

# **MARKETING PLAN**

Annika Hellman

Essi Jantunen

Bachelor's Thesis  
May 2012  
Degree Programme in Tourism  
Tampere University of Applied Sciences

## ABSTRACT

Tampereen ammattikorkeakoulu  
Tampere University of Applied Sciences  
Degree Programme in Tourism

HELLMAN, ANNIKA & JANTUNEN, ESSI:  
Marketing Plan

Bachelor's thesis 38 pages, appendices 51 pages  
May 2012

---

The aim of this bachelor's thesis was to draw up an efficient marketing plan for Pohjolan Vihreä Polku Oy, which offers meeting and nature activity services. The company was in a process of conversion and needed a structured marketing plan. The objectives of the company were perceived through severe research. The main purposes of the marketing plan were to raise the visibility of the company and increase its clientele. The proposed marketing actions are also to be used to improve the company's market positioning and revenue.

In the thesis the theoretical framework for the marketing plan is described and the marketing plan can be found in the appendix to respect the privacy of Pohjolan Vihreä Polku Oy. In the theoretical framework the theories and concepts of marketing that have been used to draw up the marketing plan are described. The concepts of the conducted analyses are also described in the framework.

Extensive marketing mix options were studied and the most suitable tools were selected, to reach the target groups of the company. The target groups were specified to assemble the resources of a small company. The marketing proposals were chosen according to their economic efficiency and practicality. The selected marketing tools are suitable for a small company aiming to increase its sales and marketing actions. The main focus is on the sales promotion and public relations tools.

To guarantee the future growth of the company the marketing plan should be followed and the proposed marketing actions should be implemented actively. It has been left for the decision makers of the company to choose which of the proposed actions the company will use to improve its income. An efficient marketing mix was a result of comprehensive studies of the market and industry. The marketing plan is only suitable for the situation the company was when the study was conducted. It is essential to update the plan regularly as the industry and customer needs and requirements develop.

---

Key words: marketing, marketing plan, services marketing, marketing mix.

## CONTENTS

1 INTRODUCTION .....	5
2 THEORETICAL FRAMEWORK .....	6
2.1 Topic.....	6
2.2 Marketing concepts and theories .....	7
2.2.1 Marketing.....	7
2.2.2 Business-to-business marketing.....	8
2.2.3 Services marketing.....	10
2.2.4 Segmentation .....	12
2.2.5 Marketing mix.....	13
2.2.6 Customer relationship management.....	16
2.2.7 Marketing plan.....	17
2.3 Research questions .....	19
2.4 Data and methods .....	19
2.5 Research process .....	20
3 THE CASE COMPANY.....	22
3.1 Company presentation.....	22
3.2 Personnel .....	22
3.3 Services .....	22
4 MARKETING PLAN .....	24
5 ANALYSES.....	25
5.1 Macro environment .....	25
5.1.1 Demographic environment .....	25
5.1.2 Economic environment.....	25
5.1.3 Natural environment .....	26
5.1.4 Technological environment .....	26
5.1.5 Political and social environment.....	27
5.1.6 Cultural environment .....	27
5.2 Market and competition analyses .....	27
5.3 SWOT analysis.....	28
5.4 Marketing communications.....	29
5.4.1 Advertising.....	29
5.4.2 Sales promotion .....	30
5.4.3 Public relations .....	31
5.5 Budgeting .....	33

6 CONCLUSIONS.....	34
REFERENCES.....	36
APPENDICES .....	39
Appendix 1. Markkinointisuunnitelma.....	39
Appendix 2. Company interview.....	80
Appendix 3. Company interview.....	83
Appendix 4. Company interview.....	86
Appendix 5. Group discussion.....	88

## 1 INTRODUCTION

The aim of this bachelor's thesis was to draw up an efficient marketing plan for Pohjolan Vihreä Polku Oy. The company operates in Lempäälä, where it provides nature tourism services and meeting facilities for its customers. The company is currently converting its functions and it is wishing to improve its market position through some marketing actions. After conducting a survey of the company's actions, as aims and objectives for this thesis were given to improve the visibility of the company in its market area, and to attract more customers to explore its services.

The main purpose of the thesis was to define the meaning of marketing for profitable companies. Another purpose was to emphasize the importance of the selection of appropriate marketing tools that appeal to designated target markets. The essence of the marketing mix and the importance of selecting the target market as the basis for finding the most effective marketing tools are widely discussed throughout the approach.

The case company is specialized in providing nature activity services to other businesses. Therefore the theoretical information was gathered on how to market services instead of tangible products, and how to market them to other businesses. It was essential to define the business-to-business marketing tools in order to draw up an appropriate marketing plan for the company.

The objective was to draw up a practical marketing plan that takes into consideration the size, resources and aims of the case company. The research of different marketing mix tools was done in order to find the most cost efficient tools that appeal to the target groups effectively. To understand the situation of the company and the needs of the industry, severe market analyses needed to be conducted by using different analysis methods. These analyses were used to propose efficient tools that can make Pohjolan Vihreä Polku Oy competitive in its market area.

## 2 THEORETICAL FRAMEWORK

### 2.1 Topic

The authors selected the marketing plan as a research topic because of their skills and knowledge gained during their study period in the Degree Programme in Tourism. The topic was limited to be a marketing plan, because the company needed a marketing plan. Pohjolan Vihreä Polku Oy is currently going through some major changes which include starting of strategic marketing actions and it needed a practical plan to guide the company through those actions.

Pohjolan Vihreä Polku Oy was founded in 1999 in Lempäälä to provide nature tourism activities on the premises of Merunlahti Nature Resort. Until today the company has not had any marketing plan or organized marketing actions. The company has mainly marketed itself only through word-of-mouth system. Now the company owners wish to raise the revenues and visibility of the company in the Tampere Region.

The aim of this study was to draw up a realistic marketing plan for Pohjolan Vihreä Polku Oy, considering selected target markets and resources of the company to put the plan into action. The other aim for the marketing plan was to give the company ideas how to raise its visibility by building a strong and reliable reputation in the area. The company aims to become one of the best service providers in its market area, where customer needs are satisfied loyally and professionally.

## 2.2 Marketing concepts and theories

### 2.2.1 Marketing

The concept of marketing is related to the business idea of a company and it is based on company's vision of how to think or how to act. Different situations may require different forms of actions and they have to be analysed according to the time period of their aims and objectives. The long-term marketing decisions are strategic and made at the management level and the short-term marketing plans can utilize the marketing mix. Tourism related companies may use both long-term and short-term marketing plans, which aim to help the company meet with different types of customer needs, and to be competitive in its market. Tourism industry is developing towards networking between different companies, which means that more often customers' experience is a collection of services from different companies. This gives even more value to the competitive price, and usage of marketing channels and marketing communications. (Puustinen & Rouhiainen 2007, 11 – 12.)

Marketing is a process of many different aspects such as building customer relationships and satisfying customer needs. The main marketing actions are social interactions and decisions by the management. The practical process involves researching customer needs to develop the provided products to meet the needs, together with the quality that meets the price. Research is essential in order to gain relationship with the customer that will become valuable in return. (Kotler & Armstrong 2010, 29.)

Marketing is a combination of product, price, distribution and marketing communications; by understanding these aspects a company can make organisational marketing decisions. It can also be considered as a leadership style, whose goal is to accomplish customer needs and requirements by using an appropriate marketing mix. The marketing strategies can set a certain direction for the entire company's policy. The main tools for the company to influence its customers through marketing actions are selecting the right products, pricing, delivery channels and marketing communications tools. (Anttila & Iltanen 2001, 12-15, 21.) The main focus of the marketing should be

the customer. All company functions should concentrate on fulfilling customer satisfaction, in both financial and social level (Hooley, Piercy & Nicoulaud 2008, 21).

The procedure of marketing can be divided into several steps, which should be followed in order to achieve successful marketing in actions. The first step is to find out what the customers need, want and require. This may vary between different customer segments. The next step is to develop the product or service to meet these requirements in order to satisfy the possible customer needs and requirements. After that the customers must be informed about what the company has to offer. This stage includes finding the correct marketing channels to communicate with the customers. If that step is successful and customers show interest towards the services the next goal is to satisfy the customer needs with the product. This means providing the promised value in outcome of the provided product that customer has paid for. The last important step is to create long-term relationships with customers by following their satisfaction level and by responding to that, for instance by rewarding loyal customers with small benefits. (Puustinen & Rouhiainen 2007, 14 – 17; Kotler & Armstrong 2010, 29-30.)

Puustinen and Rouhiainen (2007, 24) write that marketing is an investment instead of a cost, since its aim is to gain something from the customers in return. The main aim of marketing is to become economically profitable and secure stable income in long-term. Better quality and the positive image of the company are some benefits successful marketing reaches, leading to increasing number of customers. The time period for the outcome of marketing implementations is difficult to predict, therefore this investment will cost money, resources and contribution from the company, especially in tourism industry, state Puustinen and Rouhiainen.

### 2.2.2 Business-to-business marketing

The main idea behind business-to-business marketing is that the target is always either an organization or a company instead of a private consumer. Nevertheless it should be remembered that even if the actual buyer is a company, the decision to purchase any product or service is made by a person working for the company. When selling services to another company the process is often longer and more complicated than selling to a



private consumer. The person communicating on behalf of the target company may not be the one making the decision to purchase, or in some cases there are more than one decision makers. These procedures take time, and during the decision making process the company providing the service is evaluated and compared to other companies. (Rope 2004, 11-16.)

The needs and requirements of the customers are often different between private consumers and companies. This has to be noted when making a marketing plan. The needs are different in different organizations and targeting has to be more precise. Each targeted company has to be identified in order to meet with its expectations. The process within the target company is often as follows: first determination of needs, search of potential options and evaluation, and finally making the decision. (Rope 2004, 16-19.) When planning marketing actions it is essential to understand the decision making process inside an organization to select profitable marketing tools. The decision making process is not only influenced by the company's internal factors and needs, but also by its external environment. The external factors may have great effect on which company's services a company decides to buy. (Kotler & Armstrong 2010, 196.)

In some cases the people using the purchased service or products are not the ones making the decisions. The initiative for a need comes from the workers, but the higher level of management, who may never even use the purchased service, select the providing company. The users of the product are the ones who define the needs and make proposals for the product. Then there are people who try to find the options for the proposed actions and conduct the research to make the most efficient decision for the company's benefit. After that it goes to the decision makers who evaluate the proposal and the alternatives found on the research. After the decision is made, the authority is delegated to another party in charge of contacting product providers. (Kotler & Armstrong 2010, 198-199.)

In business-to-business markets it is more likely to create long-term customer relationships than in consumer markets. Some companies create relationships with other businesses to gain something in return. In these cooperation relationships both parties use each other's services or products and both gain profit from the connection. For small companies this type of business customers may be more crucial than to big

corporations. When targeting the business customers the essential information for marketing planning are the target's industry type, company size, location and resources, usage of technology and purchasing policies. (Hooley, Piercy & Nicoulaud 2008, 226-228.)

### 2.2.3 Services marketing

Service providers promise customers to create something that does not exist before it is delivered, and that is the challenge in services marketing. Services marketing actions are used to create an image of the service and its quality, by proving the provider's capability. Services are products as much as tangible effects are, but they differ in four important senses from material products; services are intangible, inseparable, variable, and perishable. (Kotler & Armstrong 2010, 268-269.)

Figure 1 explains how these four elements generate the service. Intangibility means that the service is not visual or material in any way. It is something that only exists in the moment when the customer is receiving service from the company's personnel. When purchasing service, the customers cannot know what they will receive. Inseparability indicates the service provider to be the actual product, because the service can only be created by the acts of the provider. The interaction between the company personnel and the customer is the service product. Variability of the service means that the quality depends on the person providing the service to the customer and therefore it is different each time since the persons providing and receiving vary. Perishability comes from the fact that service cannot be saved and reused another time. If the service cannot be received when scheduled, its quality will change. (Kotler & Armstrong 2010, 269-270.)

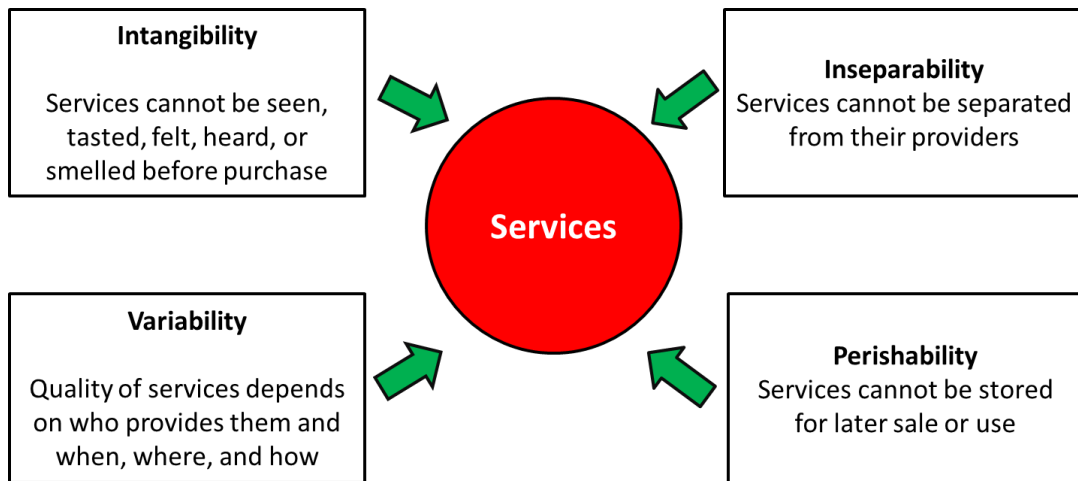


FIGURE 1: Four characteristics of the services (Kotler & Armstrong 2010, 269).

The perishability of service products challenges the providers to carefully consider their resources, meaning how many customers they can satisfy with the number of employees. The company's capability controls the quantity of customers, by using the existing personnel as efficiently as possible to bring most income. A company must bring the customer in at the right time to provide the best service quality, without losing other customers on the side. Service quality varies between each customer experience, based on whether the service encounters the expectations. After the service is given it cannot be replaced; if the customer receives poor service it is not reversible and dissatisfaction will influence on customer's future decisions to purchase service from the same provider. (Puustinen & Rouhiainen 2007, 190-192.)

Services can be marketed through similar marketing mix tools as tangible products, but successful services marketing involves special marketing tools. Kotler and Armstrong (2010, 270) composed the importance of the service-profit chain, where the company first focuses marketing the services to its employees who will interact with the customers. The purpose of the internal marketing is to increase the value of the customer satisfaction through satisfied employees, which will then provide better service to the customers. When both employees and customers are satisfied, the service value will help to generate loyal customer relationships for the company, which ultimately will enhance the income level of the company.

#### 2.2.4 Segmentation

Market segmentation is a widely studied field and there are several definitions over decades pinpointing the essence. The first article in segmentation was published in 1956 (Wendel R. Smith) and from 1980s there are definitions still used in the literature today, “Market segmentation recognizes that people differ in their tastes, needs, attitudes, lifestyles, family size and composition etc... It is a deliberate policy of maximizing market demand by directing marketing efforts at significant sub-groups of customers or consumers.” (Chisnall 1985, 264.)

In other words segmentation means looking at the total markets of a company and dividing them into sub-groups according to different similarities within the sub-group. The aim of this process is to find segments or target groups best suited for the companies’ supply of goods or services now and in the future. (Middleton, Fyal, Morgan & Ranchhod 2009, 97-101; Rope 2005, 153.)

Most commonly used variables for segmenting consumer markets are geographic, demographic, psychographic and behavioural ones. Each of these variables gives a different point of view, how to divide the total markets in order to find the right segments. It is rare that a company would limit the segmentation analysis to only one or few of the variables, but rather it uses several of them to create even more closely defined segments. Segmenting industrial or business markets differs in the segmentation criteria from the consumer market segmentation. Commonly used criteria for industry segmentation are the type, size, structure and location of the company. (Kotler & Armstrong 2010, 216-222; Smith & Taylor 2004, 38-39.)

In today’s world of marketing it is quite ineffective to market goods or services with a “one size fits for all” basis. As mentioned earlier in this chapter people and their needs differ, hence differentiation in supply is needed. It is important to understand that the whole market is heterogeneous in nature, but the targeted sub-group should be relatively homogeneous in order for the marketing actions to be efficient. One of the core thoughts in segmentation is that the concentration of marketing efforts on a few target groups instead of the entire possible clientele is more cost-efficient and profitable for the company. (Rope 2005 153-154.)

What market segment or segments are chosen is always a decision made by the company directors; the decision should be made only after careful studies of the markets. One of the difficulties concerning segmenting is the confining nature of it. Choosing a segment means leaving out the other possible target groups, but it is vitally important that the segmentation is done properly. In his book Rope (2005) states that the segment should be chosen as narrowly as possible, and even when it seems impossible, the segment should be narrowed even more. Sometimes choosing a segment means alienating others, which is something that simply must be accepted. After choosing the segment it is important to estimate how the segment can be measured, and which variables can be used to that. One of the most important factors for choosing a segment is to make sure that the chosen segment has enough purchasing power. (Rope 2005, 155; Puustinen & Rouhiainen 2007, 172.)

When resources are limited they must be used to their fullest potential. The company will gain more by focusing its resources to one or two segments rather than by dividing the limited resources between several different segments. (Rope 2005, 155,161.) Pohjolan Vihreä Polku Oy is a small company with very limited resources and therefore it is important to segment the markets carefully.

### 2.2.5 Marketing mix

Marketing mix is an essential part of modern marketing. After the company has finalized its overall marketing strategy, it is time to plan the marketing mix, the tools that will help the company to reach its goals determined in the marketing strategy. Marketing mix is a set of tools that are controllable and tactical, and help the company to influence the demand for its products. There are four core variables generally known as the four P's; product, price, place and promotion. In order to create an effective marketing programme all the elements should be blended and used actively. (Kotler & Armstrong 2010, 76.)

Product is the actual end result that is delivered to the customer, and it can consist of tangible and intangible things, which in the case of tourism is quite common. Holloway (2004) uses as an example the use of a hotel room as part of a package; the customer

will use multiple facilities such as the bathroom, coffee making equipment and the bed whose comfort is very important. Holloway (2004) expands the idea that the customer may also decide to use other facilities in the hotel; if he eats in the restaurant, food becomes a tangible part of the product. The intangible elements, which are part of the overall experience, can be for example the friendliness of the front office staff or a beautiful view from the hotel room window. These elements add to the value of the entire experience and without them the product would not be as satisfactory. (Holloway 2004, 52-53.)

Price is the amount of money paid for the product by the customer. Price is a variable that can often be amended and negotiated on to match the current competition situation and the customer's idea over the value of the product. Customers seek for the best value for their money in exchange for the product. Price and product are interconnected and in business world there is not one without the other. (Holloway 2004, 53; Kotler & Armstrong 2010, 76.)

According to Holloway (2004) place is a controversial variable in the tourism business since place traditionally means the actual physical space, where customers can see the product and buy it. It can also mean the way of delivering the product to the customer. Tourism products and services can be bought in a travel agency's office, which is a traditional way to comprehend the place but today's technology has made all sorts of delivery channels possible especially in the world of computers, for example online purchasing. (Holloway 2004, 53.)

Promotion is the last of the four P's and means activities through which the product is made reachable for the target markets. It is a way of communicating to the customers. Promotion includes selection of activities, such as: advertising, sales promotion, public relations, and direct selling. In figure 2 the four elements adapted from Holloway (2004) are presented. (Holloway 2004, 53; Kotler & Armstrong 2010, 76.)

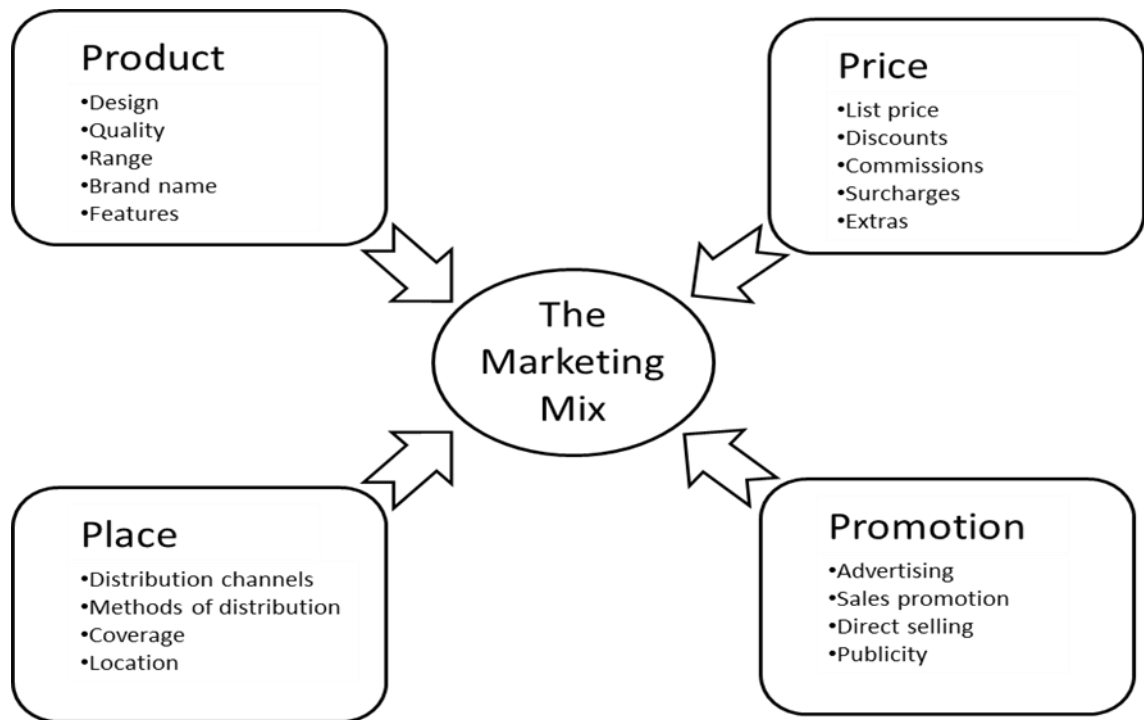


FIGURE 2. The traditional four P's of the marketing mix (Holloway 2004, 52).

Due to critiques towards the traditional four P's as to be too production oriented and taking into consideration only the seller's point of view Kotler and Armstrong (1999, 111) restated the P's as C's to emphasise the customer orientation, which is fundamental in services marketing. The four P's were replaced by the four C's as follows: Product - Customer value, Price – Cost, Place – Convenience, Promotion – Communication. This new perspective provides marketers more insight to the customers' point of view, and brings more effectiveness into services marketing. (Middleton et al. 2009, 138-139; Kotler & Armstrong 2010, 77.)

In addition to the four P's or C's originally Booms and Bitner in the early 1980' stated that especially in the field of tourism services marketing more variables are needed to illustrate the full marketing mix, hence people, process and physical evidence were added to complete the list of variables. Middleton et al. (2009) comment that some overlap between the additions and the original four P's can be found, but nevertheless, the framework is useful in high level contact services such as the field of tourism, and give emphasis to the importance of these variables. (Middleton et al. 2009, 143-144; Holloway 2004, 53-54.)

People component recognizes that people are a vital aspect in the stem of tourism product. There are many actors in the tourism service product; employees who are an integral part of the service whether they are guides or cabin crew en route, fellow customers sharing the experience, and host community members. The overall experience and satisfaction depends considerably on all of these different actors, and therefore it is useful to treat them as a separate variable in the marketing mix rather than including them in the product, where they can be argued to belong. (Middleton et al. 2009, 144; Holloway 2004, 54.)

Service delivery process according to Middleton (2009) consists of process and outcomes. Intangible benefits such as well-being or indulgent of the customers are the intangible outcomes of individual travellers. Service providers describe the outcome to be more exact and ordinary, for example exact arrival at the airport. Process is more controversial, but Middleton (2009) describes it as service delivery, meaning the encounters between the tourists and the representatives of the company organising the experience. Service recovery on the other hand means encounters that are memorable since the employees were able to turn a negative experience into positive by appropriate handling. (Middleton et al. 2009, 147-148.)

Physical evidence deals with all the factors customers experience during the service package that influence the five senses; sight, hearing, smell, touch and taste. Taste of a meal, music in the background or a design of buildings, these are all designed elements of the product but in most cases they are also factors not mentioned by the seller in advance since they are not the main reasons, and therefore physical evidence is presented as a separate component. (Middleton et al. 2009, 155; Holloway 2004, 55.)

#### 2.2.6 Customer relationship management

Customer relationship management (CRM) is about recognising the customer relationships, and increasing their values with planned customer relationship marketing actions. CRM is a continuous process where the company collects information about its customers and analyses the information to focus the marketing on certain customer needs to improve customer loyalty. The wider definition of CRM includes the process



of obtaining growing customer bases, bringing to customers satisfaction to retain the relationships, and maintaining the valuable relationships. (Puustinen & Rouhiainen 2007, 81-81; Kotler & Armstrong 2010, 37.)

Satisfied customers are likely to use the company's services again in the future. If the company succeeds to provide good service each time, these customers can become loyal customers. In order to gain loyal customers the company must overcome the quality level set during the first interaction with the customer. These customers have been captivated from the competitors and maintaining the relationships is more profitable than concentrating on finding new customers. To sustain the relationships the company must create a regular communication with the loyal customers, provide special services and develop its services to surprise the loyal customer with even higher satisfaction, when using the services of the company. It is called after-sales support, when company continues to assure customer satisfaction even after providing the services. (Anttila & Iltanen 2001, 51-55.)

Vital work for the company is to identify its most valuable customers, and then invest in those relationships. The customers that are most likely to use company's services deserve the highest customer profile and therefore get the best offers and most attention. The loyal customers need financial and/ or social benefits from the relationship and the company may gain the same in return. The most important part is to give the loyal customers more than what they requested in terms of customer satisfaction. (Hooley, Piercy & Nicoulaud 2008, 397-401.)

### 2.2.7 Marketing plan

Marketing plan is a concrete form of documentation process called marketing planning. The plan contains structured information about the markets and suggestions how to accomplish the selected goals of marketing. It gives detailed information, which marketing channels and tools should be used to reach the target markets. The plan analyses the company's external and internal environments, through macro environment and SWOT analyses, and describes how to benefit from the strengths and how to minimize the weaknesses. (Wood 2003, 3-4; Puustinen & Rouhiainen 2007, 28 – 29.)

The main questions the marketing plan should answer can be found in Smith & Taylor's (2006, 32) six-step model SOSTAC; situation analysis, objectives, strategy, tactics, action and control. The first three questions: where are we now, where do we want to go, and how do we get there are the tools for writing a marketing plan. The fourth step in this model consists of the detailed strategy of marketing actions. The last two concentrate on implementing the chosen actions and controlling their results.

According to Wood (2003, 3) marketing planning is the process of writing a marketing plan, which includes researching and analysing the markets and marketing tools. The planner must carefully evaluate the market situation and target markets to find the correct marketing tools and marketing channels to reach the marketing objectives of the company. Kotler and Armstrong (2010, 78) state that each business, product and brand should have its own marketing plan.

The aim of the marketing plan is to help the company in the decision making process. The marketing related considerations could be for instance selection of a marketing strategy, marketing implementation, target groups and services, cooperation partners, marketing communications tools and the budget. (Puustinen & Rouhiainen 2007, 28.) A marketing plan describes specific short-term implementations on how to increase the income of the company in long-term. (Wood 2003, 4.)

The purpose of a written marketing plan is important in terms of risk evaluation. The company's decision makers must be able to evaluate whether the marketing actions are worth the money they are about to invest. Therefore the marketing plan should include cost estimations, a calculated budget and risk assessment. Strategic planning of marketing is used to minimize the time and cost expenditure on unprofitable actions. Planning process helps to eliminate the risk factors and failure of marketing actions in early stages. (Masterman & Wood 2006, 6.)

The structure of a marketing plan can vary between the authors but the content resemblances a certain form. The base for the marketing plan the writers did draw up can be found in an online source ([www03.edu.fi/oppimateriaalit/markkinointisuunnitelma/](http://www03.edu.fi/oppimateriaalit/markkinointisuunnitelma/) last entered 19.4.2012).

It begins with introducing the company itself, followed by the analysis of the company's current market, with details about its demand, competition and operational environment analyses. Then it looks into current market situation and evaluates the future development of the industry. After that the marketing goals are described with a detailed budget, with the analysis of the services and the current market situation together with evaluation of the company's personnel level and its sufficiency. The next chapter is all about the marketing planning, where the authors give ideas how to improve the provided services to meet with the market needs and requirements. Also marketing channel proposals are described in this chapter with suggestions of marketing communications tools and detailed sales promotion and public relations proposals.

### 2.3 Research questions

Research questions of this bachelor's thesis evolve closely around a marketing plan, as the aim was to create a realistic marketing plan for Pohjolan Vihreä Polku Oy. From the beginning the research question in this thesis was simply stated to be: what does a marketing plan include? After careful studies of the company, the authors discovered two main problems. The visibility of the company was very low, almost non-existent, and no significant marketing actions had taken place. This gave a clear direction for the marketing plan that was under development, and the research questions in more details were also determined.

Throughout this thesis the authors wanted to answer and give concrete useful suggestions to the following questions: How to improve the visibility of the company in its markets? And how to market the company efficiently to selected target groups?

### 2.4 Data and methods

Qualitative approach has been used throughout this thesis in order to create a marketing plan. Very soon during the planning process it became clear that a qualitative approach should be used. When drawing up a marketing plan it is essential to have in-depth

interviews with the company manager to learn about the needs and objectives of the company; therefore a qualitative approach was chosen.

According to Smith and Taylor (2004) primary data are information gathered specifically for the particular research, for example interviews or surveys, it is data that have not been gathered before. Secondary data on the other hand is information that already exists and has been collected to other purposes, such as statistics. (Smith & Taylor 2004,129.)

During the research both primary and secondary data have been used. The primary data was mainly collected through company interviews and a group discussion. Secondary data were needed about the markets and competitors. The data were collected mainly from different online sources, such as Visit Finland and Statistics Finland as well as newspaper distribution statistics. ([www.mek.fi](http://www.mek.fi), [www.stat.fi](http://www.stat.fi))

## 2.5 Research process

This thesis consists of the main body and five appendices. The thesis body describes the background approach for the main piece of work, theoretical framework and analysis methods used. The appendices include the main piece of work, the marketing plan and qualitative approaches used to draw up it.

The thesis body consists of six chapters. Chapter one (1) is a brief introduction to the thesis body. Chapter two (2) describes the framework of the thesis, including the aims and goals of the approach, theoretical framework and main concepts used in this thesis, research questions and the data collection methods. Third chapter (3) is a presentation of the case company, its personnel and services. Chapter four (4) is the marketing plan, which is the result of the work. It can be found in the appendix and will not be published to the public to protect the privacy of the case company. Chapter five (5) describes the analysis methods used in the marketing plan. Chapter six (6) is the conclusion of the written work, and it evaluates how the authors succeeded in the process.

The appendix one (1) is the marketing plan for Pohjolan Vihreä Polku Oy. Appendices two (2), three (3) and four (4) are company interviews, which have been made as background approach about the operations of Pohjolan Vihreä Polku Oy. Appendix five (5) is a document about a group discussion that has been used as a source for the marketing plan. The appendices will not be published to the public to protect the privacy of Pohjolan Vihreä Polku Oy.

### 3 THE CASE COMPANY

#### 3.1 Company presentation

Pohjolan Vihreä Polku Oy provides meeting and nature activity services on its premises. The properties of the company are located in Lempäälä by the lake Höytämöjärvi, on the area called Merunlahti Nature Activity Resort. All the facilities in the area have been built to respect and to adjust to the surrounding nature. One of the main values of the company is to be environmentally friendly, and therefore a great care has been put into the Merunlahti nature centre. Pohjolan Vihreä Polku Oy continues to protect its working environment and to find eco-friendly operational strategies. (Ala-Rakkola 2011.) The company has operated for ten years in the nature activity industry and recently decided to renew its image, and the marketing plan has been designed to help the company to reach that goal.

#### 3.2 Personnel

Pohjolan Vihreä Polku Oy is a small company employing one permanent employee along with the three owners of the company. For certain activities that demand special training and permissions, the company hires professionals to conduct activities. For instance to operate an aerial cableway, the company uses professionally trained guides to ensure the maximum safety of its customers. During the high season Pohjolan Vihreä Polku Oy hires other professionals and uses cooperation partners to help to accomplish successful customer events. The main cooperation partners include catering professionals and activity guides. (Ala-Rakkola 2011.)

#### 3.3 Services

Pohjolan Vihreä Polku Oy's meeting facilities can be adjusted to take from 40 to 60 people depending on the arrangement and it offers all the necessary appliances. In the nature centre's area there is also a sauna close to the lake, as well as a big outdoor bath

that can be heated with wood. For the activities there are distinct areas for different activities such as aerial cableway and trapeze leap. Space is also reserved for activities done on the ground. In addition to aerial and ground activities, the company offers also water activities, for example canoeing. Pohjolan Vihreä Polku Oy organises activities mainly within its premises, since the area offers possibilities to variety of activities. The majority of the services can be executed on other premises according to customers' desire. (Ala-Rakkola 2011.)

#### 4 MARKETING PLAN

The marketing plan for Pohjolan Vihreä Polku Oy can be found in the appendices. In the marketing plan the company, the different environments and competitors are analysed in order to find the best and most efficient solutions for the marketing communications and to draw up a functional and efficient marketing plan. It has been drawn up for Pohjolan Vihreä Polku Oy's managers to help them in marketing decision-making process. In order to protect the privacy of the company the marketing plan will not be published with the thesis.



## 5 ANALYSES

### 5.1 Macro environment

Companies operate in micro as well as macro environments. The latter means external factors affecting companies, and this chapter focuses on explaining the forces of the macro environment. These are forces outside the company and company control. The macro environment consists of the demographic, economic, natural, technological, political, social and cultural environments. (Kotler & Armstrong 2010, 94-115.)

#### 5.1.1 Demographic environment

In demographic environment human population is studied in terms of density, location, occupation, age and other statistics. Statistical demographic information gives a solid knowledge over people, and marketers are using it to create patterns and to see where the most demand is, and for what sort of products. What products are demanded depends on the sort of people, and therefore it is important to know where to find the desired people. All sort of changes are interesting to marketers; the change gives a direction where business should be heading to. (Kotler & Armstrong 2010, 94.)

#### 5.1.2 Economic environment

Theories of macro environment can roughly be divided into two; the ones that deal with economic and technological environments together, and those that deal with them separately. Here, they will be discussed separately to emphasize that technological environment provides a base for the economic environment. Technology and technical skills provide for the output of economic resources, while economic environment is affected by the entire macro environment.

In the economic environment changes can occur rather rapidly, and the effects of economic changes may also require changes in the marketing strategy. All sort of

changes will affect the company, for example when a country goes through a rapid business decline as in 2008, consumers' income levels drop and spending patterns change. When the economy is low, consumers are not as confident to make big purchases as earlier, but rather delay them in case the money will be needed for daily expenses. This pattern can also be seen in companies reducing their purchases. (Perreault, McCarthy, Parkinson & Stewart 2000, 22.)

### 5.1.3 Natural environment

Natural environment means more than nature; it means the natural resources and attitudes. Nature can mean things such as weather, which is important to the entire tourism industry and especially to companies offering nature-based activities. Good or poor weather can lead to increase or decrease in income. It is also a force completely out of the hands of the companies. Natural resources mean the actual raw materials gained from the nature and needed for the production of goods. Many raw materials are rapidly diminishing, and that is one of the factors raising nationwide discussions. Other current topics about the natural environment are global warming, pollution, sustainable development, and the general concern for the environment; Kotler & Keller (2010) refer to it as the green movement. Fundamental meaning is to save the planet for future generations by finding a way for a more sustainable economy. (Holloway 2004, 27; Kotler & Armstrong 2010, 105.)

### 5.1.4 Technological environment

Technological environment changes rapidly, new inventions are made continuously and the new ones replace old technology. New technology creates new opportunities and markets but it also replaces the old one, for instance digital photography hurts the film industry. If an old industry fought the new one it could very rapidly mean declining business and therefore companies should keep close watch over the new inventions, so their product will not become out of date. (Kotler & Armstrong 2010, 106-107.)

### 5.1.5 Political and social environment

Political and social environments are discussed here together because of the strong correlation between them. Political decisions and developments take place in the society. Parts of these environments are the laws, government agencies, taxation, infrastructure and different policies, such as working or social policies and other factors affecting business. Social codes and professional ethics also influence the political and social environment. (Kotler & Armstrong 2010, 108; Puustinen & Rouhiainen 2007, 30.)

### 5.1.6 Cultural environment

Cultural environment means society's values and beliefs as well as the changing fashions. Values are reflected in high degree of persistence, such as working hard and not relinquishing, and these form the basis for culture in a society. The core beliefs are entrusted to children from variable directions and are reinforced by the society. The changing fashion has more to do with the attitudes and behaviours of everyday life. There are many things considered fashionable by the mainstream. It always cannot be precisely determined what factors made for example a destination fashionable, it is something for the marketers to carefully follow and respond. When something is considered the mainstream, there is a downside to it as well. There is a restless search for something new and unspoilt, something that has not been spoiled by the mainstream. (Kotler & Armstrong 2010, 111; Holloway 2004, 28.)

## 5.2 Market and competition analyses

In addition, in order to draw up a realistic marketing plan, the company's markets must be carefully analysed. The analysis starts by evaluating the future changes in the industry and by studying written forecasts for the market needs. It is vital to research the current market by segments, and how the provided services assemble with the existing customer needs.

Kotler and Armstrong (2010, 90) refer to marketing environment, which are the outside factors influencing on the company's capability to attempt new customers and strengthen the existing customer relationships. It is a research of the current trends of the industry, and it prepares the company for the upcoming trends. Searching competitors may help to accumulate new approaches and to identify the opportunities in the markets.

Evaluating the competition in the industry helps to predict, how the company will be placed in the market of the industry. The competition should be evaluated broadly enough, considering direct and indirect competitors, and the entire segmentation area. This analysis will help to recognize the company's strengths compared to its competitors, and to create ideas how to improve those strengths through planned marketing actions.

Studying competitors' tactics should be used to create ways to differ from their services in order to attempt more customers. The more the company knows about its competitors, the easier it is to find its own advantages and potential. Competitors' marketing strategies, products, prices and channels should be studied, and their possible promotion tools and special offers should be followed. The sizes of the target markets vary between the competing organisations; therefore the customer evaluation will be built in contrast with the size of the company's target markets. Competitor evaluation is a part of the analysis on the company's microenvironment, which are the outside factors effecting the success of the company. The competitors are not just the companies offering similar services, but all the establishments providing products for same purposes. For example hotels do not only compete with other hotels, they compete with all the accommodation services, including camping sites and caravan parks. (Kotler & Armstrong 2010, 90-92, 552-553.)

### 5.3 SWOT analysis

A significant part of the analysis is evaluating company's environment in form of a SWOT analysis, which is the complete overview of the company's strengths, weaknesses, opportunities and threats. Strengths and weaknesses are internal factors of

the company, and influences by the external environment are analysed in opportunities and threats. The purpose of the SWOT analysis is to link the company's strong qualities to opportunities the environment offers, while trying to turn weaknesses into strengths and finding ways to diminish the influences of the environmental threats. (Kotler & Armstrong 2010, 77-78.)

A SWOT analysis is composed to design feasible marketing plans. To understand the company's existing qualities, both positive and negative, are essential measurements when planning future implements. The concrete meaning of SWOT according to Perreault, McCarthy, Parkinson and Stewart (2000, 381) is: "to convert weaknesses into strengths and threats into opportunities, at the same time matching the strengths to the opportunities." This means that the decision makers of the company should be aware of these four elements and use the SWOT to focus on the positive aspects, while taking attention away from the negative ones. The marketing planners use these qualities to evaluate the company's possibilities to success in its markets. Marketing planners should take a close look to the strengths and emphasise their meaning. SWOT analysis also helps to identify the company's strongest characteristics compared to its competitors. (Perreault, McCarthy, Parkinson & Stewart 2000, 381.)

#### 5.4 Marketing communications

Marketing communications is a vital part of the company's marketing. The main marketing communications channels include advertising, sales promotion, public relations and personal selling. Each marketing decision the company makes is influenced by the company's usage of different marketing communications tools. These tools require different volume of attention from the company, but all of them require long-term commitment. (Kotler & Armstrong 2010, 363, 445.)

##### 5.4.1 Advertising

The aim of advertising is to attract attention, create interest and increase profit. In other words marketers wish to stimulate sales. The objectives for advertising are to inform, to

persuade and to remind. (Masterman & Wood 2006, 137.) It is important to remember that the term advertising does not mean all of the promotional activities, but it is only a part of the marketing communications. Advertising must be integrated with other forms of communications and advertising actions should support the objectives of the entire marketing plan, yet advertising requires separate goals as well. (Masterman & Wood 2006, 137; Holloway 2004, 265-266.)

In order to gain best advantages from the entire marketing plan it is important for the company to set clear objectives, what is wanted as an outcome from the marketing actions, and all elements should support those objectives. When advertising is looked from an operational perspective there are a number of objectives advertising can achieve. In the case Pohjolan Vihreä Polku Oy the objective is to create awareness. This is an important stage of building up a brand image and Masterman and Wood (2006) state that awareness is a pre-condition for purchase, and therefore crucial for a company wishing to increase its revenue by building a strong brand image and creating awareness. (Masterman & Wood 2006, 137-138.)

Advertising uses different media and choosing the appropriate tools of media depends on which provides the most efficient and effective solution for the achievement of objectives (Jobber, 1998). Media tools are as follows; television, newspapers, magazines, radio, cinema, Internet, telemarketing, printed materials, media partners and posters, billboards etcetera, inside as well as outside. (Masterman & Wood 2006, 149-155.)

#### 5.4.2 Sales promotion

Sales promotion methods are often short-term tools to increase the sales of the company. It is a collection of smaller incentive tools that are created for particular customer relationships. Sales promotion tools give customers some inducement to buy the product, when advertising is created to give reasons to buy. The company must set some objectives to its sales promotion, in order to create efficient tools to reach its goals. The objectives of sales promotion actions can be for instance to attempt new customers, to increase sales of a certain product or to promote a newly launched

product. Often sales promotion creates a short-term increase in the sales, but with continuous actions the flow can be created to endure. Especially in highly competitive markets, appropriate sales promotion tools can help the company to stabilise its position in its markets. Sales promotion can also be used to test the company's pricing, by observing consumers' behaviour to price changes. (Kotler, P., Keller, K., Brade, M., Goodman, M. & Hansen, T. 2009, 735.)

Sales promotion tools are often so called non-media activities, which separates it from advertising and public relations. It includes the other terms of promotional methods, which are designed for a certain time period. Also its influence can be seen faster. Sales promotion decisions can be made quickly and they can be implemented faster than the long-term marketing actions. Since the results are found out quickly, also the corrective actions can be taken fast, if the chosen sales promotion tools have not been efficient or they have lead the customer flow of the company to unwanted direction. (Perreault, McCarthy, Parkinson & Stewart 2000, 316.)

In competitive markets companies rather spend their money on sales promotion than on advertising. This is because the results of the sales promotion are easy to follow and changes can be done quickly to meet customers' changing requirements. Also competitors' actions effect on sales promotion tools. The development of the technology has made sales promotion to be a more efficient tool, and it is even easier for companies to focus on short-term marketing actions. Some argue against the emphasis on sales promotion tools, and they say that if sales promotion is not bringing the desired results anymore, the company should concentrate on long-term actions instead to persuade loyal customers. In a long run, loyal customers will benefit the company more than momentary customers that only react to attractive sales promotion actions. (Perreault, McCarthy, Parkinson & Stewart 2000, 316-318.)

#### 5.4.3 Public relations

According to Smith and Taylor (2004) public relations is the development and maintenance of good relations with different publics. These publics are different groups that are in connection with the organization such as governments, customers,

employees, suppliers, and even competitors can be counted as publics. Each of the groups has a connection and interests towards the organization, sometimes interests of different groups can conflict, which can make maintaining goodwill among all challenging. Public relations are often referred to as PR, which can be understood as press relations or press releases instead of public relations. This could be problematic since press relations or releases are only a small part of the entity, and it is important to understand and make use of the full potential of public relations. (Smith & Taylor 2004, 444.)

It is said that PR is a two-way process. If the aim of PR is to enhance goodwill or affect the opinions of the publics towards the organisation it is essential for the organisation first to identify how the publics perceive it before those opinions can be affected. The publics will have a perception over the company or organisation they are in connection with whether there is an active PR plan or not. From the beginning it should be an objective of the PR to actively improve knowledge and goodwill among the publics. If the publics have formed their opinion without any influence from the company, the organisation has no choice but to influence already formed opinions. According to Masterman and Wood (2006) there are two approaches of how to do this; being proactive and taking the lead in disseminating knowledge to the publics, or to be reactive, and respond to the different requirements and needs of the publics with new knowledge. These two approaches highlight that PR truly is a two-way process between publics and the organization. (Masterman & Wood 2006, 86-87.)

PR is an effective and economical tool to increase public awareness. When some media writes or publishes articles or reports about the company, it does not cost anything for the company, while it can be very beneficial. The company should encourage its employees to create events that attract representatives of different media to release stories about the company. The company can do this on its own expense through advertising, but the cost effective calculations need to be done carefully to break even. Another aspect why a company should use media to increase its visibility is the reliability of the media among the publics versus the reliability of the company's own publications. (Kotler & Armstrong 2010, 472.)



## 5.5 Budgeting

Budgeting is a necessary part of a marketing plan. It helps the company to understand the effects of the actions in the marketing plan. The purpose of a budget is to help the company to choose between the different alternatives that are described in the marketing plan, and it is an essential tool when planning to implement the plan. The budget should show the costs and profits of the marketing actions. The budget is furthermore made to help to control the marketing costs and to evaluate the necessary resource usage for the marketing. (Anttila & Iltanen 2001, 376.)

## 6 CONCLUSIONS

This bachelor's thesis contains the marketing plan for Pohjolan Vihreä Polku Oy, and the background approach to draw up it. The aims of the plan are clarified to meet the needs of a small company. Pohjolan Vihreä Polku Oy requested the marketing plan to assist it in a process of developing the company to increase its customer base. The company determined its goals, which were considered when making the marketing proposals. The company did not want to give any limit for the budget to encourage the authors to give more creative and complete suggestions. Nevertheless, all the proposed actions are especially designed for a company with a low budget, with no previous marketing plan and with very little previous marketing actions. The process succeeded on directing the marketing actions to desired target groups. The marketing plan became practical, and it succeeded to find low cost tools for Pohjolan Vihreä Polku Oy to reach its goals.

Several approaches were made to learn the company's external environment, which had influence on the proposals. The working environment was evaluated by using demographic, economic, natural, technological, political, social and cultural aspects, which helped to maximize the market opportunities of the company. Many useful characteristics were identified with the help of this study.

The market survey was also necessary in order to create more efficient marketing tools. The competitor evaluation was very constructive and helped to find out the advantages of Pohjolan Vihreä Polku Oy. The essential of these strong elements is discussed in the marketing plan together with the proposals, how to gain advantage from them in the future. The external and internal environments were studied with a SWOT analysis, which directed the decisions for the marketing plan actions. The characteristics of the company were evaluated by two internal categories; strengths and weaknesses, and the external categories; opportunities and threats.

Several marketing communications tools are proposed in the marketing plan. The aim for finding a variety of marketing communications tools was to give the company options, if it does not want to use all the suggested tools. The importance of successful

marketing communications and of selecting the appropriate tools that reach the right target groups is emphasized throughout the plan. The selection of the sales promotion tools was done according to their ability to reach the target market in the company's market area. The chosen tools are cost effective and can be implemented with the company's existing resources. Public relations tools were also selected according to their effectiveness in tourism industry, and especially in the company's market area. Their aim is to increase the visibility of Pohjolan Vihreä Polku Oy effectively at low cost.

The budget was made to handle the costs only. The estimations of the planned actions' effectiveness have not been made. The cost budget is only directional, and it leaves the final calculations for the company's decision makers. The budget was done to assist the managers of Pohjolan Vihreä Polku Oy to select the marketing tools they will implement.

All the actions described in the marketing plan were planned for the company's current situation. The circumstances change constantly, and the company must develop its functions with them. The needs and requirements of the service product customers change; they adapt characteristics of different trends and developing technologies. Pohjolan Vihreä Polku Oy must follow its external environment and develop the company's services to satisfy customer needs in the future as well. The marketing plan will also need to be updated to remain competitive. The social media and online networks develop fast and the companies of today must evolve with them.

## REFERENCES

- Anttila, M. & Iltanen, K. 2001. Markkinointi. 5th edition. Porvoo: WS Bookwell Oy.
- Holloway, J. 2004. Marketing for tourism. 4th edition. Essex: Pearson Education Limited.
- Hooley, G., Piercy, N., Nicoulaud, B. 2008. Marketing strategy and competitive positioning. 4th edition. Essex: Pearson Education Limited.
- Kotler, P. & Armstrong, G. 2010. Principles of Marketing. 13th edition. London: Pearson Education Ltd.
- Kotler, P., Keller, K., Brady, M. Goodman, M. & Hansen, T. 2009. Marketing management. First European Edition. Pearson Education Limited. Harlow. England.
- Masterman, G., Wood, E. 2006. Innovative marketing communications, strategies for the events industry. Oxford: Elsevier Butterworth-Heinemann.
- Middleton, V., Fyall, A., Morgan, M., Ranchhod, A. 2009. Marketing in travel and tourism. 4th edition. Oxford: Butterworth-Heinemann is an imprint of Elsevier.
- Perreault, W., McCarthy, E., Parkinson, S. & Stewart, K. 2000. Basic Marketing. European edition. Berkshire: McGraw-Hill Publishing Company.
- Puustinen, A. & Rouhiainen, U.-M. 2007. Matkailumarkkinoinnin teorioita ja työkaluja. Helsinki: Edita Prima Oy.
- Rope, T. 2004. Business to Business -markkinointi. 2nd edition. Porvoo: WSOY.
- Rope, T. 2005. Suuri Markkinointikirja. 2nd edition. Jyväskylä: Gummerus Kirjapaino Oy.
- Smith, P., Taylor, J. 2004. Marketing communications: an integrated approach. 4th edition. London: Kogan Page Limited.
- Wood, M. 2003. The Marketing Plan. A Handbook. Pearson Education Inc. Upper Saddle River, New Jersey. United States of America.
- Kuusjärvi, M. Entrepreneur. 2011-2012. Interviews 1.11.2011, 7.2.2012, 12.4.2012. Interviewers Hellman, A. & Jantunen, E.
- Group discussion. 23.2.2012. Documentators Hellman, A. & Jantunen, E. Lempäälä.
- Ala-Rakkola, R. 2011. Työssäoppijan perehdytyskansio, Pohjolan Vihreä Polku Oy.
- Aamulehti. 2012. Aamulehden mediapalvelu 2012. Hinnasto aukeamittain.pdf. Read 26.1.2012. <http://www.aamulehti.fi/mediamyynti>.

Aamulehti. 2012. Aamulehden mediapalvelut 2012. Lukijamäärät. Read 26.1.2012.  
[http://www.aamulehti.fi/mediamyynti/Tutk\\_tuoteperhe?](http://www.aamulehti.fi/mediamyynti/Tutk_tuoteperhe?).

Aamulehti. 2011. Uusi rikosilmiö Suomessa: ”Iske ja pakene”. Updated 13.10.2011.  
Read 9.5.2012.  
[http://www.aamulehti.fi/cs/Satellite?c=AMArticle\\_C&childpagename=KAL\\_newssite%2FAMLayout&cid=1194700917876&p=1194626958999&pagename=KALWrapper](http://www.aamulehti.fi/cs/Satellite?c=AMArticle_C&childpagename=KAL_newssite%2FAMLayout&cid=1194700917876&p=1194626958999&pagename=KALWrapper).

Ecoscout Oy. 2012. Retkiohjelmat. Read 10.5.2012. <http://www.ecoscout.fi/3>.

Facebook. 2012. Measuring Facebook's Economic Impact in Europe. Published 24.1.2012. Read 13.5.2012. <http://newsroom.fb.com/News/Measuring-Facebook-s-Economic-Impact-in-Europe-135.aspx>.

Helsingin Messukeskus. 2012. S&A Päivät. 2012. S&A Päivien Mediakortti.pdf. Read 24.4.2012.  
<http://web.finnexpo.fi/Sites1/SihteeriaAssistentti/Naytteilleasettajat/messuille/Sivut/default.aspx>.

Hiking Travel Hit Ky. 2012. Yritysesittely. Read 10.5.2012.  
<http://www.hikingtravelhit.fi/yritysesittely.htm>.

Hotels.com. 2012. Hotels price index 2011. <http://fi.hotels.com/lehdisto/index.html>.

Kelo ja Kallio Adventures. 2012. Ohjelmanpalvelut Tampere. Read 10.5.2012  
<http://www.pro-kiipeily.fi/>.

Kauppalehti. 2012. Sosiaalinen media lisää tehokkaasti verkkokauppaa. Published 29.2.2012. Read 14.5.2012.  
<http://www.kauppalehti.fi/5/i/talous/uutiset/etusivu/uutinen.jsp?oid=201202121051>.

Kyrkkö, T. 2012. Kuokkalankosken markkinat. Markkinapaikka. Saved 24.4.2012.  
Email.

Leimu, M. 2012. Tilipalvelu Rauno Toikka Oy. Vihreä Polun virallinen tase ja tulos v. 2009-2011. Printed 11.5.2012. Email.

Lempäälän kunta. 2012. Matkailu. Birgitan Polku. Read 26.1.2012.  
[http://www.lempaala.fi/matkailu/birgitan\\_polku/](http://www.lempaala.fi/matkailu/birgitan_polku/).

Lempäälän-Vesilahden Sanomat. 2012. Mediakortti.pdf. Read.18.1.2012.  
<http://www.lvs.fi/mediakortti>.

Levikintarkastus Oy. 2012. <http://www.levikintarkastus.fi/levikkitietokanta/index.php>

Matkailun edistämiskeskus. 2011. Vuosikertomus 2010. Updated 12.5.2011. Read 9.5.2012.

[http://www.mek.fi/w5/mekfi/index.nsf/6dbe7db571ccef1cc225678b004e73ed/e153ff4f95def68cc225788d0041598c/\\$FILE/MEK\\_2010\\_suomi.pdf](http://www.mek.fi/w5/mekfi/index.nsf/6dbe7db571ccef1cc225678b004e73ed/e153ff4f95def68cc225788d0041598c/$FILE/MEK_2010_suomi.pdf).

Pirkanmaan Elinkeino-, Liikenne- ja Ympäristökeskus. 10/2011. Pirkanmaan liikevaihto löysi kasvu-uran. Read 15.4.2012. <http://www.pirkanmaantalous.fi/2011/>.

Poliisi. 2011. Pahoinpitelyt ja omaisuusrikokset lisääntyneet reilusti. Released 15.9.2011. Read 9.5.2012. <http://www.poliisi.fi/poliisi/home.nsf/Pages/7C49511DB02BE09BC225791800379498>.

S&A Toimiston ammattilehti.2012. Mediatiedot. Mediakortti 2012.pdf. Read 26.1.2012. <http://sa.bbm.fi/Default.aspx?tabid=3285>.

Seikkailusepät. 2012. Lajit ja elämykset. Read. 10.5.2012. <http://www.seikkailusepat.fi/lajit.html>.

[www03.edu.fi/oppimateriaalit/markkinointisuunnitelma](http://www03.edu.fi/oppimateriaalit/markkinointisuunnitelma). last entered 19.4.2012.

Sosiaali- ja Terveysministeriö. 2005:25. Työhyvinvointitutkimus Suomessa ja sen painoalueet - terveyden ja turvallisuuden näkökulmasta. Read 9.5.2012. <http://pre20090115.stm.fi/hm1135943559410/passthru.pdf>.

Sosiaali- ja Terveysministeriö. Tiedote 431/2007. Työhyvinvointi menestystekijäksi. Released 11.12.2007. Read 9.5.2012. <http://www.stm.fi/tiedotteet/tiedote/-/view/122818>.

Suomen Kirjastoseura. 2010. Suomessa 1,85 miljoonaa Facebook-käyttäjää. Released 1.12.2010. Read 14.5.2012. [http://kirjastoseura.kaapeli.fi/etusivu/lehti/uutiset?modeyksi=yksi&teksti\\_id=18935](http://kirjastoseura.kaapeli.fi/etusivu/lehti/uutiset?modeyksi=yksi&teksti_id=18935).

Taloustutkimus Oy. 2012. Tampereella selvästi paras imago asuinpaikkana. Released 4.4.2012. Read. 9.5.2012. <http://www.taloustutkimus.fi/ajankohtaista/?x1541726=2486678>.

Tampereen Messut Oy. 2012. <http://www.kotimaanmatkailumessut.fi/>

Tampere region all bright. 2012. Paikalliset matkailuyrittäjät. Read 10.5.2012. [http://www.visittampere.fi/paikalliset\\_matkailuyrittajat](http://www.visittampere.fi/paikalliset_matkailuyrittajat).

Tilastokeskus. 2012. Suomi lukuina 2011. Maakuntien pinta-ala, väestö ja bruttokansantuote. Read. 13.5.2012. [http://stat.fi/tup/suoluk/suoluk\\_vaesto.html](http://stat.fi/tup/suoluk/suoluk_vaesto.html).

Tilastokeskus. Toimipaikkalaskuri. [http://pxweb2.stat.fi/database/Toimipaikkalaskuri/Toimipaikkalaskuri/Toimipaikkalaskuri\\_fi.asp](http://pxweb2.stat.fi/database/Toimipaikkalaskuri/Toimipaikkalaskuri/Toimipaikkalaskuri_fi.asp).

TNS Gallup Oy. 2012. Aamulehden tavoittavuus. Saved 6.2.2012. Email.

Pohjolan Vihreä Polku Oy. 2012. [www.vihreapolku.fi](http://www.vihreapolku.fi).