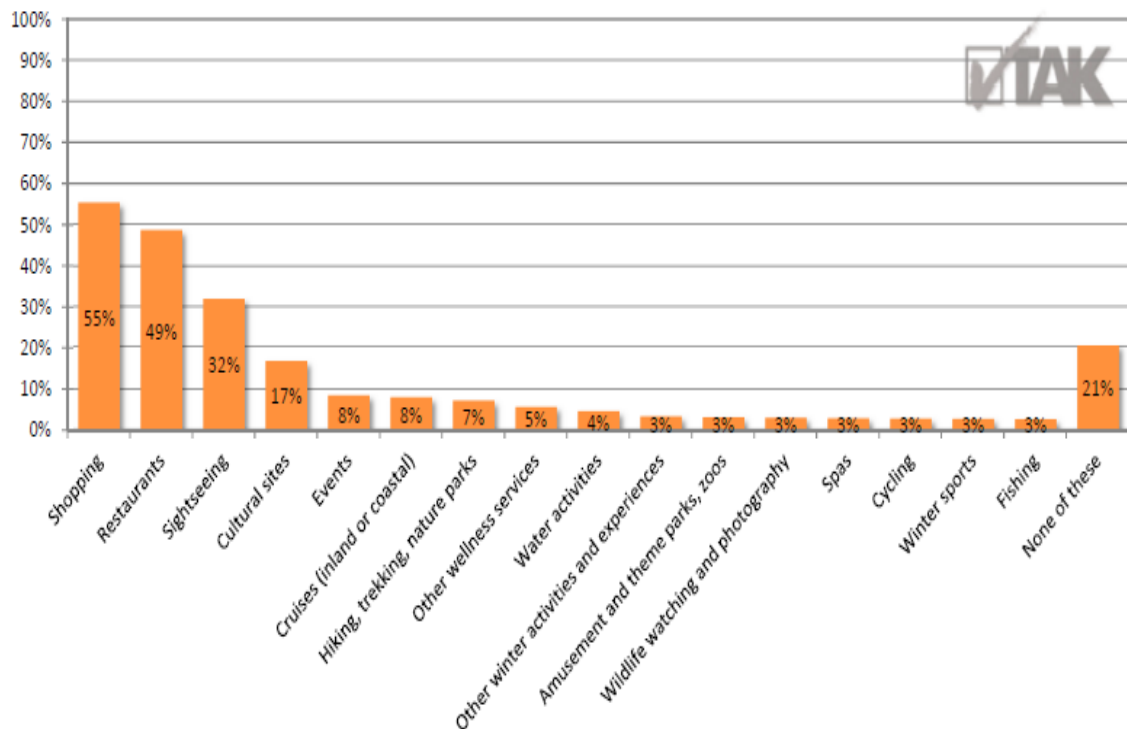


Figure 6. Activities performed during the trip (Visit Finland 2014)

Relying on the figure 6, beside activities relating to shopping 55% and restaurants 49%, sightseeing and cultural sites also gained parts not small with 32% and 17% and would be feasibly potential for the tourism industry in the near future.

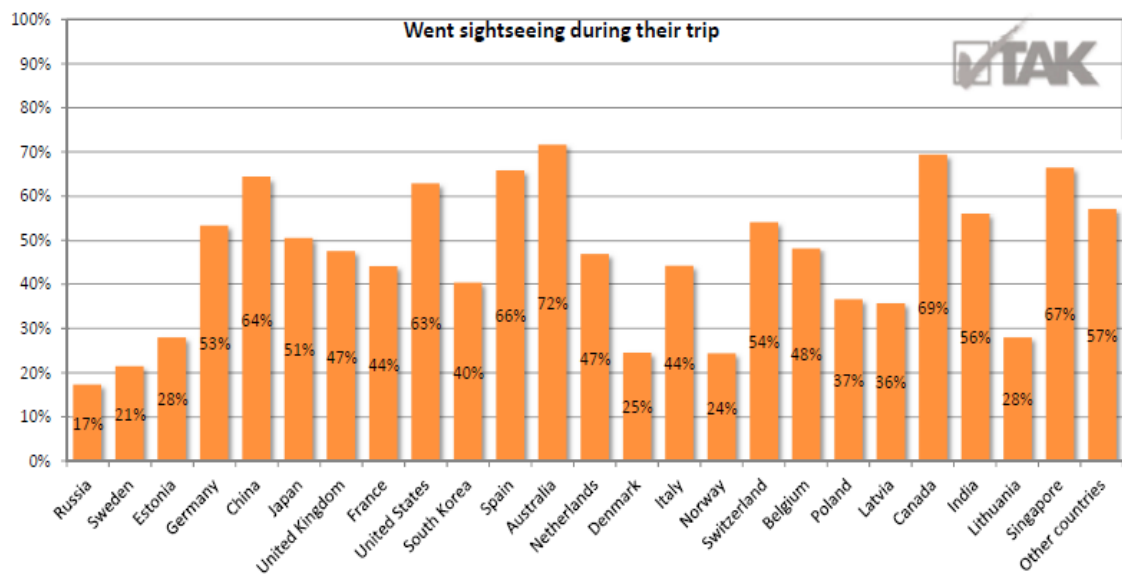


Figure 7. Went sightseeing during the trip (Visit Finland 2014)

In the figure 9, tourists arriving from other countries are more likely to go sightseeing in Finland than the Nordic and Baltic countries, especially Australia 72%, Canada 69%, Singapore 67%, Spain 66%, China 64%, the United States 63% and other countries that comes far away from Northern Europe. It manifests that the evident difference from geography and culture would attract curiousness of tourists more.

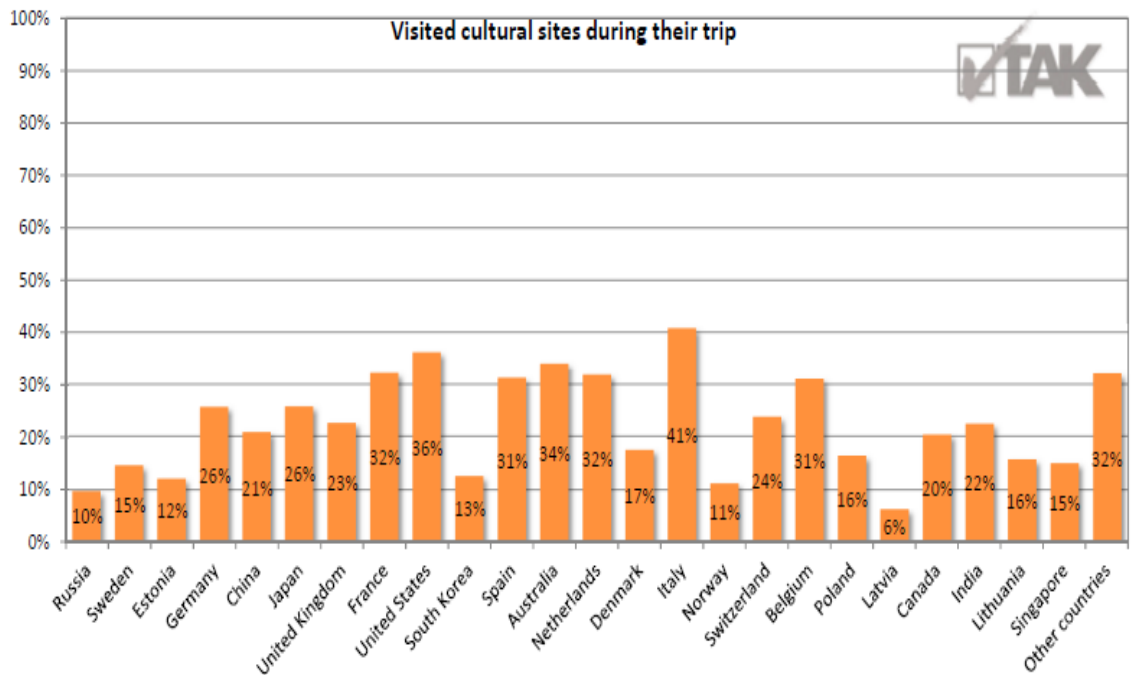


Figure 8. Visited cultural sites during the trip (Visit Finland 2014)

Cultural sites mentioned in the figure 8 including museums, concerts, theatre and art shows, etc. In cultural sites, it does not particularly attract tourists who come from the Nordic and Baltic countries and other tourists from South Korea or Singapore. Maybe this is a problem about spreading the image of Finland's culture or it has not done good marketing communications yet.

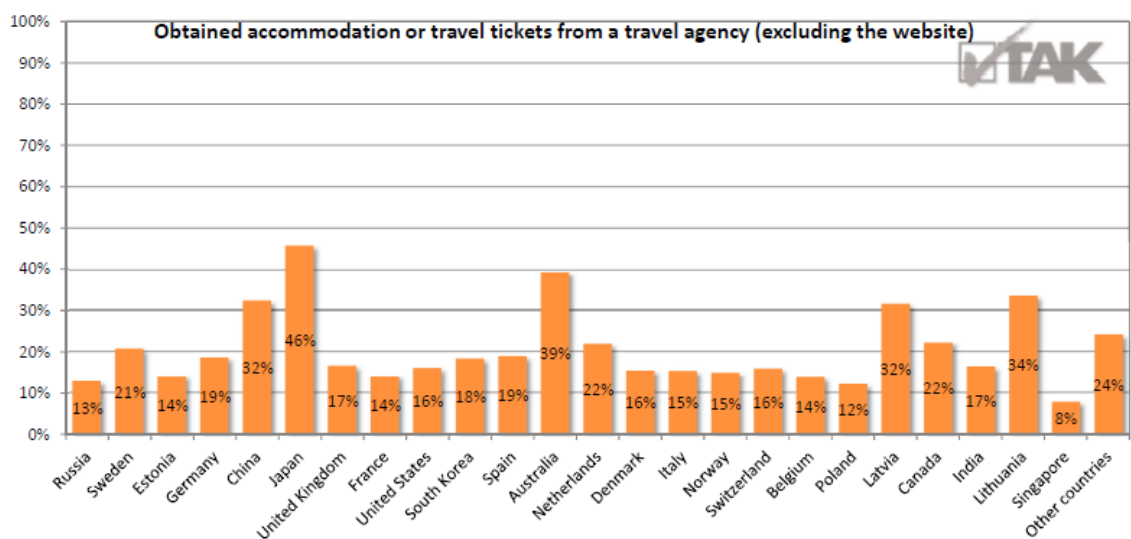


Figure 9. Obtained accommodation or travel tickets from a travel agency (excluding the website) (Visit Finland 2014)

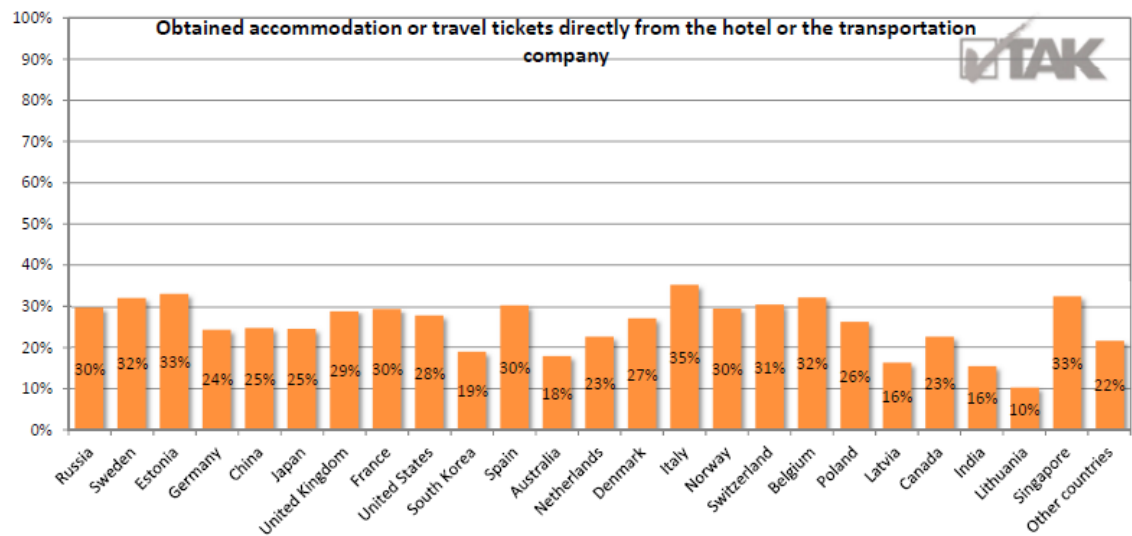


Figure 10. Obtained accommodation or travel tickets directly from the hotel or the transportation company (Visit Finland 2014)

By means of the results from the figure 9 and 10, the effectiveness of this channel was not really impressive. With travel agencies, almost countries decreased fewer than 30% except China 32%, Japan 46%, Australia 39%, Latvia 32% and Lithuania 34%. And through the hotel or the transportation that seems like steadier with the fluctuation around 30%.

In general, the tourism industry of Finland actually has not developed distinctly yet. Cultural activities have not popularly promoted while Finland is the hometown of Santa Claus, whom everyone would like to visit once in life. The author would like to expose the existing problems relating to corporate and marketing communications. According to the general analyses above, the tourism industry of Finland is extraordinarily potential. Especially in Northern Finland – where has still maintained cultural values of Sámi people, typical weather and climate of Lapland with white snow covered around and fresh natural environment. This is the ideal destination even in the summer when tourists want to discover the nature with hiking or/ and going fishing or make the dream come true of a winter wonderland. (The official travel guide of Finland 2015.)

2.2 General Description of Inari Lapland

Lapland is the largest and genuine experience park in Finland. It is located in the North of Finland with ancient history. A mixture of the North and the South, the East and the West has created the culture of Lapland. Sámi people are among the largest indigenous ethnic groups in Europe living in Lapland (Lapland – above ordinary 2015). The Sámi homeland is legally characterized and covers the municipalities of Inari, which is maintaining long-standing cultural values with the Sámi Cultural Centre also located in this area (Samediggi 2015).

The first Stone Age hunter – gatherers settled in Inari Lapland after the end of the Ice Age with the 8000 year – old archaeology found. From various directions, man migrated along with the coniferous forest and then the development of population and culture has gone on unbroken till today. Around 4000 BP (before present), the Sámi people first settled in this area. The hunting culture turned into an unsustainable exploitative economy until the 16th century, when reindeer nomadism and early peasant culture have begun. In 1996, the number of inhabitants in the municipality of Inari was 7,783 and 1,568 in Utsjoki. Until now, the economy in this region has been still based on the natural economy and tourism industries. (Luhta 2002, 15-16.)

Referring to weather condition in Inari, summer temperatures diversify between 18 and 22 degrees Celsius and it is only sometimes in a few clear nights drops to the freezing point. There is a sleet storm that usually happens in June almost every year when the day temperature is around zero. However, the next day the sun may shine burning as hot. In the early summer, it is ideal for hiking and camping time because of lacking of mosquitos and insects. In the winter, temperature could sink below minus 30 degrees Celsius but the continental air is dry. Thus, it will be more tolerable than at the coast as in the South of Finland. Some days in winter may approach to minus 45 degrees Celsius. The darkness of winter is a natural impediment but the reflection of light from the snow that makes the winter never totally dark. Due to violent changes in weather, it characterizes the climate of Northern Lapland. (Luhta 2002, 17-18.)

The Northern lights or also called Aurora Borealis is the most magnificent natural phenomenon of the North of Finland. It usually appears in the dark evening sky. It has a lot of incredible movements, shapes and colours that do not only melt women's heart but also stir the heart of men. After an amount of research regarding as a daily cycle of Aurora Borealis, there are four phases. The first phase appears in the darkness and cloudless sky of early evening. One or two greenish-yellow arcs of light run peacefully in the East-West direction. Next, after two hours, the second one gets more distinct with vertical rays appearing in them. Being short but impressive of the third phase moves rapidly up to 100 km/s and covers the whole sky for a while. The last one looks to calm down by forming a new arc and start all over again. In the Inari district, the first visible Aurora Borealis appears at the end of August and fades away in late April. (Luhta 2002, 18-20.)

The "ruska" is the name of the most second magnificent natural phenomenon of every autumn in Northern Lapland. It has autumnal colours like a fire blazing among berry and Bilberry bushes and paints the fells and hills extravagant shades of red, yellow and violet. It starts in late August and lasts to mid-September. In this summer vacation, people spend their time on hunting, mushroom and berry picking. Otherwise, going fishing in this season is not a judicious decision because fishes are scared of the bright colours and dive deeper in the water to find out a refuge. Besides, autumn is the best time for hikers. (Luhta 2002, 20-21.)

The light of the midnight sun has not ever stopped attracting people who enjoy scenery in peace. That experience will become integral when people wallow in the entire summer night of Inari region. The picture of natural has the yellowish red colour and the sun is covered with an incredible play of colours, dominated by shades of red and orange with a greyish-blue around in July. People may also roast fish by campfire and experience the presence of something pure in silence. (Luhta 2002, 21-22.)

Referring to Inari Lapland is to mention Sámi people and their traditional culture. In the late middle Ages, the Sámi of Southern Finland disappeared because of assimilation into Finnish settlements. In the 16th century, the arrival of Christianity generated its own problems. The death penalty was for anyone who used the traditional shaman drum in the 1660s. Nowadays, after being thoroughly destroyed, there have still only two shaman drums left in Siida, Inari Lapland. “Siida” refers to the basic socio-political unit including families who share the proceeds from deer hunting and fishing and the herding of their combined reindeer flocks. Relating to language, Sámi people living in Finland has three languages that consist of Skolt Sámi, Inari Sámi and North Sámi, which is the Sámi majority language. In Finland, Sámi people consider themselves as the Sámi when they speak Sámi language as mother tongue. They have their own separate criteria to be the Sámi such as language, the reindeer herding culture, the Sámi traditional costume and the “joiku” which is like the Sámi musical expression. Belonging to the different ways the Sámi wear the costume that people will recognize where their family comes from. The Sámi also create their handicraft that reflects the nomadic lifestyle and makes prudent use of natural resources. Moreover, their spiritual life is extremely plentiful relating to literature, Sámi film as *The Pathfinder* in 1987, Sámi radio, TV news in Sámi language and music which has an original use of tones, richness of rhythmic, improvisation and a cappella. In 1992, the Sámi has the right to use their mother tongue language in the Sámi home region comprising Enontekiö, Utsjoki, Inari and Northern So-dankylä for oral and written representations regarding all administrative matters. (Luhta 2002, 21-24; Samediggi 2015.)



Figure 11. Shaman drum (Bjerkli 2015)

Eco-tourism activities are the main discoveries in Inari. There are two largest national parks of Finland in the Inari-Saariselkä region. They are Lemmenjoki National Park in district Kevo and Urho Kekkonen National Park, which is located in the municipality of Sodankylä. Besides, Inari also has Ukko Island, where was used as a Sámi sacrificial site right up till the 19th century. From this Ukko's Rock, tourists will have an amazing view from the top and enjoy the atmosphere of the ancient cultural site. (Luhta 2002, 24 – 26; Inari 2015; Visitinari.fi – Safaris & Accommodation 2015.)



Figure 12. Inari Municipality Map (Inari 2015)

In Inari Municipality region, there are interesting tourism villages comprising Saariselkä, Ivalo, Inari, Nellim, Kaamanen, Lemmenjoki and Sevettijärvi (Inari 2015). The village of Inari – the second largest population in Inari Municipality – has the beautiful lake Inarijärvi and it also contains the roots of the Sámi culture that is revealed by the Sámi museum and Metsähallitus Nature Centre at Siida (Inari – Saariselkä 2015). As well, it is the main place that the author focuses on to analyse and bring out his integrated marketing and corporate communications strategies.

2.3 Siida – Sámi Museum and Nature Centre

According to the viewpoints mentioned above, Inari Lapland is the tourist destination that visitors should not miss during their journey. Moreover, Siida, which maintains the Sámi cultural values and represents the Lapland natural environment, is the central meeting place in Inari Lapland. In Siida, there are three organizations including the Sámi museum, Metsähallitus Nature Centre and restaurant Sarrit, which serves visitors on the second floor. Changing exhibitions or temporary exhibitions are interposed between high-quality permanent exhibitions that are supplied by the Sámi Museum and Metsähallitus. (Siida 2015.)

Permanent exhibitions consist of the introductory exhibition and the main one that the Sámi culture and nature are intertwined. Using art photographs, genuine objects and live sounds make the exhibitions much more experienced to visitors. The timeline of the development of Northern nature and culture are presented in the introductory exhibition and it is paralleled with the progress of world history. The indigenous peoples of the Arctic as well as the reindeer-herding peoples of Northern Eurasia and the evolution of the Sámi language are also displayed in the introductory exhibition. Moreover, visitors will feel satisfied with the colorful space in the main exhibition which is covered by eight typical seasons of Inari Lapland region around and the Sámi's spiritual life which is built up in the center with their artifacts, rudimentary tools and traditional costumes. In addition, short videos about their daily life and livelihood are shown here as well. (Siida 2015.)

The second type of exhibition in Siida is temporary exhibition or also named changing exhibition. There are two rooms belonging to this type. The topics deal with the biological diversity of Arctic nature and they are changed according to the seasons every year or special events. For instance, in 2014, "On Waves and Upper Reaches" was an exhibition room's topic. It took visitors on an excursion to the canoe routes of the Northernmost Lapland; it also told about the water cycle of the region. Next exhibition room was about "The Living Environment" that made Sámi cultural environment visible and closer to tourists. At the

moment, topics are changed to “Pearls from the Tundra” that introduces Skolt Sámi culture, handicrafts and its traditions; and “Heritage” that displays unique handicrafts made by six Sámi crafts-makers from Sweden who have grown up with the tradition of Sámi handicrafts. (Siida 2015.)

In summer, outside of Siida building, there also has the Open-air museum that was opened for the public in 1963. The unique Open-air museum is approximately 800 meters long that shows a crosscut of Sámi sources of livelihood and architecture with old regional buildings and fishing and hunting methods of the Sámi before World War II. For example, there are the original buildings of the farmyard of the Tirro Farm. (Siida 2015.)

In addition, tourists may enjoy a 12-minute slide show of aurora photographs by Martti Rikkinen and music by Vilddas daily in the Auditorium room. Besides, visitors could also buy traditional souvenirs, postcards, handicrafts, music discs and literature that deal with Sámi culture and the Arctic. Moreover, guests are able to have lunch with traditional foods like salmon or reindeer processed by specific recipes of Northern Lapland at restaurant Sarrit. If travellers would like to visit Lake Inari or/ and Ukko Island, where was used as the Sámi sacrificial place right up until the 19th century, they might join the cruise which starts from the harbor next to Siida. The cruise opens in the summer from the beginning of June to the end of September. At Siida, tourists can ask for some information relating to hiking places, camping and so on that belong to the nature through services of Metsähallitus Nature Centre. (Siida 2015; Visitinari.fi – Safaris & Accommodation 2015.)

3 REVIEW OF THEORY

3.1 Marketing

According to Mr. Drucker, “The purpose of a business is to create a customer.” Customers have a lot of different personal needs. Mr. Maslow indicated human needs through Maslow’s pyramid below. Beginning at physiological needs, safety, love or belonging, esteem to self-actualization needs, humans have standards of themselves. Therefore, when meeting customers need at basic level, entrepreneurs should research and develop their products or/ and services to satisfy their customers at higher levels. (Phildigital 2015; Kotler 2009, slide 3.)

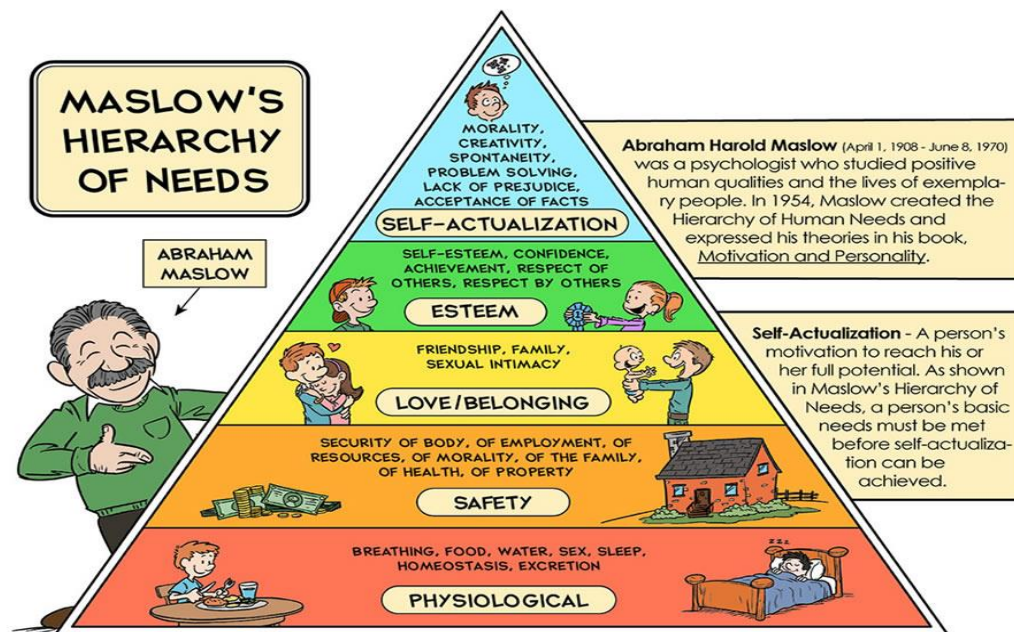


Figure 13. Maslow’s hierarchy of needs (Phildigital 2015)

However, these matters do not rely on marketers but the human decision making. Once their needs are not satisfied, they shall go seeking other objects instead or try to reduce their desires. Either humans change their needs to the newer ones or they need a higher level comparing to the current ones. This leads to human wants that satisfy human needs. Foods are American needs but they want a Big Mac, French fries and a soft drink. Needs are narrow and basic but wants are unlimited. Human wants are shaped by individual personality and culture. For examples, as Hong Kong culture, a hungry person may want a bowl

of noodles, Char Siu pork and jasmine tea. In Bahrain, a hungry person may choose a vegetable curry, mango chutney and Lassi. A hungry person in Eindhoven may enjoy a ham, cheese roll, salad and a cup of beer. Nevertheless, people are bounded by their affordability and then human wants become human demands. (Kotler et al. 1999, 9-10; Kotler & Armstrong 2012, 35.)

In order to send products or services into a market, they have to satisfy a need or want. This word product is comprehended as a physical object like a bike, a bag or a mobile phone. Nevertheless, the concept of product is expanded to anything capable of satisfying a need. Beside tangible products, services are intangible products which are activities or benefits offered for sale including airline, banking, hotel, home or household appliance repair services, tax preparation and so on. A small reminder here for sellers who just focus on the physical products but forgetting the benefit produced by those products. The products are supplied as solutions for human needs; they are not simple as selling some entity. Manufacturers of drill bits just think that their customers need a drill bit but, in fact, they need a hole. In other words, the customers need the benefits from the product much more than itself. Moreover, customers using the products do not only base on visible values but also the process of experiences. As HP ad case, "There is hardly anything that you own that is more personal. Your personal computer is your backup brain. It's your life... It's your astonishing strategy, staggering proposal, dazzling calculation. It's your autobiography, written in a thousand daily words." (Kotler et al. 1999, 11; Kotler & Armstrong 2012, 35-36.)

Customer value refers to his or her assessment of the product's overall capacity for his or her needs' satisfaction. The difference between the product values gained and the costs the customer spent on is to create customer value. However, the customer rarely judges the product values and costs precisely or objectively. The customer is willing to pay the higher prices for Federal Express charges because of faster and more reliable delivery. He or she reflects on perceived values. Thus, customer satisfaction bases on a perceived performance of product in delivering value relative to expectations of a customer. Dissatisfied

customers will switch to competitors and defame the product to others. Otherwise, satisfied customers will buy the product again and share their good experiences to others. And the satisfaction usually depends on the quality of product. In addition, marketers should be careful of setting the right levels of customers' expectations. If the expectations are set too low, they may satisfy customers but not attract enough buyers. In another way, buyers will be disappointed if marketers set expectations too high. Customer value and customer satisfaction are key cores for development and management of customer relationships. (Kotler et al. 1999, 11-12; Kotler & Armstrong 2012, 36.)

Marketing happens when people make a decision of satisfying human needs and wants through exchange relationships. Exchange is the action of acquiring a desired object from someone by suggesting something in return. For example, people may go hunting, fishing or gather fruit to get food; or they could also beg or take food from someone else; or they can get food from offering money, a good or another service. Marketing includes acts taken to build and maintain fascinating exchange relationships with target groups involving an idea, product, service or other objects. Beside creating transactions and attracting new customers, entrepreneurs would like to retain their customers and develop their business. In order to build strong relationships with customers, marketers should deliver superior customer values persistently. (Kotler et al. 1999, 12-13; Kotler & Armstrong 2012, 36.)

Consumers share their needs or wants that can be satisfied through exchange relationships. It takes place in a market that is defined as the set of actual and potential customers of a product or service. For example, as activities in a market, manufacturers buy resources as raw materials, labor and money and then use them in producing goods and services. They trade the products to intermediaries who sell them to consumers. The consumers receive income from selling their labor and pay for products and services they purchase. (Kotler et al. 1999, 14; Kotler & Armstrong 2012, 36-37.)

Mr. Drucker stated that: “Business has only two functions – marketing and innovation. All the rest are cost.” It indicates that the impact of marketing in business is obviously important. Marketing means to manage markets to accomplish profitable customer relationships. However, it takes a period of time or work to create these relationships. “The aim of marketing is to know and understand the customer so well the product or service fits him and sells itself.” (Kotler 2009, slide 3). Hence, entrepreneurs have to search for consumers, identify their needs, design good market offerings, set prices for products and services, promote, store and deliver them. Core marketing activities consist of consumer research, product development, pricing, distribution, service and communication. (Kotler et al. 1999, 14-16; Kotler & Armstrong 2012, 36-37.)

The structure below is a simple marketing system. The industry will receive information from the market. It will research and develop products or/ and services to provide into the market and get money back. They shall select which communications is suitable for the market.

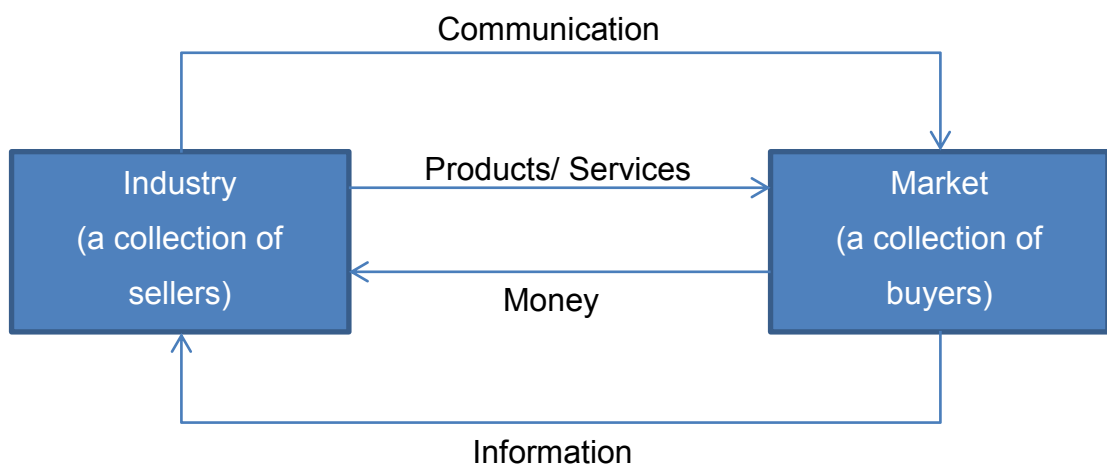


Figure 14. A simple marketing system (Kotler et al. 1999, 15)

3.2 Market Segmentation, Targeting and Positioning

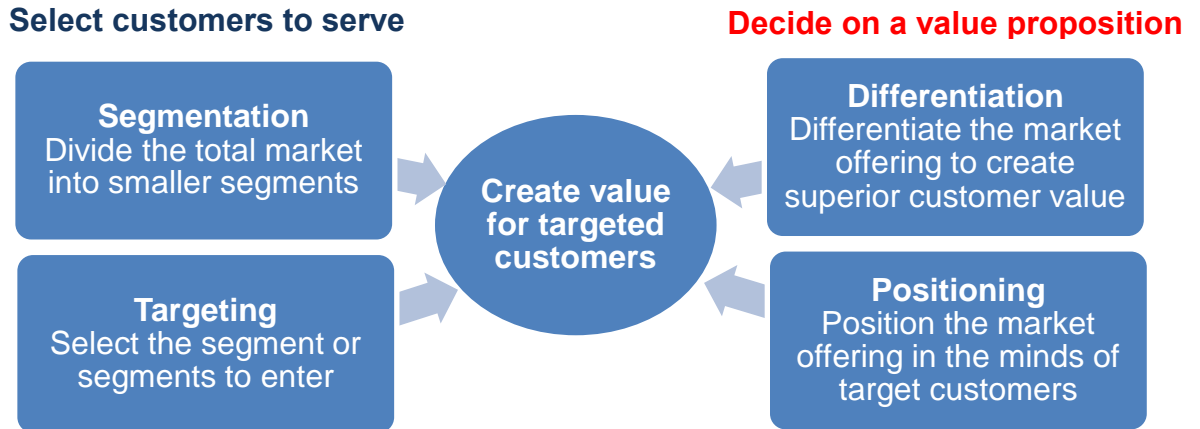


Figure 15. Designing a Customer-Driven Marketing Strategy (Kotler & Armstrong 2012, 220)

In any market, buyers differ in their wants, resources, locations, buying attitudes and buying practices. In order to create value for targeted customers, sellers must understand their market in details. However, the total market is like a big cake that people cannot eat the whole one. Thus, companies have to divide the large market into smaller segments as distinct groups of buyers with different needs, characteristics or behaviors through market segmentation. In market segmentations, entrepreneurs should carry out in many different levels and they could practice mass marketing, segment marketing, niche marketing or micro-marketing. Furthermore, marketers might segment consumer markets according to the major geographic (nations, states, regions, countries, cities or neighborhoods), demographic (age, gender, family size, family life cycle, income, occupation, education, religion, race, generation and nationality), psychographic (social class, lifestyle or personality characteristics) , behavioral variables (knowledge, attitude, use, response, occasion and benefit) and geo – demographics which is “the study of relationship between geographical location and demographics.” From the process of segmentation in several ways, entrepreneurs may gain benefits such as improved customer relations, accurate marketing mix, resource allocation, competitor analysis and strategic marketing

planning. (Kotler et al. 1999, 379-384; Kotler & Armstrong 2012, 219-220; Stone & Desmond 2007, 189.)

After segmentation, marketers have to select one or more segments to enter into a market. It is a definition of market targeting. Basing on three dimensions including the size and growth potential of each segment, segment attractiveness and company fit or business strengths, marketers may evaluate different market segmentations and select a target market. A target market is defined to a set of buyers sharing their common needs or characteristics that entrepreneurs make a decision to satisfy. There are three market-coverage strategies comprising undifferentiated marketing, differentiated marketing and concentrated marketing. They shall be illustrated by figure 16 below. (Kotler et al. 1999, 412-417; Kotler & Armstrong 2012, 229-236; Stone & Desmond 2007, 190-194.)

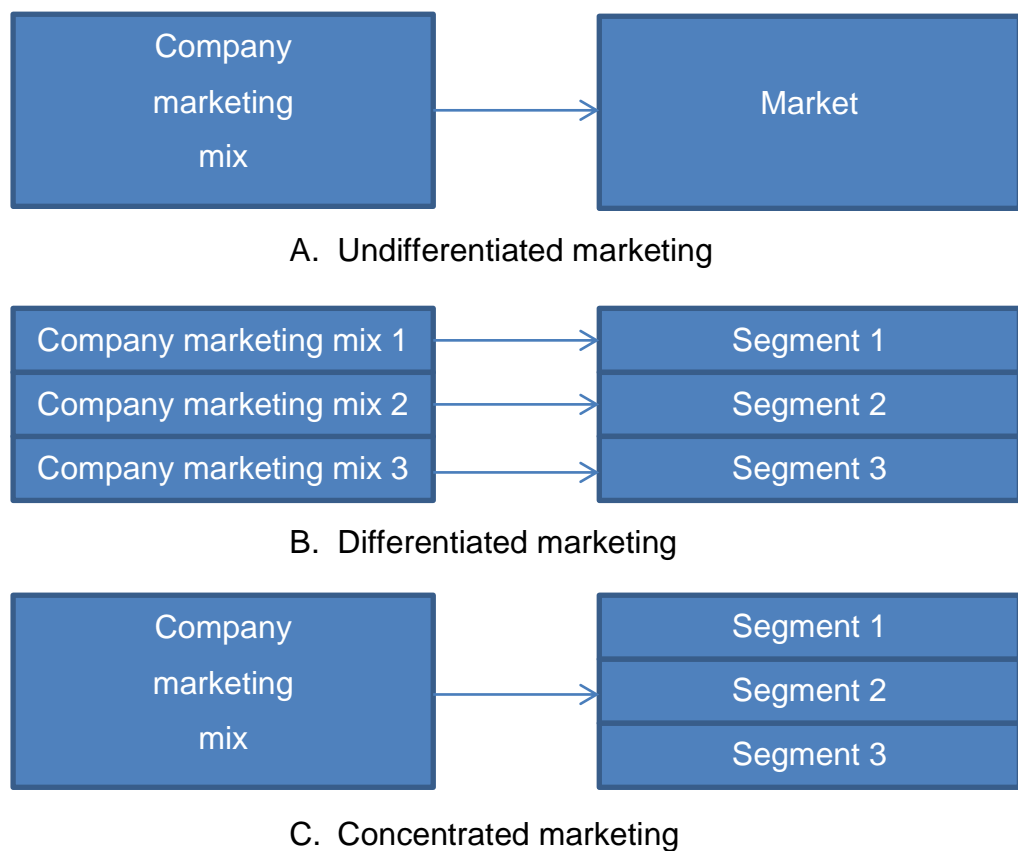


Figure 16. Three alternative market-coverage strategies (Kotler et al. 1999, 415)

Entrepreneurs will focus on a common segment in consumer needs rather than what is different. They will design a marketing program that attracts the largest number of consumers. It depends on product features, mass distribution, mass advertising and promotions to express a superior image of the product into customer's minds. In order to know which strategy is the best, marketers must rely on firm resources. Concentrated marketing is suitable for a company with limited resources. As uniform products like grapefruit or steel, undifferentiated marketing is the best choice for a market-coverage strategy. Differentiated or concentrated marketing is also applied in products that vary in design such as cameras or cars. Undifferentiated or concentrated marketing makes sense for a new product which company launches only one version. However, differentiated marketing is more effective in the mature stage of the product life cycle. When consumers have the same tastes, purchase the same amounts and reflect in the same way to marketing efforts, undifferentiated marketing makes the most sense. (Kotler et al. 1999, 414-417.)

After segmenting the market and having a targeting strategy, marketers should set up a plan to create and maintain an appropriate positive image of the product or/ and service in the consumers' minds. It supports the product to differentiate from existing and potential competing products. For instance, in the prestige segment of the car market, Porsche is positioned with a differential advantage based on performance while Volvo is positioned in the family segment with its reputation for safety. Positioning refers to the way consumers define the product on its important attributes and the place the product dominates in buyers' minds concerning competing products. (Kotler et al. 1999, 443-446; Kotler & Armstrong 2012, 236-237; Stone & Desmond 2007, 195-197.)

3.3 Marketing Mix



Figure 17. Marketing Mix (BBC 2014)

Marketing mix is defined as the set of actions or tactics that marketers use to promote company's brand or product in the market. Marketing mix consists of product, price, place (distribution) and promotion (marketing communications). 4Ps correspond with 4Cs in turn as consumer, cost, convenience and communication. In addition, today, marketing mix has increasingly included several other Ps such as people, process, physical evidence, packaging, positioning and even politics as vital mix elements. All the elements of the marketing mix interact with each other. They decide the marketing strategy as well as the business plan. If marketers implement a false or improper strategy, the business might take years to recover. Otherwise, entrepreneurs will achieve successful goals. The feasible marketing mix has to be discussed in group with several people and it needs a lot of understanding, market research and consultation. (The Economic Times 2015; Investopedia 2015.)

3.3.1 Product

A pair of Nike trainers, an Apple MacBook, a Samsung television, an Oasis concert, a Nokia mobile telephone and tax preparation services are all products. Product is defined as anything that entrepreneurs offer to a market for attention, acquisition, use or consumption that human want or need might be satisfied. It consists of physical objects (tangible product), services (intangible product), events, persons, places, organizations, ideas or a mixture of these. Furthermore, services are a form of product that includes activities, benefits or satisfactions that offered for sale such as haircuts, tax preparation, banking, hotel services, airline travel, retail, etc. The basic anatomy of a product may be shaped by four levels comprising the core product, the actual product, the augmented product and the potential product. (Kotler et al. 1999, 561-562; Kotler & Armstrong 2012, 253-255; Stone & Desmond 2007, 226.)

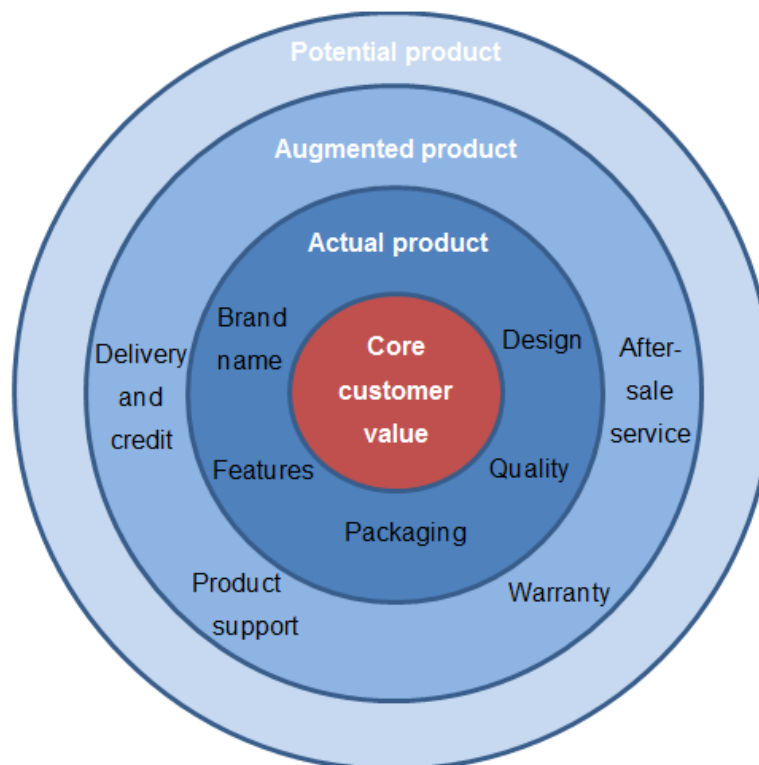


Figure 18. Four levels of product (Kotler et al. 1999, 562; Kotler & Armstrong 2012, 255; Stone & Desmond 2007, 226)

Core product or core customer value is the problem-solving benefits or services that customers really seek to purchase. People who buy an iPhone device are buying more than a cell phone, an application-supporting device or a luxury mobile phone. Therefore, marketers have to define the core first when designing products. (Kotler et al. 1999, 561-562; Kotler & Armstrong 2012, 253-255; Stone & Desmond 2007, 226.)

At the second level, product planners must next build an actual product around the core benefit. In order to deliver core product benefits, firms need to develop product and service features, design, quality, brand name and packaging. For instance as iPhone product, its brand name, precise design, good quality and simple luxury packaging with two color main colors – black and white – have been combined together to express the core customer value. (Kotler et al. 1999, 561-562; Kotler & Armstrong 2012, 253-255; Stone & Desmond 2007, 226.)

The augmented product is the next level that is built around the core benefit and actual product as an additional offer. When consumers buy an iPhone, companies and their stores also give clients a warranty, instructions, repair services and Web site; they might install SIM – Subscriber Identity Module – for customers. (Kotler et al. 1999, 561-562; Kotler & Armstrong 2012, 253-255; Stone & Desmond 2007, 226.)

According to Philip Kotler, there are five levels of product but the author of the thesis combined level two and three into the actual product and just discussed on four main levels. Basing on Mr. Stone & Mr. Desmond, the potential product – the fourth level – is answered for the question ‘How can we improve this, how can we do it even better?’ It is a vision of product that could be in the future. For instance, the core product of a warm coat is to protect people from the cold and the rain; the potential product is as a warm coat made of a fabric that as thin as paper and hence it will be light as a feather that allows rain to slide down automatically. (Kotler et al. 1999, 561-562; Kotler & Armstrong 2012, 253-255; Stone & Desmond 2007, 226; Vliet 2013.)

A service – intangible product – contributes to the dramatic growth of the modern world economy. In the major European countries, America and almost countries all over the world, this industry has a strong impact to employment and the results show that more people are employed in services more than other sectors of the economy. It is any activity or benefit that companies may offer to others which does not result in the ownership of anything. There are five main service characteristics that entrepreneurs have to consider including intangibility, inseparability, variability, perishability and lack of ownership. (Kotler et al. 1999, 646-653; Kotler & Armstrong 2012, 265-267.)

In addition, brand is another concept that marketers must build and maintain for the sustainability of entrepreneur. A brand consists of a name, term, sign or a combination of these that is intended to identify the product that entrepreneurs make differentiation of competitors. A brand delivers a specific set of features, benefits and services to targeting objects. In tourism industry, targeting objects are tourists, travellers or/ and travel agencies that belong to the purpose of business. Four main levels marketers should convey to customers are attributes, benefits, values and personality. Furthermore, branding also is a central issue in product strategy which is developed as a great deal of long-term marketing investment. It is supported by marketing tools like advertising, promotion and packaging. This is illustrated clearer in the next parts by using integrated marketing and corporate communications. (Kotler et al. 1999, 570-572.)

3.3.2 Price

In the narrowest, price is the amount of money customers spend on buying a product or a service. More broadly, price is the total of all the values of a product or a service that consumers exchange to gain benefits. Price could be changed quickly that is different from product features and channel commitments. Pricing is used by clever entrepreneurs as a key strategic tool for creating the customer value. Unlike other cost-representing elements, price is the only element which produces revenues. In the past, prices were set through bargaining between sellers – who would like to sell at a higher price – and buyers – who want to deal with a lower price. After negotiating, an acceptable price will satisfy the value of a product or a service. However, today, prices are set by a lot of factors divided into internal and external factors. It is presented in the figure 19. (Kotler et al. 1999, 681-682.)

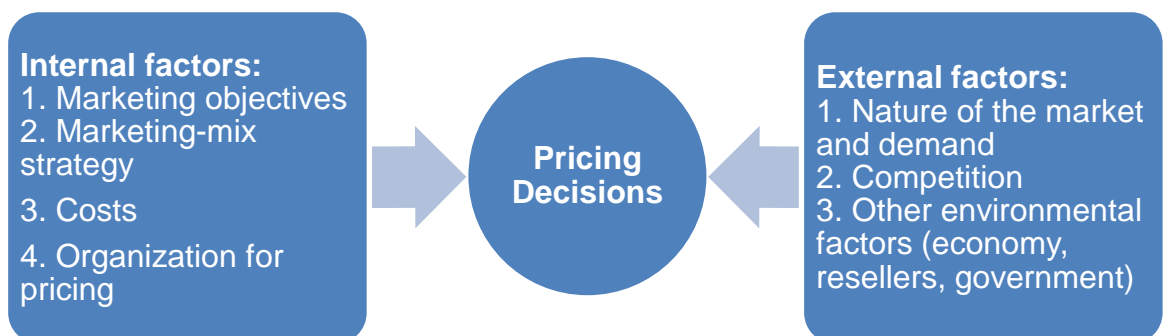


Figure 19. Factors affecting price decisions (Kotler et al. 1999, 682)

Prices are usually updated so as to fit for various consumer differences and diversified situations. The author of this thesis selects price adjustment strategies to examine in price strategies. The strategies consist of discount and allowance pricing, segmented pricing, psychological pricing, promotional pricing, geographical pricing, dynamic pricing and international pricing. (Kotler et al. 1999, 725-734; Kotler & Armstrong 2012, 348-354.)

Discount and allowance pricing are applied in cases such as early payment of bills, volume buys and off-season purchasing. Discount pricing helps companies to solve inventory problems, sell old models as well as an award given to customers for advocating companies during the past. Companies use allowance pricing to reward clients for certain responses and this pricing is generally applied in business-to-business context. It guarantees for products flow operated smoother. In this pricing, there are some common methods including cash discount, quantity discount, quantity premium (for example, customers will be charged more when buying a twelve-pack of beer in Japan because it is more giftable, or a double chair is charged a premium in movie cinemas), functional discount or trade discount, seasonal discount, trade-in allowance and promotional allowance. (Kotler et al. 1999, 725-726.)

In segmented pricing, prices do not base on differences in costs but they depend on differences in customers, products, locations and time. Customer-segment pricing refers to different customers pay different price in spite of the same product or service. Lower prices are offered to children, the unwaged, students, locals and senior citizens. In product-form pricing, different versions of the product decide different prices. EU universities charge tuition fee higher than non-EU students. This is an instance for location pricing which relies on different locations. In time pricing, prices diverse by the hour, the day, the month and the season. Entertainment services charge to people at weekend higher than weekday. In segmented pricing, people in the lower-price segment should not resell to the higher-price segment and the segmented pricing has to be legal. (Kotler et al. 1999, 727.)

In psychological pricing, the price is used to illustrate for the product. Sellers must concentrate on the psychology of prices. A €70 bottle of perfume may only have €5 worth of scent but consumers are willing to pay €70 because of special factors like brand, quality or typical formula. Another aspect in this pricing is reference prices. For example, a €699 television which is put next to a €700 one will impact to consumers' minds stronger with a price in the €600 range rather than the €700 range. (Kotler et al. 1999, 727-728.)

Promotional pricing refers to temporary price that companies offer below list price or even below cost. It takes place in the short-period sale. The purpose of this pricing is to attract more customers to the stores or retailers with the hope that they will buy other products except the product applied this form. It also promotes image of the stores or retailers. Some sellers may suggest low-interest financing, longer warranties or free maintenance to reduce consumers' expense. This is commonly applied in the car industry. (Kotler et al. 1999, 728-729.)

When people buy furniture from IKEA, they must assemble it themselves. Customers work as warehouse, distribution and assemble staffs because IKEA would like to keep costs down. The simple operations create the values of furniture bought. Value pricing in pricing strategies does not only stay at right combination of quality and good services but also values created at a fair price. Besides, instead of cutting prices to match competitors, entrepreneurs may attach value-added services to make a distinction. In Vietnam, there is a form of pet coffee where customers may enjoy coffee while playing with store's nice pets. Value-added services are made from interaction between pets and customers. (Kotler et al. 1999, 729-731.)

Geographical pricing offers entrepreneurs the ways of pricing their products in different parts of the country or the world. In this pricing, entrepreneurs may choose some deals as FOB-origin pricing, uniform delivered pricing, zone pricing, basing-point pricing and freight-absorption pricing. It depends on targeting customers and customers wants that companies could offer suitable ways. (Kotler et al. 1999, 731-733.)

Similarly to geographical pricing, international pricing focuses on customers in different countries. However, it bases on economic conditions, competitive situation, laws and regulations, development of the wholesaling and retailing system and consumers' perceptions. Sony enters into highly developed countries a new product with gaining mass-market share but less price-sensitive segments in less developed markets. (Kotler et al. 1999, 733-734.)

3.3.3 Place: Channels of Distribution

Place is one of the elements of marketing mix that is responsible for distributing and storing products which are made conveniently available for customers in the right manner at the right location and at the appropriate time and price. The option of distribution channels depends on a diversity of circumstances. Products flow should go through a combination of intermediaries including manufacturers or producers, distributors, sales agents, wholesalers, jobber and retailers to consumers or industrial users. Moreover, today, the internet is also a popular channel as a marketplace. (Stone & Desmond 2007, 363; Kotler et al. 1999, 894-895.)

There are three types of distribution channel intermediaries such as customer marketing channels, industrial marketing channels or business marketing channels and services marketing channels. However, the thesis's author just concentrates on two types comprising customer marketing channels and services marketing channels. They are clarified in the figure 20 and figure 21 below. (Stone & Desmond 2007, 363; Kotler et al. 1999, 897-899; Martin 2014.)

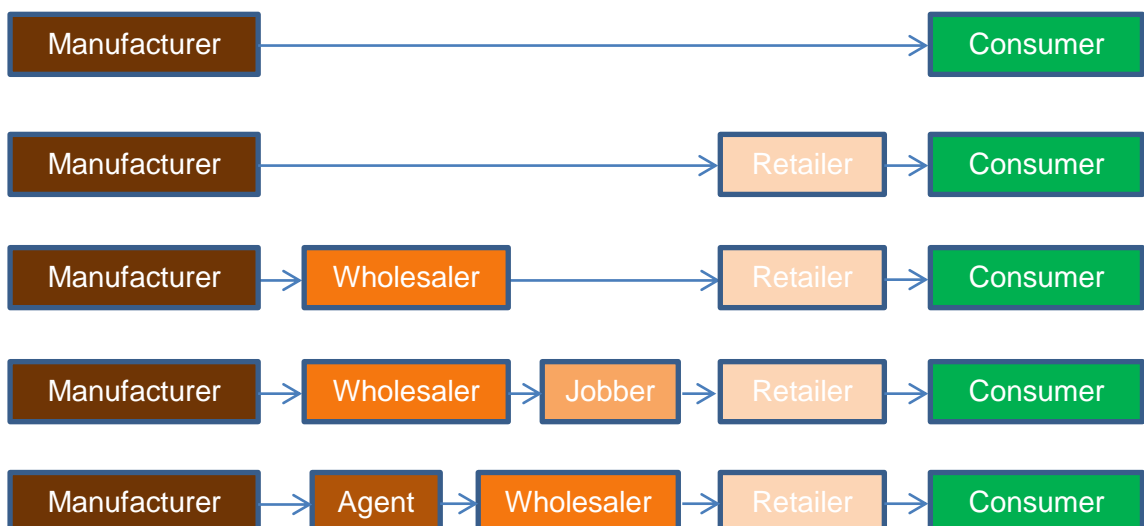


Figure 20. Customer marketing channels (Martin 2014; Kotler et al. 1999, 898)

Direct-marketing channel which has no intermediary levels is the process comprises a manufacturer selling directly the product to customers. The other channels in the figure 20 are called indirect-marketing channels which consist of one intermediary level at least. Wholesaler is independent entity who is engaged primarily with manufacturer in selling smaller amounts of products to people buying for resale or business use and the products usually stored in warehouse. Agent is a wholesaler who acts as an extension of manufacturer by presenting them to the user. Agents gain benefits from commissions and fees paid for their services. Retailers who receive products from manufacturers and wholesalers then stock the products and resell them to the ultimate end user at a profit. Jobber is the additional intermediary level between wholesaler and retailer and selling products only to retailers. (Kotler et al. 1999, 897-910; Martin 2014.)

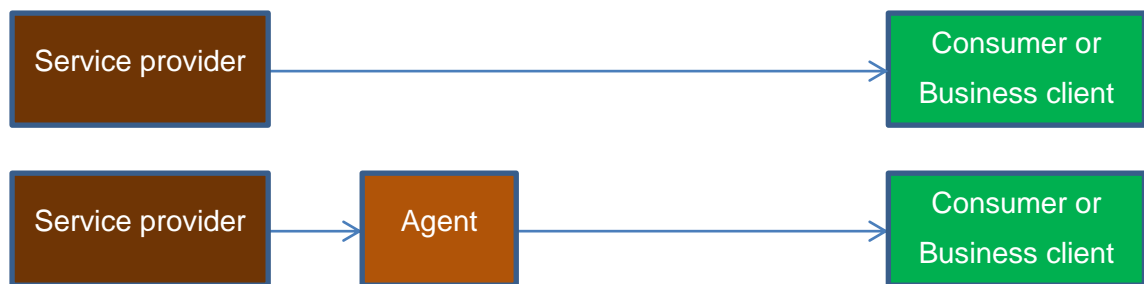


Figure 21. Services marketing channels (Martin 2014)

In the figure 21, service providers may choose direct-marketing that sells directly their service to consumers or business clients, or through agents to deliver their services. In case Siida, tickets could be sold directly to tourists at Siida or through travel agents channel to sell in groups or individuals. Ordinarily, delegations or groups from other countries as America, Germany, France, Japan, Hong Kong, China and others will select tour packages offered by travel agents for their whole trip. Furthermore, the internet channel does not only promote Siida's image to tourists, travel agents or explorers but it also creates opportunities for direct negotiation between Siida and customers to receive more advantages or simply get preferential treatments. (Kotler et al. 1999, 897-899; Martin 2014.)

3.3.4 Promotion or Marketing Communications Mix

Promotion or Marketing Communications is the last P in 4Ps of marketing. If Product deals with customer solutions, Price for customer cost and Place for convenience, Promotion is used for purposes of communications. According to Marketing Communication written by Chris Fill, marketing communication is to use communications in order to persuade customers to buy products or services as well as make them be aware of the brand values. In addition, Pelsmacker, Geuens & Bergh believe that marketing communication is used to communicate with stakeholders to promote products or services. Moreover, communications also change or manage the behavior of target groups in a shape way which rather than feelings. (Fill 2009, 5-15; Pelsmacker, Geuens & Bergh 2010, 3.)

In preface of the book, Chris Fill also mentions five main traditional marketing communication tools including advertising, personal selling, sales promotion, public relations and direct marketing. According to the time, high technologies and new applications are generated and developed more and more. It leads to varied approaches which are more effective. The concepts of sponsorship, point-of-purchase, exhibitions and trade fairs or/ and e-communications are expanded and dug deeper. Especially in e-communications, applications relating to social network and social media become hot trends and definitions of those tools are also distinctly divided. For instance, as Facebook, at the moment, it is one of the main social networks to promote brands as well as interact directly with their target groups. (Fill 2009, 4-6; Pelsmacker et al. 2010, 213.)

3.4 Marketing Communications Instruments

3.4.1 Advertising

In marketing communications, advertising is one of the most effective instruments. It is not only the oldest, the most visible or/ and the most important but also the tool that affects directly to the strategy of company. Entrepreneurs or business organizations are willing to spend a lot of money on advertising as purchasing the space in newspapers or magazines or the time on radio, television or cinema. The cost of advertisement is calculated on each target audience so as to reduce the cost and increase the competitiveness. However, at the moment, it does not exist separately. Advertising campaign has to develop in order to fit with the strategic marketing plan and concrete with other marketing communication tools. (Pelsmacker et al. 2010, 756.)

Advertising aims to create and deliver appropriate messages with emotions and information involved to target audiences who will buy or memorize image of the product or service for future demands. There are three main elements mentioned in an advertising plan such as the message, the medium and the timing. An importance of the role of advertising manifests in engaging audiences. The engagement can show new perceptions or change them and build brand values. It is also able to make common behaviors different through a call-to-action. Moreover, simple messages could reach a large of audiences who can be aware of the product as well as easily understand its primary functions and how similar or different relating to other products. In short, advertising focuses on brand awareness, values and associations. (Fill 2009, 483-485.)

Advertising in a cross-cultural environment has some important components which impact somehow to perception of consumers about advertising messages. Those are shown in the figure 22 including five major components and others. Besides, there are five Hofstede cultural dimensions such as power distance, individualism, masculinity, long-term versus short-term orientation and

uncertainty avoidance also engage to advertising strategy. (Pelsmacker et al. 2010, 244-251.)

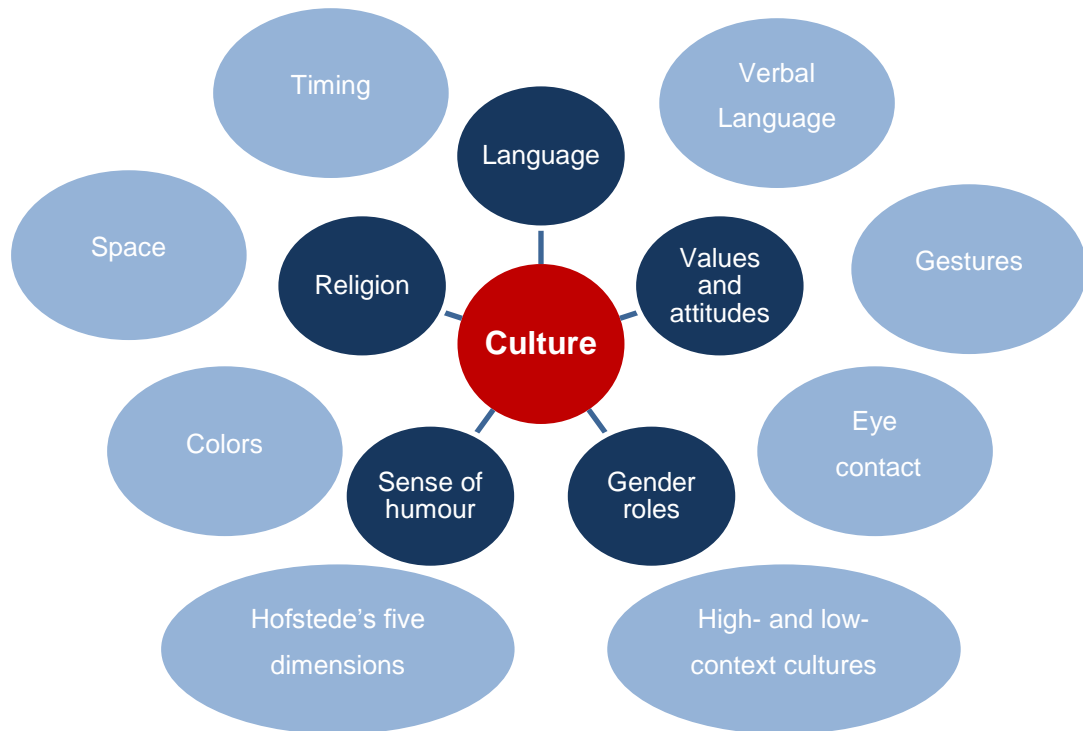


Figure 22. The components of culture (Pelsmacker et al. 2010, 245-249)

Siida has been advertising its basic information with a piece of advertisement on website Inarilapland.fi. It is represented in figure 23. This is a combination between advertising and electronic communication tools. At the moment, marketing communications do not only exist separately but also associate together to obtain objectives of marketing strategy. The integration will be presented clearer in next parts. (Kotler & Armstrong 2012, 409-410.)

SÁMI MUSEUM AND NATURE CENTRE SIIDA



Siida is home to the Sámi Museum, Northern Lapland Nature Centre and the Sarrit restaurant. Siida is a diverse meeting place with exhibitions of culture and nature, meeting rooms and events. The open-air museum is open in the summertime. Siida also houses the Metsähallitus customer service point, tourist information, and the Siida Shop.

SÁMI MUSEUM AND NATURE CENTRE SIIDA

Inarintie 48
FIN-99870 Inari
www.siida.fi

Facebook: Siida-Saamelaismuseo-ja-luontokeskus

Siidan toimijoiden erilliset yhteystiedot:

YLÄ-LAPIN LUONTOKESKUS, METSÄHALLITUS

Puh. +358 (0)20 564 7740

Email: siida@metsa.fi

www.metsa.fi

SAAMELAISMUSEO SIIDA

Puh. +358 (0)400 898212

Email: siida@samimuseum.fi

www.siida.fi

RAVINTOLA SARRIT

Puh. +358 (0)40 700 6485

Email: ravintola@sarrit.inet.fi



Figure 23. Sámi museum and Nature Centre Siida (Inarilapland 2016)

3.4.2 Direct Marketing

There are many diverse definitions of direct marketing and separated according to the stage. In the 1960s, by mail order companies, direct marketing was used as a direct selling through a different channel and regarded as a type of distribution. In the 1970s, direct marketing focused on feedback and optimized response rates on mailings and other direct tools. From the 1990s until now, it refers to all media activities that set up a series of communications and response with carefully existing or/ and potential clients in direct way for long-term relationship building and raising customer loyalty. It is related to the management of customer behavior and considered as the main issues in direct marketing. Direct marketing has three main different purposes including direct sales, sales and distribution support and customer loyalty and retention. It is illustrated in the figure 24 below. (Pelsmacker et al. 2010, 439-441; Fill 2009, 624-626.)



Figure 24. Objectives and target groups of direct marketing communications (Pelsmacker et al. 2010, 442)

Direct marketing is used as a distribution technique or direct sales channel consisting of selling products and services without face-to-face contact with sales persons, dealers or retailers who all are intermediaries. For instance, as the mail order business, catalogues are sent to potential customers via e-mail and orders are reserved by phone or mail. (Pelsmacker et al. 2010, 441-443.)

In order to support the activities of the sales team, dealers and retailers, direct marketing can try to prepare, simplify and stimulate sales or also assist personal sales. Direct marketing will undertake some of the tasks of the sales team to reduce costs which are truly high because of the highly competitive market environment. The number of contacts must be maintained or even sometimes increased despite expensive sales visits. (Pelsmacker et al. 2010, 443.)

In addition, direct marketing also improves and develops relations with customers and reinforces their loyalty and satisfaction. Direct marketing does not only attract more potential target groups but it also retains traditional customers. There is a research including 27 brands indicated that the most loyal clients about 12% are responsible for approximately 69% of the sale figure of a brand. (Pelsmacker et al. 2010, 444-446.)

There are a lot of main forms of direct marketing such as direct mail, e-mail marketing, door-to-door leaflet marketing (fast food industry), direct response television marketing, telemarketing, couponing, direct selling (face – to – face through salesclerk), kiosk marketing, catalog marketing, online marketing and new digital technologies (Kotler & Armstrong 2012, 500). In case Siida, the main direct marketing forms used most are direct mail and online marketing. Through tour operators and travel agents, the marketing department of Siida will send direct mails to them about events, price tags and new special offers. Besides, via online marketing, Siida also builds customer relationships with its official websites, links and social networks as Twitter or Facebook. (Kotler & Armstrong 2012, 508-510; Siida 2015.)

3.4.3 Personal Selling

Not similar to the other marketing communications tools, personal selling is considered as face-to-face communications or two-way interaction with customers. It is used to inform or persuade specific members of a particular target group. It also establishes and maintains a long-term relationship with clients. Specially, personal selling is applied much on business-to-business communications. In contrary, it is not absolutely necessary for loan companies and not-for-profit organization. (Pelsmacker et al. 2010, 529.)

There are many different types of personal selling such as trade selling, missionary selling, retail selling, business-to-business selling, professional selling and direct selling. Target groups of types of personal selling are presented in the figure 25. Personal selling plays role as a part of integrated marketing communications. It strengthens the effects of advertising, direct marketing, public relation, sales promotions, exhibition and so on. (Pelsmacker et al. 2010, 529-530.)

Type of personal selling	Target group
Trade selling	Supermarkets, groceries, pharmacies, etc.
Missionary selling	Target group of customers of your direct customers
Retail selling	Consumers
Business-to-business	Businesses
Professtional selling	Influencers of your target group
Direct selling	Consumers

Figure 25. Types of personal selling (Pelsmacker et al. 2010, 530)

The roles of personal selling are to get precise feedbacks from customers, take note and evaluate the effectiveness of making an offer to consumers through their behaviors, promote products and services to audiences, give and explain the information of products and services. Moreover, basing on the results from the customer's feedbacks, the company can research, enhance and develop its products and services to a higher level. (Pelsmacker et al. 2010, 529-530; Fill 2009, 656-658.)

Advantages of personal selling are to variously impact to potential clients; supply detailed information, demonstrate the product by letting consumers use the testers and negotiate on the price with targeted message; interactive or two-way communication which reduces the miscommunication and easily get feedbacks from customers; and build up strong and close relationships with the target groups. Nevertheless, beside the advantages, personal selling also has disadvantages are high costs, limited reach and frequency, difficult to control the messages and problems related to consistency and ethics of salesperson. Steps in the personal selling process will be illustrated through the figure 26 below. (Pelsmacker et al. 2010, 531-532; Fill 2009, 659-661.)

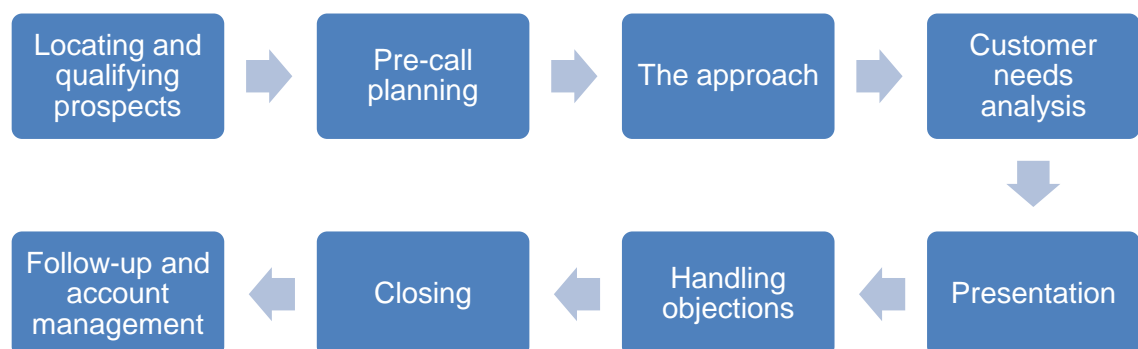


Figure 26. Steps in the personal selling process (Pelsmacker et al. 2010, 532)

3.4.4 Sales Promotion

Sales promotion is an instrument in the marketing communications mix which is aimed at increasing sales by offering additional values or motivating sales forces, distributors and consumers to achieve an immediate sale. It influences not only to purchasing power of existing customers but also attraction of new consumers. Sale promotion suggests better value for money and requires an immediate behavioral response because of its main characteristics as limited time and space. In addition, its effectiveness can be assessed more directly than other marketing communications tools. (Pelsmacker et al. 2010, 407-408; Fill 2009, 538.)

Depending on objectives and target groups of sales promotions, there are several types which are described in the figure 27. Three main types of audiences consist of sales force, distributor and the final consumer. The factors begin sales promotion can be the manufacturer or the retailer who just only targets to the end-consumers and whereas the manufacturer is able to affect to all target groups. (Pelsmacker et al. 2010, 409.)

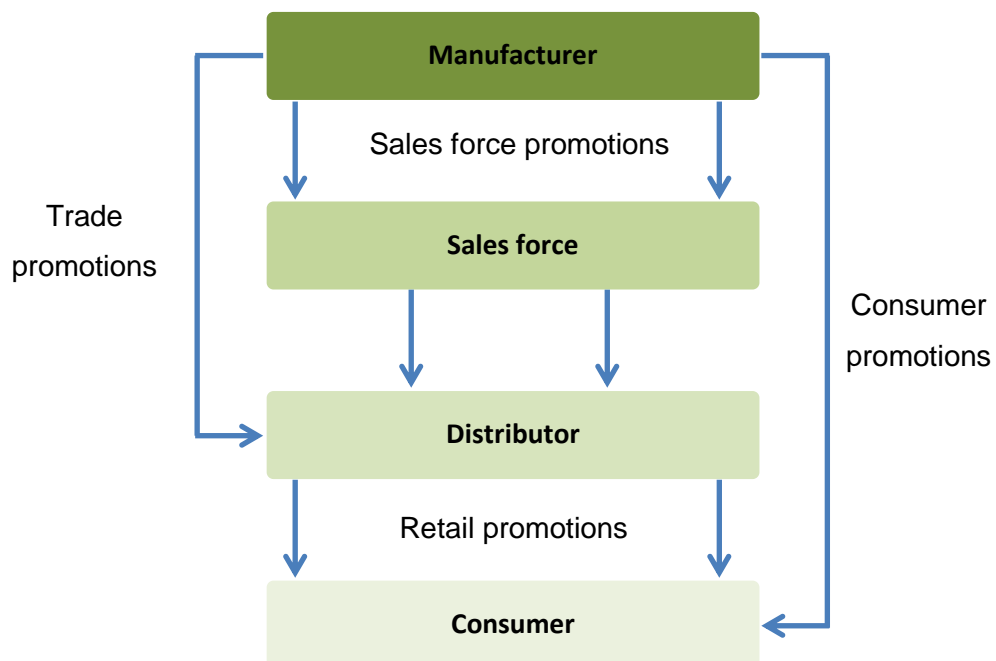


Figure 27. Basic types of sales promotions (Pelsmacker et al. 2010, 409)

Objectives of trade promotion are to increase the purchasing power and reserve of products of distributors, stimulate to buy products in the few-customer stages, gain more and better spaces for displaying merchandises, raise the enthusiasm of selling, intensify the distribution of products and motivate using new models of product. Besides, consumer promotion also applies at the same time so as to boost the effectiveness of sales promotion strategy. Its purposes comprise of encouraging customers to buy or continue buying many more products than usual or use the testers, draw more consumers from other competitors and increase the awareness of brand. (Pelsmacker et al. 2010, 410-427; Fill 2009, 542-552.)

In case Siida, sales promotions are applied in trade and consumer promotions. It offers good packages to not only tour operators and travel agencies but also directly to tourists through the reduction of visiting Siida in groups or in special times. In addition, Siida also issues member cards to people who would like to visit Siida many times in a year. Personal selling and sales promotions tools usually operate together. Especially, it is commonly used for travellers who do not register through any tour operator or travel agency in order to ensure their rights. When the visitors go to Siida, they will receive information supplied by staffs at the service desk about events or programs organized at Siida or in Inari and good offers for their journey. They also give their comments to Siida to improve the quality of services through the feedback papers or discuss directly to the staffs. (Siida 2015.)

3.4.5 Public Relations and Publicity

Public relations tool is a planned activity for the management of internal and external relationships between organizations and their stakeholders. It aims to promote the goodwill, establish and maintain good relationships, mutual comprehension and sympathy with publics, audiences or stakeholders. It does not focus on short-term profits as other marketing communications, public relations tool is recognized as the importance of customer satisfaction and long-term benefits as the goodwill or reputation of the company. As a consequence of public relations efforts, publicity is regarded as free media coverage of good or bad news about the company as well as its product or service. (Pelsmacker et al. 2010, 339-341; Fill 2009, 565-567.)

PR is a low-cost communications tool. The main costs are the time and opportunity costs which used for the preparation of press releases and associated literature. However, the effectiveness of this tool is more than its shape. PR can approach difficult-to-reach audiences or important stakeholders as financial analysts, investors and opinion leaders who are not easy to get touch by advertising or direct mailing. With the thorough speech prepared at press releases, PR is able to drive whole public opinion to the oriented main objectives. Besides, PR could make a good citizenship and give an advice on important trends. It also well controls the crisis management and its messages also become flexible. Nevertheless, the effectiveness is fairly hard to measure and public opinion sometimes lacks of control because of gatekeeper – journalists. (Pelsmacker et al. 2010, 339-341; Fill 2009, 565-567.)

In PR, there are concepts with different roles and functions applied for correlative target groups. Dealing with employees, internal PR aims to build a corporate identity, motivate and train the company's own personnel. Public Affairs concentrates on the societal and political relations and its role is to gain good contacts with the general public and the local community. Trends or issues related to government decision-making should be caught as well as opinions and attitudes of the general public. Financial PR refers to attract more potential

shareholders, investors or advisors for investing into company. Keeping in good touch with radio, television and the trade press is a certainly important part in media PR. Public, private, commercial, not-for-profit organizations and communities should be communicated and interacted on a regular basis. It is a definition in corporate PR. Besides, marketing PR has a close relationship with selling products and/ or supporting brands. It is usually used for boosting the launch of a new product or service. For example, a singer regularly organizes events to present a new album or CD. (Pelsmacker et al. 2010, 344-361; Fill 2009, 567-577.)

In case Siida, the managers have used conferences at Siida to promote its image. Spokesperson will show pictures or photographs of Sámi people, their culture and annual special events happened at Siida or in Inari to attract more potential tourists as well as supplying information to the audiences. Tourist groups or some international delegations from USA, Japan, Australia, Germany and other countries have sometimes visited Siida either for tourism purposes or environmental and other research goals. By means of the conferences, they comprehend more information about Siida and contributed to spread of the image of Sámi people and Lapland region when coming back to their countries. (Metsähallitus Annual Report 2013.)

3.4.6 Exhibitions and Trade Fairs

The annual CES 2016 show organized in Las Vegas, USA was the best technology exhibition in the world. It displayed the future of technologies from the famous brands relating to car, mobile, electronics, laptop, etc. Here they could show their newest researches as well as observing the development of the competitors. This is the symbolic instance for exhibitions and trade fairs tool in the marketing communications. (Falcone 2016.)

An exhibition or trade fair is a particular place where manufacturers, retailers or even audiences meet each other in order to discuss about trade, exchange the ideas together, present their products and services, make a network and/ or purchase and sell products. Moreover, at an exhibition or trade fair, entrepreneurs are able to gather market information from the competitors or from the reflections of participants. There are several researches which are proved that the effect of exhibitions and trade fairs complements on personal selling. Trade shows reduce the cost of sales efforts as well when closing the sale. (Pelsmacker et al. 2010, 501; Fill 2009, 687-688.)

Public fairs and trade fairs are two broadly types of exhibitions. Public fairs are divided into general interest fairs and special interest fairs. Products and services are often exhibited widely and diversely that leads to participation of many different target groups. Trade fairs are aimed to persons working in a certain field of industry or activity. There are four sorts of trade fairs including horizontal trade fairs, vertical trade fairs, conference-bound exhibitions and trade marts. In horizontal trade fairs, exhibitors deriving from a single industry display their products or services to sales agencies or distributors from other industries. Different industries declare their products and services to target groups in a single field of activity in vertical trade fairs. Conference-bound exhibitions refer to small exhibitions concerned to a conference. This kind has become popular both an exhibition and a conference due to financially attract to organizers and it is more effective to reach target groups. The typical example of conference-bound exhibition happened in the USA is Steve Job's presentation about iPhone Introduc-

tion in 2007. The last kind of trade fairs is a trade mart. It has half exhibition and half display where participants may rent permanent stand and sell their products or services. (Pelsmacker et al. 2010, 501-502; Appleclub/ N2TechGeeks 2013.)

Exhibitions and trade fairs are recognized to be a more personal like direct marketing and personal selling. Direct selling, public relations, one-to-one contacts and demonstrations are combined in this instrument and play an important role in marketing communications. In exhibitions and trade fairs, the most advantage is all senses such as listening, feeling, tasting, smelling and watching to be awaked. Exhibitions and trade fairs tool is considered as the third important position after personal selling and direct marketing tools whereas advertising and public relations instruments are far more important. (Pelsmacker et al. 2010, 504.)

Marketers will have the right choice for planning an exhibition through a number of selection criteria as reach of the exhibitions or trade fairs, costs and estimated return, program of the exhibition, presence of competitors, reputation and fame, number of participants, media attention, own experiences, supporting activities and timing of a trade fair. In addition, in order to set up a sufficient and effective exhibition, organizers should follow steps in the exhibition planning process consisting of analysis of exhibition project; inventory which focuses on possibilities and assets and responsibility for realization; preparation including translating communications, budget, plan and brief for concept development; concept development which discusses about design, organization, registration, invitation and promotion for visitors; realization which comprising reservations, contracts, assurances, stand-building, transportation, stand-filling, catering, hotels, promotion, product information, press and follow-up research; and the last step is an evaluation which analyses costs or returns as well as strengths and weaknesses. (Pelsmacker et al. 2010, 511-512.)

3.4.7 Point – of – Purchase (POP)

Point-of-purchase is a useful communications tool at the place that attracts consumers as the first look. It impacts powerfully to customer's decision-making and makes consumer buy products or services without hesitancy. Beside a stunning decoration, messages or slogans involved have to be concise, perspicuous and transmit the characteristics of products to customers. This instrument brings the favorableness and flexibility to retailers. It will become more and more effective when implemented with an integrated marketing communications plan. (Pelsmacker et al. 2010, 475.)

Purchases has four classified categories including specifically planned purchase, generally planned purchases, substitute product or brand purchases and unplanned purchases that can be influenced by point-of-purchase communications tool. When customers would like to buy a product or any brand without planning or even they has an oriented brand or a specific product before going to store, they are also able to be engaged by the attention of other brands. Store image, store organization, product presentation, store atmosphere or packaging all may change customers' wants and their mind. Good positions arranged in stores always have higher values of both money and the image of brand. This is not difficult to understand when entrepreneurs must pay expensive costs for the best locations if they would like to approach their target groups easier. (Pelsmacker et al. 2010, 475-492.)

Tools of POP could mention interior displays, printed material, in-store broadcasts, video screen demonstrations, shopping-trolley advertising, shelf talkers, coupon dispensers, wastepaper baskets and interactive kiosks. Their objectives are to attract the consumers' attention, remind consumers of on-going or previous communications campaigns, provide information of products or services, persuade customers and create the image of brand. (Pelsmacker et al. 2010, 476-480.)

3.4.8 Sponsorship

Sponsorship is recognized as a commercial activity or investment in an activity by cash, services or resources to exploit an opportunity with target groups. Sponsorship is also considered as a part of public relations and shares with advertising tool the objectives including awareness about the product or organization, image or reputation of the brand and positive messages. Moreover, sponsorship supports for building and developing customer loyalty as well. (Pelsmacker et al. 2010, 369-370; Fill 2009, 600-605.)

Target groups of sponsorship are quite wide and diversified consisting of both existing customers and potential consumers. Furthermore, this tool also achieves objectives of marketing and corporate communications. It can influence directly to increase of sales or market share through its means from activities or events sponsored. Sponsorship budgets could be engaged directly towards different types of sponsorship. It is divided into several parts and main parts consist of event-related, cause-related, broadcast and ambush. Event-related includes sports, arts, culture and entertainment. Cause-related comprises mush, transaction-based and value marketing. Ambush marketing takes place once a non-official-sponsor organization purposely seeks an opportunity with a particular event to convince audiences that the ambusher is a main sponsor like sponsoring the media which covers the event or/ and sponsoring sub-categories within the event. (Pelsmacker et al. 2010, 369-389; Fill 2009, 600-605.)

Sponsorship proposals can depend on the following selection criteria as sponsored event or cause, potential promotional spin-off and budget. There are five steps in selecting sponsorship projects such as defining relevant selection criteria, grading the importance of the selection criteria, scoring each proposal on selection criteria, summing scores for each of proposals, ranking proposals and determining cut-off point. In order to measuring its effectiveness, marketers may base on communications results, sales and market share, exposure and feedback from participating groups. (Pelsmacker et al. 2010, 388-389.)

3.4.9 E-communications

Nowadays, people can access information through different ways and it leads to fragmentation of media attention. Mass marketing communications are not only packaged in traditional tools as direct marketing, personal selling, sales promotion and so on but also opened up new opportunities in approaching audiences by electronic communications. Rapid-growing of technology has generated concept of digital media beside traditional media as print media, broadcast, outdoor media, in-store media, cinema or/ and ambient media. Traditional media is not the only choice of marketers at the moment. Four main specific e-marketing goals include generating brand awareness, shaping brand image and brand attitude, generating trial and creating loyalty. In digital marketing tools store, marketers have a huge number of different communications tools that can be mentioned as interactive TV, e-sampling or e-coupons, viral marketing, brand websites, search engine marketing (SEM), search engine optimization (SEO), online advertising, e-mail, short message services (SMS), mobile marketing, social media, social network, etc. (Pelsmacker et al. 2010, 554-562; Fill 2009, 710-729.)

In digital marketing, there are two main sections as digital advertising and online marketing. Digital advertising focuses on short message services, TV or radio and LCD or banners. Short message services (SMS) or short advertising texts are texts sent via mobile phone with purposes of promoting products or/ and services. Advertisings through banners or LCD screens and short media videos on TV are set outdoor and indoor area in order to attract attention of audiences for promotion objectives of products and services as well as the image of brand. (Fill 2009, 737-769 & 787.)

Online marketing or internet marketing is the fastest-developing form of direct marketing. The wide use of the internet has impacted to users including both buyers and sellers. It is the important channel for marketers to apply their creative brain. Nowadays, online marketing is separated into a lot of fields. Almost online electronic devices can be applied by this form. Online marketing consists

of brand websites, SEM, SEO, mobile marketing, e-mail, online advertising, social media and social network. (Kotler & Armstrong 2012, 508-518.)

Brand websites are sites that provide users information related to company and its products or/ and services. A brand website consists of brand, slogan, logo, banner, content, specific design, high interactive technologies with users, etc. It represents for the image of brand so it should be polished thoroughly. Furthermore, it is also an effective distribution channel and the place that other marketing communications tools can apply in. Brand websites serve loyal customers or brand lovers 24 hours a day. (Pelsmacker et al. 2010, 562-564.)

The websites need to have visitors and the more visitors the more effective the websites seem to be. Search engine marketing (SEM) is a tool used through search engines as Google, Yahoo and Bing. Marketers use two main search engines marketing as search engine optimization (SEO) and pay-per-click (PPC) searches. In order to optimize the search results to achieve higher positions in SEO, web designers have to build web pages by themselves and create links with other quality websites that search engines can match key words or phrases with the information and content of registered web pages easily and closely. Besides, e-marketers can pay money for Google, Yahoo or Bing for top-ranking positions. Another way for spending money is PPC search. Marketers just lose money once searchers click on their websites. (Pelsmacker et al. 2010, 564-565; Fill 2009, 782-785.)

Online advertising refers to commercial messages on specific rented spaces on other companies' websites with standard formats. Online advertisings can be banners which are graphic images, buttons, rectangles, skyscrapers, pop-ups which are banners appearing in separate window, interstitials, superstitials, rich media ad and shoskele or overt. (Pelsmacker et al. 2010, 565-568.)

Mobile marketing or wireless advertising comprises all activities using apps to communicate with target groups through the use of mobile devices with purposes of promoting products and services by supplying information and giving in-

teresting offers. Development of 3G-technology and now 4G-tech connections have brought forward convenient conditions for increasing of mobile marketing. Services involved include video calls, mobile TV, music or video download and mobile internet which are more useful for marketers. (Pelsmacker et al. 2010, 578-582; Fill 2009, 787.)

E-mail marketing has two main characteristics including clear definition of target groups and individuals and personalization and refinement of e-mail messages to meet individuals' needs. It may be used with different levels of intensity and frequency so as to build awareness, boost messages or to convince receivers into a trial or purchase. Furthermore, organizations may create their own lists by using data collected from the customer relationship management (CRM) system. E-mail marketing has three types such as direct e-mail, retention e-mail and ads in e-mails of third parties. (Fill 2009, 785-786; Pelsmacker et al. 2010, 576-577.)

Social media is online media where users may communicate with others, share information through videos, comments, discussions, feedbacks, votes, images, etc. Moreover, people also communicate in many different ways at the same time. Types of social media are social news (dig, Sphinn, Newsvine, etc.), social sharing (Flickr, YouTube, Snapfish, etc), social networks (Facebook, Twitter, LinkedIn and MySpace), virtual reality (Second Life), reference (Wikipedia) and social bookmarking (BlogMarks, Diigo, etc.). The image in the figure 28 cut from a video clip posted on YouTube by True Corporation in Thailand discussing about people and the way to respect others is an example for social media marketing. Presented messages and means of the video also associated with corporate social responsibility (CSR) tool which will be discussed in the next part. (Evans & Bratton 2010, 33.)

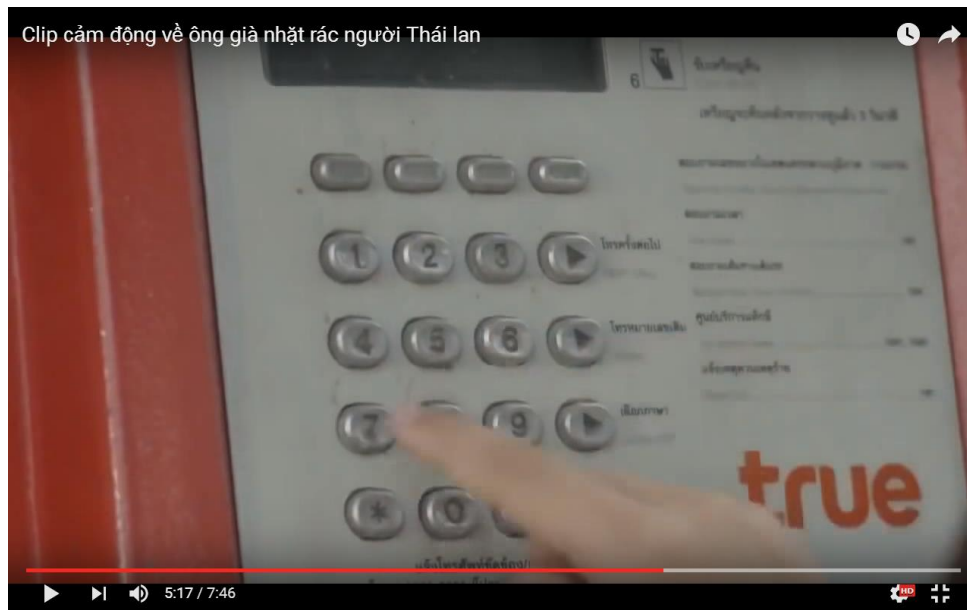


Figure 28. Clip cảm động về ông già nhặt rác người Thái Lan (Ha Nguyen 2014)

The fast-growing of Facebook and Twitter have made social network tool totally separate beside social media. Social network is defined as the place where users can socialize or exchange information and opinions together. In case Siida, it has its own official fan page on Facebook. Its administrator usually updated information, events, images relating to daily activities happened at Siida or/ and in Inari. Furthermore, administrator and users also interact with each other by messenger tool. Questions concerning information of Siida, Sámi culture, Lapland nature environment as well as services will be answered directly and better offers or advices will be also suggested to audiences. (Kotler & Armstrong 2012, 515-517.)

3.5 Ethical issues and Corporate Social Responsibility (CSR)

Ethical issues are absolutely important not only in marketing but also in business. Many organizations have crisis issues from ethical problems and there are also some other organizations that gain more loyal customers from meaningful activities. If they would like to build the long-term business, they will have to consider ethical issues more and more and should exploit advantages from corporate social responsibility (CSR). Therefore, entrepreneurs must set up ethical standards and serious rules and follow them in every marketing and corporate communications campaigns. (Pelsmacker et al. 2010, 633.)

There are several typical approaches to ethical issues, especially as deontological which discusses about duties and teleological approach which refers to consequences. In addition, ordinary decency refers to not lying, cheating and coercion and distributive justice are other ethical principles that need to be paid attention. Besides, ethical decision-making has three basic dimensions consisting of moral equity, relativism and contractualism. Moral equity refers to perceived fairness, acceptability and justice. Relativism comprises guidelines and requirements of the cultural or social system. Contractualism is recognized as contracts, duties, rules and implied obligation. (Pelsmacker et al. 2010, 608-611.)

Corporate social responsibility (or corporate citizenship) which is usually abbreviated CSR is an idea that organizations use to build their positive and ethical reputation. It includes activities relating to the social, the environment and the economic aspects of business. The added values contribute to organization's core business operations as well as engage to stakeholders so that company can improve the wellbeing of society. CSR regularly associates with other media communications as social media mentioned above. Meaningful messages delivered will reinforce the reputation of company and raise the love of loyal customers as well as attract more prospects. (Pelsmacker et al. 2010, 629-633.)

3.6 Communication in a Business – to – Business Context

Business-to-business marketing refers to marketing communications activities aiming to develop and support the relationships between partner organizations. Its goals are to satisfy buyer's expectations as well as keep the trustworthy prestige of company. One of the most important communications tool in b-2-b is personal selling. Spokesperson representatives for his/ her organization to persuade or/ and negotiate about the contract or agreement with organization's partners. There are four main subsectors in b-2-b include own consumption (office furniture, stationery and vending machines), incorporation and assembly, resale to another organization and retail. (Pelsmacker et al. 2010, 7-9; Fill 2009, 863-869.)

The distinctive characteristics of business communications are summarized in the figure 29. Almost the factors belong to personal selling communications tool that specifies the important role of this instrument in b-2-b context. Besides, direct mailing and trade shows also valuably support for the relationships between organizations. (Pelsmacker et al. 2010, 501; Fill 2009, 9.)

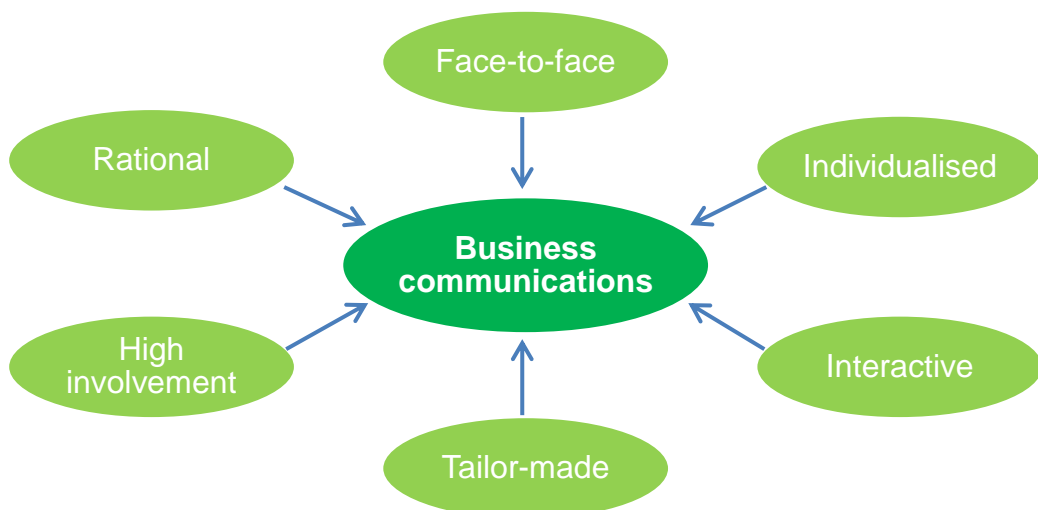


Figure 29. The distinctive characteristics of business communications (Pelsmacker et al. 2010, 501; Fill 2009, 9)

3.7 Communication Across Cultures

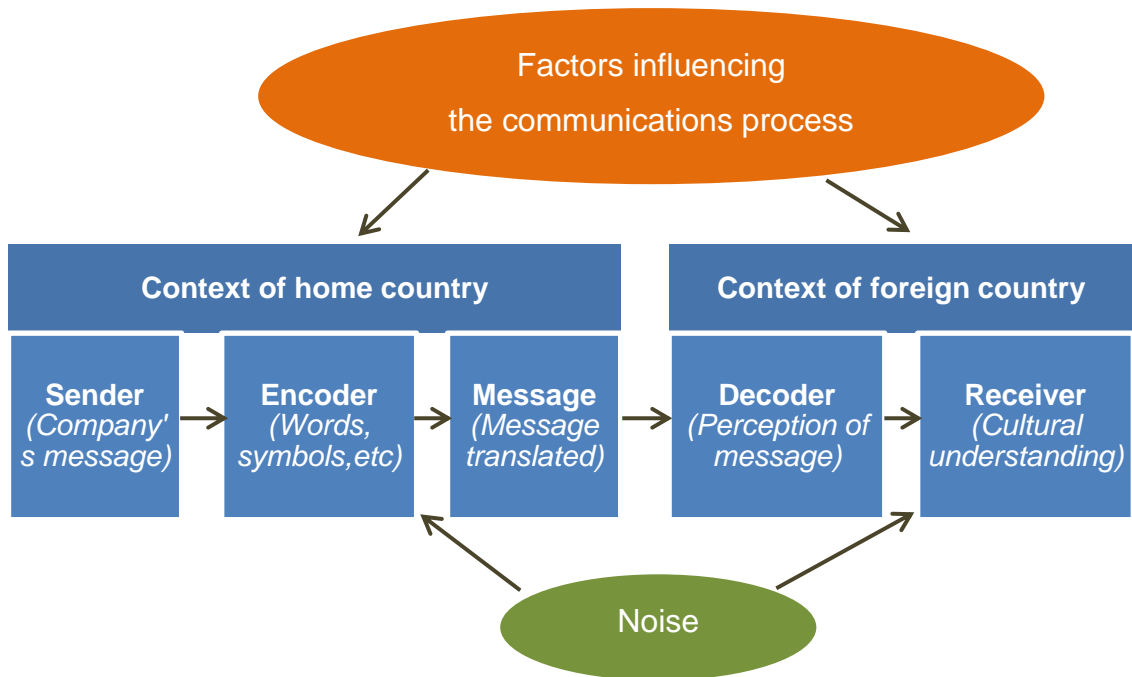


Figure 30. The international marketing communications process (Pelsmacker et al. 2010, 10)

Communication across culture refers to communicate internationally that means the management of communications differences between domestic communications and foreign communications. The figure 30 describes the process of the international marketing communications. The process is impacted by differences of language factor, economic factor, socio-cultural factor, legal or regulatory factor and competitive factor. In addition, messages from competitors, media, distractions and prejudices are able to make noise to process of both home country and foreign country. If managers cannot drive the information on the right way, international corporations will receive crisis issues that are not easy to overcome. (Pelsmacker et al. 2010, 9-12; Fill 2009, 839-845.)

Tools are regularly used in the international communication mix are international PR, packaging, exhibitions and trade shows, personal selling, international sponsorship, direct marketing and digital marketing. They should be associated together to make the marketing campaigns effective. (Fill 2009, 849-852.)

3.8 Corporate Communications

Corporate personality is the tangible and intangible manifestations as the persona, the soul, the spirit and the culture of organization. Among them, the tangible manifestation of corporate personality is corporate identity. Its model includes symbolism, behaviour and communication. Corporate image is a shape that stakeholders are aware of the corporate identity of organization. If the image the stakeholders perceive towards positive, it will be the corporate reputation of company. One of the best ways to deliver the corporate image or build the corporate reputation to stakeholders is a corporate communication. (Cornelissen 2008, 64-71; Fill 2009, 399-403; Pelsmacker et al. 2010, 21-29.)

Corporate communication is an effective management function of internal and external communications with the objectives of building and sustaining favourable reputations of an organization with its stakeholders. Basically, corporate communication and public relations has the same overall purposes but not function. Indeed, activities and audiences seem not feasible to distinguish the difference between these two instruments. However, the final goal of public relations in marketing communications aims towards the image of products and services and the goal of PR in corporate communications is stakeholders or publics. The author will illustrate the basic difference of marketing communications and corporate communications by himself in the figure 31. On the other hand, marketers may recognize that PR is one of the corporate communications tools beside press relations, online communications, investor relations, CSR, internal communications, corporate publishing, change communication, crisis communication and marketing communications. It is described in the figure 32. (Cornelissen 2008, 4-6 & 21-25; Manfred 2013/14, slide 26, 36 & 39; Pelsmacker et al. 2010, 21.)

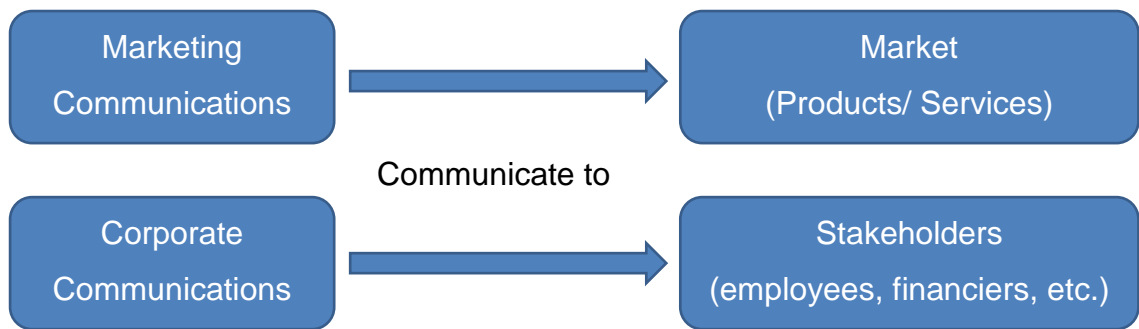


Figure 31. The basic difference of marketing communications and corporate communications (Cornelissen 2008, 4-6 & 21-25; Manfred 2013/14, slide 26, 36 & 39; Pelsmacker et al. 2010, 21)

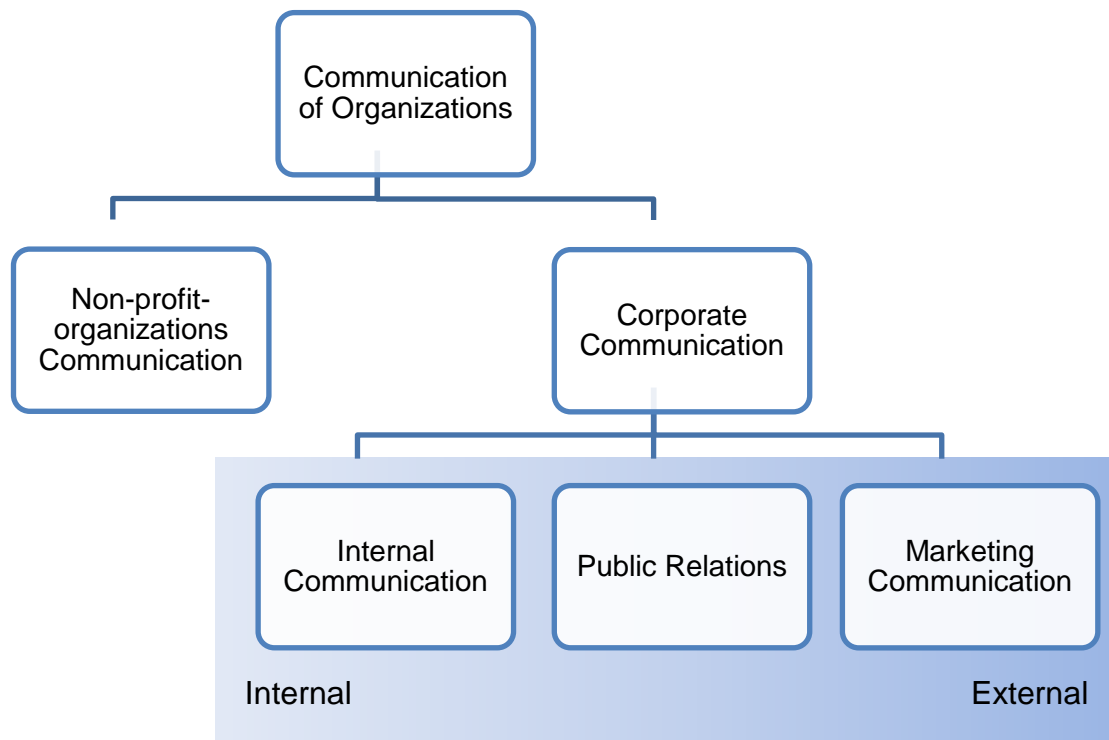


Figure 32. Communication of Organization (Manfred 2013/14, slide 26)

As being discussed in the parts above about the role, function and how to use, PR, CSR and other marketing communications tools will be not reminded and the author will focus on internal communication and other corporate communications tools instead. Internal communication is regarded as communications with employees of organization. It is distinguished with external communications as stakeholders including customers, investors, etc. The objectives of internal

communication are to preserve or enhance corporate values through motivation, creation of meaning, systematic information and identification with the company. Additionally, it also strengthens confidence in the management of the company somehow. There are two central areas of international communication should be distinguished such as management communication (which refers to communication between a manager and subordinate employees) and corporate information and communication systems (which is the broadcasting of corporate decisions and developments to all employees side to side the organization). Common instruments of internal communication consist of employee magazines, newsletters, intranet, works assemblies, performance reviews, employee events, blogs, company TV, company Wiki and bulletin board. (Hauser 2013, slide 15 & 21; Cornelissen 2008, 194-197.)

Change communication is communications with employees about changes as restructuring, the adoption of new technology or new way of working, a new performance initiative or the laying off of parts of the workforce. The change will influence to employees as well as their effective implementation somehow. Thus, change communication should be managed to make work more successful and smoother. Change management is the efficient mastering of conflicts and oppositions like insecurity, fear, resistance and other ones to achieve the goals of administration. Five different communication strategies to communicate to a change to employees include spray and pray, tell and sell, underscore and explore, identify and reply and withhold and uphold. Issue and crisis management are not applied in case Siida so the author will not mention these tools. (Hauser 2013, slide 25 & 21; Cornelissen 2008, 201-212.)

Press relations are activities of maintaining and developing good relationships with press media in order to make them more aware of products or/ and services and organization. Goals of press relations are to improve image of company, increase confidence, gain publicity, strength own position, weaken competitors and stimulate purchase decisions. Types of press relations are divided into press media and other media which consists of radio, TV and online media. Besides, press relations also has two main toolboxes such as information media

(which comprises press releases, exclusive publications, photos and graphics, press kits, new services and newsletters and PR ads) and dialogue media (which includes press conference, press talks and receptions, editor visits, press workshops or journalist seminars and media events). (Hauser 2013, slide 14-20.)

Investors are people who invest in an activity to achieve their own private purposes. They are private stockholders, institutional investors, speculators, government or any person interested in investment. Investor relations is strategic management responsibility of finance, communication, marketing and securities law compliance with current and potential shareholders, financial analysts, rating agencies and investment consultants about the past, present and anticipated future business of the organization. Goals of investor relations tool are management of market expectations, creating stockholder trust and achieve credibility, increasing transparency and reducing information asymmetry, reducing stock price volatility, expansion of the investor base, influencing the financial analysts as multipliers, closing the value gap by value reporting and internal management and strategy consulting. Its toolboxes consist of announcement or ad releases, financial statements or reports, shareholder meetings, analyst meetings, investor conferences, road shows, website, conference calls, capital market days, newsletters, company visits, qualified hand-outs and transfer of the equity story in one-on-one conversations. (Hauser 2013, slide 21-32.)

Corporate publishing is the process and outcome of organizing, planning and producing corporate publications. Its tools consist of image brochure, corporate reports, environment reports, customer newsletters, employee newsletters, business TV and online offerings. The main objective of corporate publishing is to supply directly information to stakeholders without prior edition by journalists. A page of corporate publishing of BMW magazine is mentioned in the figure 33. (Communicationcontrolling.de 2016.)

BMW Magazin

3/2005
Euro 5.0



3ER TOURING
SCHÖN, SCHNELL, VIELSEITIG

XDRIVE Der intelligentere Allradantrieb
AMERICA'S CUP Rennyacht mit BMW Know-how
BAUHAUS Die Vision vom modernen Wohnen

— SO KLINGT EIN BMW www.bmw.com/motorsounds

Figure 33. BMW magazine (Grasundsterne 2016)

3.9 Integrated Marketing and Corporate Communications Strategies

Integrated marketing communication (IMC) is a general coordination of marketing communications tools that is implemented strategically to achieve the goals of communications. It can be two, three or whole communications instruments to push a flow of information to target groups. It will be described in the figure 34 in general. There are five key aspects in IMC such as communications affect behaviour, all forms of communication, beginning of the angle of the potential customers and work backwards, one voice for all elements of the communications and building a close relationship with target audiences. Moreover, besides marketing communications tools, IMC strategy needs supports of other elements as marketing mix, relationships, structures, brands, messages, employees, technology as well as agencies. (Pelsmacker et al. 2010, 17-20; Fill 2009, 257-263; Kotler & Armstrong 2012, 410-414; Kotler & Armstrong 2012, 308-311.)



Figure 34. Integrated marketing communications (Kotler & Armstrong 2012, 413)

Integration of corporate communication is a coordination of all corporate communications tools used to enable the corporate identity to communicate effectively and consistently to internal and external groups. Strategic plans of integrated marketing communications do not only influence to image of products and services but also impact directly to stakeholders that need supports from integrated corporate communications. Therefore, integrated marketing and corporate communications strategies regularly interact to each other so as to accomplish the goals of business as well as successfully deliver particular messages to target groups. (Cornelissen 2008, 9-12; Pelsmacker et al. 2010, 21-29; Kotler & Armstrong 2012, 410-414.)

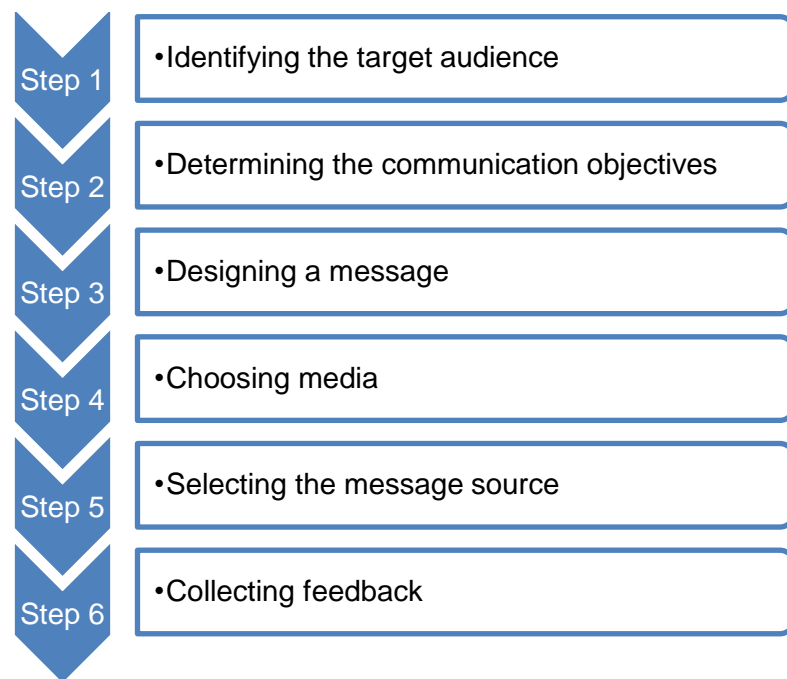


Figure 35. Steps in developing effective marketing communications (Kotler & Armstrong 2012, 415-422)

As illustration of the figure 35, there are six steps in developing effective marketing communications consisting of identifying the target audience, determining the communication objectives, designing message, choosing media, selecting the message source and collecting feedback. (Kotler & Armstrong 2012, 415-422.)

Identifying the target audience means marketers have already targeted to a particular audience in mind who may be existing clients or potential customers. They can be individuals, groups or the public. In order to have a precise decision-making, marketers should base on questions as what will be said, how to be said, when to be said, where to be said and who will say. (Kotler & Armstrong 2012, 415.)

After defining the target group, marketers have to decide the desired response and comprehend where now the audience stands and what stage they will move next. There are six buyer-readiness stages which are awareness, knowledge, liking, preference, conviction and purchase. Actually, marketers cannot force the customer to buy the poor products or service without corresponding values. (Kotler & Armstrong 2012, 415-417.)

After finishing the two steps above, marketers must design an effective message. The characteristics of the message should get attention, hold interest, stimulate desire and gain action. They are recognized as the AIDA model. Message content is involved with three types of appeals like rational, emotional and moral appeals. Besides, there are also three message structure issues. Drawing a conclusion or making the audience come to their minds is the first. The second is to indicate the arguments from strong attention to anticlimactic ending. The last one is to present a one-sided argument or a two-sided argument. In addition, strong message format including the headline, copy, illustration, colors and other ones will efficiently support for the marketing communicator. (Kotler & Armstrong 2012, 417-418.)

The channels of communication are extremely important with two main types which are personal and non-personal. Personal communication channels are channels which has two or more persons communicate with each other directly through face-to-face, via mail or e-mail, on the phone or an internet chat. These channels consist of online buying guides, independent experts-consumer advocates and others-making statements to customers. Moreover, they may be friends, neighbors and family members and this channel is called word-of-mouth

influence. Besides, companies are able to make personal communication channels work for them through buzz marketing which refers to train opinion leaders to spread information about products or services in the communities. Apart from personal communication channels, non-personal communication channels are media which bring messages without personal feedback or contact comprising atmospheres, major media and events. (Kotler & Armstrong 2012, 418-420.)

Message source is a source that delivers the trust to target audiences in both personal and non-personal communication channels. For example, pharmacy companies or stores use an image of doctor to gain faith of buyers or toothpaste brands use dentist's words to achieve belief of customers. (Kotler & Armstrong 2012, 420.)

Last step in developing effective marketing communications is collecting feedback. Marketers should research and analyze effects of the message sent to the target groups. Results collected will be used to get experiences and optimize effectiveness of the next strategies. (Kotler & Armstrong 2012, 420-421.)

Setting the total promotion budget is the next essential section of IMC. Company must consider about finance and how much it can spend on the communications strategy. Marketers will base on the beginning budget and set up the strategy as well as communications tools to apply in the strategy. In addition, throughout the process of implementing the strategy, if there are matters arising, company should inject more funds to accomplish the IMC plan. There are four common methods marketers may use to set the budget as the affordable method, the competitive-parity method, the percentage-of-sales method and the objective-and-task method. Affordable method is affordability of the company's budget. Percentage-of-sales method depends on a certain percentage of the unit sales price or of existing or predicted sales. Competitive-parity method bases on competitors' outlays. Objective-and-task method develops the communications budget by defining specific objectives, determining the tasks and estimating the cost. (Kotler & Armstrong 2012, 422-424.)

“Push” and “pull” strategies are presented in the figure 36. In “pull strategy, marketer engages directly to the end target audiences with forms of mass or personalized communications. After sending messages to customers, they will purchase products from retailers and flow of products will be the same as illustration of the figure 34. In the “push” strategy, products still flow from producer/ manufacturer to wholesalers and then to retailers and to the end consumers. The flow of communications will follow the flow of products. Therefore, people will finally approach consumers to deliver messages of company as well as communications are retailers. In both of strategies, marketers may deploy integrated marketing and corporate communications strategies depending on goals and contexts of business. A deeper example will be proposed in the next part of suggestions. (Stone & Desmond 2007, 313-314.)

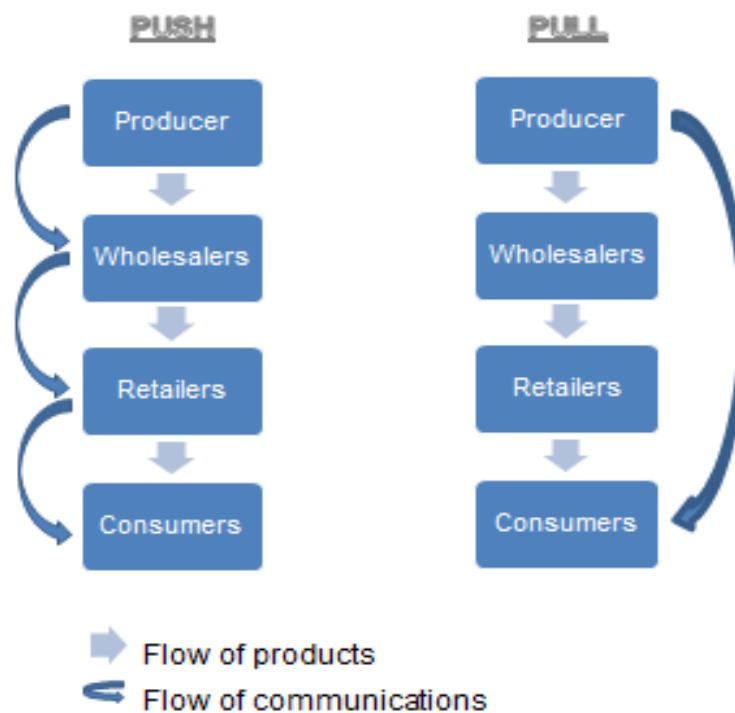


Figure 36. ‘Push’ and ‘pull’ strategies (Stone & Desmond 2007, 314)

4 RESEARCH METHODS AND RESULTS

4.1 Qualitative Research

Qualitative research is to explore and comprehend attitude of people, their perceptions, motivations as well as their behaviors through constructing and analyzing data. Target groups of qualitative research may be common clients or/and academic audiences as experts, senior employees, etc. Qualitative research method can help marketers consider validity and reliability of interviewees. The method includes words, phrases, text or even images. During the interview, researcher may systematically record by individuals and gather data then with approval of participants. The research should be solution-oriented, not neutral, pragmatic, confidential, time and cost constrained and report-based. In addition, a depth interview must be more like a conversation with a clarified purpose. (Kent 2007, 86-103.)

With the purpose of learning about thoughts as well as viewpoints of members who are working at Siida about advantages and developments of tourism industry in Inari, the author set up theme interviews with following questions as: How do you think about your life in Siida, Inari? Are you satisfied with it? What advantages those make Siida attractive to tourists in your own opinions? What do you hope for development of Siida in particular and Inari in general to attract more visitors? Do you think communications tools are useful or an integrated marketing and corporate communications strategy can boost development of Siida and Inari?

As planning individual discussions with some Siida's members who are senior working staffs, the author prepared for interviews in two days. In order to have deeper and warmer conversations with objective sharing, the author selected the kitchen as the place for discussions with two senior members without informing anything about interviews. The author would like to make the interviews as daily small talks. Another interview was happened at the conference room with the manager of the Nature Centre of Metsähallitus.

In general, the members of Siida also hope to have many more visitors to come to Inari. They are able to propagate their culture as well as the long-standing customs. However, they would like to sustain the peaceful and quiet environment of the countryside. They welcome all tourists but many enough for not disordering their life. That is why the local people raise some current services costs to restrict visitors as catching fish, visiting reindeer farm, etc. (Munne 2014; Skálová 2014; Ukkonen 2014.)

According to Anu Munne, who is a member of Siida, Inari is a natural environment where is suitable for adventurous tourists. It has Sámi age-old culture, forests and rivers, sight-seeing and wild those are enough to attract visitors. Another member has the same thinking as Anu Munne, Zuzana Skálová, who comes from Czech Republic and has worked at Siida for four years, thought that Inari had been wonderful place to spend her life there because of its atmosphere and tradition. Both of them also believed that Siida in particular and Inari in general needed a good communications strategy to introduce itself to international friends about its survival. In addition, Kirsi Ukkonen, who is a manager of the Nature Centre of Metsähallitus, supposed that marketing had been an absolutely important factor to promote the image of Siida and social network communications instrument had been a selection at the moment. (Munne 2014; Skálová 2014; Ukkonen 2014.)

As the results collected from the interviews, Inari is a potential tourist destination. It does not only have the benefits that nature presents but also elements from people who love and esteem the place they are living. Those are expressed through friendly behaviors to visitors and hope for development of tourism industry in Inari in the future. Besides, acknowledgement of members of Siida about necessity of marketing communications has reinforced the topic as well as the goal of the thesis.

4.2 Quantitative Research

Quantitative research is a numerical recorded data constructed by determining on the cases. Variables and sets of the values are used before the data collection and a process of measurement will be undertaken then. Variables are different kinds or a combination of roles in the research. Measurement should be analyzed that bases on the results collected. According to the data, researchers can indicate a conclusion as well as an orientation for next solutions thenceforward marketers may set up marketing plans. (Kent 2007, 117-140.)

In case Siida, the author created his own questionnaires but the survey was the same as Siida's one. Thus, the author applied the existing survey into his research. The research was surveyed by 100 tourists with 100 correlative results and had six main topics such as: How well do you think we have succeeded in the following areas? Please rate the following services, if the services were offered and if you used them. What do you remember most from the visit? During this visit your group mainly consists of... Country of residence and Improvement suggestions, comments, thanks, etc. The author and staffs of Nature Centre of Metsähallitus implemented the survey from July 1st 2014 to July 29th 2014 at Siida by collecting results of questionnaire filled by tourists, reckoned up the figures and submitted to database of Nature Centre of Metsähallitus. The results were taken note from the system by the author and presented below.

	Very well	5	4	3	2	1	Very poorly	Total	Average
Providing information about services in advance		10	70	20				100	3.9
Destination guidance			7	80	13			100	2.94
Functionality and tidiness of the outdoor areas		5	85	10				100	3.95
Customer service by staff		30	70					100	4.3
Functionality and cleanliness of the indoor facilities		85	15					100	4.85
Exhibition		30	65	5				100	4.25
Providing information that is important to you		10	10	80				100	3.3
Sales articles suited to your needs				90	10			100	2.9

Meeting of expectations		95	5					100	4.95
Experiences offered		40	60					100	4.4

Table 1. How well do you think we have succeeded in the following areas?

In the first topic which was reckoned in the table 1, “How well do you think we have succeeded in the following areas?” consists of ten issues which are evaluated from 5 to 1 with 5 is very well and 1 is very poorly. “Providing information about services in advance” had 10% of 5, 70% of 4 and 20% of 3. There was no selection of 2 and 1. It showed that services of providing information satisfied visitors. “Destination guidance (e.g. signs)” collected 7% of 4, 80% of 3 and 13% of 2. Maybe there was not clear in destination guidance so an amount of tourists were not really satisfied with it. Therefore, it needs another new way to guide its travellers. “Functionality and tidiness of the outdoor areas” got 5% of 5, 85% of 4 and 10% of 3. In this section, Siida won the tourists’ heart. “Customer service by staff” achieved 30% of 5 and 70% of 4. This was wonderful figures which proved the enthusiasm and professionalism of Siida’s staffs. “Functionality and cleanliness of the indoor facilities” got 85% of 5 and 15% of 4. In cultural fields, cleanliness is always considered first so Siida has greatly completed this part. “Exhibition” gained 30% of 5, 65% of 4 and 5% of 3. Close combination of Sámi museum and the Nature Centre of Metsähallitus built attractive, exciting, live and creative exhibition. “Providing information that is important to you” got 10% of 5, 10% of 4 and 80% of 3. During the time of the author’s practical training, there was important information which almost belonged to travel destinations in Inari, cultural questions or issues related to the Sámi tradition. They were sufficiently provided to travellers and that satisfied tourist’s needs. “Sales articles suited to your needs” had 90% of 3 and 10% of 2. It seemed like not win the tourists’ heart much that was why the figures just kept in fine level. “Meeting of expectations” achieved 95% of 5 and 5% of 4. This was a result higher than expected. It showed that tourists felt well as what they thought about Siida. “Experiences offered” got 40% of 5 and 60% of 4. Experiencing nature and Lapland environment at Siida or in Inari of tourists made them love this region. Thus,

“experience offered” gained the high results. They were described in the figure 37.

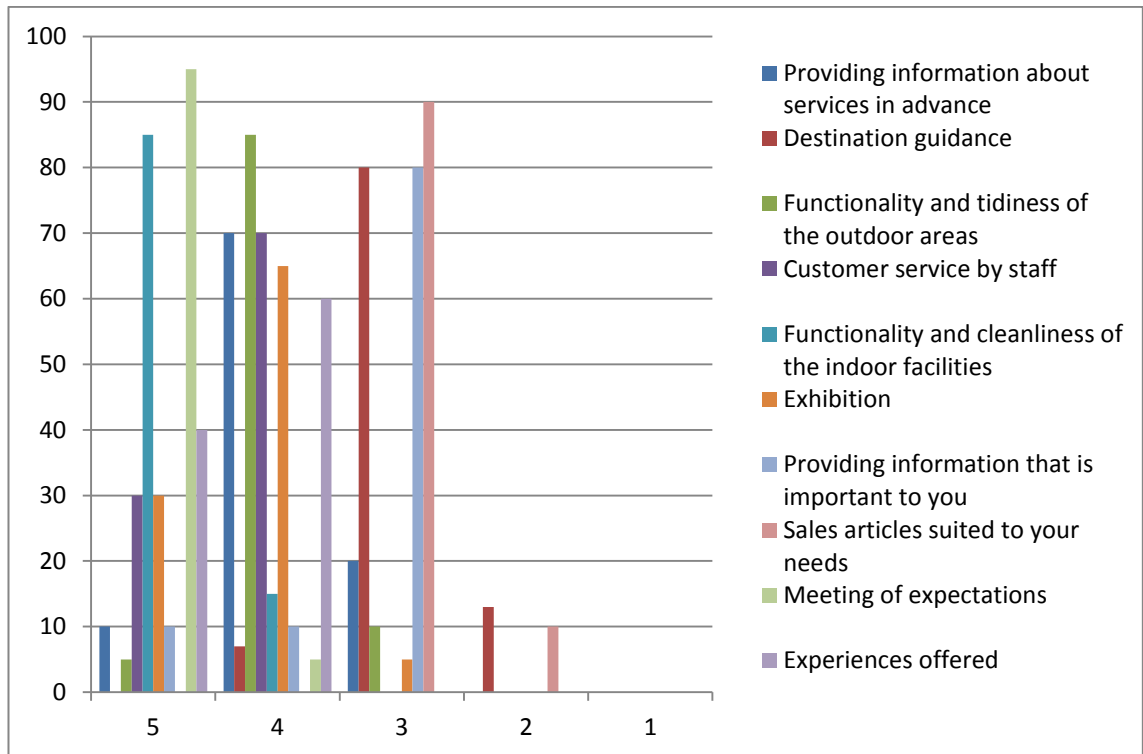


Figure 37. How well do you think we have succeeded in the following areas?

	I never used it	Very good	5	4	3	2	1	Very poor	Total	Average
Guided tour in exhibition	35		60	5					100	3.2
Café or restaurant	56			24	15	5			100	1.51

Table 2. Services offered at Siida

The second topic which was indicated in the table 2 had two issues “Guided tour in exhibition” and “Café or restaurant” and they were targeted to tourists who used the services. In this topic, evaluation divided the same as the first topic with 5 to 1 for “very good” to “very poor”. Besides, “I never used it” was another option of the survey. Guided tour in exhibition” got 35% of selecting “I never used it”, 60% of 5 and 5% of 4. Over one third of visitors did not use guided tour service and the rest enjoyed the service. It was described in the figure 38. Service at restaurant Sarrit seemed not extremely attractive tourists

and some of them had a limit time so they had to move to their next destinations. The figures were illustrated in the figure 39 and presented by 56% of choosing “I never used it”, 24% of 4, 15% of 3 and 5% of 2.

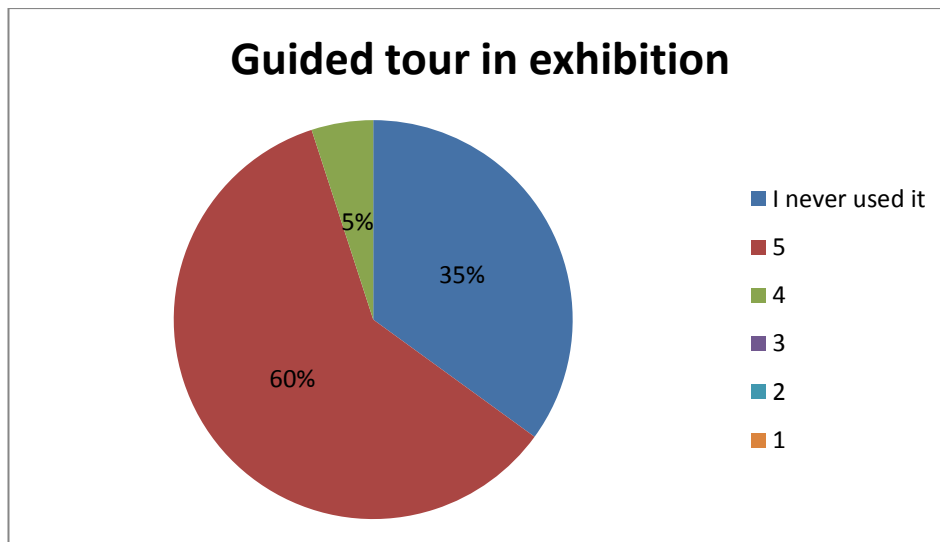


Figure 38. Guided tour in exhibition

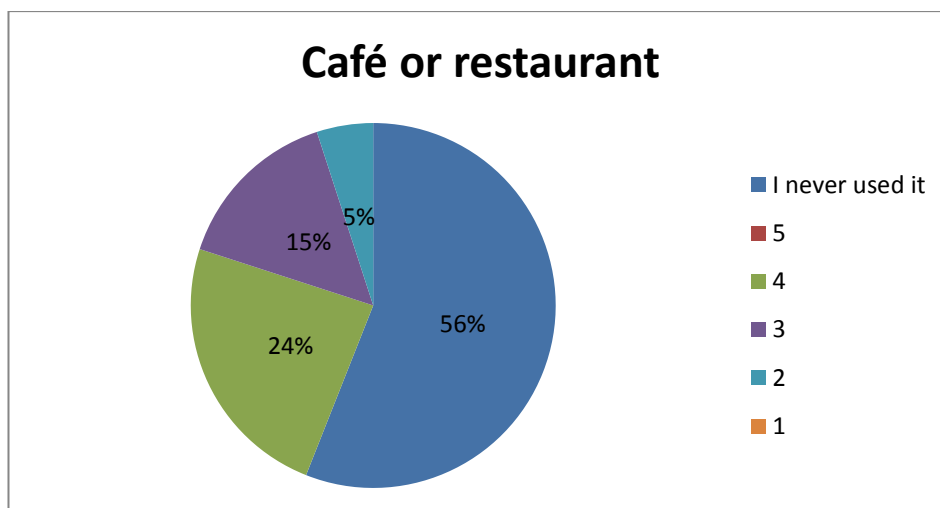


Figure 39. Café or restaurant

The third topic was “What do you remember most from the visit?” There were a lot of various answers in this question. Some of tourists said decoration of exhibition, some of them liked the way of exhibiting, some of them talked about culture and the Sámi traditional symbols and there were several people loved rein-

deer and salmon foods. Furthermore, almost tourists loved the life and peaceful atmosphere in Lapland Finland that was really useful for their holiday.

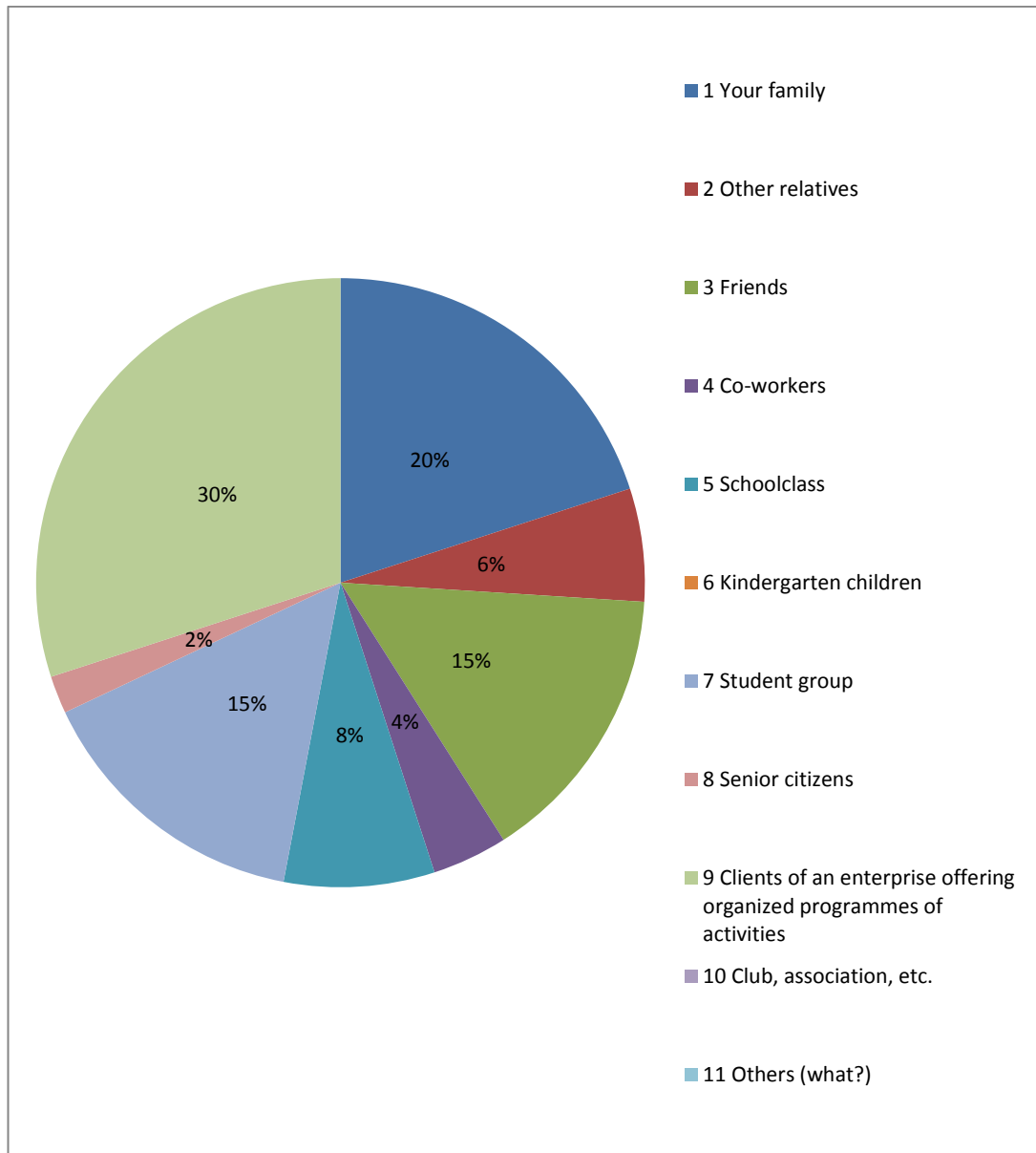


Figure 40. During this visit your group mainly consists of...

The next topic was “During this visit your group mainly consists of” which was illustrated in the figure 40. There were eleven options in this question by 20% with family, 6% with relatives, 15% with friends, 4% with co-workers, 8% of schoolclass, 15% with student group, 2% of senior citizens and 30% with clients of an enterprise offering organized programs of activities. The figures spread all answers except of few ones with going with family and clients of an enterprise

got high results. The lowest results belonged to visits with senior citizens, with co-workers and with relatives.

The next topic was “Country of residence” that people probably came from countries all over the world including domestic Finns. Those countries included Germany, France, America, Hongkong, China, Spain, Australia, Taiwan and Italia. They usually traveled in a group and with guided tour booked before coming.

The last one was “Improvement suggestions, comments, thanks, etc.” Most of the answers surrounded exciting comments, thanks and no improvement suggestions. Tourists felt quite surprised with decoration, exhibiting, sound of nature indoor and services were close and friendly with environment.

Through the results and figures gathered at Siida, tourists were absolutely fond of natural conditions in Inari as well as traditional values that Siida is maintaining. Besides, services which were supplied to visitors satisfied them as expected. Most of answers for coming back to Siida for the second time were repetitive a lot of times. It proved the attraction of Siida as well as Inari in general. The figures supplied by Metsähallitus also demonstrated for the consideration with 113.000 visitors in 2011, 111.900 visitors in 2012 and 104.300 visitors in 2013 (Metsähallitus Annual Report 2011, 2012 & 2013). The important problem is how Siida or Inari can draw more perceptions of tourists about Lapland region. This will be presented in the next part, suggestions for integrated marketing and corporate communications strategies for Inari tourist destination.

5 SUGGESTIONS FOR INARI TOURIST DESTINATION

5.1 Message: Reindeer is everywhere

Applying steps in developing effective marketing communications in case Siida Inari, the author identifies potential audiences all over the world as the target group. People who would like to discover the simpleness of nature and experience environment, weather and climate of Lapland region in Inari or/ and are interested in historical culture of the Sámi are targeted in this group. The author would like to promote those images to foreign friends aiming to introduce and maintain the values that the ancients left.

With message “Reindeer is everywhere”, the author would like to accent for whole Inari region. By co-operating with all restaurants, hotels, tourist destinations and other services in Inari, the author offers the way to build up the unique image together of association of organizations beside their own ones in order to make the image of Inari larger than individuals to draw attentions of foreigners. The symbol, image and banner will be arranged inside and outside of stores in Inari to boost the message “Reindeer is everywhere”. Moreover, social media and social networks also use the unique image along with the message. The author implements “push” strategy with direct marketing communications tool to push information by direct e-mail to travel agencies, tour operations and websites related to tourism of Inari as www.inari.fi, www.samediggi.fi, www.inarisaariselka.fi, www.nationalparks.fi, inarilapland.fi and www.metsa.fi to introduce the unique image. Besides, the author also applies “pull” strategy with online marketing tools as social networks and social media to deliver the message to audiences. Furthermore, so as to make the message stronger and more attractive, the author creates an idea of “Reindeer’s footprints” that will be presented in the next part.

5.2 Reindeer's footprints

The author proposes an idea as “The longest reindeer's footprints road” and register in Guinness World Records. Municipality of Inari will have a new product of reindeer's footprints created by designers and technicians so that it can paste on the road and light in the dark to guide travellers to tourist destinations. It is not only the guider but also specific culture of the region which is matched to the message built above. Because this is a cultural and natural image, tourists will not feel offensive when being guided by this valuable product.

The idea will be launched at Siida first as the figure 41 designed simply by the author. In addition, the idea will be also implemented in the Open-air museum of Siida. As advises of members and managers of Siida, the idea should be tested in the temporary exhibition room (or changing exhibition room) to explore reflections and collect feedbacks of tourists as well as test the efficiency of a new product. Observers will examine the cycle of fuzziness to improve the quality of product. If testing successfully, municipality of Inari should expand the idea for whole Inari and register Guinness World Records then. Specifically, the road will connect Siida, the Sámi cultural centre Sajos, the Sámi ancient church, hiking areas, Lake Inari, reindeer farms, fishing places, camping areas, hunting regions and boat stations. Once tourists are attracted by the idea, they will come to visit Inari more and more. At that time, visitors will experience the message of “Reindeer is everywhere”.

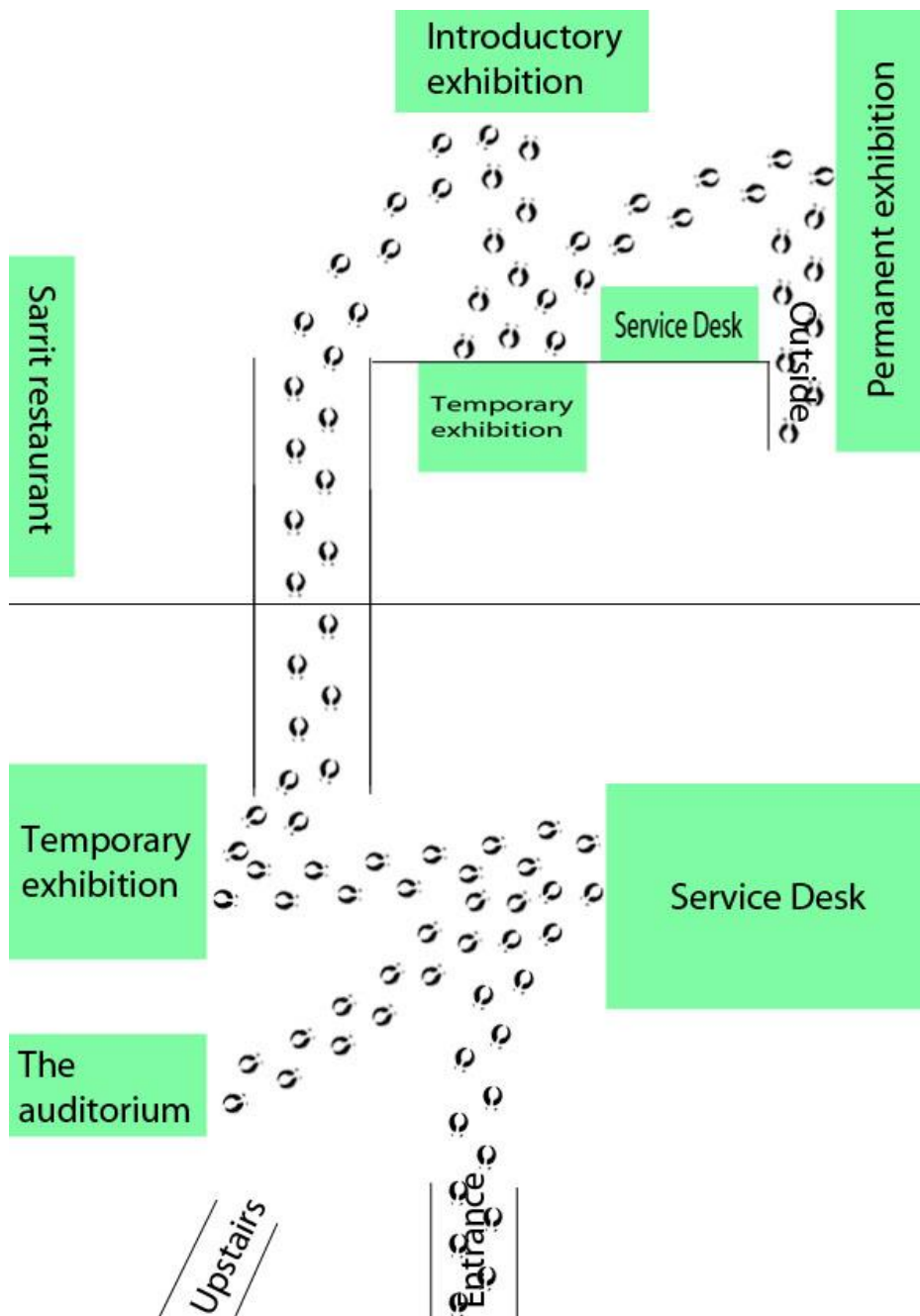


Figure 41. Reindeer's footprints inside Siida (Luu 2014)

5.3 Online publishing and social networks

Beside “Reindeer’s footprints road”, the author also brings out products related to online publishing and social media. At the moment, online publishing was issued in 2014 and uploaded on www.inari.fi (issuu 2014; Inari 2014). The figure 42 is a piece of travel magazine. The author would like to improve the magazine and regularly issue it each quarter. It discusses about operations, events and images that happen in Inari or even tells a story about an animal, a flower or a fairy tale aiming to spread the living environment of Lapland in Inari. Editors may insert or add images of travellers as well as their memories when visiting Inari with their approval.



Figure 42. Travel Magazine 2014 of Lapland Inari – Saariselkä (issuu 2014)

The images with approval of tourists can be used to upload on Facebook and Twitter as sharing experiences to others. The author would like to build up a community for people who love Sámi culture and natural environment of Lapland. They are able to exchange information, discuss about topics related to the Sámi or Lapland region to gain more knowledge and share images with their companies.

5.4 Cultural Exchanges

In addition, the author would like to use a public relations communication tool to present the culture of Sámi as well as the nature of Lapland in Inari. Managers of Siida may participate in conferences about culture or natural environment to promote the message. Exchanging information of culture, showing opinions about conserving the nature and learning more about management are purposes the author aims to. The figure 43 is an image of Miguel Arias Cañete in the EU anxious ahead of COP21 conference which related to the topic of environment. Moreover, spokesperson does not only promote image of Inari in particular but also introduces about Finland in general. Besides, managers also organize press conferences or workshops to PR the image of Inari. Siida may invite foreign friends to visit Inari as well as Siida to introduce culture and environment here. The figure 44 is the image of Matti Morottaja in the press conference organized at Siida.



Figure 43. Miguel Arias Cañete European commission (Gotev 2015)



Figure 44. Matti Morottaja was stating in the press conference at Siida (Siida 2010)

6 CONCLUSIONS

The topic discusses about integrated marketing and corporate communications strategies through the data and results gathered from the research of the author and statistics. The figures of tourism indicate the potential of this industry in Finland. Its contributions to GDP are not small. Characteristics of environment in Inari as well as culture values of the Sámi do not make tourists disappointed. The author has proposed the strategies that can support the potential of tourism in this region. Nevertheless, for the further study, in order to strengthen tourism industry in particular and business in general, the municipality of Inari should be more active in co-operating all business together. Association between agriculture and tourism operations will increase benefits and income for local people and make their life in settlement.

However, the survey is limited at Siida and the thesis has still some restrictions that need more experiences and time spending on researching. Besides, the author has learnt the way and how to combine theory and practice in particular case. Collecting and analyzing results of survey helped the author enhance his skills and knowledge. The difference and the integration of marketing and corporate communications as well as communications tools equipped the author with the treasure of theory.

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APPENDICES 1-3

Appendix 1. Theme interview

Question 1: How do you think about your life in Siida, Inari? Are you satisfied with it?

Question 2: What advantages those make Siida attractive to tourists in your own opinions?

Question 3: What do you hope for development of Siida in particular and Inari in general to attract more visitors?

Question 4: Do you think communications tools are useful or an integrated marketing and corporate communications strategy can boost development of Siida and Inari?

Appendix 2. Cover Letter



LETTER OF REFERENCE

Luu Tuan Vu (20.11.1990) has worked as a trainee for Metsähallitus / Northern Lapland Nature Centre. He was situated to work in Sámi museum and Northern Lapland Nature Centre Siida In Inari as follows:

The period of the apprenticeship was 4.6.–20.8.2014

Mr Luu Tuan was responsible for the checking the entrance tickets to the exhibitions and check up visits to the exhibitions a few times a day. He served the customers by answering the questions concerning the sámi culture and northern nature in the exhibitions and general questions about the Inari area.

In his work he has used English language.

His work Mr Luu Tuan Vu has accomplished independently and with accuracy.

In Inari 20th May, 2014

Kirsi Ukkonen
Kirsi Ukkonen
Nature Centre manager

Metsähallitus
Inari luontopalvelut



Appendix 3. Questionnaire

Your opinion matters to us!

SIIDA

**Samimuseum and Nature Centre
Restaurant Sarrit**

Date: _____

Time: _____

Your answers will help us develop our customer service.

1. How well do you think we have succeeded in the following areas?
(Please answer on each line by marking the alternative which best describes your opinion)
Scale 5= very well, 4= quite well, 3= don't know, 2= quite poorly, 1= very poorly)

	very well	5	4	3	2	1	very poorly
1 Providing information about services in advance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2 Destination guidance (e.g. signs)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3 Functionality and tidiness of the outdoor areas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4 Customer service by staff	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5 Functionality and cleanliness of the indoor facilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6 Exhibition	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7 Providing information that is important to you	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8 Sales articles suited to your needs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9 Meeting of expectations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10 Experiences offered	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2. Please rate the following services, if the services were offered and if you used them.
(5 = very good, 4 = quite good, 3 = neither good nor poor, 2 = quite poor, 1 = very poor)

	5	4	3	2	1
Guided tour in exhibition	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Café or restaurant	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

3. What do you remember most from the visit?

4. During this visit your group mainly consists of... (please choose the appropriate alternative)

I came alone → move on to question 5

1 <input type="radio"/> your family	7 <input type="radio"/> student group
2 <input type="radio"/> other relatives	8 <input type="radio"/> senior citizens
3 <input type="radio"/> friends	9 <input type="radio"/> clients of an enterprise offering organised programmes of activities
4 <input type="radio"/> co-workers	10 <input type="radio"/> club, association etc.
5 <input type="radio"/> schoolclass	11 <input type="radio"/> others (what?) _____
6 <input type="radio"/> kindergarten children	

5. Country of residence?

6. Improvement suggestions, comments, thanks etc.

You can leave this form in our comments box.
Thank you for your respond!

SIIDA