

Saimaa University of Applied Sciences  
Faculty of Tourism and Hospitality  
Degree Programme in Hotel, Restaurant and Tourism Management

Olga Evdonina

## **Organizing an Overnight Trip to Saint Petersburg for a Finnish Group**

Thesis 2017

## **Abstract**

Olga Evdonina

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Instructor: Mr Jukka Aineslahti, Senior Lecturer,  
Saimaa UAS

The purpose of the thesis project was to plan, organize and execute an overnight trip to Saint Petersburg. The main goal was to visit a charity concert. Other aims were to design a tour that would be conveniently scheduled, low-priced and would satisfy customers' needs. The trip was non-profit. All the costs, including organizer's and driver's expenses, were divided among the tourists.

The thesis consists of theoretical comprehension and an empirical part. The theoretical background was gathered from books, articles, lecture materials and other sources. The empirical part included actual marketing, planning and implementing the trip. It was concluded by carrying out a small customer satisfaction research.

Outcomes were based on self-evaluation and the feedback collected from the customers. Analysis of the results showed that the trip was successful. The goals that were set in the beginning were reached. However, there was still a room for improvement concerning many aspects of the trip. Another part of the research indicated that there would be a potential for performing new projects for the same customers. Suggestions might be implemented in the future.

Keywords: project management, special interest tourism, designing a tour, risk management, tourism marketing, customer satisfaction

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# 1 Introduction

The following work is a project based documentation of the overall thesis process. The idea was originated by an availability of a fascinating practical task. The chairman of Imatran Perussuomalaiset political party was interested in offering the party members to attend a charity concert in Saint Petersburg. The concert name can be translated as “Our romance: The dialog of the cultures”. This is an event that gathers artists from two countries - Russia and Finland. Profit goes to cancer-suffering children of Saint Petersburg. Some of the artists performing were Jari Sillanpää, Ville Haapasalo, Tomi Metsäketo, Terem-kvartet. The show took place in Oktyabrskij concert hall in November 2016. (Meidän Romanssi 2016.) People who were interested in attending the concert needed accommodation, transportation, free time and other issues to be organized. The main purpose was to create a tour that can meet these requirements.

The aim of this thesis project was to plan and execute a tour to Saint Petersburg, Russia. The length was two days. On 8<sup>th</sup> of November the group left Imatra and on 9<sup>th</sup> of November it came back. The goal was to design a trip that would be:

- Interesting
- Conveniently scheduled
- Not tiring
- Well budgeted and low-priced

The places to visit were chosen based on the tourists’ interests. A customer research in a form of a personal interview and a questionnaire was conducted to determine the sights that should be offered. Because time of the trip was quite limited, it is crucial to plan it very well. The goal was not only to make a nice trip but also to let the tourists rest. Therefore, the schedule had to be convenient and elaborate and the program cannot be too tight. Of course, budgeting was a very significant part as well. One of the aims was to get the price everyone would be willing to pay. Creating a good price to quality ratio was another issue. Customer satisfaction research conducted in the end of the tour helped to find out whether the goals were achieved. It was planned to be in a form of a printed questionnaire.

There were several sides who had an interest in the project. Imatran Perussuomalaiset – Imatra town Perussuomalaiset political party. Their chairman is the one who offered to organize the trip for the party members. Another side is Romanssimusiikin Edistämisyhdistys group. It is an organization that is trying to build a cultural of dialogue around the romance music between Finland and Russia (Meidän Romanssi n.d.). They were organizing the charity concert.

One challenge of the venture was the project manager's lack of Finnish language skills. This limited the author's ability to produce sufficient information, marketing material, and perform communication with the customers. Therefore, there was a need for help. Mr. Joni Salmi became a part of the project management team. He was a suitable option being a Finn with fluent English and a member of Perussuomalaiset. He knows the potential customers already. In addition, he has a degree in tourism and hospitality, and proficiency in organizing trips; has great experience in traveling to Russia, knows Saint Petersburg very well and is a skilled driver.

Though the idea of the project was originated by Perussuomalaiset, the party had not informed their members about the event. The whole responsibility of presenting and marketing the trip was laid upon the author. The project was not made to bring any profit. All the costs were covered by the tourists themselves, including accommodation and transportation expenses of the project team.

The major justification for choosing the topic is that the author has an interest towards planning and organizing. Furthermore, there was a perfect opportunity to turn this project into a thesis work. After all, the following experience can be useful in a working life. Successful outcomes can lead to implementing the experience into business.

The thesis consists of seven chapters. The following work considers such aspects as project management, risk management, empirical part, budgeting, evaluation, conclusions and suggestions. The next chapter contains theory about the process of a project management.

## 2 Project management

As it was mentioned in the introduction, the current thesis is practical. Thus, project management is a crucial part of the whole process. The Project Management Institute (PMI) Standards Committee (1996) describes the term as the application of knowledge, tools, skills, and practices to project with a goal of meeting or surpassing stakeholder needs and expectations. The chapter provides a description of a project's lifecycle and introduces stages of implementation.

Projects are complex activities that are unique, finite, sequenced, goal-oriented, and with limited resources. The result is a product or a service. (Weiss & Wysocki 1992, p. 3.) Conditions under which projects happen vary. In addition, there is always a chance of unexpected things to happen. Because of that, it is impossible to always act on the same plan. However, previous experience can be helpful, especially when starting new activity. Often, good lessons can be derived from one's or the other's mistakes. Bienkowski (1989) states that there are ten reasons why projects can fail. These are:

1. The project is a key in search of a problem.
2. The project team is the only one who is interested in the result.
3. No one is responsible for the project.
4. Poorly structured project plan.
5. Poorly detailed project plan.
6. The project is underbudgeted.
7. The resources are not sufficient.
8. The project is not following the plan.
9. Insufficient communication between the project team members.
10. The project moves away from its initial goals.

Knowing and avoiding these can help protect one's project from a failure. Furthermore, following special methods, already includes steps that help to prevent making the mistakes. The one that is currently applied is Five-Phase Project Management by Weiss and Wysocki (1992).

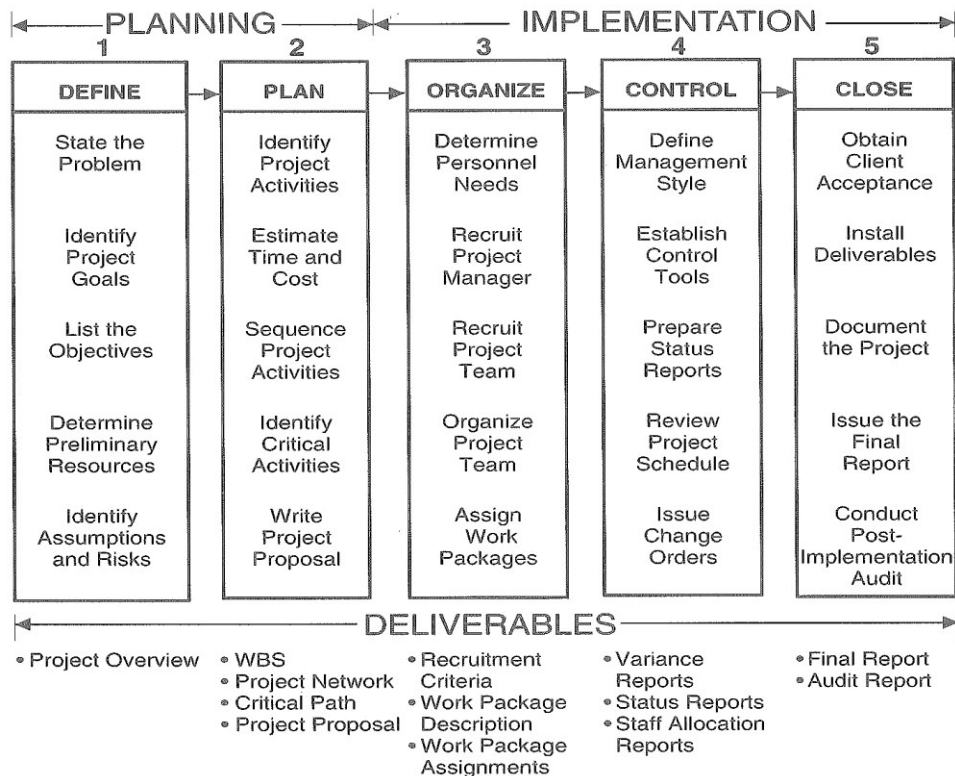


Figure 1. Five phases of a project management (Weiss & Wysocki 1992, p. 8)

Weiss and Wysocki (1992) state that the whole process consists of five phases: definition, planning, organizing, controlling and closing which will be discussed in the following subchapters.

## 2.1 Definition

Planning part includes definition and actual planning. To gain success, a project must have clear, accurate and realizable goals (Larson & Gray 2011, p.6). Definition is an essential step. To initiate the whole process, such issues as the problem, aims, objectives, resources and risks should be determined.

Problem statement requires information about the problem, the task to be done, the project manager and the deadline (Weiss & Wysocki 1992, pp. 10 - 12). It is important to know what the problem is to start moving in the right direction. George Doran (1981) offered an easy-to-remember guide for formulating objectives named S.M.A.R.T. The letters state for five words: specific, measurable, assignable, realistic and time-related. It means that to define the goals, one should be specific, progress should be measurable, aims must be possible to

assign to someone for a completion. In addition, the objectives must be realistic and there is a need for a deadline.

After the goals are defined, it is time to think about resources and risks. Resources are not only money but also people, equipment and office space. They can be determined by the project manager or be given beforehand. (Weiss & Wysocki 1992, pp. 14 - 15.) Identifying assumptions and risks helps to avoid undesired occurrences during the stage of execution and to think through many issues.

## **2.2 Planning**

Planning is one of the biggest parts of the whole project. First, the activities should be identified. S.M.A.R.T. model is applicable there as well. In addition, the activities can be derived from the objectives that were created during the definition stage. Another method to use is Work Breakdown Structure (WBS). It is extensively used, easy to understand and to make. It comprises vision of the project as a hierarchy of aims, objectives, activities and sub-activities. Each activity has a purpose and a time duration. It is manageable, has determined time and cost, and it is clear who is responsible for it. Furthermore, successfully defined activity's status and completion are easy to measure. It has a clear beginning and end. To conclude, costs for it can be estimated from prior experiences with similar activities. (Weiss & Wysocki 1992, p. 22.)

The next step is to evaluate time. When making assumption on time, we should remember about three possible scenarios: optimistic, pessimistic and most likely to happen. Optimistic completion time of an activity means that everything goes perfectly as planned. Everything happens exactly on time with no unexpected issues. Pessimistic scenario means that everything went wrong, but the activity is still completed. Most likely activity completion time is what happens usually under normal conditions. It can be linked with previous experiences. To count average time for each activity we need to consider all the three scenarios. Weiss and Wysocki (1992) offer to use a formula (1) for making calculations. "E" states for average activity completion time, "O" – optimistic scenario, "M" – most likely scenario and "P" – pessimistic scenario.



$$E = (O + 4M + P) / 6 \quad (1)$$

Estimating activity costs includes labor, materials, direct and indirect costs. They are crucial to consider for the budgeting part as well. Under- or overestimations of expenses are a common mistake.

Another part of planning is scheduling. The activities should have right sequence. In addition, some of them can have a critical importance for the whole project. They should be identified.

### **2.3 Organizing**

Organizing or execution phase is applying previously developed plans, communicating roles and responsibilities, defining time frames, and making decisions on the project (Allen, O'Toole, Harris & McDonnell 2011). Project manager plays the crucial role now. He or she is responsible for all the goals to be achieved with use of resources that were stated in the beginning. Furthermore, risk management happens during this step. It must be assured that nothing can negatively affect the result. In addition, the stage includes division of responsibilities and human resource management. (City of Chandler, Arizona 2013.)

Building a team is the first step. Project is as successful as its implementers. Human resource management is an art and a science. It is important not only to hire people because of their skills, but also to divide responsibilities correctly. Selecting the project team depends on such aspects as the goal and objectives of the project, the nature of tasks and the expertise required, and availability of personnel. When the team is built, there is a need for a proper location for hosting the working process. (Weiss & Wysocki 1992, pp. 53 - 59.)

Next starts the actual work of doing the project. First work package should be defined, and then the responsibilities will be assigned for completing the activities. Work package is decomposing the project into a list of activities. It must be documented for informing, recording and providing sufficient detail and description of all the tasks. In addition, it should be presented in a format that can be updated. Furthermore, it can serve as a reference point for clarifying possible

issues. In the end, the work package should be scheduled. Scheduling depends on resources and time constraints. (Weiss & Wysocki 1992, pp. 63 - 65.)

## **2.4 Controlling**

The monitoring and controlling ensure that the project proceeds with minimal risk, that it is on budget and on time (State of California 2015). During controlling phase project status and progress are compared to the actual plan (Project Insight 2017). In case of notable differences, corrective actions should be taken to reach the desired goal. Monitoring and Controlling happens all the time during the life of the project. (State of California 2015.)

Project manager oversees progress and performance evaluation. Key performance indicators (KPI) can help to indicate if everything goes as planned. Usually, it is recommended to pick up from two to four indicators. Esposito (2015) offers the following KPI's:

1. Project Objectives: Checking if a project is on schedule. Budget indicates if it is possible reach stakeholder's goals.
2. Quality Deliverables: Determining whether specific task deliverables are being met.
3. Effort and Cost Tracking: Project manager checking if the budget is on track. Effort and cost tracking shows if a project can meet its completion date.
4. Project Performance: It monitors the issues that arise during the performance, and how quickly they are addressed.

In multi-phase projects, the process provides feedback between project phases. It is done to implement corrective or preventive actions, so the initial plan is obeyed. During any project, conditions may change. Modification is a typical and expected part of the process. When changes are implemented to the project, it is crucial to stay on course to initial targets. Successful project management tracks progress to stay within time and budget frames stated in the beginning. (The Project Management Institute Standards Committee 1996.)

## **2.5 Closure**

The last stage is finalizing the project. It consists of releasing the final deliverables to the customer, handing over project documentation, terminating contracts, freeing the resources and communicating the project result to all stakeholders. To determine the success, evaluation should be done.

It is advised to let an independent person to carry out evaluation to get an unbiased opinion. Next is to review the project performance to understand whether the goals were achieved. In addition, the key achievements, failures and lessons should be identified. The outcomes of each stage must be analyzed and evaluated. Such aspects of execution phase as time, cost, quality and risk management should be considered.

To sum up, closure should include, firstly, the list of the major achievements of the project. Secondly, the list of failures and their effect. And, finally, the lessons learned and the recommendations. These can help in the future projects. For example, they can be used as templates and models. (Project Management for IT 2007.)

## **3 Risk Management**

Risk management is a process of preparing to the possibility of negative actions are having an impact on the business (Cater, Garrod & Low 2015, p. 426). It is a crucial part of the project. Organizing and executing any trip has chances of undesirable and unexpected things to happen. It is impossible to completely shield yourself from them. It is important to determine all the potential risks and to plan possible solutions for them. Forewarned is forearmed. Risks should be treated as problems that have not happened yet – this is one of the ways to deal with them (Cervone 2006, p. 256).

Savage (2013) offers three steps for effective risk management: identification, assessment and management (figure 2).

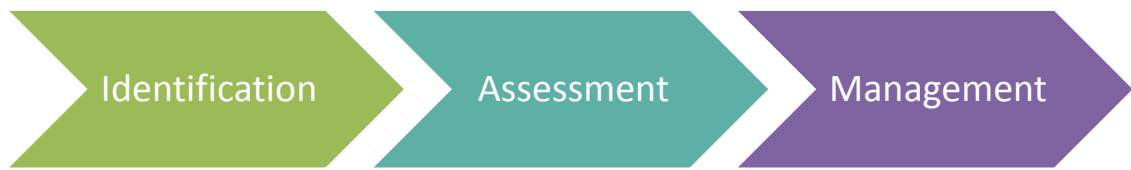


Figure 2. Three steps for effective risk management (Savage 2013).

Risk identification is a process of detecting the potential threats to a project. It is developing an awareness. There are two types of issues that affect the project: internal and external. Internal issues are something that happens inside the team. External issues comprise the impact of outside the company factors. The next step is risk assessment. It consists of analysis of the risks significance, as well as likelihood of happening. The last step, risk management, is vital for the project. It is about planning solutions and preventing possible threats. (Savage 2013.)

There are many risks connected with the current project. For easier determination, they can be categorized. McConnell (1996) in Bassett, Fry and Ballantyne (2010) identifies four main groups of risks: dependencies, requirements, managements issues and lack of knowledge. Dependencies happen when some part of the project is hinged on a single person's skills. Creating more interdependence between the members of the project can be a solution in this case. Requirements are the things needed to get the job done. Perils linked with them can be avoided by creating and maintaining as clear vision of the overall project as possible. In addition, all the details and issues should be discussed with team members and customers. Everyone should have the same clear concept of the overall project. Sometimes requirements can change right during planning or executing stages. It is crucial to be flexible. The third category identified by McConnell (1996) is management issues. They are connected to lack of communication, inadequate planning, poor task identification, unrealistic commitments and conflicts between team members. Trying to be as transparent as possible when setting tasks and minimizing communication problems inside the team can help. Finally, the last category is lack of knowledge. Many problems happen when organizers do not have an adequate proficiency and experience. The way to deal with this

issue is to prepare and study very well in advance, so the lack of knowledge would be compensated. (Bassett et al. 2010, pp. 53 - 54.)

### **3.1 Risk identification**

The first stage of the risk management is identification. To make it, all the risks are grouped into six categories:

1. Risks connected with tourists
2. Monetary issues
3. Schedule issues
4. Risks connected with transportation
5. Risks connected with the team
6. Force Majeure

Many problems can occur because of the human factor. Tourism is a business centered and depended on people, and, unfortunately, human is an unstable creature.

First issue that can happen is that no one will be willing to participate. This risk was possible because the trip took place on Tuesday and Wednesday. Most of people have work on these days. In addition, there might have been difficulties because the target market was quite small – only about 30 members. Therefore, the percentage of people who are free on the dates was small. Another people-connected risk can occur right before the trip. Personal issues can affect the decision to go. Furthermore, no-shows can happen as well. Some risks can happen during the trip. One example is health issues. Another problem is that people forget their documents. To conclude, misbehavior problems also can happen; as an example, a drunken tourist. Alcohol in Russia is quite cheap compared to Finnish prices, so this scenario is possible.

One problem could occur if some of the customers decided to cancel their attendance. This way the cost of the trip for the rest of group would become higher. Another part of monetary problem relates to companies the project cooperates with. It is very unlikely that the hotel or bus rental agency will change their prices. However, at least in Russia, it might happen.

Schedule delays are one of the most common risks in traveling. Tourists and poor planning are among the reasons. There is a highly possible risk of delay on border, because border crossing is unpredictable and can take from 20 minutes to 10 hours. Delays can happen also due to traffic jams in Saint Petersburg. Customers can affect the schedule a lot, especially lost tourists.

Transportation is one of the basic parts of the trip and one of the most important. It was planned to rent a minibus. In this case, several things could happen. The bus might break down or the driver might be unable to drive.

There were two team members in the current project: the author and the project partner. The author oversaw marketing, planning, scheduling, booking and translation from Russian. The partner was the face of the project. He was responsible for driving, guiding and communicating with the group, as well as for interpreting into Finnish for people who did not speak English or Russian. In case one of organizers cannot be present, there should be a person to substitute. One peculiar challenge of the trip was language and culture issues. The problem is that the author is Russian and does not speak sufficient Finnish. The target group of customers was Finns.

Many unexpected things that cannot be prevented might also happen. For example, robbery, assault, car accident, weather cataclysms etc. It is impossible to predict such things.

### **3.2 Risk assessment**

A convenient way of risk assessment is risk level calculation. First, prioritization should be done. A five-point scale is commonly used for measuring probability. "One" is low probability, 0 - 20% chance to happen. "Five" is high probability, 80-99% chance to happen. (Wikstrand 2015.)

Impact level can be calculated on five-point scale. Critical risk or five points is something that fails the program. Serious risk or four points is something causing high costs or structural changes in the schedule. Moderate risk or three points grounds moderate costs or changes in schedule. Minor risk or two points leads to small changes and costs. Negligible risk or one point has no noticeable effects

on the project. (Lansdowne 1999.) To get the risk level, probability is multiplied by impact (formula 2). The table below shows the result of risk assessment.

$$\text{Risk level} = \text{Probability} * \text{Impact} \quad (2)$$

<b>Risk</b>	<b>Probability</b>	<b>Impact</b>	<b>Risk factor</b>
No one is interested in the trip	2	5	10
Cancellations from the customers	3	2	6
Cancellations from the companies	2	4	8
No-shows	3	1	3
Customers forget documents	2	3	6
Health issues	2	3	6
Schedule delays due to external reasons	2	3	6
Schedule delays due to internal reasons	2	2	4
Transportation problems	2	4	8
Project manager absence during the trip	1	1	1
Project partner absence during the trip	2	4	8
Force majeure (assault, robbery etc.)	1	5	5

Table 1. Risk level

As can be seen from table 1, none of the risks have the maximum level of 25 points. Issues that are most destructive for the project are having no customers, getting cancellations from companies, transportation problems and project partner absence during the trip.

### 3.3 Risk management

Once risks have been identified and assessed, there should be measures taken to manage them. There are four categories of actions (Dorfman 2007):

- Avoidance - not performing a risky action.
- Reduction – trying to reduce the probability of a risk.
- Sharing – transferring a risk to the third party.
- Retention – accepting the loss.

Table 2 shows solutions of managing the risks of the project. Most of them are based on prevention and reduction.

Risk	Possible solution
Having no customers	Good marketing campagne
Cancellations from the customers	Gathering money early enough. No cancellation policy.
Cancellations from the companies	Working with reliable companies. Having secondary options.
No-shows	Having customer details. Being in contact.
Customers forget their documents	Reminding about the documents. Checking the documents before entering the bus.
Health issues	Having the first aid kit in the car.
Schedule delays due to external reasons	Considering the possibility of delays when planning.
Schedule delays due to internal reasons	Good planning. Clear communication with the customers and staff. Being in contact.
Transportation problems	Having plan "B" transportation options.
Project manager absence	Having a replacement option.
Project partner absence	Having a replacement option.
Force majeure	Being careful. Avoiding danger.

Table 2. Risk management

Planning part of the project includes a decent preparation strategy considering the risks. It includes the plan of actions in some situations. The information is available in appendix 6.

## 4 Empirical part

Empirical part's description starts from the following chapter. Such aspects as planning, marketing, scheduling, budgeting and risk management will be enlightened. The stage of definition begins the overall process. Below you can see the results of the phase:

1. Problem/Opportunity: Perussuomalaiset's chairman is interested in party members to attend the concert. The trip needs to be organized.
2. Goals: To organize and implement the tour.



3. Objectives: To promote the event to the party members. To make a convenient and elaborate schedule. To have a good price to quality ratio. To undertake the trip successfully. To satisfy the customers' needs. The deadlines are: to gather the group of customers by 10 September 2016; to prepare a schedule by 15 October 2016; to have a trip on 07 – 08 November 2016; The result measured with a customer satisfaction research.
4. Resources: One's time and skills, the customers' money.
5. Assumptions and risks: Low attendance, other risks (see chapter 3.1 risk identification)

More data about the customers was needed to proceed to the next stage. First of all, it was decided to carry out a marketing campaign to get the customers. Secondly, a customer research had to be done to obtain more information.

## **4.1 Marketing**

Even though the Imatran Perussuomalaiset party had an interest towards the charity concert and the trip, it had not done any promotion. Potential customers were not aware of the event. Therefore, there was one more goal of the whole project – to present the trip and find the people interested in it. Marketing was, without any doubt, a crucial part of the whole process. It is a tool to make an audience aware of the product, a way to sell it. In addition, marketing is matching consumer needs and market offers. (Dolnicar & Ring 2014, p. 32; Lilien & Rangaswamy 1998, pp. 8 - 14.)

### **4.1.1 Planning**

There were several things that were known already about the target market. It consists of members of Imatran Perussuomalaiset, Finnish people, from Imatra, male and female, over 18 years old. Because the concert took place in the middle of a working week, it was expected to have prevalence of retired people among the customers. In addition, the genres of music that are presented on the show were romance, schlager, classical crossover and others. They seem to be more popular among people over 45 years old. While younger people prefer urban or dance music. (Statista 2014.)

The first step is to define a marketing mix. According to McCarthy (1981), it has four variables – product, price, promotion and place. The marketing mix is used to create and raise demand for a product. It is a crucial tool in developing a marketing strategy (Holloway 2004).

1. Product: two-days guided tour to Saint Petersburg with a goal of the concert attendance.
2. Price: low; costs cover the customers' needs and expectations – approximately €100.
3. Promotion: non-paid promotions. The following ways were considered: digital direct marketing via the database of the party's members; personal selling, telemarketing, word-of mouth marketing. The first idea was to distribute the information by e-mail but later its efficiency was doubted since nowadays people get so many letters that they tend to move everything to spam or delete without reading. From the mentioned promotion ways, direct presentation, telemarketing and word-of-mouth were the most promising ones. However, one challenge of marketing was that the author does not possess sufficient language skills for communication with the potential customers. That is why telemarketing was not possible to use. The same applied to word-of-mouth. Nevertheless, it was planned to use help of the project management team partner, Joni Salmi. He carried out a promotional presentation on one of the Perus suomalaiset's meetings. Also, he was responsible for translating all the materials into Finnish. Finally, even though email marketing way was considered not to be effective, it was decided to still use it, because it brings no extra cost and it is not time consuming.
4. Place: face-to-face meetings with potential customers, for example, on the party's meetings.

#### **4.1.2 Execution**

The execution started in the middle of August 2016. First, the materials were produced and translated into Finnish (appendix 1). They included information about

the trip, event, and the company that is organizing the concert. The advertisement was sent to a secretary of Perus Suomalaiset and later distributed by e-mail to the party's members.

The party meeting took place on the 30<sup>th</sup> of August 2016. The personal presentation was carried out there. The trip was announced and the information presented. In addition, people got printed copies of the material.

As results showed, direct presentation came out to be the most effective marketing method. Three people confirmed their attendance on the trip and six people needed time to think. The deadline for deciding was set on the 5<sup>th</sup> of September 2016. By the end of it, a group of six people had formed.

## **4.2 Customer research**

After the marketing part was done, six people expressed an interest in the trip. To prepare a decent itinerary, it is important to know who the customers are, what wishes they have, and what kind of the trip they want. The goal is to design such a schedule that would meet most of the people's needs, and will be convenient and smart. The best way to gather the information is to carry out a research.

There are two types of researches: quantitative and qualitative. Quantitative approach is used mostly to get numeric data e.g. in a form of a questionnaire. Qualitative method studies attitudes, feelings and motivations. (Mirola 2014, p. 3.) It was decided to use mixed approach. The information was gathered with the help of a questionnaire with both qualitative and quantitative questions. The distribution happened face-to-face, so the customers were free to ask questions and give their suggestions to the interviewers.

Initially the research was going to be held online using Webropol services. Webropol is an online software for analysis and survey. It allows sending of electronic forms and conducting analysis of the data. (Aalto University 2014.) Due to the small size of the group and most of the customers being elderly people, the idea was rejected.

The questionnaire consists of twelve questions. Three of them were used for gathering personal and contact details: name, age group, phone number and e-

mail address. Two questions were asked to find out whether people had been to Russia and Saint Petersburg before and how often. It was essential to know if the people were aware of the process of crossing the border or if they required guidance with that. Other questions aimed to gather information for planning. They included time of leaving, list of places to visit and others. Nine options were offered for activities. The sights were chosen per ratings from various sources, for example, TripAdvisor. According to TripAdvisor (2017), the top three places to visit in Saint Petersburg are Church of the Savior on Spilled Blood, State Hermitage Museum and Winter Palace, and St. Isaac's Cathedral State Museum-Memorial. In addition, several sights were chosen based on own experience and experience of friends. Another reason for the choice of the places is geographical position. Most of places are close to the concert hall and the hotel, so it is easier, faster and cheaper to get from one stop to another. Only one place, Yunona market, is further away. But it is highly recommended. Yunona is one of the biggest markets in Saint Petersburg, specializing in selling various goods (Nikonova 2016).

One question was used to find out the languages the customers speak. It was necessary to know if they can communicate with the author as well, or if there should be always a person who can translate. One question was to find out what kind of tickets to the concert the people would prefer: cheaper balcony or more expensive parterre.

The questionnaire was translated into Finnish and printed. The result is available in appendix 2. There was an opportunity for face-to-face interview with all the customers. Communication with only Finnish speaking customers was provided by the team partner. One interview in English was done by the author. After the answers were collected, an analysis was made. The project moved to the stage of schedule planning.

### **4.3 Preliminary schedule**

After the research was done, all the results were studied and gathered in one Excel table. It is presented below (table 3).

No	Age	Visited Russia	Visited Spb	Interested in activities	Night excursion	Leaving Imatra at	Leaving Spb at	Speaks
1	60+	Yes	Few times	Oceanarium, Blood church	Yes	9	14	Fin
2	60+	Yes	Many times	Yunona, Hermitage	No	9	14	Fin, Eng
3	60+	Yes	Few times	Hermitage, free time	Yes	10	14	Fin, Eng
4	60+	Yes	Many times	free time	No	10	14	Fin, Eng
5	45-60	Yes	Many times	free time	No	10	14	Fin, Eng, Rus
6	60+	Yes	Yes	Oceanarium, Kazan cathedral, Mannerheim places	Maybe	9	14	Fin, Eng

Table 3. Results of the pre-trip questionnaire

After the analysis was done, it was decided to give up Yunona because only one person was interested in it. Moreover, all the other places have more beneficial location. One of the customers expressed an interest in places that relate to Mannerheim. Carl Gustaf Mannerheim was a military leader and a Finnish president. In a survey 53 years after his death, he was voted the greatest Finn of all time (Yle 2004). Mannerheim spent a big part of his life in Saint Petersburg, that is why there are places connected with him.

There were several places connected with Mannerheim in the trip: his museum, house where he lived and his memorial board. Unfortunately, the museum ceased its operations in spring 2016. The board was imprecise. There were many disputes about it. Several times it was damaged and citizens demanded to remove it. (Ria 2016.) When the initial schedule was being developed, it was still there, so it was included in the itinerary. However, in the middle of October it had been removed. Therefore, the only Mannerheim place left was a building where he lived.

Thus, the places to visit were Blood church, Kazan cathedral, Hermitage, oceanarium, Mannerheim's house and, of course, the concert. Many people asked to have some free time. It was allowed for everyone to leave the trip at any point

and come back later. The only condition was to be in time, and keep in contact. Though it was risky, it was decided to take the risk because the group was small and people were experienced in travelling to Russia. All the places are voluntary to visit, everyone can choose what he or she likes. Visiting Blood church and Kazan cathedral on the first day and Hermitage and Oceanarium on the second days were at the same time, so customers needed to choose only one option out of two, or none.

Two people were interested in having a night excursion, so it was added in the initial schedule. But later the idea was cancelled. Most of the people preferred to leave Imatra at 9 or 10 a.m. So, in the initial schedule it was decided to leave in the morning between 9:00 and 9:30, depending on where the tourist was picked up. Everyone wanted to spend more time in Saint Petersburg and leave later, so it was offered to leave at 16:30 or as agreed.

#### **4.3.1 Transportation**

Because the group was quite small – six customers and two organizers, it was decided that the best way of transportation was a mini-bus. Another option was Allegro train. It is very fast and convenient, takes less time and there is no risk of losing time when crossing the border but using it would make the costs too high. In addition, there would be a need for taxi-bus in Saint Petersburg. Another reason for using mini-bus was that one of the organizers has experience in driving a van for a group of tourists travelling to Russia. So, he had contact information of the bus rental company and experience. Furthermore, he was willing to be a driver for the current project.

As soon as the group of the tourists was defined, the bus rental company was contacted and the vehicle was booked. There was no hesitation in choosing the company, not only because there was a successful experience of co-operation with it, but also because they had a good price. The car booked was Mercedes Sprinter.

### **4.3.2 Accommodation**

Accommodation option was offered by Romanssimusiikin Edistämisyhdistys group. They had an agreement with hotel Oktyabrskaya. Most of the people attending the concert were going to stay in the hotel. In addition, there was a special price available. It was decided to pick this accommodation option because of its convenient location – in the city center, only 350 meters away from Oktyabrskiy concert hall. Furthermore, the hotel is quite big and famous. It has several restaurants and offers various services. In addition, it is reliable to co-operate with. The last reason is that there will be many Finnish customers on the same day going to the same concert. So, the group of tourists would feel more comfortable. It is possible that someone makes new contacts or find people to talk with and discuss the concert. The overall atmosphere would be better and people would enjoy the trip more.

Initial schedule and information are presented in appendix 3. The information contained addresses of all the places, prices of entrance tickets and information about sights with pictures. It was decided that the author is responsible for buying the tickets. They had to be bought in advance to avoid queuing. In the end, the information had also a table with links to all the places, so people could read more or see pictures.

To create preliminary version of the schedule several sources are used; first, Google maps. Travel distances are calculated with average activity completion time formula. The sights are placed on a map. It is divided in three areas: Finnish side, Finnish-Russian border – Saint Petersburg, Saint Petersburg.

Food is one of the most important human needs. It can significantly affect customer satisfaction. That is why it is important to pay attention when choosing a place to eat when planning a trip. It was decided that on the first day a restaurant of Tokyo City chain would be visited. The reason for that is a very broad menu, high quality of food and service, relatively low prices and locations in different parts of the city. Author's own experience played role in making the choice as well. For the second day of the trip it was decided to choose City Mall shopping

center as lunch place. It is quite big, has many shops and plenty of different restaurants.

After the schedule was ready, it was sent to the customers for approval or ideas for a change. There was one week time given to decide. Four customers got the schedule by e-mail. Two customers got it by mail, printed in color. For them the information did include have links to the sources.

#### **4.4 Final schedule**

One week was reserved for getting comments. After that the schedule got several changes. At this point the organizers finally realized that there was also 1-hour time difference between Russia and Finland. It was a crucial mistake to forget about that.

First, to save time it was decided to leave earlier. The earliest time accepted by the driver was 8:30 a.m. Luckily, for the schedule, Mannerheim plate was removed by the time, so it was not included in the updated version of the itinerary. Time for activities was cut as well. But there were 35 minutes added for the hotel, so people can relax and prepare for the concert. In addition, it was decided to abandon the idea of night excursion. The reason for that is that the first day is quite saturated, so the tourists most likely would be too tired for night program. The second day's program did not need any. The final version of the schedule is in appendix 4. Appendix 5 contains the letter that customers got several days before the trip.

## **5 Budgeting**

Budgeting is a process of communicating measured resource supplies into time-phased aims and indicators (Business Dictionary 2017). In the following chapter the author presents cost and profitability calculations for this non-commercial project. One condition was to make a low-cost trip. All the expenses, including accommodation and transportation of organizers are covered by the tourists.

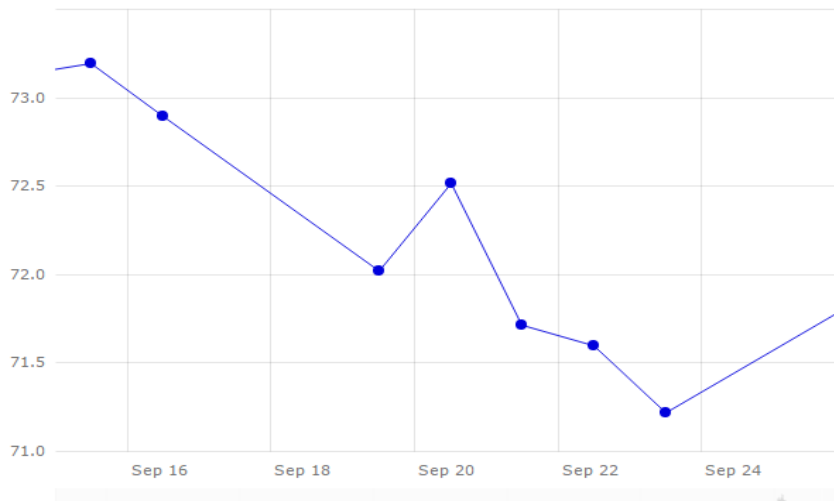


## 5.1 Currency exchange rate

A notable feature of the whole project is a currency exchange rate. Russian ruble (₽) is used in Russia. Euro (€) is used in Finland. One of the challenges is that the exchange rate between ruble and euro is not stable. Accommodation, tickets and fuel were the transactions needed to be done in euro.

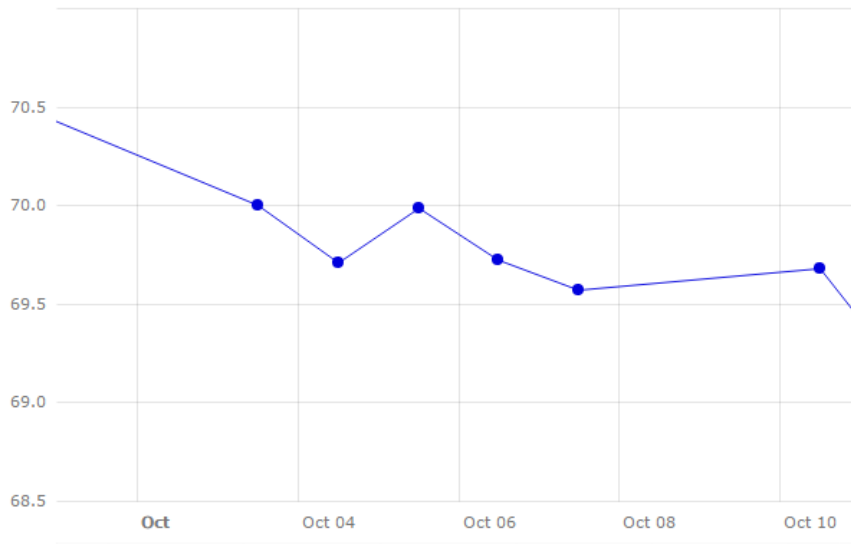
During the project, the calculations were done in two periods of time. First one was approximately from the 15<sup>th</sup> to the 25<sup>th</sup> of September 2016. The second one was about from the 1<sup>st</sup> to the 10<sup>th</sup> of October 2016. The reason for that is that not all the prices were known yet. But it was decided to gather money for transportation and accommodation because these were non-refundable. In addition, this played a role of an enrollment: once a person paid money, he or she would take the participation more seriously, it would be more difficult to cancel.

Graph 1 represents the situation for the first period of time. The lowest point is 71,2 ₽ per one €. To be on the safe side, the prices were calculated using the rate of 70 ₽ per one €. By the end of the period the calculations were prepared and the tourists were asked to make the first payment.



Graph 1. Exchange rate from 15 September 2016 to 25 September 2016 (European Central Bank 2017)

Graph 2 shows the information about the second time period. The lowest point was 69,6 ₽ per one €. All the prices were calculated using the rate of 68 ₽ per one €. The second payment was gathered from the customers.



Graph 2. Exchange rate from the 01 October 2016 to 10 October 2016 (European Central Bank 2017)

The third graph shows the changes in the exchange rate during the whole the project.



Graph 3. Changes in currency exchange from 01 September 2016 to 09 November 2016 (European Central Bank 2017)

All the currency was exchanged using the author's own money. It was done to avoid paying commission to a bank. Within a bank the loss would be from 1 to 3 P per one €. For example, on the 27<sup>th</sup> of January 2017, Sberbank exchange €1

for ₺62,30. The real rate on the date is ₺64.16 per a € (European Central Bank 2017). The difference is ₺1,86.

## 5.2 Price comparison

Even though accommodation and transportation were already chosen due to other than monetary reasons, the price comparison was still made in case there would be any better options. The transportation options are going by train or choosing other van rental companies. The train option is Allegro – a high speed train serving Saint Petersburg to Helsinki line (Allegro 2017). Using Allegro option would require using a taxi in Saint Petersburg.

Renting a van would include not only the rent, but also fuel costs. The whole trip takes approximately 476 km. The table below shows how many km each part of the trip takes. All the estimations are made with Google Maps.

<b>Picking up the customers</b>	<b>14 km</b>
<b>Imatra – Saint Petersburg (the 1<sup>st</sup> stop)</b>	188 km
<b>Saint Petersburg (day 1)</b>	20 km
<b>Saint Petersburg (day 2)</b>	31 km
<b>Saint Petersburg – Imatra</b>	209 km
<b>Delivering people</b>	14 km
<b>TOTAL</b>	<b>476 km</b>

Table 4. Distance estimations

Table 5 shows price comparison for three options. First option is using Allegro train. In case of using Allegro train, there would be no need for a driver, so the whole group would be 7 people instead of 8. The total price for round tickets for the whole group is €225,12 according to VR (2016). But if using this option, there would be a need for taxi services in Saint Petersburg. The best option is to rent a mini-bus. The company chosen for that was Taxovickof. It has low prices and reliability. The company provides a mini-bus with a capacity for 8 passengers on a price of €11 per hour (Taxovickof 2016). It was estimated that both of the trip days would need about 3-3.5 hours of driving in the city so 8 hours were taken as a number of hours needed for the taxi. Therefore, the total price for the train

option would be around €313,12 for the whole group. It does not include the travel costs from Imatra to Vainikkala train station, because the tourists can make their way there themselves.

The companies giving vans for rent in Imatra are Willow tours and Scandia rent. Services of Willow tours had already book by one of the project organizers before and proved to be good. Mini buses require fuel. Minimum number of kilometers is estimated as 476 km. It is rounded to 500 km in case of unexpected issues. According to Willow tours (2016), their Mercedes Sprinter takes 10 liters per 100 km. Scandia Rent (2016) claims that their Mercedes-Benz Vito takes the same amount of fuel. The price of diesel in Leningrad region was €0.51 on the 8<sup>th</sup> of November 2016 (Erofeev 2017).

Option	Price, €	Other costs, €	Total, €
<b>Allegro train</b>	225,12		<b>313,12</b>
<b>Taxovichkof taxi van</b>	88		
<b>Willow Tours, Mercedes Sprinter</b>	170	25,5 (10 l/100km)	<b>196,7</b>
<b>Scandia Rent, Mercedes-Benz Vito</b>	332,3	25,5 (10 l/100km)	<b>357,8</b>

Table 5. Price comparison for transportation

According to table 5, using the services of Willow Tours is the cheapest way of transportation. The price difference with the other options is quite big.

Hotel Oktyabrskaya was chosen as accommodation because it is reliable, conveniently located and low-priced. The special price offered was €43 for a double room and €33.6 for a single room. In addition, the hotel requires €2.8 fee per a non-Russian customer and €0.7 fee per each Russian.

On the time of the organizational and booking part of the project, there was only one service selling the concert tickets – Muzbilet.ru. The price varied from €10 to €40. In addition, a 10% commission was asked. The service required to pick up

the tickets from one of its kiosks. Another way to get a ticket was to use services of a travel agency Ven-Fin tour. They delivered the tickets to Finland. The prices were from €20 to €42.

### 5.3 Budgeting

Bus rental costs with total of €170 were divided by six tourists. Fuel costs were estimated as €26.7 per the trip but are rounded to €40 in case of unexpected occurrences. Accommodation costs varies according to what kind of room a customer prefers. Accommodation consisted of three double rooms and two single rooms. Six people are Finnish so their registry fees are €2.8 per person. Two people, including the author and one tourist are Russian so their registry fees are €0.7 each. The results are presented in the table 6. The last row shows the fees for different cases. The first one (€78) is a price for a Finnish customer staying in a double room. The second number (€75.9) represents costs of a Russian person staying in a double room. The last one (€90.1) is a fee for a Finnish tourist who decided to stay in a single room. The prices are counted with ₱70 per one euro exchange rate.

	Total, €	Per a customer, €
Mini-bus rent	170	28.3
Fuel	40	6.7
Hotel room, double/single	153.2	21.5/33.6
Registry fee, Finnish/Russian	14.7	2.8/0.7
Organizers accommodation expenses	46.4	7.7
Concert tickets	66	11
<b>TOTAL</b>	<b>490.3</b>	<b>78/75.9/90.1</b>

Table 6. Budgeting. Accommodation, transportation, concert tickets

Activities' tickets prices are counted separately with ₱68 per one euro currency exchange rate. The tourists purchased four tickets to blood church, seven tickets to the concert, three tickets to Hermitage and one ticket to the oceanarium. Two people were interested in visiting Kazan cathedral. The entrance is free of charge for everyone.

Sight	Entry ticket price, €
Blood church	3,7
Kazan cathedral	Free
Hermitage	8,5
Oceanarium	8

Table 7. Prices for sights' tickets

Additional costs included printing and postage. All the black and white materials were printed for free using university printer. All the materials in color were printed at home. In total, about 50 pages of black and white papers printed, included marketing material, questionnaires, information for the trip, letters. Twenty-four papers were printed in color using Samsung C460 series. Ink consumption for color printing of these materials are roughly €4.7 in total (Williams 2014). The paper used is SvetoCopy with a total price for 24 pages of €0.18 (Ulmart 2017). The total price of printing is under €5. Distribution required sending letters twice. The costs of postage were €2.5 including stamps and C4 envelopes (Posti 2016).

The total costs are roughly €557. The tourists paid €557.6 altogether. The difference appeared due to making the prices round and due to the changes in the exchange rate.

#### 5.4 Unexpected costs

During the trip, there appeared unexpected parking costs. It turned out that the hotel did not have its own parking lot. The rate was around €0.9 per an hour with free parking from 20:00 to 08:00. The van was left at 19:00 and the time of the end of parking was set at 12:00. The total price was roughly €4.4.

Unexpected costs were covered by fuel money, because the estimations were higher than reality. It was estimated to spend €40 for fuel but it took about €35.

#### 5.5 Payment collection

Two options were offered to the customers to pay the expenses: to transfer money to a bank account or to pay in cash. The payments were divided into two parts. First one was announced when the first schedule was sent and it included bus rental, accommodation fee, concert ticket fee and organizer's and driver's

expenses. In the beginning it was decided that the customers will pay their registry fee themselves but later the plan changed. It was more convenient if the fees were paid in advance. The second part of payments included tickets and registry fee. The payments were gathered in advance. In general, it took from two to five days to get the payments since requesting them.

## **5.6 Cancellation policy**

Transportation was impossible to cancel, that is why money for that was taken in the beginning. Accommodation was possible to modify two weeks prior the trip. Tickets cancellation policies varied per their providers. The tourists were notified about cancellation policies. In addition, they were asked to inform about any changes as soon as possible.

## **5.7 Commercialization**

In case of being successful, there is a chance for this project to be turned into a real business. This chapter shows possible price for the trip to be profitable.

As calculated earlier, all the costs combined are equal to €557 or average of €93 per a customer. The hours that organizers worked during the trip equaled to 36 hours. Preparation for the trip took about 40 hours for the project manager and about 4 hours for a partner. The driver would accept a salary of €20 per an hour of driving plus €60 per a day spent abroad. All the other work can be paid with €10 per an hour. In total, the labor costs would equal to €1360 or €227 per each tourist if there are six of them. Of course, in case of making a commercial trip there would be other expenses connected with taxation, marketing and the business.

In total, the price would be around €320 per a person. This is a realistic number. The main competitor for the project, Ven-Fin tour was asking €340 for the concert trip. Their package included transportation, concert and accommodation. (Meidän Romanssi 2016.) However, it would be smarter to try to gather a bigger number of tourists to make the price lower.

## 6 Data analysis and evaluation

Customer satisfaction research was conducted in the end of the trip to evaluate the results of the project. Satisfaction is a person's feelings created as a result of comparing perceived performance or outcome to the expectations (Kotler 2000). There are many factors that affect customer satisfaction. Figure 3 represents some of them.



Figure 3. Hokanson's (1995) factors affecting customer satisfaction

The current project used quantitative approach. The research was done with a printed paper questionnaire. It contained 2 parts and 16 questions in total. The first part was to evaluate the customer satisfaction. It had 13 questions: three open-ended and ten with a choice of answers. All the attributes were asked to rate on a seven-point Likert scale: from -3 – completely disagree, to +3 – totally agree. The second part was to see whether the tourists had an interest towards other trips in the future with the same service carrier. The questionnaires are available in appendix 7.

After gathering, the data was analyzed in MS Excel. Table 8 represents the results. For open-ended questions, special codes were used to evaluate the results. For “expectations before the trip” – “1” means negative expectations, “0” – no



expectations, “1” – neutral expectations (e.g. “to see the concert”), “2” – positive expectations (e.g. “to have a good trip”). For “expectations met reality” there is also a code used – “0” for “no” and 1 for “yes”. The third case relates to the second part of the research. The answers for the question “Would you like to visit another Russian city” were coded to “2” – yes, “1” – maybe, “0” – do not know, and “1” – no.

<b>Participant, #</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>Average</b>
<b>Sex</b>	F	M	F	M	F	F	
<b>Expectations before the trip</b>	2	2	1	1	1	1	<b>1,3</b>
<b>Expectations met reality</b>	1	1	1	1	1	1	<b>1</b>
<b>“The trip was good in general”</b>	2	3	3	3	3	3	<b>2,8</b>
<b>Evaluate places you visited:</b>							
<b>Kazan Cathedral</b>	3	3					<b>3</b>
<b>Hermitage</b>	3		2			3	<b>2,7</b>
<b>Blood church</b>			2	3	3	3	<b>2,8</b>
<b>Oceanarium</b>		3					<b>3,0</b>
<b>”The schedule was good”</b>	3	3	2	2	3	3	<b>2,7</b>
<b>Price to quality ratio</b>	3	3	2	3	3	3	<b>2,8</b>
<b>”The concert was good”</b>	3	2	2	3	2	3	<b>2,5</b>
<b>“I would go to the same concert again”</b>	3	2	2	3	-1	2	<b>1,8</b>
<b>”The hotel was good”</b>	2	2	2	1	1	2	<b>1,7</b>
<b>Guiding</b>	0	2	2	2	2	3	<b>1,8</b>
<b>“I would go to the same trip again”</b>	2	3	2	3	3	2	<b>2,5</b>
<b>Would like to visit another Russian city?</b>	2	2	1	2	2	1	<b>1,7</b>
<b>Which city:</b>							
<b>Saint Petersburg area</b>	1				1		<b>2</b>
<b>Moscow</b>				1			<b>1</b>
<b>Sochi</b>		1	1	1			<b>3</b>
<b>Other</b>							
<b>Don't know</b>							
<b>None</b>							
<b>Ready to pay for 1 day trip, €</b>	80	-	110	175	150	100	<b>123</b>
<b>Ready to pay for 2 days' trip, €</b>	150	225	165	300	225	200	<b>211</b>

Table 8. Result of the post-trip research

## 6.1 Results

The general results from the trip are positive. People had mostly neutral or optimistic expectations that met reality for everyone. The customers were happy with the sights they visited. The Schedule and the price to quality ratio are on the high level as well. The concert got good grades but not everyone would like to attend it again. The hotel evaluation results were not so high but still on a positive side. Guiding got 1.8 points which is quite high because there was almost no guiding. The average assessment of the trip is very high – 2.5 points out of 3. In addition to the questions, the tourists were free to leave the comments. Fifty percent of the customers left written feedback. It was completely positive: “*Special thanks to the driver. The whole trip he was friendly and professional*”; “*The driver survived the snow storm very well*”; “*Olga (the author) prepared well, knew the information about Mannerheim and was calm all the way*”. The verbal comments were good as well.

Judging on Hokanson’s (1995) factors, the customers are happy. The staff was experienced, helpful and friendly. These are proved by the comments. The price was lower than with competitors. The billing was clear and accurate. The service was of good value and quality. Based on that it can be concluded that the trip was quite successful from the customers’ point of view.

The second part of the questionnaire was used to find out future opportunities for business. It shows that most of the tourists would be interested in travelling to Russia. The highest interest got Sochi and Saint Petersburg region. Moscow got one vote. The question about amount of money people are willing to pay was incorrect, due to the different conditions of possible trips. Therefore, the results of it are not valid.

## 6.2 Self-evaluation

The author assessed her own experience from the customer’s point of view. Table 9 represents the comparison of it with average of real customer’s results.

	<b>Average</b>	<b>Self-Evaluation</b>	<b>Difference</b>
“The trip was good in general”	<b>2,8</b>	<b>1</b>	<b>1,8</b>
Evaluation of Kazan Cathedral	<b>3</b>	<b>1</b>	<b>2,0</b>
Schedule	<b>2,7</b>	<b>0</b>	<b>2,7</b>
Price/Quality ratio	<b>2,8</b>	<b>2</b>	<b>0,8</b>
Hotel	<b>1,7</b>	<b>2</b>	<b>-0,3</b>
Guiding	<b>1,8</b>	<b>-2</b>	<b>3,8</b>
Would go to the same trip again	<b>2,5</b>	<b>2</b>	<b>0,5</b>
<b>AVERAGE</b>	<b>2,5</b>	<b>0,86</b>	<b>1,6</b>

Table 9. Comparison of the customer satisfaction research results with self-evaluation

Self-evaluation results are much lower than the customers'. The general grade of the trip is still positive but lower. The difference column shows that the customers gave significantly higher points, especially in guiding and scheduling. The only thing which got lower assessment was the hotel. This can be due to different points of view: the customers knew that the trip is organized by non-expert, in addition, low price and no fee for the services might play a role as well. The author was evaluating her experience as if she would evaluate a professional. In addition, it might have affected that customers did not see all the aspects of the trip. Also, they were not aware of all the aspects of the initial plan, so the changes were invisible for them. Even though the author did not give high grades to the aspects of the trip, still the overall evaluation is very positive.

### **6.3 Complications**

Tourism is a risky business full of unexpected occurrences. This trip was not an exception. The troubles came right at the beginning of the tour. One big problem was brought by the transportation rental company. It was agreed that they would be contacted before the trip to agree on time. The calls were made in the evening before the day of the rent, however, no one picked up the phone. On the day of the trip there were many unsuccessful attempts to contact the company. In the end, it was decided to go to the van owner's home. By the time, it was already 8:00, so the schedule was moved. All the tourists were notified about the delay. Finally, the mini-bus was picked up.

Other problems were due to mistakes in scheduling. The biggest one was time difference. There is one hour difference time between Russia and Finland in winter. It was realized only two weeks before the trip. Initial schedules were planned without considering it. They needed corrections. Another thing was that money exchange was not included in the schedule. One more unexpected thing was weather. On that day, there was a strong snow storm that prevented visibility on the road a lot. Driving took more time than expected. Fortunately, the driver is experienced. The third thing was that the driver decided to change plans and refused to drive tourists from the Blood church to Kazan cathedral. A taxi was booked one hour in advance to pick up the group by the time. However, it did not arrive. Taxis available next to the Blood church were over the budget. Luckily, Kazan cathedral is only one kilometer away from the church even though it was not professional to make people walk on slippery slushy roads in a bad weather. The way back to the bus also had to be made by walking but a bit shorter distance. It was impossible to order taxi, because it would take too long. Because of above mentioned issues, the tourists had only 15 minutes for getting ready and they arrived at the concert five minutes before it started. Another problem was that it turned out that Oktyabrskaya hotel did not have its own parking lot. They had only paid parking at the road side next to the hotel. It was covered in snow and did not have a path for pedestrians. In the evening the driver refused to pick up the people from the concert. The reason for that was that driving would take much more time than walking. However, it was promised to the tourists before. Furthermore, some of them did not even have warm jackets, and the weather was cold.

Next day was not perfect either. One thing was that the author did not know the exact entrances to Hermitage and oceanarium. There were no clear instructions online. Hermitage e-tickets entrance was very tricky to find. Even the workers did not know exactly where it was. So, the tourists had to waste time on looking for entrances and walking. One more negative issue happened with two tourists. They decided to have free time. It was agreed to meet when the bus was leaving Saint Petersburg. They were contacted in advance about the time. However, they came half-an-hour earlier. They did not contact any of the guides even though they had the phone numbers. Due to some problems in shop, the driver and the

rest of the group were delayed and came to the bus 20 minutes late. Of course, the people were unhappy after waiting for almost one hour.

## **7 Conclusions and suggestions**

As can be seen, the project had many unexpected occurrences. Of course, there were ways to avoid most of them. All the schedule problems could have been avoided if the trip had started earlier. The problems with finding entrances can be easily prevented by making a preliminary sample trip. But such sample trip is a good idea for companies that have funds for that.

Even though the problem with the two tourists was not directly the fault of organizers, it could have been avoided. The solution for that is that one of the guides should be in the bus one hour before the departure in case someone wants to go to the bus earlier.

Some problems related to the partner. On one side, it was very advantageous co-operation because Joni knew the people who joined the trip, one of the tourists was his mom. He is an outstanding driver. He knows Saint Petersburg very well. He speaks Finnish, English and some Russian, has experience in organizing trips and traveling to Russia. Joni is a communicative person. Many tourists left very good feedbacks about him. On the other side, it was difficult to work together. First, it is not always a good idea to work with someone you have some relations, because of the issues of subordination. The author and the partner are married. Even though the author was supposed to be the “boss” of the project, she did not have such a role.

All in all, even though there were quite many problems during the trip, the overall atmosphere was very positive. The failures were successfully hidden from the customers, and the outcome was better than expected.

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## Appendices

Appendix 1. Marketing material.

### Perussuomalaisten yöreissu Pietariin

**Koska?** – 8.11-9.11 (tiistai-keskiviikko)

**Mitä?** – Hyväntekeväisyyskonsertti + valinnaista ohjelmaa

#### Hyväntekeväisyyskonsertti

Romanssimusiikin Edistämisyhdistys Ry järjestää Pietarissa tiistaina 8.11.2016 poikkeuksellisen hyväntekeväisyyskonsertin. Hyväntekeväisyyden kohde on Pietarin syöpää sairastavat lapset.

Konserttipaikkana on upea, Pietarin suurin konserttisali Oktjabrskij, joka vetää sisälleen 4000 henkeä ja joka on aivan majoitushotellin vieressä! Lähdä mukaan elämykselliselle matkalle ja samalla tekemään hyvää!

#### Esiintyjät:

- Jari Sillanpää
- Diandra
- Pentti Hietanen
- Elena Putina (*Imatra*)
- Terem Quartet (*Classisen musiikin fuusior ryhmä, esiintynyt yli 60:ssä eri maassa, Pietarin musiikkimaailman*)
- Pietarin kansallinen sinfoniaorkesteri (*Kapelimestari Sergei Stadler*)
- Ville Haapasalo (*Juontaja*)
- Anastasia Melnikova (*Juontaja, Venäläinen näyttelijä ja öpoliitikko*)
- Monia muita julkkiksia

**Aika** – 19:00 – 22:00 (*Välissä taukoi*)

**Paikka** - Oktyabrskiy konserttitalo

**Hinta** – 32 EUR (*permanto*) / 29 EUR (*parvi*)

**Muuta:** Konsertti näytetään TVssä.

## Majoitus

### **Oktyabrskaya Hotel**

- Loistava sijainti Pietarin sydämessä, Nevski Prospektin ja Vostanniya aukion vieressä
- 4 tähteä
- 4min (350m) konserttipaikalta
- Boutique hotelli; kaikki huoneet erinäköisiä ja persoonallisia
- 160 vuotta vanha perinteikäs hotelli

### ***Majoitus 2hh***

**Huonehinta** – 41 EUR (eli 20.5 EUR per henkilö)

## Oheisohjelma

Kartoitetaan lähtijöiden keskuudessa myöhemmin heidän toiveidensa mukaan.

### **Mahdollisuuksia:**

- Kiertoajelu
- Museoita
- Shoppailua
- Mitä tahansa

Matkan lopullinen hinta riippuu osallistujamäärästä ja oheisohjelmasta, mutta noin 100€ per henkilö (*matkat, majoitus, pääsyliput*)

## Matkustus

Riippuu osallistujien määrästä. Pikku-bussi, bussi, julkiset jne.

## Ilmoittautuminen ja lisätiedot

- VIIMEISTÄÄN 31.8!

- Tieto viisumitarpeesta. (*Tälle matkalle lähdeettäessä viisumin hinta on ainoastaan 30EUR! Lisätietoja voit tiedustella varausta tehdessäsi.*)

- SITOVAT Ilmoittautumiset ja kysymykset: 050-XXXXXXX, xxxxxxxx@gmail.com / Joni



## **Lähde auttamaan Pietariin 8.11.2016! Ville Haapasalo ja Jari Sillanpää ovat jo siellä!**

Romanssimusiikin Edistämisyhdistys Ry järjestää Pietarissa **tiistaina 8.11.2016** poikkeuksellisen hyväntekeväisyyskonsertin. Hyväntekeväisyyden kohde on Pietarin syöpää sairastavat lapset. Konserttipaikkana on upea, Pietarin suurin konserttisali Oktjabrskij, joka vetää sisälleen 4000 henkeä ja joka on aivan majoitus hotellin vieressä! Lähde mukaan elämykselliselle matkalle ja samalla tekemään hyvää! Hyväntekeväisyyskonsertin kohteena on **Pietarin syöpää sairastavat lapset**. Tilanne heidän kohdallaan on huono. Esimerkiksi monet leukemiaa sairastavat lapset jäävät ilman hoitoa rahanpuutteen vuoksi. Nyt meillä suomalaisilla on erinomainen tilaisuus ojentaa auttava kätemme naapurin puolelle.

**8.11.2016** Oktyabrskij -salin konserttilavalle nousee suuri joukko suomalaisia ja venäläisiä tähtiesiintyjä, jotka lahjoittavat esiintymispalkkionsa tähän hyväntekeväisyyteen. Illan juontajana on Venäjän ehdottomasti tunnetuin suomalainen, näyttelijä **Ville Haapasalo**, joka tunnetaan suuren Venäjän joka kolkassa. Hänen juontajaparinsa on tunnettu venäläinen näyttelijä ja kansanedustaja **Anastasia Melnikova**, jonka nimi ja kasvot ovat tutut venäläisille television kautta. Illan säestävä orkesteri on upea Pietarin Sinfoniaorkesteri, jota johtaa sekä Sibelius- että Tsaikovskij -viulukilpailuissa menestynyt **Sergei Stadler**. Solistit ovat huippuja molemmista maista. **Jari Sillanpää, Diandra ja Pentti Hietanen** tuovat lavalle sellaisen romanssimusiikin kirjon, että nenäliinat esiin! Suomalaiset solistit tulevat myös yllättämään venäläis suomalaisen yleisön tempaisemalla maailmankuuluja romansseja alkukielellä – siis venäjäksi! Venäläiseltä puolelta tulee niinkään maansa huippua edustavia solisteja. **Tatjana Bulanova ja Larissa Lusta** ovat todellisia nimiä venäläisessä kevyessä musiikissa. Pelkästään Bulanovan äänitteitä on myyty Venäjällä kolme miljoonaa kappaletta. Ja miessolisti on maankuulu Mariinski-teatterin baritoni **Evgenij Akimov**.

Kaikki lipputulot menevät lyhentämättöminä Pietarin syöpää sairastavien lasten hoitojen laadun parantamiseen ja määrän kasvattamiseen. Asian virallinen osapuoli Pietarissa on **syöpäsairaiden lasten tukiyhdistys Advita**, joka vastaa varojen kohdentamisesta Pietarissa.

## **Meidänromanssista (meidanromanssi.com)**

2008 perustettu yhdistys edistää romanssimusiikin harrastusta Suomessa ja rakentaa kulttuurialogia Suomen ja Venäjän välillä romanssimusiikin ympärillä. Taiteilija Elena Putina on yhdistyksen puheenjohtaja.

Yhdistys ja Elena rakentavat mielenkiintoisia uusia yhteistyömuotoja yrityksille, yhteisöille ja romanssimusiikin harrastajille tuomaan iloa ja innostusta asiakassuhteisiin, työyhteisöihin tai vaikkapa tekemään arjesta juhlaa. Edellinen konsertti oli 24.6 Finlandia Talossa, ja lähetettiin YLE ykkösellä.

Appendix 2. Pre-trip questionnaire.

**Questionnaire for attendees of Saint-Petersburg trip**

**1. What is your name?**

\_\_\_\_\_

**2. What is your sex?**

- a. Male
- b. Female

**3. What is your age?**

- a. 18-30
- b. 30-45
- c. 45-60
- d. 60+

**4. Have you ever been to Russia before?**

- a. Yes
- b. No

**5. Have you ever been to Saint-Petersburg before?**

- a. Yes, many times
- b. Yes, few times
- c. No

**6. What time would you want to leave for the trip?**

- a. at 9 (Saint-Petersburg by 13)
- b. at 10 (Saint-Petersburg by 14)
- c. at 12 (Saint-Petersburg by 17, no excursions on the first day)

**7. What time do you want to leave on the second day?**

- a. at 9 (No excursions on the second day)
- b. at 11 (Only quick shopping on the second day)
- c. at 14 (Excursions and shopping)

**8. In Saint-Petersburg we will have about 3-4 hours of free time on the first day and 4-5 hours on the second day. Which places would you want to visit?**

- a. Shopping center (e.g. Galleria is next to the hotel and concert hall)
  - b. Hermitage State Museum
  - c. Oceanarium
  - d. Church of the Savior on Spilled Blood
  - e. St. Isaac's Cathedral State Museum-Memorial
  - f. Kazan Cathedral
  - g. Palace Square (Dvortsovaya Ploshchad')
  - h. Mega (Big shopping center)
  - i. Yunona market place
  - j. Would want to have free time
  - k. Write own options
- 

**9. Would you want to go to night sightseeing tour (includes bridges at 1:25)?**

- a. Yes
- b. No

**10. How would you want to share the hotel room?**

- a. I want to share the hotel room with \_\_\_\_\_
- b. I want to share the hotel room with the person of the same sex
- c. Does not matter who will share the room with me
- d. I want to be alone in the room (41 EUR instead of 20.5 EUR)

**11. Do you speak languages?**

- a. Finnish
- b. Little bit English
- c. English
- d. Little bit Russian
- e. Russian

**12. Please, write your contact details:**

- a. Phone number \_\_\_\_\_
- b. Email \_\_\_\_\_

**AIKATAULU**

<b>PÄIVÄ 1: Tiistai 8.11</b>		
9:00	9:30	Noudot, lähtö Imatralta
14:00	15:00	Lounas
15:25	15:30	Mannerheimin muistolaatta
16:00	17:00	Kazanin katedraali
16:15	17:10	Verikirkko
17:10	17:15	Kokoontuminen Verikirkon lähellä, lähtö hotellille
17:30	17:45	Check-in
17:45	18:20	Vapaa-aikaa
18:25	18:30	Kokoontuminen hotellin aulassa, lähtö konserttiin
19:00	22:00	Konsertti
22:00	22:10	Kokoontuminen konserttisalin aulassa, lähtö hotellille
23:50	0:00	Yöretki
1:25	1:30	Siltojen nousu

*Jos haluat kulkea ominpäin, sovi noudot yllämainitun aikataulun mukaan*

<b>PÄIVÄ 2: Keskiviikko 9.11</b>	
9:30	Lähtö akvariumiin, kokoontuminen hotellin aulassa. Check-out.
10:00	Lähtö eremitaasiin, kokoontuminen hotellin aulassa. Check-out.
12:00	Check-out muille, lähtö hotellilta
12:30	Nouto akvariumista
13:00	Nouto eremitaasista, Japanin suurlähetystö (Mannerheimin entinen koti)
15:00	Ostoskeskus City Mall, ostoksia sekä lounas.
16:30	Lähtö kohti Suomeen.

*\* KAIKKI aikataulut ovat suuntaa-antavia ja riippuvat rajanylityksen kestosta sekä liikenteestä.*

<b>Osoitteet ja paikat</b>	
<b>Paikka</b>	<b>Osoite</b>
Kazanin katedraali	Nevsky Prospekt 2, Kazanskaya Square
Verikirkko	Griboyedov Kanal Naberezhnaya 2A
Eremitaasi	Dvortsovaya Naberezhnaya 34
Oceanarium	Marata 86
Planeta Neptun ostoskeskus	Marata 86
Mannerheimin muistolaatta	Zaharevskaja 22
Japanin suurlähetystö	Naberezhnaya Moiki 29
Ostoskeskus City Mall	Kolomyazhskii prospekt 17
Hotel Oktyabrskaya	Ligovsky Prospekt 10/118
Oktyabrskii konserttisali	Ligovsky Prospekt 6

*[Jos haluat kuljeskella vapaasti, sovi kyytiin nousu ylläoleviin paikkoihin.](#)*

<b>Hinnasto</b>				
Kazanin katedraali	Päivä 1	16:00	Ilmainen	-
Verikirkko	Päivä 1	16:15	4 €	Liput ostettava ennakkoon
Oceanarium	Päivä 2	10:00 - 12:00	8 €	Liput ostettava ennakkoon
Eremitaasi	Päivä 2	10:30 - 13:00	9 €	Liput ostettava ennakkoon

Molemmillepäiviltä voit valita vain yhden vierailukohteen.

Ilmoita valintasi meille, ja varaudu siirtämään lipun hinta meille jotta pääsemme ostamaan pääsyliput.

**Liput ostettava ennakkoon jonojen välttämiseksi!**

## Kazanin katedraali



**Kazanin Jumalanäidin katedraali** (ven. собор Казанской Божией Матери, Sobor Kazanskoi Božijej Materi) on ortodoksinen kirkko Pietarissa. Kirkko rakennettiin 1801–1811 Nevski prospektin varrelle arkkitehti Andrei Voronihinin suunnitelman mukaan latinalaisen ristinmuotoon. Katedraalin arkkitehtuuri edustaa tyyliltään uusklassismia, vaikkakin siinä voi nähdä myös piirteitä barokista. Katedraali sai nimensä Kazanin ihmeitätekevän Jumalanäidin kuvasta, jonka kopiota säilytettiin kirkossa.

## Verikirkko



**Kristuksen ylösnousemuksen katedraali** (ven. Собор Воскресения Христова, *Sobor Voskresenija Hristova*) eli **Verikirkko** (ven. Храм Спаса на Крови, *Hram Spasa na Krovi*, "Kirkko veren päällä") on Pietarissa sijaitseva ortodoksinen kirkkorakennus. Kirkko rakennettiin Aleksanteri III:n käskystä vuosina 1883–1907 Gribojedovin kanavan varrelle paikalle, jolla hänen isänsä ja edeltäjänsä Aleksanteri II murhattiin vuonna 1881.

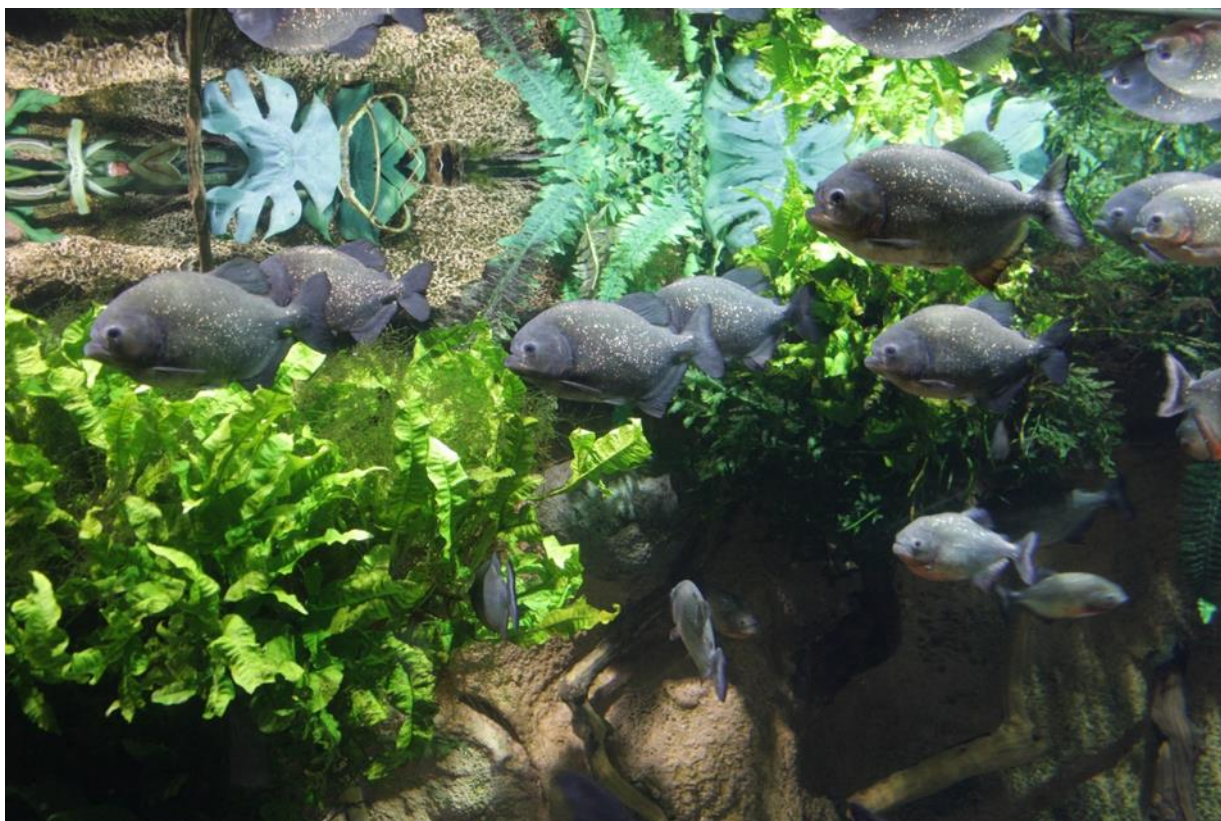
## Eremitaasi



**Eremitaasi** (ven. Эрмитаж, Ermitaž) on Pietarissa maailman suurimmista taide- ja kulttuurihistoriallisista museoista. Museon johtaja on Mihail Borisovitš Piotrovski. Eremitaasilla tarkoitettiin alkujaan Katariina II:n vuonna 1764 Talvipalatsin yhteyteen perustamaa hovimuseota, mutta kokoelman levittäytyessä varsinaisen Talvipalatsin puolelle vuonna 1922 nimi on laajentunut käsittämään koko palatsin yhteydessä olevaa taidekokoelmaa. Kokoelma sisältää nykyisellään lähes kolme miljoonaa taide-esinettä.



## Meriakvaario



**Meriakvaario** on kalojen eläintarha jossa pääset näkemään ja kokoemaan meren koko kirjon lähes kosketusetäisyydeltä. Ocenariumin yhteydessä on myös ostoskeskus Planeta Neptun. Kauppakeskuksessa on monia kauppoja, ravintoloita sekä aktiviteettejä.

### Ohjelma:

**10:00-11:30** Sukellusnäytös

**11:00** Tzesion-kalojen ruokinta

**11:30-11:50** Hylje-esitys

## Mannerheim paikat

Osana reissua pikaiset pysähdyksen Mannerheimin muistolaatalla sekä Mannerheimin entisellä kotitalolla.



Paikka	Linkki
Kazanin katedraali	<a href="http://kazansky-spb.ru/">http://kazansky-spb.ru/</a> (vain venäjäksi)
Verikirkko	<a href="https://fi.wikipedia.org/wiki/Kristuksen_yl%C3%B6snousemuksen_katedraali">https://fi.wikipedia.org/wiki/Kristuksen_yl%C3%B6snousemuksen_katedraali</a>
Eremitaasi	<a href="https://www.hermitagemuseum.org/wps/portal/hermitage/?lng=en">https://www.hermitagemuseum.org/wps/portal/hermitage/?lng=en</a>
Meriakvaario	<a href="http://www.planeta-neptun.ru/ocean/?lang=eng&amp;">http://www.planeta-neptun.ru/ocean/?lang=eng&amp;</a>
Planeta Neptun	<a href="http://www.planeta-neptun.ru/sell/stores/?lang=eng&amp;">http://www.planeta-neptun.ru/sell/stores/?lang=eng&amp;</a>
Mannerheimin	<a href="https://fi.wikipedia.org/wiki/Mannerheimin_muistolaatta_(Pietari)">https://fi.wikipedia.org/wiki/Mannerheimin_muistolaatta_(Pietari)</a>
Ostoskeskus City	<a href="http://trk-citymall.ru/shops-citymall">http://trk-citymall.ru/shops-citymall</a> (vain venäjäksi)
Oktyabrskaya hotelli	<a href="http://www.oktober-hotel.spb.ru/oktober.nsf/en/main">http://www.oktober-hotel.spb.ru/oktober.nsf/en/main</a>
Oktyabrskii	<a href="https://www.inyourpocket.com/st-petersburg-en/oktyabrsky-grand-concert-hall-bkz_9972v">https://www.inyourpocket.com/st-petersburg-en/oktyabrsky-grand-concert-hall-bkz_9972v</a>

## Tärkeä tietoa sekä aikataulut

PÄIVÄ 1: Tiistai 8.11		
8:30 / <i>Sopimuksen mukaan</i>	9:00	Noudot, lähtö Imatralta
14:00 (GMT+3)	15:00	Lounas
15:45	16:30	Kazanin katedraali
16:00	16:45	Verikirkko
16:45	16:50	Kokoontuminen Verikirkon lähellä, lähtö hotellille
17:10	17:20	Check-in
17:20	18:25	Vapaa-aikaa
18:25	18:30	Kokoontuminen hotellin aulassa, lähtö konserttiin
19:00	22:00	Konsertti
22:00	22:10	Kokoontuminen konserttialin aulassa, lähtö hotellille
<i>Jos haluat kulkea ominpäin, sovi noudot yllämainitun aikataulun mukaan</i>		
PÄIVÄ 2: Keskiviikko 9.11		
9:30 GMT+3	Lähtö akvariumiin, kokoontuminen hotellin aulassa. Check-out.	
10:00	Lähtö eremitaasiin, kokoontuminen hotellin aulassa. Check-out.	
12:00	Check-out muille, lähtö hotellilta	
12:30	Nouto akvariumista	
13:00	Nouto eremitaasista, Japanin suurlähetystö (Mannerheimin entinen koti)	
15:00	Ostoskeskus City Mall, ostoksia sekä lounas.	
16:30 ( <i>sopimuksen mukaan</i> )	Lähtö kohti Suomea.	

Osoitteet ja paikat		
Paikka	Osoite	Etäisyys metroasemalta
Ravintola Tokio City, lounas päivä 1	Bogatyrskiy Prospekt 4	Pionerskaya (5 mins)
Kazanin katedraali	Nevsky Prospekt 2, Kazanskaya Square	Nevskiy Prospekt
Verikirkko	Griboyedov Kanal Naberezhnaya 2A	Nevskiy Prospekt (10 mins)
Hotel Oktyabrskaya	Ligovsky Prospekt 10/118	Ploshchad Vosstaniija (3 mins)
Oktyabrskii konserttiali	Ligovsky Prospekt 6	Ploshchad Vosstaniija (7 mins)
Meriakvaario	Marata 86	Pushkinskaya (5 mins)
Planeta Neptun ostoskeskus		
Eremitaasi	Dvortsovaya Naberezhnaya 34	Admiralteyskaia (5 mins)
Japanin suurlähetystö	Naberezhnaya Moiki 29	Admiralteyskaia (10 mins)
Ostoskeskus City Mall	Kolomyazhskii prospekt 17	Pionerskaya (5 mins)

*Jos haluat kuljeskella vapaasti, sovi kyytiin nousu ylläoleviin paikkoihin.*

Pidä puhelimesi mielellään verkossa koko reissun ajan, jotta saamme tarvittaessa sinuun yhteyden. Mikäli et osaa, kysy meiltä apua.

### Eksyitkö? Ongelmia? Ota meihin yhteyttä!

**Joni:** +358XXXXXXXX tai +7XXXXXXXXXX

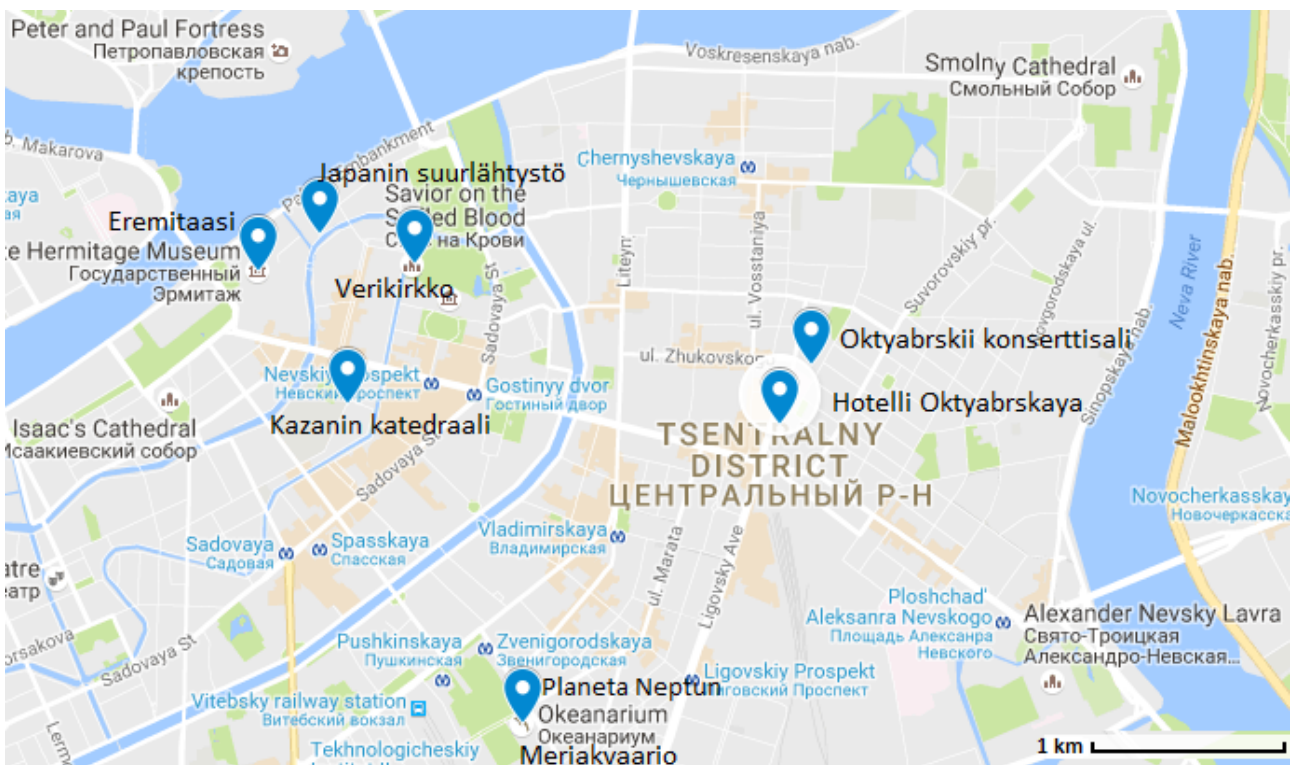
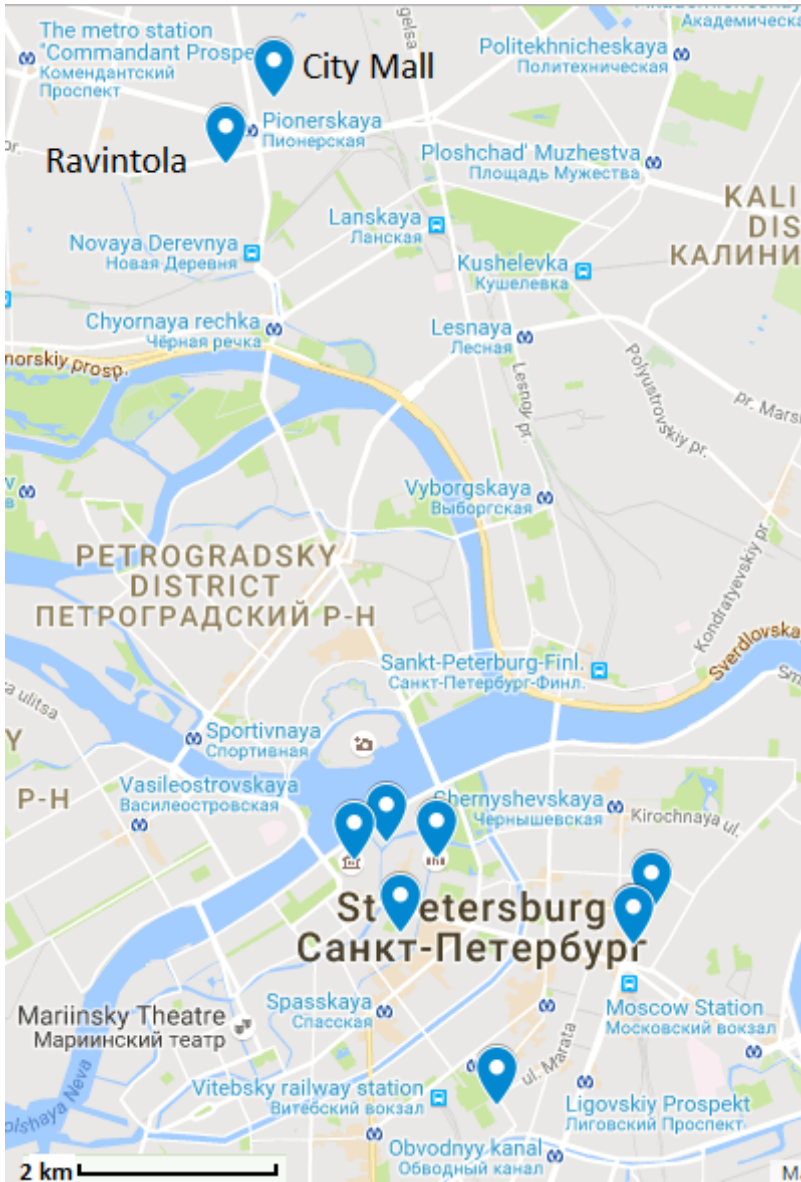
**Olga:** +358XXXXXXXX tai +7XXXXXXXXXX

Jos päätät mennä johonkin ominpäin, tässä muutama taksi:

- **Lingotaxi** (*Englanti, Saksa, Italia*) +78122411766, Alkaen 550 rub
- **Taxi Rossiya** (*Englanti*) +78123304040, Alkaen 500 rub
- **Taxovichkof** (*Englanti*) +78123330000, Alkaen 300 rub

*Hyvää matkaa!* ☺

# Kartat paikoista



## Appendix 5. Pre-trip letters to the tourists.

### **In English**

Hello,

We are reminding you that you are having a trip to Saint-Petersburg on 8th-9th of November (Tuesday-Wednesday).

Here is the updated schedule. Please, notice that we will leave earlier. The exact time will be told you 1-2 days before the trip. The changes were needed due to 1 hour time difference with Russia.

Also, please, check that your passport, visa and insurance are valid on the dates of the trip. Don't forget to take them with you. Take with you a working mobile phone and a charger if needed, so we can keep in touch during the trip.

If your phone number during the trip will be different than the one, we contacted you earlier with – inform us.

In case of cancellations, please, contact us as soon as possible.

Best regards,

Olga Evdonina

### **In Finnish**

Terve!

Muistutus ja pari käytännönasiaa ensiviikon Pietarin matkasta tiistai-keskiviikko 8-9. marraskuuta.

Ohessa viimeisin aikataulu, jota on aikaistettu hieman aikaerosta johtuen. Tarkka nouto aika ilmoitetaan tekstiviestillä ennen tiistaita.

Tarkistathan että passisi, viisumisi sekä matkavakuutuksesi ovat voimassa, ja ovat mukana matkalle lähdettäessä. Jos sinulta löytyy jo valmiiksi maahantulokortti, täytähän sen jo etukäteen ajan säästämiseksi.

Mikäli käytössäsi reissulla on eri numero kuin aiemmin ilmoittamasi, kerrothan sen meille tarvittaessa jotta saamme yhteyden tarvittaessa.

Mikä joudut perumaan lähtösi, ilmoitathan siitä meille ensitilassa.

Terveisin,

Joni Salmi

## Appendix 6. Risk management plan.

### **Possible risks and ways to manage/avoid them.**

#### **1. Cancellations right before the trip**

- Contact everyone 4-5 days before the trip. Remind and confirm.
- Ask to contact if they cannot go.
- Confirm everyone has visa, insurance, passport.
- Gather current contact info (phone numbers).
- Contact everyone 1 day before the trip to remind and confirm.

#### **2. No-shows**

- Have everyone's contact information
- Call everyone 5 minutes before pick up

#### **3. Health issues during the trip**

- Prepare a medicine chest with plasters, chlorohexidine, paracetamol, stomach pills, sterile bandage, charcoal (absorbent), diarrhea pills, thermometer, nose drops, throat pastilles, panthenol, scissors, tweethers.

#### **4. People will forget their documents**

- Remind in advance to remember the documents.
- Check passport, visa and insurance before letting into the bus

#### **5. Cancellations from companies**

- Back up transportation rental option contact number.

#### **6. The bus breaks down**

- Evacuator in Saint-Petersburg contact number
- Evacuator Vyborg contact number
- Mobile car service in Saint-Petersburg contact number
- Car service Vyborg contact number
- Insurance phone number
- Mobile tire change Saint-Petersburg contact number
- Tire change Vyborg address
- Another transportation options

#### **7. The driver is unable to drive:**

- Another transportation options starting Imatra/Vyborg/Spb
- See back up transportation options.

## Contacts numbers for the organizers:

- Tourists phone numbers
- Hotel reception
- Hotel manager
- Bus rental company
- Back up transportation rental company
- Taxi in Saint-Petersburg
- Taxis in Vyborg
- Insurance company
- Evacuator in Saint-Petersburg
- Evacuator in Vyborg
- Evacuator in Imatra
- Mobile car service in Saint-Petersburg
- Tire Change in Saint-Petersburg
- Tire change in Vyborg
- Finnish embassy

## **Back-up transportation options:**

### **First option:**

Driving the bus to Saint-Petersburg and then using taxi services.

**Taksovichkof minivan for 8 people** – 74 rub/km (minimal order is 1100 rub) or 770rub / hour (incl.10km/hour), min. 3 hours. + 20% discount.

**Taksovichkof passenger car** – 32rub/km (minimal order is 300rub) or 560rub/hour (incl.20km/hour), min 2 hours + 20% discount

**Contact:** through mobile phone app or +7 (812) 333-00-00

### **Price:**

Day 1: 3 hours for minibus = 1848rub (incl.discount)

Day 2: 300\*2 rub (taxi to Oceanarium + taxi to Hermitage) + 35\*2 (underground ticket for me to come back from Oceanarium and Hermitage) + 3 hours for minibus 1848 rub (incl. discount)

**Total:** 4366 rub or 65 euros or 11 euros per person

### **Second option:**

Parking on the edge of the city and continue the trip by using underground. There is time of travel by walking or underground in the brackets.

### **Day 1**

Parking – Prospekt Prosveschenija, 30 (250 rub)

(10 mins) Tokio City, lunch place - Prospekt Engelsa, 133

(3 mins) Underground – Prospekt Prosveschenija

(25 mins) Underground - Nevskiy Prospekt

(5 mins) Kazan Cathedral

(10 mins) Blood Church

(15 mins) Underground - Nevskiy Prospekt

(25 mins) Ploshad Vosstanija

(3 mins) Hotel Oktyabrskaya

(10 mins) Concert Hall



### **Possible schedule**

8:30 – 9:00 Leaving Imatra  
10:00 Border crossing  
12:00 Crossed Border  
14:00 Parking  
14:30 Lunch  
16:00 Kazan Cathedral  
16:10 Blood Church  
17:30 Hotel  
18:30 Leaving for concert  
19:00-22:00 Concert

### **Day2**

Hotel Oktyabrskaya  
(15 mins) Pushkinskaya  
(8 mins) Oceanarium

Hotel Oktyabrskaya  
(30 mins) Admiralteiskaya  
(10 mins) Hermitage

Hotel Oktyabrskaya  
(15 mins) Pushkinskaya  
(15 mins) Oceanarium  
(15 mins) Admiralteiskaya  
(10 mins) Hermitage  
(10 mins) Japanese Embassy  
(10 mins) Admiralteiskaya  
(40 mins) Prospekt Prosveshenia  
(10 mins) Mall Grand Canyon

### **Possible schedule**

9:30 Leaving for Oceanarium  
10:00 Oceanarium  
10:30 Leaving for Hermitage  
11:20 Hermitage  
12:00 Check out for others  
12:30 Oceanarium  
13:20 Leaving Hermitage  
13:30 Japanese Embassy  
14:30 Grand Canyon shopping center  
16:30 Leaving to Finland

# Saint-Petersburg underground map



## Customer satisfaction level post-trip questionnaire

1. What is your sex?

- a. Male
- b. Female

2. What were your expectations before the trip?

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3. Were your expectations fulfilled?

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Evaluate the current trip on a scale from -3 (strongly disagree) to +3 (strongly agree):

4. The trip was in general good:

-3	-2	-1	0	+1	+2	+3
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5. (If you visited some sights, write name of a place) This place worth visiting:

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-3	-2	-1	0	+1	+2	+3
----	----	----	---	----	----	----

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-3	-2	-1	0	+1	+2	+3
----	----	----	---	----	----	----

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-3	-2	-1	0	+1	+2	+3
----	----	----	---	----	----	----

6. The schedule was convenient and elaborate:

-3	-2	-1	0	+1	+2	+3
----	----	----	---	----	----	----

7. The price to value ratio was good:

-3	-2	-1	0	+1	+2	+3
----	----	----	---	----	----	----

8. The concert was very good:

-3	-2	-1	0	+1	+2	+3
----	----	----	---	----	----	----

9. I would visit the same kind of concert again:

-3	-2	-1	0	+1	+2	+3
----	----	----	---	----	----	----

10. The hotel was fine:

-3	-2	-1	0	+1	+2	+3
----	----	----	---	----	----	----

11. I was happy with the guiding:

-3	-2	-1	0	+1	+2	+3
----	----	----	---	----	----	----

12. I would go to the same trip again:

-3	-2	-1	0	+1	+2	+3
----	----	----	---	----	----	----

13. If there are any comments – feel free to leave them:

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The following questions would help us with planning future trips:

14. Would you be interested in visiting some other Russian cities?

- a. Yes
- b. Maybe
- c. Not sure
- d. No

15. Which cities would you want to visit?

- a. Leningrad region area (Pushkin, Petergof, Pavlovsk, Vyborg etc.)
- b. Moscow
- c. Sochi
- d. Another city (please, write which) \_\_\_\_\_
- e. I don't know
- f. None

16. How much would you pay for 1-day trip (incl. transportation and accommodation)?

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2. How much would you pay for 2-days trip (incl. transportation and accommodation)?

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*Thank you for answering the questionnaire, you helped us to develop our services!  
And thank you very much for joining the current trip to Saint-Petersburg!*