

Incentive Tourism for international customers in Eastern Uusimaa

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<p>This thesis introduces an incentive programme, customized for a fictive international group. The products and services used for this programme are only from suppliers operating in Eastern Uusimaa in Finland and are the members of the Premium Visit network.</p> <p>The supporting authority of this thesis is Porvoo Tours, for whom the incentive package will be submitted for their further use and development.</p> <p>The theoretical part implies the definition of incentive travel, its guidelines and limitations, as well as the current situation of this specific type of tourism in the region of Eastern Uusimaa.</p> <p>The empirical part consists of a description and evaluation of those suppliers, which could be reached through a survey. Semi-structured interviews with the same companies form the basis to an analysis of possibilities for product development in the region. Together with the summary, which displays the result in form of a four-day programme, further development possibilities are shown in the last chapter.</p>	
<p>Key words</p> <p>Incentive, Eastern Uusimaa, international customers, programme</p>	

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<p>Opinnäytetyömme esittää kannustematkailu ohjelmaa, räätälöity fiktiiviselle kansainväliselle ryhmälle. Ohjelmamme tuotteet ja palvelut ovat ainoastaan Itä-Uudenmaalla toimivista yrityksistä jotka ovat myös Premium Visit laatu- ja yhteistyöohjelma verkostossa.</p> <p>Toimeksiantajamme on Porvoo Tours Oy, kenelle toimitamme kannustematkailu pakettimme, heidän omaan käyttöönsä ja kehitykseen.</p> <p>Teoreettinen osuus määrittää kannustematkailun, sen ohjeet ja rajoitteet, sekä myös tämän ominaisen matkailu-osa-alueen ajankohtainen tilanne Itä-Uudenmaalla.</p> <p>Empiirinen osuus koostuu niiden yritysten kuvailusta ja arvioinnista, jotka tutkimuksemme on tavoittanut. Työmme analyysi ja ehdotuksemme alueen tuote kehitykseen, perustuvat haastatteluihin samojen yritysten kanssa. Viimeinen osa käsittää yhteenvedoamme sisältäen neljän-päivän matkaohjelmaa, sekä muita kehittämismahdollisuuksia.</p>	
Asiasanat Kannustematkailu, Itä-Uusimaa, kansainvälinen ryhmä, matkaohjelma	

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1 Introduction

1.1 General introduction

The objectives of the thesis are to find out the current situation of incentive travel in Finland and to research the incentive travel development of Eastern Uusimaa. In this context, a tailor-made incentive programme for a fictive group of customers will be developed and given to Porvoo Tours travel agency for their further research and use, who act as the supporting authority during the whole thesis process.

1.2 Research aim, methods and limitations

The aim is to search for companies whose products and services might be adequate for an incentive programme for international clients. The target companies belong to Premium Visit, a cooperation network in Eastern Uusimaa, supervised by Porvoo Tours Oy. Together with semi-structured interviews of the company representatives, the findings will be analysed and also evaluated, based on the theoretical material on incentive travel. The most suitable suppliers, with their products and services, will be assembled into an innovative programme for international customers. The programme will be customized for a fictive group, which is created after a customer profile, gained through a survey with Finnish companies operating abroad. The research will be submitted to Porvoo Tours for their own use and further development.

The qualitative research method has been chosen to conduct the empirical part of the thesis. The amount of incentive service providers in Eastern Uusimaa is limited; whereby the most convenient way in information gathering is interviewing representatives of the local business tourism industry. Semi-structured interviews will be arranged with the companies' representatives (Appendix 2, 3).

The customer profile, upon which the innovative programme will be assembled, will also be done by semi-structured interviews via email (Appendix 1). The target companies are all Finnish companies, operating abroad, found through www.finpro.fi.

The results of the interview will be summarised and analysed by different measurements such as costs, quality level, availability and saleability. The best opportunities for incentive travel will be evaluated.

The research will begin by gathering theoretical information about the current situation of incentive travel in Finland and Eastern Uusimaa. Afterwards, we will collect information on products and service providers which could be used for incentive travel in Eastern Uusimaa.

The research is thereby limited according to the specific parameters. The tourism service providers used for the thesis are to be situated in the region of Eastern Uusimaa and are members of Premium Visit which means, the incentive programme itself will be carried out within the same regional borders. The only exception is the Helsinki-Vantaa airport, which nevertheless is in a mandatory use for the incoming travellers. As the capability of the service providers is analysed for international customers, the incentive participants must be non-Finnish citizens or from a non-Finnish origin. There are no gender or age limitations, given that the participants are business travellers participating for work purpose. The supplier analysis does not depend on length or budget of the travel itinerary, however these two parameters are set to offer a more realistic result. Thus, the itinerary does not extend four days and does not exceed the average daily costs of € 400.

It will also be possible that the providers are not willing to tell much about their company, what they offer and their prices because they are not interested to give that information to students and possibly to the hands of their competitors. Therefore, the research is limited to those suppliers which took part in the survey. This means that the research can only give a limited picture of the incentive travel situation in Eastern Uusimaa.

1.3 Presentation of target under study

The targets under study are all the partners of Porvoo Tours, belonging to Premium Visit. In order to analyse which of their partners are providing products suitable for incentive travel, it is necessary to find out as much as possible about the products and services offered. The partners of Porvoo Tours are basically divided into four different supplier groups: conference, accommodation-, restaurants- and activity- providers. All of them will be contacted in order to get the big picture of the situation of incentive travel products in Eastern Uusimaa.

1.4 Project plan and implementation

First of all, we will find out about incentive travel in Finland and especially in Eastern Uusimaa. We will also come up with guidelines on how to evaluate whether a supplier is

suitable for incentive travel or not. The suppliers will then be evaluated according to those guidelines.

There will be semi-structured interviews with company representatives in order to receive information about the company. The process of retrieving information is divided into two parts: collection of basic and core information. Basic information will be gained directly from the suppliers' homepages. This information might be seasonal and temporal availability of the services/products, amount of minimum and maximum participants as well as prices. Core information will be the individual products and services of each supplier. The interviews will be done by e-mail and phone. A personal visit can be arranged if the information gathered is not enough.

We will also send interviews to Finnish companies operating abroad in order to find out if they organise incoming incentive trips for their foreign clients. According to their answers, we will create a customer group that will be the target group for a fictive incentive programme that we will create. After interviewing and evaluating the suppliers in Eastern Uusimaa, the most suitable ones will be included to the incentive programme.

We will also give suggestions and recommendations on how to develop incentive travel in Eastern Uusimaa. Our research including the results will be given to Porvoo Tours for further research and for their own use.

1.5 Reliability and Validity

The reliability of this research mostly depends on the active companies operating in Eastern Uusimaa. The research covers the majority of tourism service providers in the region and it can be assumed, these companies stay in business in the near future. As soon as any company ends their business or a new one will start, this changes the variety of the available products and services. Consequently this research will not be updated, meaning a different result of the whole analysis. An easy way to describe this situation is, if one or two major hotels close and the only available accommodation is in small private hotels, which can only accommodate a fraction of the prior target group. On the other hand, new companies starting their business are left out of the research and the full potential of the region is not used.

All in all, it can be said that the reliability for the research is high for a short-term. This means if the research would be repeated in a month or two, the results would be the same. However, if the research was repeated in a year or two, the results might be different due to a different variety of providers, e.g. new providers offering services that are more appropriate for the target group. The price of the incentive programme might also vary due to normal price raises.

Therefore it can be said that the reliability of this research is mainly affected by long-term changes.

The aim of the research is to evaluate the appropriateness of service providers, belonging to Premium Visit, for a certain target group. The products and services used in this research are given directly from the tourism service providers. As the given information is used for creating a realistic travel package and can be seen as free publicity for the individual suppliers, it must be assumed, the given information is precise. Apart from that, the research has a focus on the basic information of each supplier. The used data, like minimum or maximum size of participants, duration of event or prices, are mainly gained directly from the suppliers' internet pages, if available. After collecting the data, each provider is analysed and evaluated according to their appropriateness for the target group. If appropriate, the provider will be included in the tailor-made incentive programme. Therefore it can be said that the research is valid.

2 Incentive Travel

2.1 Prior research

At this moment, there is no existing research to be found combining the three objects of this thesis, which are incentives, incentive travel and Eastern-Uusimaa. Still there are certain sources with distinctive and feasible information on each topic. The definitions of incentives, which include the idea of a motivational program, as well as the definition of an incentive travel, are both issues broadly analysed and published. The non-existence of these two aspects in combination of the geographical area of Eastern Uusimaa in Finland is understandable, since this particular area forms only a very small insignificant element as a destination for international incentive travels. Combining and thereby analyzing incentives with Eastern Uusimaa, as a travel destination, is also possible, since there are no correct or incorrect destinations for an incentive travel. The destinations differ from each other by their adequateness for the target group. This adequateness as a destination for incentive travel is what this research is trying to find out for the case of Eastern Uusimaa.

2.2 Definition and history of incentives

An Incentive “is any extrinsic reward factor that motivates an employee or manager or team to achieve an important business goal on top of his/her/their intrinsic motivation.”
(12manage, 2009)

An incentive can be a monetary reward, a material reward or an incentive trip. More about monetary and material rewards can be found in the Guidelines for incentives. Incentives trips are the most wanted and also the most expensive rewards.

Incentive travel is that discipline of sales and marketing and management which uses promise, fulfilment and memory of an exceptional travel related experience to motivate participating individuals to attain exceptional levels of achievement in their place of work or education (Fischer 2005, 138).

Incentive travel is “a global management tool that uses an exceptional travel experience to motivate and /or recognise participants for increased levels of performance in support of organisational goals” (Davidson & Cope, 2003, 158).

Those two definitions by Fischer and Davidson & Cope sound very similar. Both include the keywords management, exceptional and experience. To put those two definitions in other words, incentive travel is always a way to motivate employees to give them “everything” in order to be the best in the market. If they reach that goal, they will be awarded with an exceptional experience, an unforgettable trip that will be an once-in-a-lifetime experience. After the trip, the employees will already be looking forward to the next possibility to show that they are the best workers in order to take part in another incredible experience.

The first one who offered such a special experience was the US Company National Cash Registers of Dayton, Ohio. Already in 1906, they awarded 70 salespeople with a free trip to company headquarters. In 1911, they had a free trip to New York. That was the beginning of incentive travel. Since then, it has been developed a lot. In the 1970s, also Europe started to use incentives as a motivational tool. The US incentive travel market is still the largest market in the world and creates the major trends. The UK, France, Germany and Italy represent the largest users of incentive travel in Europe. However, also the Scandinavian countries, Austria, Belgium and Spain are using incentive travel more as a motivational tool. (Davidson & Cope, 2003, 164).

Interestingly, the use of incentives differs a lot in different countries. O’Brien (1997b) says that the French, Italian and German prefer domestic destinations. In opposite of that, UK companies often take their incentives abroad. Another difference can be noticed, especially, in the Scandinavian countries. It is against work ethos to award only a few persons, therefore, incentives in Scandinavia are more like a company outing than an incentive trip. (Davidson & Cope, 2003, 164).

2.3 Guidelines for incentive travel

The usefulness of incentives has been analysed for many years. Their significance as a motivational tool for business purposes has been recognized as highly beneficial, even though this particular segment of the business travel market has only been measured poorly.

Especially in the US market, incentive travel is a common and gladly used method to keep the motivation level among employees high. (Davidson, Cope 2003, 164)

As the variety of entrepreneurships, companies and organizations with all their different businesses differ in many ways, the goals and implementations of different kinds of incentives certainly distinguish from each other, as well. Nevertheless, the core function of incentives, a

mixture of a business and leisure trip, as a planned benefit for increased effectiveness in business operations, stays the same. (Davidson,Cope 2003,164)

The effectiveness of incentive travel can be noticed in many areas of a company or organization. Even though it is the best employees who are rewarded for their performance with a travel, the main idea is to boost the company's or organization's whole business operations. The results may be an increased level of satisfaction among the employees and supervising managers or a positive Return on Investment (ROI) subsequently with a growing amount of sales and other revenues. (Davidson,Cope 2003,160)

Besides these visible results, there are plenty other benefits from incentive programmes which mostly happen during the whole process. The Incentive process might be in form of a game, where employees are motivated to higher performances in a playful manner, the participation, which is more or less mandatory, brings automatically new communication topics. The increase of horizontal communication among the employees and vertical communication with company executives may come out of straight curiosity about the incentive programme. The increased communication fosters also the social and interpersonal interaction, which can be very low outside the working-time, and -environment. That can be already seen as a first corporate benefit of an incentive programme, as it also fosters the corporate culture among the participants and could lead thereby to higher loyalty to the company. Regarding the ongoing motivational programme, the increased communication might also generate new ideas, suggestions and team-work, new enthusiasm for the following work period. The employee is actually enjoying going to work, in hope of being able to increase his performance and to move forward towards the reward. (Davidson,Cope 2003,160)

Other important aspects of an incentive programme are the other kinds of rewards which are given out to reach the highest possible percentage of employee motivation. This means, there is a need for other rewards than just the incentive travel for the participants with the best performance, to gain enthusiasm among all employees. The risk is hereby, not every employee might be motivated for increased performance when the chance of receiving the reward is small, for example less than 10%. This can be the fact if a company or organization with a comparable high amount of employees is only able to offer the rewarding trip to a small amount of employees, due to a low budget for the whole motivational programme, including the incentive trip itself. These other rewards can be simply in form of cash bonuses or other extra salary payment. These so-called profit-related pay schemes are to be created in performance-levels according to the amount of participants. The difficulty of these pay

schemes is to offer equal rewards and to give everyone participating the equal chance of winning the reward according to his personal achievements. This can be challenging, the more employees of all different company sectors with different working hours and salaries, participate in the programme. (Davidson, R. 26.4.2008)

The more appropriate or more decent reward can be vouchers or merchandise awards. Vouchers for an overnight stay in a local hotel or a dinner at an exclusive restaurant might be just the right consolation gift to satisfy the employee for his try to achieve the awaited performance. As the first prize, the incentive trip should be very innovative and genuine, these lower prizes mentioned above should also bring at least some sort of exclusivity with them – a prize or event the winner does not experience every day.

If hypothetically assumed, all participants of the motivation programme focus on the incentive trip, this actual first prize should also have certain motivational characteristics for the employees. All desired activities during the trip might be challenging to fulfil for the incentive organisation, nevertheless there are some basic motivational aspects when planning the itinerary. (Davidson, R. 26.4.2008)

Physical motivation is one of the main reasons for travel. It does not necessarily mean to rest and relax the whole time. In opposition to that, a vacation where health plays an important role can also be very motivational. An example can be a one week trip to a rural destination with a focus on healthy food and many activities and exercises. The physical workout in combination with a healthy lifestyle can lead to just the right energy boost after a longer period of hard work in the office. Physical activities like sports also have another benefit, widely used in incentive itineraries. Team-sports generate team-dynamics and are also good for the interpersonal and social aspects of team building. Both employees and executives can benefit from this. (Davidson, Cope 2003, 169)

Cultural motivation has also a wide area of interesting aspects to be considered. A trip to a foreign country offers a variety of new things, starting from the landscape, over culinary aspects to local habits and peoples traditions. Depending on what the incentive itinerary allows, there might be quite a lot new things to learn and experience and for a cultural interested participant, it might be a more than adequate rewards for the previous work performance. Even for a person less interested in cultural issues, a visit to a rare destination might be very rewarding. The last aspect also belongs to the so-called prestige motivators which make the person feel special, when visiting a rare but famous place. This can also be achieved by visiting the company's or organization's CEO in a rare destination, the visit at any

famous hotel premises or any other mentionable person or sight, which might fulfil the criteria of something unique. (Davidson,Cope 2003, 161)

A common incentive trip shows some characteristics, which are widely used in all incentives, to guarantee a success of employee satisfaction or even a positive Return on Investment (ROI) after the trip. Basically it can be said, incentives are custom made business trips with all kinds of exclusivities. As the highest reward for business performance, the incentive trip has to reflect the effort of the work done and thereby make sure, the participants' expectations will be met. Anyhow, it can be said, the incentive programme already starts with the beginning of the motivational programme. Even though there are next to the incentive trip other rewards for the company's or organization's employees to win, the main focus lays on the first prize – the incentive travel, which more or less has to stand out during the long process of the motivational programme. (Davidson, R. 26.4.2008)

The first issues to be mentioned are the ones, which make each incentive trip unique. The fact, that the whole trip, from beginning till the end, is custom-made is giving each employee the feeling of being recognized and addressed personally. This can already be achieved right from the beginning of the working period, by sending out personal letters with the itinerary of the trip. The pre-sent itineraries anyhow should not reveal too many details, to make the participant use his imagination of things that could happen at the trip. In other words: the participants already need to become excited about the incentive, before it even starts. A common method is also to reveal information bit by bit till the beginning of the trip, to keep the participants' level of interest high and the person itself motivated and excited.

Depending on the length of the period, when the employees have to try to perform strongly to achieve the awaited goals, it must be chosen, how often to reveal new details about the trip. Thereby it is important to leave as many surprises like events and activities, for the trip itself, but still publish certain things to gain the employee's full attention. (Davidson, R. 26.4.2008)

When the period of increased performances comes to the end and the winners of the motivational programme are published and celebrated, the itinerary can also be send personally to each participant of the incentive trip. Even at this point it is advisable to keep the travel programme as unpredictable as possible, to achieve an unforgettable experience for the participants.

The next steps of a successful incentive trip are as free to choose as what the incentive travel organisation is able to imagine. One of the main keys is to keep the trip a unique one, to be able to offer something innovative and genuine, which no one has experienced before. There

are hardly any limits what to arrange and where to go. The only limit is the budget, the company or organization is willing to spend on the motivational programme, including the incentive trip. The available funds define the itinerary; nevertheless there are numerous ways of creating a tailor-made, personalized and once-in-a-lifetime experience. (Davidson, R. 26.4.2008)

A common way of speaking directly to each participant is by positioning name-cards in hotel-rooms or dinner tables at restaurants. In any case, talking about accommodation, it is favourable to book the participants in single rooms, not only to offer them privacy but also to let them feel special and important. It cannot be assumed, that participants, even if they work in the same department of their workplace, come along perfectly with each other. Besides, single rooms of classy hotels offer a certain exclusivity themselves, since it is only a smaller customer group, mostly business travellers, who book them. Exceptions can be made, if a corporate traveller is bringing his or her spouse or even an additional family member, who all are most obviously accommodated in double rooms or even appropriate larger rooms. The availability of the participation of a spouse or another family member is to be determined by the organizer of the trip or the paying customer, which is the company.

Looking retrospectively at the effectiveness and usefulness of incentive trips, where team dynamics and interpersonal skills are tried to develop, the accommodation should be one of the few things, participants experience individually. (Davidson,Cope 2003, 167)

Transportation, a non-avoidable element of each itinerary, should also be done with the whole group of travellers, if possible. A flight to a destination far away takes a lot of time in the journey. Thereby, there should be a focus of the exclusivity for this type of transportation. The most exclusive option might be to charter an own aircraft just for the incentive participants. This could imply not only a specific departure time, it might also have very a comfortable check-in process, for example at an own gate with no surrounding traffic of other regular tourists around. The flight or aircraft itself might bring a variety of possibilities of extra exclusivities for the passenger. More legroom and customized interior colours, compared to the interior of regular economic flights, provides already a visual difference. Customized services like the served meals and drinks or entertainment like self-chosen movies can easily be arranged on chartered flights. The luggage of the participants can also be handled with special care. A luggage-service can already pick the heavy suitcases and bags from the passenger's home and deliver them directly to the plane. At the destination the luggage is also picked up and brought directly in to the passenger's hotel room. (Davidson,Cope 2003, 170-171)

A ride by bus might seem a bit too regular and not necessarily exclusive or genuine; still the coherence of the group gathered in the vehicle allows more interaction and socialization. Also this chosen vehicle might allow as well a chance of providing information to all participants. Since the incentive trip is counted as working time, there might be also presentations, conferences or other information events during the travel. Separate conferences can surely be made at adequate conference centres with all needed facilities. An incentive travel though, should not have its emphasis on conferences or even larger congresses, which belong more into the field of the meeting industry. (Davidson, R. 26.4.2008)

The visit of different places and sights during the incentive trip keeps the group moving and thereby allows also a change to a normal working day, especially for employees working in the office all the time. The transfer to the different points does not necessarily have to be done with forced business related talk. Regarding the journey as the destination, the transfers can be accompanied by a famous person, holding a speech about a chosen topic or even about a topic chosen by the group. Thereby the journey plays an important role in the whole itinerary, as it is not just transportation with the participants having time to kill. (Davidson, R. 26.4.2008)

The sights and places, which are planned to visit during the incentive trip, are likely the major parts of the itinerary. Favourable sights are places, where only the participants of the trip get privileged access to, for example the spa-area of an exclusive hotel, the VIP-area during an event, the visit of an ancient castle or just any other common place to visit, except the group is allowed to visit them just by itself outside of the regular opening hours. Hereby there are also hardly no limits of possibilities. The more exclusive and special the chosen sights, the higher value they play as sights for incentive travel. (Davidson, R. 26.4.2008)

Next to the places to visit, activities are the second important part of the incentive itinerary. As group dynamics and social interaction are meant to be developed during the trip, certain activities can be organized which have a focus on these topics. Competitions may require the participants to go to their physical and psychological limits. If these are held as team-games, they might encourage the participants to accept any challenge in order to obey the team-spirit. This kind of competition by nature can also be great fun and still very educational regarding social skills and personal competitiveness. Possible activities, which fit into a common incentive trip could be basic ancient Olympics, an adventure safari, carting or even sailing; basically any kind of activity which requires but also develops team-building features.

The length of such incentive trips as a rewarding tool for good business performances is not accurately defined, but should at least be one or two overnight stays up to a length of about a week, depending on how long the employer wants his employees to be on the journey. The idea of such a reward is not only to let the employee feel acceptance and approval for the performance done, also a refreshing boost for further achievements should be indicated. One method of reminding the participant of the hopefully-unforgettable trip is a present at the end of the journey, for the participants to take home and possibly encourage for further development in his own work. A closing-ceremony though, like a gala-dinner or any other kind of event where all participants gather for a last time before going home, is highly recommendable and almost inevitable. (Davidson & Cope 2003, 168,169)

3 Product Development

3.1 Definition of Product Development

Product development means “creation of products with new or different characteristics that offer new or additional benefits to the customer.” It may mean that an existing product or its presentation is modified or that an entirely new product is created. (Business Dictionary, 2009)

In product development, new products can be defined in different ways. New products can be “new to the company” or “new to the market”. (Cooper, 2005,25)

Products are that are “new to the company” can be products that have never been sold before by this company but have been sold by other companies. During the development process, the company still has the costs of development and launch and all the risks involved with the development of a new product. (Cooper, 2005,25)

Products are that are “new to the market” are products that are the first of its kind on the market and have not been produced by any other company before. This kind of product is also referred to as “a true innovation”. (Cooper, 2005,25)

3.2 The Product Development Process

Product development is a long process that is often also very expensive. It might take years to develop one product that will be successful on the market. According to Griffin and Ebert, it takes 50 new product ideas to create one successful product. They also mention that due to lack of customer demand, 9 out of 10 new products will fail (Griffin & Ebert, 2006, 302). In order to create a successful product, many firms use a version of the seven-step development process. (Griffin & Ebert, 2006, 302)

The process for services is as follows:

1. Service ideas

The service package must be defined. This means that the tangible and intangible features of the service need to be identified. The service specifications also need to be stated (Griffin & Ebert, 2006, 304).

2. Screening

All ideas not matching with the company's abilities or objectives will be eliminated. The marketing, engineering and production departments are consulted in this stage (Griffin & Ebert, 2006, 303).

3. Concept testing

There will be market research in order to get the customers' input about benefits and prices (Griffin & Ebert, 2006, 304).

4. Business analysis

Manufacturing costs and benefits are compared in order to see whether the product is profitable (Griffin & Ebert, 2006, 304).

5. Service process design

There will be no prototype developed as in the development process for goods, but there will be a three-part service process design. During the *process selection*, each step in the service will be identified. Employee behaviour, capabilities, skills and interaction with customers during the service will be stated in *worker requirements*. The equipment that supports the service delivery will be mentioned in *facility requirements* (Griffin & Ebert, 2006, 304).

6. Product testing and test marketing

A small amount of the new product will be produced. After testing to see if the product meets performance requirements, the product will be sold in limited areas. This is also an expensive stage due to promotional campaigns for the test market (Griffin & Ebert, 2006, 304).

7. Commercialization

If the test marketing was successful, the company will start to produce and market the product (Griffin & Ebert, 2006, 304).

4 Incentive Travel Concept

The following chapter deals with the concept for incentive tourism in Eastern Uusimaa. As this kind of tourism depends on the two main criteria destination and customer, these two will be specifically analyzed here.

The chosen concept is an incentive programme for the region of Eastern Uusimaa in Finland for a group of German customers. Coherently, the region will be analyzed for its available tourism service providers as well as the region's competence as a destination for incentive travel. The German customers will be analyzed by their customer behavior.

4.1 Incentive travel in Finland

History

There has been a relatively small amount of research about Incentive Travel in Finland. Since the foundation of the Finnish Tourist Board in 1973, it was the aim to collect tourism related data to develop the inbound travel, however the majority of stored data was of the summer season, mainly defined as recreational- and fitness-, as well as congress- and incentive- travel. In the late 1970's, convention- and congress travel was defined as one main product. The first specific development programs in 1980 highlight the importance of service packages, target groups and the target group-tailored channels of distribution. The national marketing strategy for the foreign market for the years 1980 – 1990 included the reference of incoming agencies and congress travel. This market area was seen as a growing part of incoming business travel, which meant an operational incoming activity and know-how in marketing and selling of travel services.

Later, in 1990 incentive travel was detected in over 40 national travel agency programs. (Kantele, 2006)

Current Situation

In 2005, most foreign groups came from Germany and Spain. Most of the individual visitors came from France, Germany and Russia. 59 % of the incentive travel task came through foreign agencies. Almost 80% of incentive groups consisted of less than 50 persons and only 3 % of groups had more than 200 persons. The most popular destinations in Finland were the regions of Uusimaa and Lapland, followed by Pirkanmaa, Southwest Finland and South Karelia. The total number of visitors was 46 048. (Finnish Tourist Board, 2006)

The economic impact of incentive tourism is obvious. The average duration of the stay was 3 nights and the average price per day was €320. In the year 2005 the economic impact amounted to €44.2 million of which €16.8 million came from abroad. (Finnish Tourist Board, 2006)

The latest research shows that economic impact from international corporate events that were held in 2006 was worth 125 million euros. Statistics show that at least 40 % participants in incentive visits and meetings are travelling from outside of Finland. (Finnish Tourist Board, 2006)

There were over 4950 international corporate events held in Finland in year 2006. This figure includes 750 incentive groups that is about 15 % of the total. The combined number of participants was 143,100, including 27,840 members of incentive groups accounting for 19 % of the total. Among the incentive groups 36 percent included a meeting or training event. The average duration of all corporate events was 3.2 nights and of just incentive programmes 2.8 nights. The average price of programme packages per person and per day, excluding incentive groups, was 198 euros. The corresponding average price for incentive programme packages was 332 euros. (Finnish Tourist Board, 2006)

Most international corporate events came from Germany, Russia and Spain. In terms of numbers of participants, the main countries of origin were Spain, France and Germany. The majority of events, 71 percent, involved less than 50 people, and their main destinations in Finland were Uusimaa (Southern Finland – 48 %) and Lapland (33 %). The most popular season for events was January-March. The total value of the economic impact of international corporate events was thus 125.1 million euros, of which incentive groups accounted for 32.7 million. (Finnish Tourist Board, 2006)

4.2 Eastern Uusimaa and its Incentive travel development

Eastern Uusimaa is one of Finland's 20 regions and is situated in Southern-Finland, at the Gulf of Finland. The region is divided into ten municipalities with a total size of 2747 square kilometre and a shoreline of 3698 kilometres. The population of the region is approximately 94 000. The city of Porvoo, with 47753 inhabitants, is the biggest city and centre of administration of the region. Other mentionable towns are Loviisa, Sipoo and Pernaja. (Liitto Itä-Uusimaa 2009)

Tourism

Eastern Uusimaa is an easily accessible and linked region, which offers and develops its high quality tourism products and events, all year long. Their products and services are adequate for individual-, group-, and corporate travellers. Incoming tourism has grown to one of the most important industries in the region. The variety of cultural attractions and tourism related services in the archipelago are the cornerstones of the region's tourism, which are also permanently developed. The focus of the region's business strategy is to support the development of tourism related business operations and strengthen the independence, competence, investment skills, as well as the responsibility for further actions in the development of the region's private and public sector. (Itä-Uusimaa, 2009)

Tourism business strategy

The main responsibility of tourism related business operations in the region of Eastern Uusimaa is taken by Porvoo Tours Oy. Their business as monitoring the tourism development is based on finding solutions and further usage of contracts concerning different kinds of services, which the Eastern Uusimaa Association has made with the service suppliers. The regional tourism strategy is done by Porvoo Tours in cooperation with other regional travel businesses and their linked interest groups. In turn, the creation of this strategy is controlled by the Eastern Uusimaa Association. The strategy is followed by annual corporate surveys. (Porvoo, 2009)

Accessibility

Eastern Uusimaa is situated in Southern-Finland, 50 km east of the country's Capital Helsinki. From the point of view of the region's centre, the city of Porvoo, the infrastructure is highly developed. The motorway E-18 leads through the region. Helsinki, the capital city of Finland, as well as the country's busiest airport Helsinki-Vantaa is only a 30 minutes drive away. The city of Kotka with its important cargo harbour Hietalahti, is also only about 45 minutes away from Porvoo.

Eastern Uusimaa is also attractive for visitors from Russia, since the motorway E-18 leads directly to the Russian metropolis Saint Petersburg.

Scheduled busses of local and private bus-companies, as well as Finland's most known bus-company Expressbus, go daily to Helsinki in the West, Kotka in the East, as well as to the smaller cities in the North.

A clear disadvantage of the region is the absence of a train-station in the region, which could lead to an even faster connection to the cities mentioned above. (Expressbus 2009; Eniro 2009; Liitto Itä-Uusimaa, 2009)

History and culture of Eastern Uusimaa

Eastern Uusimaa is known as a cultural region. The most known cultural attraction is the old “King's Road”, which is an old mailing route, established in the 14th century. The route starts from Bergen/ Norway at the Atlantic coast, passing through Norway's capital Oslo and Sweden's capital Stockholm, crossing the Gulf of Bothnia through the archipelago to Turku in Finland and ending up in Vyborg/ Russia. The route goes through Porvoo, which was founded around the same time. The city grew to one of the most important trade-markets of the route.

These days, the cultural aspect can be seen in the architecture of buildings in Eastern Uusimaa. There is a variety of well-preserved old manors and churches. In the old town of Porvoo there are several buildings which were built before the Independence of Finland, in 1917.

The museum of Porvoo, which used to be the city-hall till the 1880`s, is one of the two oldest stone-built city-halls of Finland. The building housed the town's administrative court, the council and the constabulary. During its last years as a city-hall, it was the meeting place for the Finnish and Russian Nobility and the Burghers. Concerning incentives, these historical and cultural issues are not necessarily on behalf of all customers, nevertheless they make the whole region look more interesting and grow its level of attractiveness as a destination. (Itä-Uusimaa, 2009)

Incentive travel development of Eastern Uusimaa

The region of Eastern Uusimaa is in need of developments as a destination for all kinds of industries and services. With the aim of developing the region for national and international business investments, tourism has a major role in the whole process. Elementary developments like infrastructure, education and all kinds of basic services will have a positive effect on any other supplier. Incentive travel might form a small volume of income to the region, but its development can be of immense importance, as the region is developing steadily. In fact, the volume of incentive travel in this particular region is rather low, compared to the total volume of incentive travel in the country. Nevertheless, Eastern Uusimaa is compared with the regions of the archipelago of Turku, the Åland Islands, Satakunta and the

Gulf of Finland. These regions have a higher volume of income through tourism and also show greater numbers in other statistics, such as in overnight stays of tourists. They all are old cultural regions of Finland and have all their own specific cultural attractions. Despite of their attractions, they all have coastline and are thereby also geographically comparable. The Åland Islands are an exception due to their harder accessibility.

The most important attractions of Eastern Uusimaa are the cities of Porvoo and Loviisa, with their old-towns, the Svartholm fortress, the municipality of Strömfors in Ruotsinpyhtää as well as the towns Sipoo and Pernaja. The countryside offers a variety of village-environments, churches, rural-tourism service providers and ancient manors with tourism related services, cultural events and leisure apartments. The majority of the visitors in the rural areas are one-day-visitors which can be explained by the closeness to Helsinki, the capital city of Finland. Regarding the amount of tourism-related service providers, there is a lot of potential in the region. Still, the closeness to the city of Helsinki might bring the biggest advantage to the region. The city of Porvoo is only about one hour away to the capital and the countries busiest airport, Helsinki-Vantaa Airport, approximately a 30-minutes-drive away.

It can be said that the chance of receiving one-day travellers from the capital area is good since the distance to Eastern Uusimaa is small and the region offers enough attractions to spend at least half a day. This same aspect increases the chance to grow the volume of incentive travel in Eastern Uusimaa, because the customers do not necessarily have to be bound to all major suppliers of the region, for example, accommodation facilities, if the chosen place to stay is in the capital area.

The development of incentive travel should be able to offer all kinds of necessary products and services for the customers. It must be distinguished between accommodation service providers, restaurants and cafes, and incentive-travel appropriate activity providers. These include meetings and conference facilities as well as transportation service providers. The most effective development can be reached if all these suppliers can be found within the region. The quantity and quality of these suppliers is another matter which has to be handled regarding future visions. Monitoring the maintenance of the products and services, increasing the level of quality and simply stay competitive with the other regions of Finland should be the main goal of the development here. As an example, if the amount of outdoor activities is growing in the region, the demand for those services might grow as well and thereby, the need for other services like food and accommodation will also experience a growth. Theoretically, all mentioned suppliers will benefit from an investment to any other supplier. This circle, even if only happening among incentive travel appropriate suppliers, can have a beneficial effect to

the region as a whole. The growing attractiveness of the region can be seen as an additional bonus for all kinds of industries, operating in the region.

An aspect to mention to incoming tourism for Eastern Uusimaa is certainly the link from Helsinki to the Russian metropolis Saint Petersburg. Most of the Russian tourists, willing to visit the Finnish capital city, have to drive through Eastern Uusimaa, which increases the chance for more visitors in the region. This passive impact of growing incoming tourism might be another method of promotion for the region. The awareness level of the region grows and increases possibilities to be recognized as an incentive travel destination on the Russian market. (Porvoo, 2009)

Regional industry

A different, but not less important aspect of the region is the industry. Eastern Uusimaa is the second most industrialized region in Finland and approximately half of the gross national product of the region comes from the production of energy. The oil industry in Sköldvik, including the oil-refinery of Neste, employs a large amount of people in the region. The second most known industry is the nuclear power plant on the island of Hästholmen in Loviisa.

Companies organizing Incentive travel can benefit from regional industries to get new opportunities in gaining clients. Industrial companies and organizations, such as the oil refinery of Fortum near Porvoo, are not only interesting places to visit for corporate travellers; there might also be a chance for organizing workshops and conferences at the industry premises, especially, when the clients are from the same industry. If a company or an organization, from any industry sector, is well-established and has connections to all over the world, it might attract visitors from a wider range worldwide, too. In case of incentive travel it can be said, the more those kinds of industry areas a region has to offer, the bigger is the attractiveness of the region as a destination. (Itä-Uusimaa, 2009)

4.3 Introduction and evaluation of the suppliers

The providers will be named and their services introduced. The interview results are also included in the introduction. The analysis of the interviews will be part of the evaluation. It will be done in coherence to the theoretical material, more precisely on the guidelines of incentive travel. It will be distinguished between the four different groups of service providers: Activity provider, conference provider, restaurant provider and accommodation provider. The suppliers belonging to one or more of these groups will be evaluated for their adequateness

for incentive travel. The survey questions which were sent to the company were customized according to the specific services they provide, but also to find out about specific issues which are essential for incentives. The evaluation will show the positive and negative aspects concerning the supplier's adequateness for incentive travel. Regarding further development of incentive travel in Eastern- Uusimaa, this might help in choosing the adequate suppliers for varied clients, in order to keep the innovation-level as high as possible.

In this section the services, location, facilities and other basic data of the suppliers are compared with their willingness to act or make changes regarding incentive standards, as well as the usefulness of their products and services concerning the general incentive guidelines.

Premium Visit

Premium Visit is a quality and cooperation-programme of the leading tourism service providers of Eastern-Uusimaa. This network, which was established in 2000, was first controlled by Porvoo Tours with the aim of gathering the leading and most qualitative suppliers together and to develop a corporate plan for cooperation, corporate marketing, corporate business operations and development, as well as the establishment of a distribution channel. In 2002, the first 27 companies had determined to continue this cooperation network under the name Premium Visit. The network does not have a separate individual organization, though there is an administration, which makes annual marketing plans, offers qualitative education and tries to develop the network by finding new possible members. The membership criteria are: adequate quality-level, safe business operations, recommendations, willingness for cooperation and technical equipment. The members, which receive a three-year contract, must be operating in Eastern Uusimaa and will also have the opportunity in participating in the marketing programme, mainly analysing inbound tourism and corporate marketing. Companies that are nominate to become new members will be evaluated by their willingness for cooperation, products and services, the commission, level of cooperation, as well as corporate marketing operations (fairs, brochures etc.) Premium Visit's vision is to offer their customers qualitative experiences in the area around Porvoo, in Eastern Uusimaa. They plan the programmes together with the customers and take care of all reservations. Their service is free of charge for the customer. (Porvootours, 2009)

Augur Kalastuspalvelu Oy

Augur Kalastuspalvelu Oy is a fishing tour provider, operating in the archipelago of Porvoo and Pernaja. Erik Herlevi, the main fishing guide and organiser, provides guided fishing trips and other fishing based tours. All together there are 12 professional fishing guides and 7 boats which are suitable for 3 up to 36 persons. Still, they can offer their services to an even larger group of customers if needed. All of the guides have an official boat-driving license. Their most sold service is the Premium Fishing Tour, which is mainly meant for VIP customers.

The customers are taken to a desired area, which is favoured by a specific kind of fish. Afterwards they will enjoy a-la-carte meal on an island prepared by their own chef, including chosen wines. The trip will be customized for the group. The other trips, which Augur Kalastuspalvelu also offers in the English and Russian language, are regular short fishing trips, a trout tour and a fishing tour to Estonia. During winter they also offer ice-fishing and paragliding on ice. 85% of their customers are formed by corporate groups.

Augur Kalastuspalvelu believes fishing to be a very good activity outside the working environment and, especially for the foreign customers; their aim is to give a good picture of the unique archipelago of the Gulf of Finland. In 2003 the company won the fishing-tourism-award. In 2009 the head of the company Erik Herlevi was awarded the fishing guide of the year. One of the most known customers of Augur Kalastuspalvelu is the Finnish Ice hockey Association, with whom they have done business with for many years. (Kalaopas, 2009)

Augur Kalastuspalvelu Oy has a good reputation among Finnish fishing tourism service providers, as they have won the award for best fishing tourism product in 2003. Their products they offer are suitable for a wide range of customers, interested in fishing. Also for unprofessional fishermen, like business travellers or individual customers from regions, where there are any or low possibilities for fishing, the tours and other services have a high innovation level.

Erik Herlevi, the main fishing guide and organizer of the fishing tours says, the customers coming for the fishing experience, will be provided with professional equipment and support in order to be able to make an exceptional catch. Herlevi adds that customers, who might not be as much interested in fishing as their regular customers, are taught the basics of fishing and are mostly already excited enough by being on board on the fishing boat and experiencing the tour in the nature.

The fishing tours are preferred by Finnish companies going on a business field trip. This type of customers has a similar expectation as incentive travellers, as more money is spent in order to achieve a more exclusive trip. Also team building elements need to be implied in the fishing tour. Both, says Herlevi, are issues, Augur Kalastuspalvelu has experience in as their Premium Fishing Tour has often been sold.

As an example for the exclusivity of such a trip which is additionally upgraded for VIP customers, the guests will have the opportunity to enjoy a meal prepared by the group's own chef, as well all chosen quality wines. Team dynamics will already be implied by the nature of competition while trying to catch the biggest fish. Herlevi adds, that Augur Kalastuspalvelu cannot offer bigger fish to catch, but surely can offer bigger boats and exceptional catering services.

Erik Herlevi is aware of the incentive situation in Finland and believes that this kind of quality tourism has the highest potential in Finland, compared to mass tourism products. Further, he understands to distinguish between regular products and incentive products and has already planned to offer the Premium Tour to VIP customers with certain upgrades, which he wants to offer regularly to his target group, which is formed by Southern Finnish business travellers, rich Russian groups, as well as cruise guests arriving in Helsinki.

Augur Kalastuspalvelu is a highly professional activity provider with the required knowledge on incentive travel. Their products and services are seen as very qualitative even on a market like Finland, where a large amount of potential customers might not see nature-based tourism as the most exceptional way of spending money on inbound tourism. Still, the fishing experience including the boat trip and catering services in the unique environment of the Gulf of Finland is very innovative for international customers and surely has also high potential in being more developed and promoted (Appendix 4).

Hotel Haikko

Hotel Haikko is a conference- and spa-hotel located about seven kilometres from Porvoo at the coast. The hotel has a long history, whereas the first mentionable date goes back to 1362, as the Haikko manor belonged to the Dominican Monastery of Vyborg. The most famous event of the ancient manor is the birth of Wladimir the head of the Romanov family in 1917. The famous Finnish painter Albert Edelfelt spent 24 summers painting at the manor. The main building was established in 1913 and in 1966; the hotel opened its gates as the first manor hotel in Finland. The spa hotel was opened in 1974 and the conference facilities later in 1983. In 1999 the hotel opened its nowadays famous Japanese style spa area. The spa-hotel has 199 rooms, altogether 226 rooms, including the rooms of the old main manor building.

The conference area of the hotel premises offer 20 different sized conference rooms and 25 additional group work rooms. An event for up to 450 people is also possible due to the movable walls. The modern conference facilities are all equipped with the latest technological tools. Besides, the hotel also offers professional assistance for sound and video functions and also for translations. The hotel restaurant takes care of all conference catering, lunch and dinner arrangements. As they are specialized in offering high-end conference services, their wireless LAN network is available at the whole hotel and guests are welcome to connect their own notebooks as well in every of the conference rooms. The spa area is equipped with three pools, several saunas and relaxation areas. A highlight of the Japanese style Yarokobi spa is the cold-treatment room, where customers have the opportunity to spend up to three minutes in a - 110°C cold room. Additionally to the spa and fitness facilities, the hotel offers a variety of massages and wellness services. The high-class restaurant offers services for any mentionable event at the hotel and is prepared for even bigger sized groups and special arrangements. The hotel serves next to a conference and spa venue, also for private events and special occasions like weddings or anniversaries. The garden can be used as a celebration venue, as well as the Villa Haikko, which is a newly built villa at beach in the backyard, to be used for separate events or entertainment programmes. (Haikko, 2009)

The conference- and spa hotel Haikko is more or less the most qualified venue for incentives in Eastern Uusimaa. This can be said due to their high-class products and services in the field of accommodation, conference and leisure services, including restaurant services. Their location near to the centre of Porvoo is certainly beneficial, but also the location at the coast increases the satisfaction of the guests. A highlight concerning incentives is definitely their conference facilities with their services. Their facilities and services enable professional and successful meetings and conferences for groups of even 450 people. The combination of the conference facilities within the same building as the incentive adequate hotel-rooms, including a high-class catering service, makes Hotel Haikko a very modern alternative venue for business travellers in the whole country. Hotel Haikko distinguishes from the other tourism service providers in Eastern Uusimaa by their awareness level. The hotel is quite known in whole Finland and has a variety of cooperation partners, which helps their marketing operations. All their services are highly adequate for incentives, especially the separate Villa Haikko, which can be booked for any private occasion. However, a negative aspect of the hotel is their rather high customer frequency. They serve separately for spa, accommodation or conference guests. To book the whole premises for just one individual incentive group seems quite impossible or if possible, very expensive. The last aspect is also an issue to be handled with care, comparing the price ratio. The prices for the hotel services are among the

highest in the region and therefore form a weakness regarding their competitors. In order to create an incentive programme, the choice of equal-class services in Eastern Uusimaa, such as the ones in Haikko, is not easily to be found. Nevertheless, hotel Haikko is a business and leisure venue which cannot be let out, if organizing an incentive in Eastern Uusimaa. The hotel premises, its professional products and services alone add value to the whole region of Eastern Uusimaa as a destination for business travellers and is especially recommendable for incentives (Haikko, 2009)

Kaj Forsblom

Oy Kaj Forsblom Ab is a bus company, located in Porvoo. They offer scheduled bus tours from Helsinki and Porvoo, but they are specialized in charter tours. Their aim is to offer their guests a personal and high class service. Their bus fleet have busses in three different categories, which are though all comfortably equipped and of high standard. The large bus offers seats for up to 50 persons and is equipped with a toilet, air condition, Cassette, CD, Video/DVD, refrigerator, coffee maker, microphone and serving tables. The small bus has the same equipment but offers seats only for up to 32 persons. The mini-bus offers seat for up to 17 persons. The busses do not have a toilet, but are instead as equipped as the other busses. (Kaj Forsblom, 2009)

The bus company Kaj Forsblom offers bus tours with high class vehicles. They offer individual charter tours for different sized groups, and are thereby very flexible concerning the scheduling of incentive tours. The different sized busses offer an adequate transportation for smaller or bigger groups, however, groups with more than 50 persons, have to be divided, which is rather inappropriate regarding the incentive guidelines. Bus tours are also not the most exclusive way of travelling, though such tours are still unbeatable for their occupancy of customers. Another mentionable aspect is the strong need of transportation services in Eastern Uusimaa, especially for few-day incentive programmes, as the different service providers are far away from each other. The large variety of equipment allows also a variety of entertainment during the ride. This can have an important impact for the satisfaction-level; at least to make the rather monotone bus ride a bit more interesting. Kaj Forsblom with its busses offers transport services, which might not be the best choice regarding exclusive incentive programmes, but are highly appropriate in transporting customers in a rural area such as Eastern Uusimaa. In combination with the high standard and equipment of the buses, Kaj Forsblom has a lot of potential in playing a major role during an incentive programme (Appendix 5).

Kikkapakka

Kikkapakka OY is an experience, and activity- event provider, operating in Southern-Finland, in the areas from the forest of Nuuksio to the archipelago of Porvoo. The company, which has been established in 1999, is lead by 30 young guides who organize their events at most of the conference- and event venues. Basically, their main aim is to offer outdoor-activities to groups, in order to try out a unique activity or to experience something new. A few mentionable activities are an outdoor team competition for up to 200 participants, canoeing- and mountain bike trips, rafting, boat cruising, winter hiking trips and many other camping based activities, like mushroom picking, fishing and do-it.-yourself camping catering. Moreover they also organize indoor events like a bartender's coffee- course, drumming and special crayfish dinners. There are many seasonal options available and also locations, in case the specific event is possible at the venue. The different products of Kikkapakka have a limited amount of participants, but Kikkapakka is able to make exceptions, as they are also able to tailor programmes to customers' wishes. They are also specialized in organizing company events, with competitions and group dynamic elements. (Kikkapakka, 2009)

Regarding activity based incentives; Kikkapakka has a large variety of products to be offered to groups. As they are specialized in organizing company events, they do understand the importance of competitions and team dynamics. Their products suit to all kind of participants, since they are not necessarily asking for physical effort or certain special skills. Their professional guides guarantee a smooth and unforgettable flow of the events and are experienced in making the events successful. Especially foreign groups, and people inexperienced in outdoor activities, Kikkapakka offers just the right balance to regular work, as they also try to update their programmes with new popular events such as poker tournaments. (Kikkapakka, 2009)

Premier Park

The Premier Park is a driving centre, located in Kulloonkylä, about 15 kilometres west from Porvoo. The newly built premises offer 4 different driving programmes on the asphalt and off-road tracks, which are available all year long. The programmes Premier Eco Driving, Premier Safety Driving, Premier Off-Road and Business on Ice, are all suitable for private and corporate events and include team work and team-building competitions. The vehicles used are the latest Audi models and the driving instructors are all professional drivers. The park has also a conference facility for up to 150 persons, which can also be booked without the driving

training. The main building is equipped with the latest technological conference equipment and can be divided into four separate rooms. Premier Park offers conference catering, as well as corporate dinners, in cooperation with Share Tastes and Events Oy, a catering company, specialized in unique events. (Premierpark, 2009)

The Premier Park is one of the most modern and innovative event providers of Eastern Uusimaa. The newly built park arouses interest through the opportunity of driving new vehicles on a race track, or off-road track. Together with their conference and catering services, the driving programmes they offer are unique events, especially for corporate events. The different driving programmes are suitable for men and women in different age categories and include incentive adequate elements such as team-building competitions and individual skill testing. The Premier Park distinguishes from other incentive service providers in Eastern Uusimaa by its exclusivity. There are hardly any competitors in the same field. Still, the services provided by the park are high class as well. The conference facilities for up to 150 persons can be divided and equipped with the latest technological tools. Even though, the catering supplier is outsourced, their services are also very qualitative. The catering company's emphasis is to offer unique events. The usage of the offered services is limited by a driver's licence B, which is mandatory for everyone participating in the driving programmes. However, the Premier Park is highly adequate for incentives, due to its exclusivity and variety of incentive elements (Appendix 7).

Seikkailulaakso

Seikkailulaakso means "adventure valley" and is an adventure-theme activity provider. There are two similar parks in Finland located in Espoo and Porvoo. This research is going to focus on the adventure park in Porvoo, which is located in Emäsalo, about 13 kilometres from Porvoo centre. The Seikkailulaakso adventure park offers tailor-made conference-, meeting- and adventure activity services for business orientated customer groups. The park offers a variety of outside activities including land- and water-vehicles, special team-building activities and competitions, theme adventures and other possible activities. The most exclusive activities are a cruise with a powerboat or with two-seated fast-boats, bug-car-driving, paintball shooting, lifejacket-floating on ice during winter, as well as more traditional activities like canoeing, mountain-bike safari, fishing tours or archery. The programmes are for groups from 2 up to 1000 persons. All the programmes are also combinable with a conference, dinner and accommodation. The park premises have 5 different sized conference rooms, equipped with all mentionable technological tools, as well as a sea-view. The rooms are for smaller groups up

to 16 persons to the biggest room, offering seats for up to 120 persons. The park also offers a variety of restaurant facilities. Next to the conference facilities, which can also be modified to dining facilities, there are three further facilities. The hunter's cabin, which has two fireplaces inside, is for groups up to 16 persons. The fisher's boathouse is equipped with traditional fisherman's tools and rustic wood furniture and offers seats for up to 60 persons. The third facility is a traditional Finnish Laplander's hut, a wooden cottage in shape of an Indian tepee. This cottage is located directly at the beach and offers with its inside fireplace a different kind of meeting facility. Concerning the accommodation, the park has a dormitory hotel with 20 rooms for two – four persons. The rooms are equipped with a TV, shower and bathroom. All in all they can accommodate up to 60 persons. As the Seikkailulaakso Park has numerous combinations of activities and other leisure services, they are also specialized on private occasions such as family events, weddings or other groups. They also take care of transportations and customizing programmes. The security of the different programmes is guaranteed by their permanently updated security- and rescue-plan. The professional instructors are experienced in taking care of the visitors' security and satisfaction. (Seikkailulaakso, 2009)

The Seikkailulaakso adventure park offers nearly all services, which should be part of an incentive programme. Their products and services have a focus on teamwork, including the team-building and motivational aspects, which thereby make them adequate for incentive programmes. As the variety of activities is high and versatile, they cover many target groups, concerning age, gender, group-size and skill level. Thereby, the chance of finding a suitable programme for a random target group is highly possible. The conference and dining facilities are certainly a huge bonus of the whole park, as they form an adequate continuation to a long day fully packed with activities. The park has its own kitchen facilities and chefs, which prepare the food and are also responsible for other sort of catering during the day. Even if the different dining facilities are anything but standard, it is questionable if the food-level also reaches high-class, comparable to an exclusive restaurant. Still, they succeed in offering lunch and dinner that fit the adventure theme of the park. The same issue can be said about their conference facilities. They have different rooms and the latest technological devices, but as the park is rather unknown as a conference centre, this might also bring of lack of professionalism in this area. The accommodation is rather inappropriate for incentive travellers, due to the non-available single-rooms. Also the equipment of the rooms does not match the standard concerning the exclusivity for incentives. It must be said, the Seikkailulaakso adventure park offers activities which would add a highlight to almost any incentive programme. Their products and services, concerning the possible activities during summer and winter, are very

exclusive and uncommon. Also the possibility of combining the activities with a conference, dinner or even accommodation add value to the park, although the last three aspects might not be the best choice, and perhaps to be done somewhere else. The location of the park is also beneficial with closeness to the city of Porvoo and Helsinki (Appendix 9).

Sannäs Kartano

Sannäs Kartano is an old manor situated a few kilometres outside of Porvoo. The manor is titled as a conference hotel, but is also running a high-class restaurant. The hotel has 87 rooms, which are offered both as single and double rooms. The rooms offer a total amount of 174 beds and are equipped with a TV, phone, wireless internet connection, shower and hair dryer. The rooms have a garden view. Additionally the hotel offers for its guests three saunas and a swimming-pool, rooms with a fireplace, a gym, a lighted ski slope outside and a bar in the basement. Next to the main manor building, there are four smaller; separate buildings, which serve as the hotels conference facilities. The hotel has four conference rooms from 30m² to 160m² in which they can organize conferences from 2 up to 120 people. There are no divisible rooms, though the customers are offered the latest technological conference equipment, from data-projectors, audio-systems, whiteboards and overhead projectors, over wireless internet connection to other mentionable tools and accessories. The different sized rooms also make the common seating arrangements possible. The restaurant of the hotel is located in the main building and can accommodate up to 120 customers. The restaurant itself is also responsible for catering at conferences but also offers a variety of menus. Next to the basic a-la-carte service, they have a menu lists with winter specialities, a menu customized for sauna-evenings, as well as a variety of snacks. (Sannaskartano, 2009)

The conference hotel is specialized in offering their customers professional conference facilities, with the latest essential technological tools, in an appropriate environment. This is made possible not only by the location of the manor outside of the city in a rural area, the conference facilities are also separated from each other to guarantee an undisturbed atmosphere. The Manor offers 87 individual rooms. Still, this is a good option to smaller conference groups, as the hotel facilities are as high class as the conference facilities. The restaurant with its large variety of dining possibilities is also a very suitable aspect, which can be combined with the two other services. Except of bringing their own staff, the manor is open to make any changes regarding the interior, dinner menu or entertainment, according to the customers' wishes. All three services, offered by the manor, are highly appropriate for international customers, looking for a unique experience in Eastern Uusimaa. The old manor

building, situated in that particular rural area, is certainly special and different from common conference hotels. The ancient premises are combined with modern technological equipment, and together with the rather isolated environment, Sannäs Kartano forms an innovative and adequate place for incentives, especially when the premises are only accessible for one incentive group for their own event. The manor is also very recommendable when choosing only one of their services (Appendix 8).

Hotel- Restaurant Seurahovi

The hotel-restaurant is located in the centre of Porvoo and offers next to qualitative accommodation and restaurant services, also conference facilities in the same premises. The four different conference rooms are for participants from 15 – 70 persons and have the latest technological equipment: overhead projector, video projector, notebook, DVD-, CD-, Video-player, WLAN connections and, if necessary, a professional sound-system. The conferences are also possible with a variety of catering possibilities, up to full dinner, provided by the hotel restaurant. Depending on the conference room sizes, different seating-orders are possible. The prices for conference catering vary from EUR 15 per person for a coffee/tea with a sandwich, up to EUR 38 for full dinner. The two smaller conference rooms cost EUR 70 and the two bigger ones EUR 130, for a maximum use of four hours. Furthermore the hotel's ballroom is for 400 persons, the pub Walter's, which is located next to the hotel, for about 250 persons, their restaurant ship in the Porvoo river for approximately 60 persons, as well as the hotel's sauna facilities for about 20 persons. The hotel has 39 rooms and can accommodate about 100 persons. The prices vary from a single room for EUR 105 per day, up to a suite for EUR 200 per day. Room prices are reduced on weekends. (Seurahovi, 2009)

The hotel-restaurant has their location as an advantage, since they are located in the middle of Porvoo. Their accommodation facilities might in a case for incentives offer uniform rooms for less than 50 persons, still their other services in the same premises, which are the conference facilities, own restaurant and a sauna area, are beneficial. The hotel's restaurant manager Mika Meriluoto sees no obstacle in offering their guests customized services. This includes the assembly of the conference rooms and also the catering, since the restaurant is prepared for any kind of occasion with special wishes. Even the possibility of clients bringing their own staff would be agreeable, even if this situation has never occurred. Meriluoto admits that the hotel-restaurant does not really see them as incentive travel service providers, but their facilities and professional skills are sufficient, in order to create successful incentive packages. As special treatment for an individual group, they would emphasise on the private and

qualitative service, to pay spontaneous attention to the customers and to try to know their demand well. All in all the hotel-restaurant Seurahovi shows a lot of potential in being a supplier and destination for unique incentives. The prices for their services are not too high. They do not have any major competitor, offering all three services, which is also located in the centre of Porvoo (Appendix 10).

Söderkulla Manor

Söderkulla manor is a historically and architecturally notable estate, which is situated in the Sipoonjoki river valley between Helsinki and Porvoo, less than 30 minutes away from Helsinki city centre or from Helsinki-Vantaa Airport. The manor serves as a venue for bigger events, especially in the summer. The building offers rooms for groups of 2 – 95 persons, up to 150 persons when seated in tiers. The technical equipment to be used for conferences consists of a video-projector, 42' plasma screen, flip charts and overhead projectors. The manor also offers a WLAN network and a computer and sound-systems on request. Both conferences and restaurant facilities, which are on two floors, are possible for those rooms. Additionally there is a separate smaller building which is used as a restaurant and/or bar facility. The buildings have both large terraces which can also be used for events. The terrace at the main building has a capacity for 150 guests. If the manor garden is used, especially for summer events, the guest capacity is rather limitless due to the large size of the garden. The manor also offers high class catering services, including beverage licenses. They are also specialized in organizing whole events like weddings, corporate meeting or any other imaginable anniversary event. Thereby the manor has also enough personnel, equipment and decorations for different kinds of events and welcomes any special suggestions concerning the planning of an event. The manor sauna is also for the guests own use, but, like all other services, in comprehension, that all food and beverages are to be booked via the manor. Still, they are open to discuss any changes, fir instance if a group wished to bring their own staff. Söderkulla manor is not only open and willing to organize innovative incentive meetings and events; they also have a lot of experience in this type of events, which are also displayed on their internet pages. (Soderkulla, 2009)

Söderkulla Manor, is a provider for conferences, activities and also restaurant services. The variety of activities to do at the manor is big, especially in consideration of all possible services at the manor. Concerning the conference facilities, Söderkulla manor provides the latest technological devices, including professional assistance. The variety of conference rooms allows adequately sized rooms for bigger and smaller groups. Catering from breakfast, over to

afternoon coffee and complete dinners is available all time. The same catering is also available for customers only dining at the premises. The different rooms, including the terrace facilities, offer adequate environments also for this type of occasions.

The manor is experienced in many activities, mainly outside activities, which can be held in the huge garden. They offer historical and musical events, organize sport activities like fishing trips, canoeing, mountain biking, Chinese aerobics, Olympics, and also classic Finnish activities such as a mushroom foray or hiking. They also offer different kind of activities inside, such as musical acts, stand-up comedians or karaoke and games. This variety of possibilities shows their preparedness towards new and innovative activities and the obvious possibility also for groups to organize their own planned activities.

According to the survey answers the Soderkulla manor is also open to negotiate with customers about certain specialities, e.g. special room decoration, different food arrangements. Altogether the Söderkulla manor forms a venue for conference, restaurant and activity events at a high level for the smallest up to groups of over 150 persons. Their large premises, which can be used by many more people than 150, together with the historical main building make many combinations of events possible. These criteria and their experience in organizing innovative and unique events are strong aspects for them to be highly adequate also to serve as a supplier for incentive travel (Appendix 6).

Stor-Kroksnäs Country Manor

The Stor-Kroksnäs Country Manor is located in an area surrounded by trees, vegetation, a garden and the inner archipelago environment. It is a professional spot for courses, meetings, congresses and educational events in an original and homelike atmosphere. The quiet archipelago manor provides possibilities for effective work and peaceful relaxation. Guests especially like the cultural environment at a bay as well as the delicious food fresh from the kitchen. Stor-Kroksnäs Country Manor is open all the year (except in July) with reservation in advance. (Kokouskartano, 2009)

For their guests, Stor-Kroksnäs Country Manor offers a 40 m² conference room as well as 2-3 break up rooms. The library and hall on the first floor can also be used as break-up rooms. The conference room can accommodate 20 persons in u-table style and 26 persons in classroom style. The room is equipped with OH-projector, white board, flap, ADSL-connection, TV and video. A video projector, fax WLAN and a copy machine are also available. Additional equipment can be arranged on request. The Stor-Kroksnäs Country

Manor also offers full restaurant service and the possibility to serve a small group supper in the sauna section. (Kokouskartano, 2009; Borg Hyökki, R. 27.2.2009)

The Stor-Kroksnäs Country Manor sees itself as an incentive provider because it offers functional facilities for smaller groups and is located in a beautiful environment. They describe their service as personal and flexible; however, they do not allow groups to bring their own service staff. (Borg Hyökki, R. 27.2.2009)

The Stor-Kroksnäs Country Manor is located in a beautiful environment and guests appreciate the peace and calmness of the area as well as the nature. They provide well-equipped, small conference rooms which can accommodate up to 26 persons. The manor also has 7 double rooms and it possible to add extra beds so it is possible to accommodate up to 24 persons. Therefore, the Stor-Kroksnäs Country Manor would be a good choice for a small group of 10 corporate travellers, possibly travelling with their spouses, or a group of 20 travellers that are good friends among each other so they could be accommodated in double rooms.

The manor also provides full restaurant service and groups can be served in the dining room or in the sauna (only small groups). However, the Stor-Kroksnäs Country Manor is not open in July and they also do not allow the group to bring their own service staff. Nevertheless, they claim that their service is personal and flexible and that they can adjust to their customers' wishes.

In the end, it can be said that Stor-Kroksnäs Country Manor is the right choice for a small group that wants to have a conference or meeting as well as accommodation and food in the same peaceful area (Appendix 11).

4.4 Customer Profile

The creation of an incentive package model for international customers needs a (fictional) customer group. The criteria, such as size of the group and the travel duration need to represent an as realistic picture as possible. Thereby, we have sent out a survey to Finnish companies, operating abroad. The survey consists of seven questions about incentive travel. The aim was to find out the participant data, in case the company has organized corporate travel for their non-Finnish employees to Finland. A negative response would ask the company to give customer- information on a possible corporate travel for their non-Finnish employees to Finland.

The incentive package model must be customized after certain criteria. As the supplier differ with their products and services from each other, the basic data of the fictional customer group must be set. The basic data is the group size, the duration of their stay and the time of their travel, the approximate amount of money the company is willing to spend per person, the business activities the group wants to do during the trip as well as their expectations of the whole incentive. As this core information is set, the incentive-adequate suppliers are chosen regarding these criteria. The customer profile will automatically exclude the suppliers, inadequate for the group and simultaneously show the suitable products and services. Examples here are for instance hotels, whose price category is above the customers' budget or conference facilities too small for the group size. Age and gender are not considered in the customer profile, as the majority of products and services of the Premium Visit partners, suit nearly all kind of persons considered as business travellers. As the customer profile is based on average results of the survey, special cases, such as handicapped people or people with physical disabilities are not considered in this analysis due to the obvious minority among common employees.

We sent out interviews asking about incoming incentive travel of 21 Finnish companies also operating abroad. Unfortunately, we did not receive a single answer. Therefore we decided to use a research call "Incentive-Matkailu 2005" done in February 2007 by Taloustutkismus Oy for Finland Convention Bureau to find our customer profile.

According to that research, most of the customer groups are under 50 people and they are mostly staying two or three nights. The travelling time is from January to September, but most groups come from April to June. Mainly, 200-400 EUR was spend per person per day. During this research, it was found out that most groups come from Germany and Spain. However, the largest amount of people (both groups and individuals counted) comes from France, Germany and Russia. (Pajunen, Kuosmanen & Myrén, 2007, 7-14)

Since Germany is among the countries with the most groups as well as most participants, we decided that our customer group will be from Germany. The group size will be 48 persons. The incentive will be a summer trip; it should preferably be in May or June. The duration will be three nights. In average, 400 EUR is available per person per day. Furthermore, it will be an activity-based incentive trip focusing on team-work as well as individual skills and well-being. We also assume that our customer group consists of employees of a Finnish company operating abroad, and therefore, a meeting will be included in the programme. The main reason for this is that the Finnish employers will the chance to talk to their employees about work related things.

4.5 Germans as customers

German customers

This chapter deals with Germans as leisure-time and vacation customers. We try to identify the main leisure time interests and the according behaviour of Germans. Thereby we will also distinguish between the regular leisure-time customs and German business behaviour in order to compare both with incentive tourism.

Comparing Germany's statistics with other EU countries, there are few mentionable differences. German adults have an average of 2.500 hours of free-time per year. They work on average 36.7 hours per week and enjoy about three to four hours of leisure time per day, which increases to up to ten hours on weekends and public holidays. German households spend around 15% of their disposable income on free-time and spend all in all approximately EUR 225 billion on leisure activities per year. (Federal Foreign Office, 2003, 375)

In relation to Germany's 82 million citizens, this amount is also rather average, which is also explained by the fact, that Germans also spent a lot of their free time at home watching TV, meeting friends or collecting things, taking part in artistic activities, going out or making trips by car or bicycle. (Federal Foreign Office, 2003, 375)

There is a wide range of opportunities for Germans spending their leisure-time. The well developed and dynamically growing infrastructure, which rail network covers 36.000 km and the car network 230.000 km, invites them for inbound travel, day trips and to attend a variety of culture-, sport-, and entertainment events. (Federal Foreign Office, 2005, 185)

Germany is a popular destination for international travel and has a wide leisure-time infrastructure with modern sport complexes, theatres, concert halls, cinemas, libraries, museums and restaurants. According to the German National Tourist Boards, this tends to be developed steadily since the popularity of Germany as a destination is increasing. In 2004, for the first time ever, foreign guests accounted for more than 45 million overnight stays. (Federal Foreign Office, 2005, 174)

Furthermore there are around 450.000 clubs and associations where over 70 million members spend part of their free time, and at least 12 million Germans give up some of their leisure time in participating in voluntary roles in clubs and other organizations. In other words,

Germans enjoy being in a structured organization or team, also in their free time. Competition seems also to be an important part for German leisure behaviour, as almost one in four Germans is a member of a sports club. (Federal Foreign Office, 2003, 376)

Talking about leisure activities, travelling is the most popular form in Germany. In 2002, Germans spent around 56 billion Euros on trips abroad, which is the highest amount in Europe. The trips, of which 50% are booked via tour operators, are an indicator for the curiosity of Germans for other countries and their cultures.

Germany has 15 national parks, 94 nature parks and 14 biosphere reserves. Most of them are located in the Southern part of Germany, as well as in the North, where the coastlines of the North-, and the Baltic Sea are, two of the most popular inbound travel destinations of Germans. (Federal Foreign Office, 2003, 376, 377)

Business issues

The German business society is democratic, where for example workers and management share a canteen, car parks and washrooms. Still the working relationships are rather formal with the emphasis on careful thought and planning. Business and leisure are strictly divided from each other, so that business occasions in a private environment, such as home, are rare. Punctuality is still important in both business and social life. The working day is rather long and even business meetings may start early in the day. When doing business, formal dressing as well as handshakes, are more or less mandatory. You are expected to entitle everyone by his/ her full title and surname, which is not usual in Finnish business life, where it is rather common to entitle even the supervisor by his/her first name.

(Germany Profiled, 2000, 174)

Small gifting at certain occasions such as birthdays, the feast of St.Nikolaus on December 6th, around Christmas and New Years Eve are still common in business and social life.

German businesspeople have a stereotype to be rather stiff, to negotiate in a clear and severe tone and yet, also to be boring, when it comes to social situations outside the business environment. (Lewis, 2000, 214)

Even though this information might be outdated, certain assumptions can be made, about the expected way how German customers might act and behave. Regarding incentive tourism, it

can be said, that Germans are a high demanding customer group when participating in incentive elements like meetings, conferences or team-building activities.

Germans might doubt the effectiveness of a conference, in case of unusual and exceptional locations, as for example outside or in a venue different to a conference centre, where conference facilities might not match the usual standards. Further, as the Germans strictly distinguish between business and social life, the best choice for after-work activities might not be an overnight stay in a group tent or any other activity, where Germans might not feel comfortable when certain privacy is not guaranteed.

5 Incentive Programme

5.1 Programme

Nature versus Modern Life (Appendix 12)

Day 1 – Arrival

17.00 - 18.00 Transport from the airport to Haikko

19.00 - 21.00 Dinner and Welcome speech

Day 2 – Nature

08.00 - 10.00 Breakfast at Villa Haikko

10.00 - 15.00 Fishing experience including lunch

16.00 - 20.00 Nature cooking including dinner

20.00 - 23.00 Spa/Sauna (possibility of cold-treatment)

Day 3 – Modern Life

08.00 - 09.00 Breakfast in the Villa Haikko

09.00 - 12.00 Conference

12.00 - 12.30 Transport to Premier Park

12.20 - 13.30 Lunch at Premier Park

13.30 - 16.30 Group 1 Premier Safety Driving, Group 2 Offroad Driving

16.30 - 19.30 Group 1 Offroad Driving, Group 2 Premier Safety Driving

19.30 - 20.00 Transport to Haikko

20.00 - 21.30 Refreshing

21.30 - 00.00 Gala-Dinner (Old meets New) in the Villa Haikko

Day 4 - Old meets new

08.00 - 10.00 Breakfast at the Manor Terrace

10.00 - 10.15 Transport to Seikkailulaakso

10.15 - 12.00 “Sharp Shooting” at Seikkailulaakso

12.00 - 14.00 Lunch at Seikkailulaakso and Closing/Award Ceremony

14.00 -15.00 Transport to the airport

The following incentive programme model is created for a fictive group of international customers. The group size and duration of stay, as well as the choice of adequate service providers, is done in consideration of the “Incentive matkailu 2005” report by the Finland Convention Bureau. Our target group consists of 48 German clients that work for a Finnish company in Germany.

On the first incentive day, the incentive group will be picked up by bus at the airport at 5 pm. The transportation provider is Kaj Forsblom and the bus is big enough to offer seats for the whole group. The group will be taken to Hotel Haikko where they will be able to refresh themselves in their rooms. The comfortable rooms are equipped with all the necessary amenities, e.g. phone, wide screen TV, bath robes and mini bar to make the stay as enjoyable as possible. At 7 pm, dinner will be served at Villa Haikko. In order to welcome the group at their destination, Finnish dishes will be served. There will be Salmon carpaccio for starters followed by roast beef and Haikko manor’s herb and butter sauce. After the main course, the company representatives will give a speech about the performance of the clients during the incentive campaign and will give a hint on how the following days will look like. The evening will be ended with a delicious dessert, marquisse of two chocolates with arctic cloudberry jelly. Afterwards, the clients will have time to socialise and later to relax in their rooms.

The second day will have the title “Nature” and thus is the day packed with events regarding the topic. The day starts at 8 am with a breakfast in the Villa of Hotel Haikko. The villa is a comfortable manor directly at the beach and is accessible by the hotel garden. The villa is reserved only for the incentive group till 10 am, so that even those participants who might sleep a bit longer can enjoy the diverse breakfast, provided by the restaurant of the hotel.

At 10 am, the first activity starts. Boats will fetch the clients from Haikko pier and take them on a fishing trip. All participants will receive fishing equipment, a fishing licence and the necessary clothing. During the trip, the clients will receive instructions on how to catch pike, bass and trout. Around 13.00, the boats will arrive at Furuholm Island where the clients will be able to enjoy a delicious outdoor lunch consisting of fish prepared in 6 different ways, potatoes, salad, pancakes and jam as well as tea, coffee and water. If any fish was caught during the fishing trip, it will also be prepared and served for lunch. While returning to Haikko, the participants will be able to enjoy the nature while driving through the archipelago. After an hour to relax and refresh, the next activity will start at 4 pm in Haikko’s park. The participants will learn how to prepare food using materials found in the nature. Therefore, they will be divided into small groups. Each group will receive a list of things they need to

prepare their food. All of the necessary items can be found in the park. Once a group finds all items on the list, they go back to the starting point and their personal cooking instructor will show them how to prepare a meal. The group that is first to prepare the meal, will receive a 20 min massage at the Spa. After the activity ends, all the participants are encouraged to visit the Spa and also try the Super Cold Treatment.

“Modern Life” is the topic for the third day and the activities will match this topic. The day starts again at 8 am with a breakfast in the Villa of Hotel Haikko.

At 9 am the group will have a conference in the modern conference facilities. Hotel Haikko is next to their luxuries spa facilities also known as a very professional conference hotel and offers a variety of different conference rooms with the latest technological equipment. The issues handled during the conference will be corporate internal issues, with a brief introduction about the upcoming events of the day. Thereby there are no details revealed, but given suggestions concerning adequate clothing and other essential information. During the conference, coffee, tea and snacks will be served. The conference will end at 12 am and a bus will take the group to Premier Park, which is an individual circuit for different kind of driving training. As they are specialized in corporate events, team building and incentives, they form just the right events for the modern day. When the group arrives, they will get a light and delicious lunch consisting of green salad, bread and butter, a chicken and vegetarian dish as well as dessert. Afterwards, the participants will be divided into two groups. Group 1 will be the first to take part in the Safety Driving. Meanwhile, Group 2 will try out Off-road Driving. After a while, the groups will change. The emphasis at the Premier Safety Driving is to be able to control a car in changing situations and in difficult weather and road conditions. The Premier Safety Driving is a combination of effective theoretical education and practical individual driving training. The programme is organized by experienced professional drivers and instructors. The used vehicles are the newest models of Audi. The event suits to drivers of all ages and skill levels, for both men and women. The event can also be organized during all year seasons, not depending on the weather conditions. As an additional event, the group will participate in a fun-based skill-driving-competition, where the real skills of each participant are measured. The Premier Off-road Driving gives the participants the possibility to try their driving skills in a modern off-road car. With its up and downs and sharp curves, the 1,6 km will give the participants a lot of challenges to prove their skills.

As the whole programme takes nearly six hours, there will be a catering, serving coffee, tea, refreshments and snacks. The instructions as well as the catering takes place in the conference

facilities of the Premier Park. After the event, at around 7.30 pm, the group will be taken back to the hotel Haikko by bus.

In the evening at 9.30 pm, the participants are asked to gather again in the Villa Haikko at the beach. The building will serve as their separate place for their gala dinner. The topic of the dinner will be “Old meets New”. The dress code for the clients is Modern and Elegant. In opposite to that, the service staff will be dressed in clothes reminding of the Middle Age. During the dinner, gourmet specialities from the Finnish tradition up to the most modern international food creations, all provided by the hotel restaurant, will be offered. The participants will experience a culinary time-travel, beginning from a traditional starter like a pea soup, over to a modern main dish, e.g. Sirloin of reindeer with lingonberry sauce, ending with an innovative dessert for example Sea buckthorn pudding with a chocolate hood. The different culinary stages will also be accompanied with changing music from the last centuries, e.g. Jean Sibelius, Yölintu, Scandinavian Music Group, etc. The evening will also include the award ceremony of the results from the Premier Park. The end time of the dinner is not set, depending on the interaction of the participants. Anyhow the Villa services are set to end at around midnight, to give the participants a hint about the next morning events.

The third and last day of the incentive programme, starts again with a diverse breakfast at the Hotel Haikko. The manor terrace will be used, with the opportunity to change inside to one of the manor rooms or the villa, if the weather conditions are bad. At 10 am, the group will be picked up from the hotel and driven with a bus to the “Seikkailulaakso”, a Finnish nature adventure park, just 15 minutes away. At the “Seikkailulaakso”, which means “adventure valley”, the group will be introduced to their last event of the incentive. The “tarkkuusrata” is a sharp shooting competition, where accuracy is needed. The group will be divided in three teams on three different shooting ranges. The weapons to use are ancient models, as well as modern ones. After completing each lane, the teams change the shooting ranges. Each team member will participate, but the team effort counts, meaning that the points from each shot will be counted together. This competition takes about 2, 5 hours and will be followed by a lunch, provided by the Seikkailulaakso catering team in the dining facilities. After the lunch, the group will have the award ceremony for the competition, as well as the closing ceremony for the whole incentive trip. Everybody will receive again small prizes for their effort. They can discuss results, benefits and further development processes themselves. An additional souvenir present is given to everybody as gift for their participation at the incentive. The incentive programme will end on the third day at approximately 1 pm and a bus will take the group to the airport.

5.2 Budget

Activity	Price	
	p.P.	48 persons
Transport to Haikko	4 €	190 €
Dinner at Haikki	71 €	3 384 €
Accommodation at Haikko	116 €	5 568 €
Total Day 1	191 €	9 142 €

Fishing experience including lunch	171 €	8 170 €
Nature cooking including dinner	48 €	2 304 €
Accommodation at Haikko	116 €	5 568 €
Total Day 2	335 €	16 042 €

Breakfast	25 €	1 200 €
Conference	26 €	1 248 €
Transport to Premier Park	2 €	92 €
Premier Safety Driving + Offroad Driving + Dinner+Snacks	300 €	14 400 €
Dinner and Snacks at Premier Park	50 €	2 400 €
Transport to Haikko	2 €	92 €
Gala-Dinner (Old meets New)	61 €	2 904 €
Accommodation at Haikko	116 €	5 568 €
Total Day 3	582 €	27 904 €

Breakfast	25 €	1 200 €
Transport to Seikkailulaakso	3 €	150 €
Sharp Shooting	104 €	5 000 €
Lunch at Seikkailulaakso + Closing/ Award Ceremony	52 €	2 500 €
Transport to airport	4 €	190 €
Total Day 4	188 €	9 040 €

Total (all days)	1 296 €	62 128 €
Average per day	324 €	15 532 €

Table 1 - Budget

The budget was put together in cooperation with all the Premium Visit members that were interviewed and included in the programme. The budget was built for our target group that consists of 48 persons.

Table 1 shows how much money each part of the programme costs. Day 1 includes the transport to Haikko, the dinner and accommodation and the total cost is 191 €/per person (9.142 € in total).

Day 2 includes the fishing experience, lunch at the island, the nature cooking experience and accommodation at Haikko. The total costs for the whole day would be 16.042 € which means 335 € per person.

The budget for the third day includes the food, conference facilities, transport to the activity and back as well as the gala-dinner and accommodation. The total prize for that is 27.904 € or 582 € per person.

Transport, food and activities also built the budget for the final day. The total cost is 9.040 € meaning 188 € per person.

All together, the whole programme costs 62.128 €. That means the prize per person is 1296 €. The average prize is 15.532 € per day and 324 € per person/per day.

6 Summary and conclusion

6.1 Summary

In the beginning of the thesis process, we talked with Porvoo Tours in order to find out what they would need. We found out that Porvoo Tours would be interested in an example incentive programme that they might be able to use for their customers. Therefore, we decided to find out what is the situation of incentive travel in Finland and especially in the region around Porvoo, in Eastern Uusimaa. In order to choose the right suppliers for our fictive programme, we also identified the guidelines for incentive trips. Afterwards, we sent out interviews to the partners of Porvoo Tours, asking them about their services and incentive related questions. All together, we sent interviews to 38 suppliers. We received 8 answers. In order to decide which of those suppliers we would you, we had to find a target group. In cooperation with Porvoo Tours, we decided to send out interviews to 21 Finnish companies operating abroad. With help of these interviews, we tried to find out whether those companies take their employees from foreign countries to Finland for an incentive trip and if they do, we asked them to describe the group and the trip (size of the group, duration and intention of the trip, expectations, amount of money used, etc.). Unfortunately, we did not receive any answers. Therefore we used a research of the Finnish Convention Bureau made in 2007. The research was about incentives in Finland and described both Finnish and international groups. After we found out about our target group, we started evaluating the appropriateness of the suppliers and then put together a fictive programme using the most appropriate providers. The chosen theme for the incentive had the title “Old versus New”, an incentive programme including elements representing traditional Finnish food, activities and background information about Finland, as well as the opposite of those elements from the view of the modern Finland. In the process, we also have been in a closer contact with the chosen suppliers. A budget was also created according to the information given by the suppliers and the average sum of spent funds according to the research of the Finnish Convention Bureau. Due to a lack of certain information of suppliers which lead to an incompleteness of the itinerary, the programme needed to be changed. This also led to a change of the whole incentive theme, and a re-assessment of the suppliers for the new programme. The new theme was called “Nature versus Modern Life” and distinguished from the previous programme by a few different suppliers and different activities. Still, the basic idea stayed the same, to create a programme combining the variables of the target group and the available products and services in Eastern Uusimaa.

The whole programme will be given to Porvoo Tours for their further use.

Positive aspects

During the research, we were able to see how the situation of incentive travel is in Eastern Uusimaa. It was interesting to find out about the suppliers and the potential of the region. We noticed that the region needs a lot of development as well as marketing; however, it is already an interesting destination with many suppliers. Even though we did not receive many answers to our interview questions, it can be said that the co-operation with those suppliers who answered was good. When calling them, they were all very helpful, telling details about their programmes and services as well as prices.

It also seemed that many of the suppliers are not aware of the real meaning of an incentive travel and its importance for the paying clients. This deficit leaves much space for development. If all the companies know what “incentive” means and what it includes, the services can hopefully be altered accordingly which will improve the incentive travel situation of the whole region.

Negative aspects

This research suffered from a lack of information in order to create a positive product and gain beneficial results. The main sources of information were the suppliers in Eastern Uusimaa, offering products and services for incentive travellers. As an incentive travel service is not just one product, but a combination of existing travel products and services, the region of Eastern Uusimaa had a large variety to offer. As this research is done for Porvoo Tours, it was focused on the suppliers of Porvoo Tours partner network Premium Visit. To reach the maximum amount of answers, to guarantee an essential amount of useful information, survey questionnaires were sent out to all of the supplier companies, belonging to Premium Visit. These included the suppliers offering accommodation, activity, conference and restaurant services. Out of the 38 companies, some offered not only accommodation but also conference and restaurant services, which make them, count for three. An example is hotel Haikko, which offers all of these three services. Nevertheless, the research gained only a few answers from the survey which made the authors send out the questionnaires again, in order to receive enough material to work with. The same problems occurred by creating the customers profile, as not a single company operating abroad was able to give an answer to our enquiry, about their business travel. The possible reasons for this will not be further discussed in this research. As a result of all these enquiries, there were eight companies willing to cooperate, which was below the amount of planned information. Unfortunately, the supplier Kikkapakka was not able to send in their written material in time, so that the mentioned information of

them is based on a phone interview. However, the research succeeded to receive enough material from suppliers offering incentive adequate products and services, and with the client profile based on the research of the Finland Convention Bureau, it was possible to create an international incentive programme.

6.2 Conclusion

The incentive programme “Nature versus Modern Life”, customized for a fictive group of German business travellers is a concept which shall be used as a guiding model for further incentive packages like this. The itinerary fits the requirements of the customer in the length of stay, the interest of activities and side- programmes (accommodation and food), as well as the functions of an incentive travel for its participators. The programme delivers the idea of a successful incentive trip, which is the combination of business and leisure tourism for demanding customers, which in this case are German employees of a Finnish company. The business part of the programme is taken care right at the beginning of the participants’ arrival by taking care of their punctual and fluent transfer to their destination. The third day covers most of the business related issues by the organized conference, including dinner. These issues will also be recognizable on the last day, as everyone will be taken care of in a professional manner during the closing ceremony and departure. The leisure part will also be going on during the whole programme, as the destination itself offers a mentionable feature, which is considered as leisure tourism, namely to spend time at an unknown destination with a rather unknown culture and cultural habits. The second day covers most of the leisure issues, as the participants are experiencing fishing, one of the most popular leisure outdoor activities. In the evening the sauna- and spa-experience, covers the relaxation-based leisure activities. The cores of the third and fourth day, namely the Premier Safety Driving and Sharp Shooting-contest are both to be seen as the main incentive-relevant activities, as both combine leisure- and business activities, but due to the group dynamic-elements and competition, they are a main part of the meaningfulness of this incentive programme. This whole four-day programme has the function of being a reward for the participants’ effort in the past, as well as an advanced training and skill enhancement, from whom the company will benefit in the future. This incentive programme shows that it is possible to organize an incentive trip for international customers in Eastern Uusimaa. Furthermore this programme emphasizes, that all requirements of an incentive trip are possible to arrange in this region.

6.3 Suggestions for development and further research

The result of this research, which is the incentive programme, is customized for a fictive group, which is formed by the client profile. The selection of possible suppliers is based on those suppliers, who were cooperating with the research. Even if the majority of the tourism service suppliers of Eastern Uusimaa were not considered, due to the low participation on the survey mentioned in chapter 5.1, the research reached those suppliers, which seem to be the most adequate incentive service providers in Eastern Uusimaa. The suppliers, which were not used for the incentive programme but where the research received information, were Hotel Restaurant Seurahovi, Stor-Kroksnäs Country Manor and Sannäs Manor. Those three suppliers are described and evaluated though in chapter 4.3. The maximum goal of this research would have been the descriptions and evaluations of all tourism service providers, belonging to Premium Visit. This would have let the authors the chance to choose from all existing suppliers, and thereby, to create a more fitting itinerary to the incentive programme. Therefore, this research suggests a continuation to the existing evaluation of the rest of the suppliers, in line with the guidelines of incentive travel.

The conclusions with their recommendations for the targets under study in chapter 4.2, are the indicators of this research concerning possible ways of developing the region of Eastern Uusimaa as a destination for incentive travel. The full analysis of all suppliers will give a precise overview of the possibilities concerning incentive travel development in the region. As mentioned before, the main idea is hereby to identify the individual suppliers by their products and services in coherence with the criteria for standards of existing incentive travel in Finland. The aim is not to identify single suppliers which have been identified as the strongest or the weakest by this research, and thereby be positioned on top as a service provider for incentive groups. The aim is more to highlight the particular strengths, but also their weaknesses in order to categorize them for further use. The further use will be to pick the most adequate supplier, in order to fulfil the customer's wish as well as possible. As an example, the difference of two hotels of different size and class could be mentioned. A high class hotel with beds for 100 persons or more might be a less adequate choice for a customer group of 10 persons, which could rather be accommodated in a smaller, lower class hotel, where they however, could use the whole hotel for themselves, including customized decorations, personal service and group orientated catering.

The full list of all Premium Visit members will simplify the search for adequate suppliers for a customer group that is on an incentive trip and thereby, also need products and services regarding the elements of such a trip. Furthermore, this will ease to detect possible ways of combining different suppliers, which fit to each other. This would mean to find for instance a

supplier offering activity and another offering restaurant or accommodation services, which can both be customized according to the customer's wish, to allow them and give the whole travel process a more integrative touch.

The more suppliers there are, the more combinations are possible. The authors would like to remind, that it is the quality-level of the travel which plays a very important role, as companies and organizations sending their employees to an incentive trip, have the hidden agenda on the benefits and efforts of such a trip. The participants might be very satisfied by the leisure products and services Eastern Uusimaa has to offer, but still the corporate management might be dissatisfied of the participants returning home without any new ideas of how to develop their business strategy, without having socialised with unknown employees or having reached any other mentionable corporate goal of the incentive. As the corporate management is the real client, paying for the incentive, they might not choose Eastern Uusimaa as a destination again, if their goals, according their ROI, were not completely fulfilled. Another benefit of this incentive model for Porvoo Tours is the composition of the suppliers. This might also bring new ideas of how to mix the different products and services in one incentive package.

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Appendices

Appendix 1 - Survey – Customer Profile

Dear Sir or Madam,

We are currently doing a research about the **incentive travel development in Finland**. Our aim is to create a **customer profile** on incoming international business travellers and we would appreciate, if you could take a few minutes to answer the following questions, or forward this mail to the person, responsible for corporate travel:

Has your company arranged corporate travels in Finland for your non-Finnish employees working abroad?

If YES:

During which season/ month did the travel(s) take place?

How many participants took part?

How many days did the trip take?

How many Euros were approximately spent **per person** at the destination?

(Accommodation, events, other fees)

What business activities did the participants attend?

(Conferences, team-building activities, dinners, other meetings)

Did the trip meet the expectations?

If NO:

For how many persons would your company organize an incentive travel in Finland?

How many days should the travel last?

How many Euros would your company spent per person during the travel?

What business activities should be included during the travel?

(Conferences, team-building activities, dinners, other meetings)

What would be the aim of such a trip for your company?

(Reward, motivation boost, education etc)

Thank you very much for your answers and helping to make this research successful.

Yours sincerely,

Eerikki Simonen & Stefanie Schulz

HAAGA-HELIA University of Applied Sciences

Travel Management, Porvoo

Appendix 2 - Cover Letter for Survey – Incentive Service Providers in Eastern Uusimaa

Dear ladies and gentlemen,

We are currently writing our bachelor thesis on incentive travel in Eastern Uusimaa under supervision of Porvoo Tours Oy. Our goal is to develop the region as a destination for international business travellers.

We would be happy if you could answer these few questions about your company, if possible in English please.

- Questions

Thank you very much!

Please do not hesitate to contact us if you have any questions or suggestions to make this research successful!

Yours sincerely,

Stefanie Schulz & Eerikki Simonen

Arvoisat naiset ja herrat,

Olemme tekemässä opinnäytetyötämme kannustematkailusta Itä-Uudenmaalla.

Toimeksiantajamme on Porvoo Tours Oy ja tavoitteenamme on kehittää aluetta kansainvälisen liikematkailun kohteena.

Olisimme kiitollisia jos pystyisitte vastaamaan seuraaviin kysymyksiin, mikäli mahdollista niin Englanniksi:

- Kysymykset

Kiitoksia paljon!

Mikäli teillä on kysymyksiä tai muita ehdotuksia, olkaa hyvä ja ottakaa meihin yhteyttä.

Ystävällisin terveisin

Stefanie Schulz & Eerikki Simonen

Stefanie.Schulz@myy.haaga-helia.fi, Eerikki.Simonen@myy.haaga-helia.fi

Appendix 3 - Survey – Incentive Service Providers in Eastern Uusimaa

Basic questions – included in all interviews

What is your perception on Finnish incentive travel?

Do you see yourself as an incentive provider? If yes, how?

What could you do to make your customers feel special?

Is it possible for a group to bring their own service staff?

Can you provide service staff especially assigned to one group?

Could you describe your target group?

Mikä on teidän havainto kannustematkailusta Suomessa?

Miten näette itsenne kannustematkailun järjestäjinä?

Kuinka te saatte asiakkaanne tuntemaan itsensä erityisiksi?

Onko ryhmille mahdollista tuoda omaa palvelu-henkilökuntaa?

Onko mahdollista järjestää yhdelle ryhmälle omaa palveluhenkilökuntaa?

Mikä on teidän kohderyhmä?

Questions on accommodation services in English and Finnish

- What is the standard of your rooms?
- What are the room facilities?
- How many rooms do you have with the same standard?
- What kind of entertainment do you provide?
- Which other services do you offer? (Conference, Catering, spa-area, gym etc.)
- Is it possible to arrange special decorations in the hotel interior?
- What is the price-ratio for your single-rooms? (excluding all other services)
- Do you have a group-discount?

- Mikä on huoneiden varustetaso?
- Kuinka monta huonetta teillä on samalla varustetasolla?
- Mitä viihdeohjelmistoa tarjoatte?
- Mitä muita palveluita tarjoatte? (Kokoustila, pitopalvelu, kylpyläosasto, kuntosali jne.)
- Onko hotellin sisustusta mahdollista muuttaa erityistoiveiden mukaisesti?
- Mitkä ovat yhden-hengen-huoneiden hinnat?
- Onko mahdollista saada ryhmälennus?

Questions on activity services in English and Finnish

- Is it possible to make changes to the services according to the customer's wish?
- How do you handle safety issues?
- What are the prices for one person/ a group?

- Onko mahdollista tehdä muutoksia asiakkaan toivomuksien mukaan?
- Miten te taatte turvallisuudesta?
- Mikä on hinta per henkilö / ryhmälle?

Questions on conference services in English and Finnish

- How many conference rooms do you have and how big are they?
- How many persons can be seated in them?
- Do you have divisible rooms?
- What kind of technical equipment can you provide?
- How can the participants be seated? (different order)
- Which other services do you offer? (Catering, etc.)
- What are the different prices for the facilities?
- What are the prices for the equipment and catering?

- Kuinka suuret ovat kokoustilanne?
- Kuinka monta henkilöä mahtuu tiloihin (osallistujamäärä)?
- Kuinka monta huonetta teillä on käytettävissä?
- Onko teillä jaettavia tiloja?
- Mikä on teidän tekninen laitteisto?
- Mitkä istumajärjestykset ovat mahdollisia?
- Mitä muita palveluita pystytte tarjoamaan? (Pitopalvelu jne.)
- Miten erilaiset kokoustilat ovat hinnoiteltu?
- Mitkä ovat laitteiston ja pitopalvelun hinnat?

Questions on restaurant services in English and Finnish

- How many persons can be seated in your restaurant?
- Would it be possible to close the restaurant for a private occasion?
- Is it possible to have an own menu and/or own decoration?
- Do you arrange special occasions on request?
- Is it possible to hire an artist to the restaurant?
- What is the price-ratio for one dish, a meal/menu, group-menu?

- Kuinka monta asiakasta mahtuu ravintolaan?
- Onko mahdollista varata koko ravintola yksityistilaisuutta varten?
- Onko ravintolan menu:ta / sisustusta mahdollista muuttaa erityistoiveiden mukaisesti?
- Onko mahdollista järjestää erikoistilaisuuksia asiakkaan toiveiden mukaisesti?
- Onko ravintolaan mahdollista palkata esiintyjää?
- Mitkä ovat yhden aterian, ruoka-menu:n, ryhmä-aterian hinnoittelut?

Interview answers

Appendix 4 - Augur Kalastuspalvelu / Erik Herlevi

What is your perception on Finnish incentive travel?

Incentive- matkailulla olisi Suomessa suuret mahdollisuudet, jotka ovat pitkälti käyttämättä. Laatumatkailu sopii Suomelle paremmin kuin massaturismi - tästä pitää jo Suomen kustannustaso huolen.

Do you see yourself as an incentive provider? If yes, how?

Olemme jo usean vuoden ajan järjestäneet ns. premium kalastus- ja muita meriretkiä, normaaleiden lisäksi. Ne olemme miettineet Vip-ryhmille sopiviksi ja myös incentive- tuotteina myytäviksi.

What could you do to make your customers feel special?

Premium- retkessä lisäämme yksityiskohtien laatutasoa. Emme voi luvata esim. tavallista isompia kaloja, mutta voimme varata veneisiin tavallista enemmän tilaa. Tarjoamme yleensä kalaruoan kanssa valkoviiniä, mutta premium retkellä hanapakkauksen sijasta tarjoamme lasista laatuviiniä. jne.

Is it possible for a group to bring their own service staff?

Ilman muuta se järjestyisi esim. ruokatarjoilun osalta. Vieraille kalastusoppaille emme kuitenkaan voisi uskoa veneitämme.

Can you provide service staff especially assigned to one group?

Kalastusoppaat ja kokki palvelevat aina vain yhtä ryhmää kerrallaan, aivan tavallisellakin kalaretkellä.

Could you describe your target group?

Etelä-suomalaiset yritysryhmät ja varakkaat venäläiset ryhmät. Lisäksi Helsinkiin saapuvat risteilyvieraat.

Appendix 5 - Kaj Forsblom

Mikä on teidän havainto kannustematkailusta Suomessa?

Emme osaa sanoa miten paljon kannustematkoja suomessa tehdään.

Miten näette itsenne kannustematkailun järjestäjinä?

-Meillä on paljon yritys-asiakkaita, ja he järjestävät myös omalle henkilökunnalle matkoja.

Kuinka te saatte asiakkaanne tuntemaan itsensä erityisiksi?

- hyvä kalusto, hyvä henkilökunta

Onko mahdollista järjestää lisää henkilökuntaa vain yhdelle ryhmälle?

- on mahdollista

Onko mahdollista että ryhmä tuo oman

palvelu-henkilökunnan?

- ei

Mikä on teidän kohderyhmä?

- kaikki: yritykset, koulut, kunta, seurat, turistiryhmät jne.

Onko mahdollista tehdä muutoksia asiakkaan toivomuksien mukaan?

- on mahdollista

Miten te taatte turvallisuudesta?

- uudella tekniikalla varustettu kalusto luo turvallisuutta

Appendix 6 - Nygard's Kartano / Söderkulla

Mikä on teidän havainto kannustematkailusta Suomessa?

/

Miten näette itsenne kannustematkailun järjestäjinä?

Erinomaisia paikkoja järjestää kannustematka. Historialliset, upeat miljööt, suuret pihat, muunneltavat tilat.

Kuinka te saatte asiakkaanne tuntemaan itsensä erityisiksi?

Otamme yhden ryhmän kerrallaan kartanoon, ryhmän käytössä kokousisäntä koko päivän, elämykselliset oheishjelmat.

Onko ryhmille mahdollista tuoda omaa palvelu-henkilökuntaa?

Erikseen sovittaessa kyllä

Onko mahdollista järjestää yhdelle ryhmälle omaa palveluhenkilökuntaa?

Kyllä on mahdollista

Mikä on teidän kohderyhmä?

Suomalaisia ryhmiä, myös kokousryhmiä sekä muita paikallisia yksityisasiakkaita

Mikä on huoneiden varustetaso? Ei hotellihuoneita.

Kuinka monta huonetta teillä on samalla varustetasolla? –

Mitä viihdeohjelmistoa tarjoatte? kts. seur.kohta

Mitä muita palveluita tarjoatte? Söderkullan kartano: Eri kokoisia kokoustiloja 2-95 hengen ryhmille, tuolirivein 150

hengelle. Ulkoilmatilaisuus jopa 350 hengelle. Nygardsin kartano: päärakennus 90 hengelle, upea vanha navetta Kivitasku 70

hengelle, Tanssiriihi tunnelmalliseksi ohjelmatilaksi, pihajuhlat 250

hengelle. Molemmissa paikoissa: Korkeatasoiset ruokailupalvelut ja

anniskeluoikeudet. Sauna. Kaunis, tilava ja puistomainen pihaympäristö

järjestää erilaisia ohjelmia. Oheishjelmiä esim. kokousten ja

incentive-matkojen yhteyteen kts. www.soderkulla.fi/ohjelma.html.fi,
nygardsf.fi/ohjelma.html.fi

Onko hotellin sisustusta mahdollista muuttaa erityistoiveiden mukaisesti? –

MitkÄ ovat yhden-hengen-huoneiden hinnat? –

Onko mahdollista saada ryhmälennus?

Tarjoukset ryhmän koon ja
sesongin mukaan.

Appendix 7 - Premier Park

Mikä on teidän havainto kannustematkailusta suomessa?

Meiltä on kysytty viimeisen kuukauden aikana kaksi erillistä tarjousta ja nimenomaan saksalaisryhmille. Muuten sanoisin, että suurta kysyntää ainakaan meidän suuntaamme ei ole ollut. Kysyin vielä kollegalta, joka sanoi, että yksittäisiä kyselyitä on ollut.

Miten näette itsenne kannustematkailun järjestäjinä?

En näe Premier Parkia niinkään järjestäjänä, vaan yhtenä erinomaisena vaihtoehtona, jossa yhdistyy erittäin konkreettiset hyödyt (turvallisuus ja/tai ekologisuus/polttoaineen ja rahan säästö) sekä hieno ja hauska elämys.

Kuinka te saatte asiakkaanne tuntemaan itsensä erityisiksi?

Premier Park on suunniteltu alusta alkaenkin tuottamaan erityisiä kokemuksia: Palvelumme on erittäin laadukasta, kokous-/konferenssirakennuksemme on laadukas. Haluamme, että vieraat kokevat saavansa jotain ekstaasia, kun heidät on tuotu Premier Parkiin.

Onko mahdollista järjestää lisää henkilökuntaa vain yhdelle ryhmälle?

Sekä koulutus- että esim. tarjoiluhenkilöstöä on mahdollista järjestää lisää.

Sallitteko ulkopuolisia avustajia? /Onko mahdollista että ryhmä tuo oman palveluhenkilökunnan?

Ulkopuoliset avustajat ovat tervetulleita, mutta haluamme, että he toimivat läheisessä ja hyvässä yhteistyössä oman henkilökuntamme kanssa.

Mikä on teidän kohderyhmä?

Tärkein kohderyhmämme ovat yritykset, jotka haluavat kouluttaa henkilökuntaansa tai tarjota asiakkailleen (tai muille sidosryhmille) hienon yhdistelmän huvia ja hyötyä.

Onko mahdollista tehdä muutoksia asiakkaan toivomuksien mukaan?

Räätälöimme palvelujamme mielellämme asiakkaan tarpeiden mukaan.

Miten te taatte turvallisuudesta?

Rata-alue on suunniteltu nimenomaan koulutuskäyttöön ja meillä on hyvät suoja-alueet radan ympärillä. Radalla ei myöskään ajeta ilman kouluttajiemme ohjausta, jolloin nopeudet pysyvät kurissa. Ajamme kyllä ihan kovaakin, mutta emme siis päästä asiakkaita radalle yksin.

Mikä on hinta per henkilö / ryhmälle?

Noin 200,00 Euroa/henkilö on hyvä nyrkkisääntö. Offroad- rata maksaa noin 100,00 euroa/henkilö.

Appendix 8 - Sannäs Kartano

Mikä on teidän havainto kannustematkailusta Suomessa?

Mielestämme kokousmatkailua tehdään Suomessa huomattavasti ja varmastikin jatkossa niitä tulemaan järjestää paljon.

Miten näette itsenne kannustematkailun järjestäjinä?

Uskomme että laadukas kokouspalvelumme sekä muut palvelumme tarjoaa myös

Kuinka te saatte asiakkaanne tuntemaan itsensä erityisiksi?

Tinkimätön palvelu ja aito huolenpito

Onko ryhmille mahdollista tuoda omaa palvelu-henkilökuntaa?

Ei

Onko mahdollista järjestää yhdelle ryhmälle omaa palveluhenkilökuntaa?

Kyllä

Mikä on teidän kohderyhmä?

Perhejuhlat, kokousryhmiä

Accommoadtion:

Mikä on huoneiden varustetaso?

TV, puhelin, langaton verkkoyhteys, erillinen kylpyhuone + suihku, hiustenkuivain.

Kuinka monta huonetta teillä on samalla varustetasolla?

87 huonetta

Mitä viihdeohjelmistoa tarjoatte?

Saunat, uima-allas, takkahuoneet, palloiluhalli, kuntosali, kellaribaari

Mitä muita palveluita tarjoatte? (Kokoustila, pitopalvelu, kylpyläosasto, kuntosali jne.)

Katso muut sähköpostivastauksemme

Onko hotellin sisustusta mahdollista muuttaa erityistoiveiden mukaisesti?

Kyllä

Mitkä ovat yhden-hengen-huoneiden hinnat?

Huoneet hinnoitellaan tapauskohtaisesti

Onko mahdollista saada ryhmälennus?

Kyllä

Restaurant:

Kuinka monta asiakasta mahtuu ravintolaan?

120 asiakasta

Onko mahdollista varata koko ravintola yksityistilaisuutta varten?

Kyllä

Onko ravintolan menu:ta / sisustusta mahdollista muuttaa erityistoiveiden mukaisesti?

Kyllä

Onko mahdollista järjestää erikoistilaisuuksia asiakkaan toiveiden mukaisesti?

Kyllä

Onko ravintolaan mahdollista palkata esiintyjää?

Kyllä

Onko ryhmille mahdollista tuoda omaa palvelu-henkilökuntaa?

Ei

Mitkä ovat yhden aterian, ruoka-menu:n, ryhmä-aterian hinnoittelut?

Conference:

Kuinka monta kokoustilaa teillä on käytettävissä? Kuinka suuret ovat kokoustilanne?

Viisi kokoustilaa, pienin 30 neliometriä, suurin 169 neliometriä.

Kuinka monta henkilöä mahtuu tiloihin (osallistujamäärä)?

2-120 henkilöä

Kuinka monta huonetta teillä on käytettävissä?

87 huonetta, yhteensä 174 vuodepaikkaa

Onko teillä jaettavia tiloja?

Ei

Mikä on teidän tekninen laitteisto?

Dataprojektorit, piirtoheittimet, valkokankaat, valkotaulut, fläppitaulut, äänentoisto, mikrofonit, langaton verkkoyhteys, muistiinpanovälineet

Mitkä istumajärjestykset ovat mahdollisia?

Diplomaatti, u-pöytä, ryhmäpöydät, luokkamuoto, teatterimuoto

Mitä muita palveluita pystytte tarjoamaan? (Pitopalvelu jne.)

Ravintola, saunat, uima-allas, palloiluhalli, kuntopolku, kartanopuisto

Miten erilaiset kokoustilat ovat hinnoiteltu?

Kokoustilavuokra sisällytetään kokouspakettiin.

Mitkä ovat laitteiston ja pitopalvelun hinnat?

Laitteisto sisältyy kokoustilavuokraan.

Appendix 9 - Seikkailulaakso

What is your perception on Finnish incentive travel?

We have no clear idea how much incentive travel there is in Finland.

Do you see yourself as an incentive provider? If yes, how?

Yes of course we can be a provider. We very good facilities and many different activities and hotel and restaurant.

What could you do to make your customers feel special?

We tailor each group individually and can take care of different things.

Is it possible for a group to bring their own service staff?

Depending on the service For catering and restaurant services it is not possible.

Can you provide service staff especially assigned to one group?

Yes we can.

Could you describe your target group?

Our target group is mainly other companies (B t B) for meetings, conferences, parties, etc However we also have some private customers.

Appendix 10 - Seurahovi

Mikä on teidän havainto kannustematkailusta Suomessa?

Miten näette itsenne kannustematkailun järjestäjinä?

- Emme ole varsinaisesti keskittyneet erityisesti kannustematkailuun, mutta tilamme ja osaamisemme sopii hyvin myös kannustematkailupakettien rakentamiseen.

Kuinka te saatte asiakkaanne tuntemaan itsensä erityisiksi?

- Henkilökohtainen ja laadukas palvelu. Pienet huomioinnit, myös spontaanit huomioinnit peruspalvelussa. Pyrimme tuntemaan asiakkaamme. Kuinka monta kokoustilaa teillä on käytettävissä?

Onko ryhmille mahdollista tuoda omaa palvelu-henkilökuntaa?

- Ei ole koskaan tapahtunut, mutta en näe sitä mahdottomana.

Onko mahdollista järjestää yhdelle ryhmälle omaa palveluhenkilökuntaa?

Kyllä on

Mikä on teidän kohderyhmä?

Laidasta laitaa. Kesäisin paljon yksityisiä matkailijoita ja muuten myös mainittava määrä koukousryhmiä ja liikematkailijoita.

Conference:

Kuinka suuret ovat kokoustilanne?

4 kpl, tilasta riippuen 15-70 henkilöä. www.seurahovi.fi/kokousinfo.htm

Kuinka monta henkilöä mahtuu tiloihin (osallistujamäärä)?

- edellisten lisäksi hotelliin mahtuu n. 100 henkilöä, Seurahovin saliin n. 400 henkilöä, Pub Waltersiin 250 henkilöä. Ravintolalaiva Glückaufiin kesällä max 60 henkilöä. Saunoille n. 20 henkilöä

Kuinka monta huonetta teillä on käytettävissä?

- 39

Onko teillä jaettavia tiloja?

- Torikabinetin saa yhdistettyä saliin tai vastaavasti eristettyä salista.

Saunojen oleskelutila on jaettavissa kahteen erilliseen tilaan tai yhdeksi isommaksi tilaksi

Mikä on teidän tekninen laitteisto?

- Periaatteessa kaikki nykyaikaiset kokoustarpeet täyttävä. Piirtoheitin, datatykki, yksi kannettava PC tarvittaessa, DVD, CD, Video, TV. WLAN internetyhteys koko talossa. Äänentoistolaitteet tilauksesta, salissa isot PA-laitteet sekä nykyaikainen tietokoneohjattu valojärjestelmä.

Mitkä istumajärjestykset ovat mahdollisia?

- Järjestysmahdollisuudet ovat hyvin tilasta riippuvaisia. Yleisimmät muodot ovat diplomaattipöytä, U-pöytä sekä teatterimuoto. Harvemmin käytettynä luokkamuoto.

Mitä muita palveluita pystytte tarjoamaan? (Pitopalvelu jne.)

- Täyden palvelun laadukas ruokaravintola, ohjelmaa, periaatteessa tilauksesta melkein mitä tahansa. Ravintola on monitoimiravintola, joka muuttuu helposti monenlaisiin tarkoituksiin.

Miten erilaiset kokoustilat ovat hinnoiteltu?

www.seurahovi.fi/kokousinfo.htm

Mitkä ovat laitteiston ja pitopalvelun hinnat?

http://www.seurahovi.fi/kokousinfo_hinnasto.htm

Appendix 11 - Stor-Kroksnäs Kokouskartano

What is your perception on Finnish incentive travel?

We have not much information on incentive travel.

Do you see yourself as an incentive provider? If yes, how?

Yes. Beautiful nature in the archipelago, old cultural environment, cosy and functional facilities for smaller groups who want solicity.

What could you do to make your customers feel special?

Personal and flexible service

Is it possible for a group to bring their own service staff?

No

Can you provide service staff especially assigned to one group?

Yes, but we mostly have smaller groups.

Could you describe your target group?

We have mostly individual customers but also small groups. Business people use the conference facilities.

How many conference rooms do you have and how big are they?

One, 40 m² + 2-3 smaller to be used for subgroups

How many persons can you accommodate (=majoittaa) in them?

Meetings for 20 persons, U-table and 26 classroom table

How many rooms do you have?

Rooms for accomodation? Seven rooms for two persons, 14 beds in total.

Possible to use extra beds.

Do you have break-up rooms?

no

What kind of technical equipment can you provide?

WLAN, videoprojector, video, TV, air cooling

How can the participants be seated? (different order)

see above

Which other services do you offer? (Catering, etc.)

full restaurant services, meals and beverages

What are the different prices for the facilities?

On request. Depending on the size of the group and the length of the stay.

What are the prices for the equipment and catering?

On request.

Porvoo Tours presents Nature vs Modern Life

DAY 1



Picture 1 Plane

17.00 Arrival

Did you have a good flight? A Private Shuttle service will pick you up from the airport and take you to Hotel Haikko where a cozy single room invites you to relax for a while



Picture 2 Villa Haikko

19.00 Dinner and Welcome speech

Hungry? A delicious Finnish dinner awaits you at Villa Haikko. There will also be a little speech about the trip – what will the next days bring?

DAY 2



Picture 3 Breakfast

08.00 Breakfast at Villa Haikko

The right way to start the day! Enjoy a delicious breakfast buffet with your colleagues!



Picture 4 Fishing

10.00 Fishing experience

Professional guides will teach how to catch fish AND how to enjoy it on a lonely island afterwards.



Picture 5 Nature cooking

16.00 Nature cooking including dinner

What if you would get lost in the woods and had to stay the night there? Would you starve or would you prepare yourself a delicious meal? After this activity, you would definitely choose the meal!



Picture 6 Sauna

20.00 Spa/Sauna

Welcome back to civilisation! Enjoy the spa and sauna after a long day in the nature. You still did not have enough adventures for the day? Try the -110° C cold treatment room!

DAY 3

08:00 Breakfast at Villa Haikko

09:00 Conference at Hotel Haikko



Picture 7, Conference Room

Meetings can also be exciting! Especially when Hotel Haikko invites you to its modern Conference Centre. Experience the high class facilities with personal service. Remember to bring your notepad!

12.00 Lunch at Premier Park



Picture 8, Dinner at Premier Park

The Private Shuttle service takes you to Premier Park in the beautiful rural area of Eastern-Uusimaa. Enjoy a culinary highlight right to the race track.

13.30 Premier Safety Driving & a surprise



Picture 9, Off-road Driving

Ladies and Gentlemen, start your engines! Test your driving skills on the private race tracks of Premier Park. The fastest driver, anyhow, might not be the winner this time!

20.00 Refreshing

Stretch your bones and muscles for the last event of the day.

21:30 “Old meets New”- Dinner at Villa Haikko



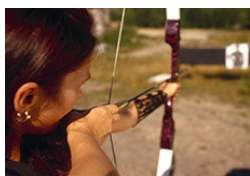
Picture 10, Gala-Dinner

The Villa welcomes you again for a time travel dinner, where you will experience a gourmet speciality accompanied by musical impressions of the country's history.

DAY 4

08.00 Breakfast at Manor Terrace

10.00 Sharp shooting in the Adventure Valley
“Seikkailulaakso”



Picture 11, Sharp-Shooting

This competition asks for your aiming and concentration skills! Compete against your colleagues with ancient and modern weapons and show them how to hit the bull’s-eye. Heads down!

12:00 Lunch at Seikkailulaakso / Closing – Award Ceremony



Picture 12, Lunch

Farewells can sometimes be sad. But not if you get a prize at it! The Adventure Valley has lunch prepared for all sharp-shooters and the winners of all competitions will be awarded. Take a last long look at the breath-taking surroundings of the Adventure Valley before going back home.

Departure



Picture 13, Plane

The Private Shuttle service will pick you up for a last time and take you directly to the airport where you will be awaited. Did you pack your toothbrush?

We hope you enjoyed your stay and will come back to Finland soon!