

The Growth of Chinese Tourism in Rovaniemi
Case Study: Santa Claus Village

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The main purpose of this thesis is to study Santa Claus Village and improve the marketing for attracting more tourists. Therefore, the method of the thesis is case study. The strategy of the case study is survey. Hence, the survey is about how tourists think of Santa Claus Village, the postcards, the souvenirs and so on.

The other aim of this thesis is to discuss the relationship between Chinese tourists and the tourism industry of Finland. In the thesis, tourism from the Global point of view is discussed including Finland and China. In the conclusion of the tourism chapter, the growth of Chinese tourism in Finland is shown by official data.

In the last chapter, the innovation ideas have been put forward, Chinese pre-wedding photography is a priority among priorities of those ideas. There is not enough information of the innovation idea of Chinese pre-wedding photography. Hence, it is hard to analyse the potential market exactly without real data support.

Key words: Rovaniemi, Finland, China, Santa Claus Village, Chinese tourists, postcard, tourism.

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Rovaniemi, Finland.

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1 INTRODUCTION

1.1 Background and motivation

According to Janet Henry the chief of European economist for HSBC, says that a weaker euro may still not be enough to quicken growth in the region. Some of the benefits of a cheaper currency will be lost. A lower currency is not good for import. About 45% of euro-area exports never leave the currency union. (Kennedy 2015, 1.)

Fortunately, as Simon Kennedy speculates, a weak currency could revive the economy of the European region. Euro exchange rate lower itself helps exports from Europe to other countries and encouraging the tourism. (Kennedy 2015, 1.)

For the Chinese travel agencies, nowadays, the weak euro is a strength of European tourism. The European travel route was expensive for many Chinese tourists. However, the exchange rate against CNY (Chinese Yuan) was falling, the Chinese tourists already are eager to experience the European tours. The weaker euro already became an attraction to the Chinese tourist (Tan & Xu 2015, 1.)

Ctrip, a leading travel agency of Chinese online market, has published news that the euro is at its lowest against the Yuan in a decade, so that encourages more Chinese tourists to make travel plans this summer (Tan & Xu 2015, 1.)

Ma Yiliang, a researcher at the China Tourism Academy, said that with European domestic sales in the depression, the retail and the hospitality industry of Europe should give more encouraging discounts and better services to interest and attract the Chinese tourists. (Tan & Xu 2015, 1.)

The core of this thesis is to discover the mystery of Santa Claus Village, due to attract more tourists from China to Finland.

The thesis has discussed the Santa Claus Village as well, which is one of main reasons why Rovaniemi has a thriving tourist industry. The brand of the hometown of Santa Claus is helping much. Nevertheless, Rovaniemi is above ordinary.

Rovaniemi is a tourism town, which is the official worldly hometown of Santa Claus. Rovaniemi is the capital of Finnish Lapland, a good place to organise activities and a transport heart of Lapland as well. (Symington & Dunford 2009, 308.)

1.2 Objectives

The first objective is to research the present situation in among global, Finnish and Chinese tourism industries.

The second objective is to research the local students (including international students) and the staffs of university how they think about Santa Claus Village.

The third objective is to carry out research about Santa Claus Village to make a marketing plan of Santa Claus Village to attract more tourists, particularly, the Chinese ones.

1.3 Definition of case study

Case study is one of the ways to do the social science research. Case study is a good strategy when seeking the answer of “how” or “why”. (Yin 1994, 1.)

The case study of this thesis is Santa Claus Village situated at the Arctic Circle in Rovaniemi, Finland. The main method of doing the research about Santa Claus Village is a questionnaire.

The main goal of the paper is to analyze the market of Santa Claus Village to improve it and attract more customers. The survey is a useful and effective way to get to know about the customers of Santa Claus Village.

2 TOURISM

2.1 Definition of tourism

According to the United Nations World Tourism Organization, for decades, the tourism industry has sustained growth and deepening diversification, becoming one of the fastest growing industries in the world. Modern tourism is closely related to development, including more and more new destinations. These dynamics have brought tourism into the main driving force of social and economic progress. (UNWTO 2017.)

It is not easy to define the tourism industry. In the industry aspect, the tourism industry is related to all kinds of sectors, such as hotels, leisure centres, local government planning departments, airlines, travel agencies, transportation and so on. (Youell 1998, 9.)

A definition quoted from Tourism Social in the early 1980s. "Tourism is the temporary, short-term movement of people to destinations outside the place where they normally live and work, and activities during their stay at these destinations; it includes movement for all purposes, as well as day visits or excursions". (Tourism Social 1982.)

The World Tourism Organisation suggests that there are 3 basic forms of tourism. First, domestic tourism containing residents of the given country travelling only within their own country. Second, inbound tourism containing non-residents travelling in the given country. Third, outbound tourism containing residents travelling in another country. (Youell 1998, 11.)

From these 3-basic forms, tourism industry also could be divided in internal tourism, domestic tourism and international tourism. Worldwide tourism is combination of domestic and inbound tourism. National tourism is constituting domestic and outbound tourism. Global tourism is consisting of inbound and outbound tourism. (Youell 1998, 11.)

2.2 Global tourism

Globalisation is the most obvious trend in the world right now so the fastest way to develop tourism is joining the global trend. International tourism is not driven by just economic motivation, but also political motivation. (Youell 1998, 42.)

The tourism industry has been developing rapidly, especially since the 1980s (Walton 2009, 783–793). Tourism is often seen as a global phenomenon with a nearly great substructure. Tourism is the branch of the global economy with the most energetic development and it is thriving more rapidly than any time else in the tourism history. (Gyr 2010.)

Global tourism has not just influence on many other industries, but also influenced by other industries of the world. The situation significance is obvious influence thoroughly penetrates society, politics, culture and, above all, the economy. They also reinforced the global system with roughly 100 million employees in the modern-day leisure and experience service. Hence, tourism is an unstable, variable and sensitive industry. It is also complex industry, interwoven worldwide structure keen to please the needs of traveling persons, groups and masses. (Gyr 2010.)

According to the United Nations World Tourism Organization (UNWTO) World Tourism Barometer, in 2016, International tourist arrivals grew by 3.9% to reach a total of 1,235 million. Around 46 million more tourists (overnight visitors) travelled internationally compared to 2015. (UNWTO 2017.)

The area of Europe is still the most popular visited place in the entire world with over half of the international tourist from the world. There is an increase of 22 million (+4%) arrivals in 2014, reaching a total of 588 million. Tourism has been a main supplier to help the European economic recovery. (UNWTO 2015.)

In 2016 was another year for China to lead the world's outbound market. There is 12% increase (in local currency) of international tourism spending, raised

from 11 billion dollars to 261 billion dollars and the number of outbound tourists increases 6% to 135 million person-times in 2016. This growth confirms that China has long been the number one source market in all over the world since 2012. (UNWTO 2017.)

With a 12% increase in spending, China continued to lead international outbound tourism, followed by the United States, Germany, the United Kingdom and France as the top five spenders (UNWTO 2017).

2.3 Tourism of Finland

Tourism has increasingly more important role in Finland's economy. Tourism consumption was estimated at 14.2 billion euro in Finland in 2014. The amount includes consumption expenditure of Finnish and foreign tourists in Finland. The foreign travellers' proportion of total tourism consumption was about 28%, or 4.03 billion euro. (Visit Finland.)

The increase of value produced by tourism was estimated at around 4.4 billion euro in 2014, which is 2.5% of Finland's GDP. Compared to the increase in value produced by other industries, tourism value increase was over 1.5 times higher than the food industry, larger than agriculture and multiple times larger compared to the game industry. (Visit Finland.)

In 2014, there were 139,200 people working for tourism industries in total. There were 28,900 companies in the tourism industry. There were more than 3,000 new companies during 2007-2014. New companies produced most of the program services. (Visit Finland.)

Table 1. Nights spent and arrivals by country of residence 2016 (cumulative)
(Latest Cumulative Data for the Current Year, 2016)

	Nights spent	Change of nights spend, %	Arrivals	Change of arrivals, %	Duration of stay, days
Total	20,367,592	3.2	11,112,311	3.5	1.8
Domestic	14,601,540	2.6	8,323,989	2.6	1.8
Foreign	5,766,052	4.6	2,788,322	6.3	2.1
Europe-28	3,056,104	3.8	1,419,028	3.7	2.2
Scandinavia	847,619	0.2	472,549	0.7	1.8
Asia	854,117	17.2	471,368	23.3	1.8
Oceania	62,907	-0.5	30,198	0	2.1
Africa	24,129	-4.4	9,988	-1.8	2.4
America	330,623	12.3	149,004	10.4	2.2
Russian Federation	697,796	-10.9	307,127	-12.7	2.3
Sweden	549,285	-0.1	313,898	-0.5	1.7
Germany	540,209	-0.6	268,061	0.6	2
United Kingdom	500,269	6	199,654	5.1	2.5
France	249,995	8.7	93,520	6.5	2.7
China and Hong Kong	271,175	28.8	184,603	32.9	1.5
Japan	214,472	5.4	114,452	5.9	1.9
United States	231,472	14.3	107,745	13	2.1
Estonia	192,701	2	84,088	3.8	2.3
Norway	180,818	-2.8	96,613	2.2	1.9
Netherlands	174,304	9.2	76,742	6	2.3
Switzerland	153,136	-3.6	69,236	-0.6	2.2
Italy	139,293	9	66,077	7.8	2.1
Spain	125,875	18.2	57,151	17.5	2.2

Table 1 presents how many nights person-time travellers spent in Finland and how many person-time travelled in Finland in 2016, the table categorized by country. The tourism statistics are demonstrating the Finnish tourism changed a lot in 2016.

As can be seen from the Table 1, there are more than 11 million person-time tourists who travelled in Finland in 2016, including domestic tourists. Of the more than 11 million person-time tourists, there are around 8.32 million person-time domestic tourists, represents around 74.91% of total person-time tourists. There are around 2.79 million person-time foreign tourists, represents around 25.09% of total-person time tourists in Finland in 2016.

To be more specific, there are around 1.419 million person-time tourists from European Schengen countries, represents around 50.89% of foreign person-time tourists in Finland in 2016. There are around 0.472 million person-time tourists from Scandinavia, represents around 16.95% of foreign person-time tourists. There are around 0.471 million person-time tourists from Asia, represents around 16.91% of foreign person-time tourists. There are around 0.030 million person-time tourists from Oceanian countries, represents around 1.1% of foreign person-time tourists. There are around 0.009 million person-time tourists from Africa, represents around 0.36% of foreign person-time tourists. There are around 0.149 million person-time tourists from American, represents around 5.34% of foreign person-time tourists. There are around 0.307 million person-time tourists from the Russian Federation, represents around 11.01% of foreign person-time tourists in Finland in 2016.

More exactly, the biggest number of tourists is Sweden, there are 313,898 person-time tourists from Sweden in 2016, compared to 2015, there is 0.5% slightly decrease. Second most is Russia, there are 307,127 person-time tourists from Russia, but compared to 2015, there is 12.7% obvious decrease. Third most is Germany, there are 268,061 person-time tourists from Germany, compared to 2015, there is a 0.6% modest change.

The significant change of arrivals is China (including Hong Kong) in 2016, a 32.9% sharp increase. There are 184,603 person-time tourists from China. Cumulatively, they spent 271,175 days in Finland in 2016, there is 28.8% rapid change of nights spent. On average, every Chinese tourist spent 1.5 days in Finland in 2016.

2.4 Overseas tourism of China

There are a lot of companies who want to represent the Chinese market. Before starting business with China, it is better to know the Chinese customer behavior well. Here are some facts about tourism in China.

In 2014, China's outbound tourism market for the first time was over billions, reaching 1.07 billion person-time (including tourists who have been to Hong Kong, Macao and Taiwan, excluding the over sea students and short-term worker) outbound tourists. Compared with 2013, there is a 19.49% increase from the total point of view. For two consecutive years, China becomes the world's number one tourist source. (China Tourism Academy 2015.)

But the source of output is still concentrated in the eastern region and the main urban cities. The big market is based on the size of the total population. Compared to developed countries, outbound and abroad travel rates of China are lagging. China's outbound market is still in the development stage and will gradually develop from the tentative to mature. (China Tourism Academy 2015.)

By the end of 2014, China has officially launched the business of outbound tourism with 117 countries, represents 68% of 172 countries that have established diplomatic relations with China. (China Tourism Academy 2015.)

Up to January 20, 2015, there are a total of 52 countries and regions executing visa-free or landing visa policy for Chinese citizens which have ordinary passports for private traveling. It can be said that the development of outbound tour-

ism has a positive influence on the construction of China's diplomacy. (China Tourism Academy 2015.)

The growth of China's outbound market and consumption capacity has promoted the optimization of the development environment. Hence, overseas destinations have been paying more and more attention to protect the fair and equitable treatment of Chinese tourists. The destination country actively competes to become a destination for Chinese tourists. With the development of China's economy and society, China's outbound tourism will achieve rapid and sustainable development. (China Tourism Academy 2015.)

In 2015, Chinese outbound tourists reached 117 million person-time, compare to 2014, there is an 9.8% increase. In the next five years, China's outbound travel market will maintain a steady growth, consumer will be more rational and more focused on the overseas travel experience. (China Tourism Academy 2016.)

In outbound travel destinations, there are more than 70% person-time tourists choose Hong Kong, Macao and Taiwan. In the oversea destinations, the top ten were Thailand, South Korea, Japan, Vietnam, the United States, Singapore, Russia, Australia, Indonesia and Malaysia. Among them, there is 88% sharp increase in the number of people who went to Thailand and Japan in 2015. (China Tourism Academy 2016.)

The environment for Chinese tourists is getting better and better, not only because of visa, the more convenient payment method also plays a support role for Chinese tourists. Meanwhile, overseas tourism destinations are continuously improving the reception environment for Chinese tourists, including Chinese guides, Chinese signs, acceptance of UnionPay and Alipay. Many shops accept UnionPay or Alipay as an important way to attract Chinese customers. (China Tourism Academy 2016.)

In 2015, China's outbound travel consumption reached 104.5 billion dollars (around 98.33 billion euro). Per capita consumption of 893 dollars (around 840 euro). Compare to 2014, there is an increase of 16.6%. The growth has slowed. (China Tourism Academy 2016.)

Outbound travel market is dominated by shopping right now, however, it is developing to experience the leisure life stage.

2.5 The relationship between Chinese tourists and tourism of Finland

The relationship between Chinese tourists and tourism of Finland is quite good. The number of Chinese tourists is growing rapidly. There are around 356,000 Chinese tourists who visited Finland in 2016, compared to 2015, there is 35% sharp increase. While the number of the tourists from other countries is mostly the same as in 2015. (Lehtinen 2017.)

The director Paavo Virkkunen from Visit Finland said, "Last spring, we promoted Finland's natural scenery and environment throughout China. From last year's summer vacation, the number of Chinese tourists continually increases, reaching a peak by the end of last year". "We Are in Love'. It is due to Chinese TV show, which was filmed in Lapland during the winter. Up to one hundred million TV watchers will get to know Lapland." Says Paavo Virkkunen. (Lehtinen 2017.)

Table 2. Consumption of tourists in 2016 (Lehtinen, 2017) or Visit Finland?

Country	Person-time tourists	Consumption, million euro	Per capita consumption, euro
Spain	143,800	84	582
United Kingdom	253,200	116	457
Japan	231,400	117	507
China	356,000	335	940
France	176,000	99	560
Swedish	860,600	172	200

Germany	404,400	151	373
Russia	2,686,500	469	175
Estonia	921,500	126	136
United States	145,200	80	554

In 2016, almost all foreign tourists spent about 2.5 billion euros in Finland. It has a 5% light growth on the previous year. (Lehtinen 2017.)

Russian tourists are the biggest resource of Finland's tourism industry. Although, in recent years the number of Russian tourists has greatly decreased. In 2014, the Russian tourist spent nearly 1 billion euros in Finland, but last year the consumption of Russian tourists has fallen to 469 million euros. Successfully, Finland found the market from Asia and the centre of Europe, especially catching Chinese tourists' eyes. (Lehtinen 2017.)

As shown in Table 2, the most consumption is Russia. The second most consumption is China. Chinese tourists contributed 335 million euros to Finnish tourism industry.

To be more specific, Chinese tourists are more willing and more generous than the tourists from other countries. In 2016, the per capita consumption of the Chinese tourist is 940 euros. While the per consumption of the Russian tourist is 175 euros. Chinese tourists are even more generous than Japanese tourists. The per capital consumption of Japanese tourists was 507 euros in 2016.

The difference between Russian and Chinese tourists' per capita consumption is large, due to the travel expenses and the length of the trip to Finland. However, the Chinese tourist used much more money to travel in Finland than other counties' tourists, for example, the Japanese. (Lehtinen 2017.)

Chinese tourists spend significantly much more money on holiday than other tourists. They are attractive to Finland's tourism industry. (Lehtinen 2017.)

3 CASE STUDY: SANTA CLAUS VILLAGE

3.1 Background of Santa Claus Village

Rovaniemi and Lapland were the first recipients of aid provided by UNICEF (United Nations Children's Fund) in post-war Finland. The aid provided by UNICEF also included the construction of the Arctic Circle Cabin and the commencement of tourist services (Santa Claus Village).

In the beginning, Santa Claus Village did not have these buildings there was just one cabin. The Arctic Circle Cabin was created in only two weeks which was the reception ceremony place for welcoming Eleanor Roosevelt. Who is the widow of President Roosevelt, she is famous because of her humanitarianism work. She visited Rovaniemi to see Lapland and the post-war reconstruction of Rovaniemi in June 1950. (Santa Claus Village)

The idea went back more than twenty years to when Colonel Oiva J. Willamo had erected a stake in the vicinity to serve as a stopping place for tourists to photograph (Santa Claus Village). It was more south from the Polar Circle and it was destroyed during the war. (Santa Claus Village)

The Arctic Circle Cabin was designed by the architect, Ferdinand Salokangas and it was built by Jarl Sundquist's experienced construction crew. (Santa Claus Village)

The number of tourists visiting Santa Claus Village continues to increase every year. In 1956, it had essentially the first extension. It is exactly 15 years after the first ceremony in June 1965 when Eleanor Roosevelt visited Rovaniemi. For bringing better services to more and more customers, a new cabin had been built, it was designed by Lempi Purdy. (Santa Claus Village)

Santa Claus Village is the most famous sight of Rovaniemi now. Many leaders of states and well-known peoples have visited it. (Santa Claus Village)

3.2 Unique experiences of Santa Claus Village

Santa Claus Village is special. There are some unique experiences that have been summarized.

1. Santa Claus

All children over the world love Santa Claus. The official Santa Claus is in Santa Claus Village, Rovaniemi, Finland. Santa Claus welcomes all the children and adults to come to his magical world. (Santa Claus Village)

2. Northern Lights

To most people, it is extraordinary unique experience to see the Northern Lights in person. But in Santa Claus Village, people has a possibility chance to watch Northern Lights dance in the dark sky. It can be said that most of the year Northern Lights can be seen in the clear and the dark night sky. (Visit Finland)

3. Huskies and reindeer

Special rides are offered in Santa Claus Village. A husky ride or reindeer ride? You make up your mind. Happy hounds and Santa's reindeer they both can take you on a great snow safari. (Santa Claus Village)

4. Snow world

Rovaniemi has a long period of snow, hence, Santa Claus Village has been covered by snow almost from October to April. People can have snowmobile ride as a good experience in the white snow world. Children like to have a snowball fight or make a snowman. (Santa Claus Village)

5. Midnight sunshine

People can have 24-hour sunlight for almost three months in Santa Claus Village, because of high latitude position. Amazing midnight sunshine in the summer is beyond description. People can have lots of fun activities in the midnight and enjoy the sun light as well. (Visit Finland)

6. Quiet and relaxing experience

In the modern daily life, more and more people live in cities which are full of all kinds of noises. If you want to escape from crowds and noise, Santa Claus Village is a good choice. Natural scenes and healthy food is waiting for you to enjoy. (Visit Finland)

3.3 Questionnaire analysis

3.3.1 Goal of the questionnaire

The questionnaire is about Santa Claus Village. The main purpose of this questionnaire is to improve Santa Claus Village's marketing to attracting more tourists.

To achieve this goal, a group of local respondents who are familiar with Santa Claus Village were chosen. The form of the questionnaire is e-form which was created on the webropol website. The link of the survey was spread through Lapland UAS e-mail, to contact both Finnish and international respondents.

3.3.2 Analysis of results

There are 91 respondents to the questionnaire, almost all answered the 15 questions of the questionnaire. In other words, some of the 91 respondents skipped a few questions. A few respondents left some open comments in the end of the questionnaire as well.

Table 3. The gender of respondents

	Number	Percent
Male	34	37.36%
Female	57	62.64%

Of the 91 respondents, there are 34 male respondents (37.36%). There are 57 female respondents (63.64%).

Table 4. Age group of all respondents and age group of only student respondents

	All respondents	Percent of all respondents	Student	Percent of student
Under 18	1	1.1%	1	1.2%
18-25	53	58.24%	52	64.2%
26-30	12	13.19%	11	13.6%
31-40	13	14.29%	10	12.3%
41-50	12	13.19%	7	8.6%
Over 50	0	0%	0	0%

The questionnaire was sent by university e-mail, hence, most of the respondents are students. There are 81 students who represents around 89% of 91 respondents.

The questionnaire shows that in the age group, most respondents are in the 18-25 age group which represents 58.24% of all respondents. In the student's group, most of them are in the 18-25 age group as well.

Table 5. Nationality of all respondents and Nationality of only student respondents

	Nationality	Percent of all respondents	Student	Percent of student
Finland	61	67.03%	54	66.7%
Russia	10	10.99%	9	11.1%
France	1	1.1%	1	1.2%
Germany	1	1.1%	0	0%
Vietnam	4	4.4%	4	4.9%
China	6	6.59%	6	7.4%

Other	8	8.79%	7	8.6%
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Table 5 indicates the nationality of all respondents and the nationality of the student group. There are 8 respondents which are from other counties, two of them from Austria. Others are respectively from Czech Republic, Nepal, Pakistan, Romania, Sweden, UK (alphabetical order).

It appears from table 5, there are 61 Finnish respondents which represents around 67% of all respondents and Finnish students represents 66.7%. The second most is Russian, there are around 11% Russian respondents, which are quite similar with Russian student's respondents. The third most respondent group is Chinese students which represents around 7%.

Table 6. How do respondents feel about the language barrier?

	All respondents	Percent of all respondents	Finns	Percent of Finns	Other nationalities	Percent of other nationalities
Very easy	43	51.81%	31	57.4%	12	41.4%
Easy	10	12.05%	5	9.3%	5	17.2%
Okay	28	33.73%	18	33.3%	10	34.5%
Difficult	1	1.2%	0	0%	1	3.4%
Very difficult	1	1.2%	0	0%	1	3.4%

In the result of the questionnaire, 83 respondents of "How do you feel the language barrier?" 54 Finns answered the question with "Very easy", "Easy" and "Okay", 7 Finns skipped the question.

There are 29 respondents of other nationality groups who answered the question, 1 Russian respondents skipped the question. Most of respondents which are from other countries chose "Very easy". 34.5% respondents chose

“Okay”. One Russian respondent chose “Difficult”. One Pakistan respondent chose “Very difficult”.

As a conclusion, language barrier is not a big problem for most of the respondents.

In the questionnaire, all 91 respondents chose “yes” to be the answer of “ Do you know Santa Claus Village of Rovaniemi?”.

Table 7. The channel of respondents knows about Santa Claus Village

	Number	Percent
Internet	15	16.48%
Magazine	1	1.1%
Heard from others	32	35.16%
Travel agency	2	2.2%
Other	41	45.05%

From the questionnaire, there is around 45% respondents who know Santa Claus Village from other ways, although it is not clear that what is in other ways, maybe advertisements, newspapers or books. Table 5 also shows that many people heard of Santa Claus Village from others. Only 16.48% of respondents learned through the Internet about it. Hence, if Santa Claus Village wants to become more popular it needs to work more on the Internet.

Table 8. Times visited of Santa Claus Village

	Number	Percent
None	12	13.19%
Once	8	8.79%
Twice	14	15.38%
Third	5	5.49%
More than third times	52	57.14%

The questionnaire shows that there are 12 respondents who have not visited Santa Claus Village yet, which represents 13.19%. It is maybe the reason that some questions have not got full response. There are 8.79% who respondents visited once, 15.38% respondents visited twice times, 5.49% respondents visited three times and 57.14% respondents visited Santa Claus Village more than three times.

Table 9. What do respondents think of Santa Claus Village?

	Number of all respondents	Percent of all respondents	None visit	Percent of none visit
Poor	3	3.45%	0	0%
Fair	14	16.09%	3	37.5%
Good	38	43.68%	4	50%
Very good	26	29.89%	0	0%
Excellent	6	6.9%	1	12.5%

Table 9 illustrates what does respondents think of Santa Claus Village, there are two groups been divided in the table, one is all respondents, another group is 12 respondents which have never visited Santa Claus Village.

43.68% respondents think Santa Claus Village is good. 29.89% respondents think Santa Claus Village is very good. 6.9% respondents think Santa Claus Village is excellent. 16.09% respondents think Santa Claus Village is fair. Only 3.45% of respondents think Santa Claus Village is poor.

In the group of 12 respondents which never visited Santa Claus Village, 50% respondents think Santa Claus Village is good. 37.5% respondents think Santa Claus Village is fair. 12.5% respondents think Santa Claus Village is excellent.

Table 10. Who did respondents travel with? (Multiple-choice)

	Number	Percent
Alone	20	23.26%
Boyfriend/Girlfriend	27	31.4%

Family	55	63.95%
Tour Group	13	15.12%
Colleague	23	26.74%
Friend	14	16.28%
Work	4	4.65%

There are 86 respondents to the question “ Who did you travel with to Santa Claus Village?” This is a multiple-choice question. It is obvious that more than half of the respondents visited Santa Claus Village with their own family. The second group are with boyfriend/girlfriend.

In a multiple-choice question “ What kind of traveller group do you belong to”, there are 85 respondents. Only one respondent chose “Honeymoon”. Around 8% of respondents chose “Business trip”, which was 7 respondents. Most of the respondents had a one day trip, they were for leisure or joined the school trip. Few people were working in Santa Claus Village.

Table 11. What do respondents think of postcards in Santa Claus Village?

	Poor	Fair	Good	Very good	Excellent	Total	Average
Price	11	25	41	4	2	83	2.53
	13.25%	30.12%	49.4%	4.82%	2.41%		
Quality	3	9	39	24	8	83	3.3
	3.61%	10.84%	46.99%	28.92%	9.64%		
Variety	4	9	42	18	10	83	3.25
	4.82%	10.84%	50.6%	21.69%	12.05%		
Exterior	4	7	49	9	12	81	3.22
	4.94%	8.64%	60.49%	11.11%	14.81%		
Total	22	50	171	55	32	330	3.08

Table 11 exhibits that there are 49.4% respondents who think the price of postcards is good, around 60% respondents think the price is good or more than good. If poor is 1 point, fair is 2 points, good is 3 points, very good is 4

points and excellent is 5, the average point of the price of postcards is 2.53 points.

There are 46.99% respondents who think the quality of postcards is good. The average point of the quality of postcards is 3.3 points. There are 50.6% respondents who think the variety of postcards is good. The average point of the variety of postcards is 3.25 points. From the exterior, there are 60.49% respondents who think the exterior of postcards is good. The average point of the exterior of postcards is 3.22 points.

The average point of 4 elements (price, quality, variety and exterior) of postcards is 3.08 points. In other words, if the price of postcards were lower, the customers of Santa Claus Village would be happy.

Table 12. How do respondents feel the other preferred products (except postcards)?

	Poor	Fair	Good	Very good	Excellent	Total	Average
Price	20	24	32	3	1	80	2.26
	25%	30%	40%	3.75%	1.25%		
Quality	4	11	48	15	2	80	3
	5%	13.75%	60%	18.75%	2.5%		
Variety	6	8	41	16	10	81	3.2
	7.41%	9.88%	50.62%	19.75%	12.35%		
Exterior	5	6	45	18	5	79	3.15
	6.33%	7.59%	56.96%	22.78%	6.33%		
Practicability	7	11	45	11	3	77	2.9
	9.09%	14.29%	58.44%	14.29%	3.9%		
Total	42	60	211	63	21	397	2.9

It appears from table 11 that, there are 40% respondents who think the price of other products (except postcards) is good, 25% respondents think the price is poor. If poor is 1 point, fair is 2 points, good is 3 points, very good is 4 points

and excellent is 5, the average point of the price of the other product is 2.26 points, even lower than the average point of postcards.

There are 60% respondents who think the quality of other products is good. The average point of the quality of other products is 3 points. There are 50.62% respondents think the variety of other products is good. The average point of the variety of other products is 3.2 points. There are 56.96% respondents think the exterior of other products is good. The average point of the exterior of other products is 3.15 points. There are 58.44% respondents think the practicability of other products are good. The average point of the practicability of other products is 2.9 points.

The average point of 5 elements (price, quality, variety, exterior and practicability) of other products is 2.9 points.

The conclusion is that tourists more willingly buy postcards than other products in Santa Claus Village.

Table 13. Which season you came to Santa Claus Village? (Multiple Choice)

	Number	Percent
Winter	78	91.76%
Spring	31	36.47%
Summer	38	44.71%
Autumn	29	34.12%

The number of respondents of the question is 85, selected answers are 176. Over 90% respondents visited Santa Claus Village in winter. The second most is summer season which is 44.71% of respondents.

Table 14. Which season do you think is the best time to visit Santa Claus Village? (Multiple Choice)

	Number	Percent
Winter	83	91.21%

Spring	13	14.29%
Summer	16	17.58%
Autumn	10	10.99%

The number of respondents of the question is 91, selected answers are 122. The results of this question are similar with the last one. There are 91.21% respondents who think winter is the best season to visit Santa Claus Village. The second most suitable season respondents think is summer. In the result, there is not too much difference between summer, spring and autumn.

The final part of the questionnaire is open comments. Useful comments have been collected. They have been divided as two groups.

Group 1:

1. One Finnish student complains about Santa Claus village is too commercial. She said if her family comes to Rovaniemi, she will not bring them there.
2. One local student complains that Santa Claus Village looks too old to her. Goods are so expensive there. She suggests that they should have more things for children in the winter. It would be nice if there were some kind of "winter wonderland". Better restaurants and cafés are needed as well. There should be more things for local people.
3. Another Finnish student thinks the company of Santa Claus Village should do more co-operation and have more events.
4. One Finnish student says he doesn't go to Santa Claus Village when he does not have to work.

Group 2:

1. One Russian student says she Loves Santa Claus village.
2. One office lady says she lives right next door to Santa Claus Village. Therefore she visits it very often with her family or friends. Sometimes she goes shopping by herself and has a cup of coffee there.

3. A Finnish lady says she would visit Santa Claus Village with her foreign boyfriend.
4. One Finnish student thanks for the survey. He thinks this is a very useful questionnaire.

3.3.3 Conclusion of the analysis

There are 15 questions of the questionnaire. Altogether 91 respondents in total were received, students represent around 89%. Most of the respondents are in the 18-25 age group which represents around 58% of all respondents.

Around 57% of respondents visited Santa Claus Village more than three times. More than half respondents visited Santa Claus Village with their own family or with boyfriend/girlfriend.

Finnish respondents represents around 67%. Russian respondents represents around 11%. The third most respondent group is Chinese who represents around 7%.

1. What do tourists think of Santa Claus Village?

The results of the questionnaire show that most tourists think Santa Claus Village is good, which represents 43.68% of respondents. 29.89% respondents think Santa Claus Village is very good. 6.9% respondents think Santa Claus Village is excellent.

2. How do tourists feel about the language barriers?

The results of the questionnaire reveal that most of the foreigners think the language barriers is not a problem from them.

3. What do tourists think of postcards in Santa Claus Village?

About the 4 elements (price, quality, variety and exterior) of postcards, most of the respondents think they are ok. Around 13% of respondents consider the price of postcards too high. In other words, if the price of postcards are lower, the customer will be more appreciative.

4. How tourists feel about the other preferred products (except postcards)?

About the 5 elements (From the 4 elements (price, quality, variety and exterior) of) of other preferred products (except postcards), most respondents think it is ok. The results also show that tourists are more willing to purchase postcards than other products in Santa Claus Village.

5. Which season do tourists came to Santa Claus Village? (Multiple-choice)

In the questionnaire, this is a multiple-choice question for respondents. Over 90% tourists visited Santa Claus Village in winter time.

6. Which season do tourists think is the best season to come to visit Santa Claus Village? (Multiple-choice)

This is also a multiple-choice question. Over 90% tourists think the winter season is the best season to visit Santa Claus Village.

4 MARKETING PLAN FOR SANTA CLAUS VILLAGE

The basic definition of marketing is that, as a business process concerned with satisfying customers' needs and wants more effectively and efficiently than the competition. (Lancaster & Reynolds 2004, 8).

The goal of the marketing plan is to offer better services to the customers of Santa Claus Village and to attract more customers.

4.1 SWOT analysis

SWOT analysis under below describes the Strengths, opportunities, weaknesses and threats of Santa Claus Village.

<p>Strengths</p> <ul style="list-style-type: none"> - Official Santa Claus - Arctic Circle - Beautiful nature - International tourism - Fairy tale combine to reality 	<p>Weaknesses</p> <ul style="list-style-type: none"> - Small Village - Traffic is inconvenient - Few services - Expensive goods - Lack of entertainment facilities
<p>Opportunities</p> <ul style="list-style-type: none"> - Develop facilities - Immigration - International tourists - Innovation services - Combine other companies arranging international activities 	<p>Threats</p> <ul style="list-style-type: none"> - Budget - Labour shortage - Global war`ming - Competition - Pre-investment of arranging activities

4.2 Potencial customers

In recent years, China's outbound tourism market has grown rapidly. In many countries of Europe, China is the largest source of overseas tourists. In 2015, Europe received a total of 12.5 million person-time Chinese tourists. China's market is the fastest growing market. (China National Tourism Administration)

As many people know China has a huge potential market, although it is based on an enormous population. From previous chapters' analysis, the Chinese overseas tourist groups are one of the most willing to spend money in Finland. Hence, take Chinese overseas customers as a target group of this marketing planning and innovation services.

Nowadays, we are live in the information technology era, almost everyone likes to post online photos of themselves traveling. Social and cultural factors influence the behaviour of customers. Therefore, where the innovation business ideas came from.

4.3 Innovation services

The study has found that generally tourists can take photos with Santa Claus. This photograph service can be extended. Innovation ideas are the following.

1. Role-play photograph

Could offer tourists Santa Claus clothes or reindeer-look costumes, even could be an elf type costume.

2. Personal art photograph

Some Chinese people like to take personal art photographs in their special life moments. Rovaniemi has a natural wonderful view. The art photos can be shot in Santa Claus Village or in Rovaniemi.

3. Wedding photographs

It is a Chinese custom to take photographs of a couple before the wedding ceremony. Because couples want to share some sweet moments with their families and friends on the wedding day. In China, pre-wedding photography is a huge and profitable industry. More and more young couples choose to take photos overseas, usually in front of famous landmarks. (BBC)

Social media can be used to promote the idea. Popular Chinese social media, for example, Weibo and Wechat or Fliggy web (Alibaba's comprehensive travel service platform) can be used to promote the idea.

5 CONCLUSION AND SUGGESTIONS

5.1 Limits of the thesis project

After writing this paper, I learned a lot of useful things. However, there are still some limits of this thesis project. Consider lack of work experience in the tourism industry attached with the limited time. The most shortcoming was difficult to collect useful data in the tourism industry of Rovaniemi. A lot of demanding questions are still to be carried out step by thinking and reviews. Hope there will be someone to continue the work.

5.2 Main questions of the research

The relationship between Chinese tourists and tourism of Finland is good and it will become even closer. Based on the data, the number of arrival person-time, it obviously increased more than 30% by 2016. Chinese tourists are generous as well, the per capita consumption of the Chinese tourist is 940 euros in 2016.

From the result of the survey, around 13% respondents think the price of postcards is too high and 25% respondents consider the price of other preferred products also too high. Consider most of the visitors went to Santa Claus Village with their own family or with boyfriend/girlfriend, more activities and events for families and couples should be created, for example, romantic restaurant.

There is not enough information about Chinese pre-wedding photography. The potential market is great, hope someone can continue the work.

5.3 Some suggestions for further research

I hope if someone who is attracted by my innovation ideas, continues the research. There are several suggestions.

1. Do more research about Chinese pre-wedding photography.
2. Do research about the culture and traditions of Chinese weddings.
3. Do research about Chinese consumer behavior.
4. Do research about the budget.
5. Do research about pricing decisions.
6. Do research about how to promote and sell the services.

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APPENDICES

Appendix 1. Questionnaire in English

Appendix 1.

Santa Claus Village

1. Your gender? *

- Male
- Female

2. What is your age group? *

- Under 18
- 18-25
- 26-30
- 31-40
- 41-50
- Over 50

3. Where is your home country? *

- Finland
- Russia
- France
- Germany
- Vietnam
- China
- Other
- _____

4. Your occupation? *

- Student

- Teacher
- Officer
- Manager
- Entrepreneur
- Self-employed
- Unemployed
- Retired
- Other

5. Do you know Santa Claus Village of Rovaniemi? *

- Yes
- NO

6. How do you know about Santa Claus Village? *

- Internet
- Magazine
- Heard from others
- Travel agency
- Other

7. How many times have you visited Santa Claus Village? *

- None
- Once
- Twice
- Third
- More than third times

8. Who did you travel with to Santa Claus Village? (Multiple Choice)

- Alone
 - Boyfriend/Girlfriend
 - Family
 - Tour Group
 - Colleague
 - Friends
 - Other
 -
-

9. What kind of travelled group do you belong to? (Multiple Choice)

- Business Trip
 - Holiday Travel
 - Honeymoon
 - Other
 -
-

10. How do you think of Santa Claus Village?

- Poor
- Fair
- Good
- Very good
- Excellent

11. How do you feel the language barrier?

- Very easy
- Easy
- Okay
- Difficult

Very difficult

12. What do you think of postcards in Santa Claus Village?

poor fair good very good excellent

Price

Quality

Variety

Exterior

13. How do you feel the other preferred products (except postcards)?

poor fair good very good excellent

price

Quality

Variety

Exterior

Practicability

14. Which season you came to Santa Claus Village? (Multiple Choice)

Winter

Spring

Summer

Autumn

15. Which season you think is the best to visit Santa Claus Village? (Multiple Choice)

Winter

- Spring
- Summer
- Autumn

16. Open comments:
