

Strategy 2009-2014 of the Finnish Tourist Board (FTB)

1. General part

Main strategies

The main strategies that influence FTB's strategy are Finland's tourism strategy, the Finnish travel survey strategy and Finland's country image strategy. The latter two are to be drafted at a later stage.

FTB's vision

FTB's operations are so good, active and functional in all strategic areas of focus that they get a nine from the domestic tourism industry.

FTB's mission

As a national actor, FTB is actively and competently responsible for the promotion of tourism in Finland and the development of Finland's image as a tourist country. The national tourism portal also encourages Finns to travel in their home country.

FTB's values

Credible: FTB is a credible, skilful, overwhelmingly competent and sought-after partner in cooperation

Creative: FTB is a creative, stimulating, innovative and open-minded actor that strongly brings Finland forward from the status of a challenger

Contrasting: Creativity and credibility are combined at FTB

Cool: FTB is a relaxed, pleasant and upbeat partner in cooperation. It is stimulating to work with and at FTB.

FTB's strategic focus points

Development of Finland's image as a tourist country

Product marketing supporting Finland's image as a tourist country

Market intelligence acquisition, analysis and distribution to the industry

Creation of business relations between foreign buyers and domestic sellers

Development and maintenance of the national tourism portal as a large, separate project

Strategic objectives and indicators

The percentage increase in leisure travel to Finland from abroad is the fastest in the Nordic countries. The indicators and their monitoring have been defined in Finland's tourism strategy.

The image of Finland as a tourist country improves in the selected target markets and tourist segments. The targets and indicators will be separately defined during 2009.

The product marketing supporting Finland's image as a tourist country is so successful that the actors of the tourism industry are willing to participate in FTB's product marketing and bear at least 50 % of the costs.

The market intelligence acquired, analysed and distributed by FTB is so useful that it gets a nine from the domestic tourism industry.

The national tourism portal is self-sustainable and will have 12 million annual visitors in 2014.

Primary markets, primary market objectives and main product groups

They are defined in the marketing strategy in accordance with the indications of Finland's tourism strategy.

Human resources

The human resources strategy, equality programme and other separate regulations define the personnel-related issues and their objectives.

Financial resources

FTB develops its community relations in order to strengthen its financial capacities.

The aim is to secure sufficient funds also in the long term so that the operations would remain at an appropriate level of effectiveness.

Monitoring

The operational objectives according to the strategies are defined in the annual performance agreement negotiations between FTB and TEM. The achievement of the objectives is monitored by means of the indicators specified in the performance agreement.

The need for updating the strategy is assessed every year.

2. FTB's research strategy 2009-2014

Main strategies

Finland's tourism strategy and the Finnish travel survey strategy, which is to be drafted at a later stage, guide FTB's research activities and, in any case, affect them in such a way that FTB enjoys freedom of manoeuvre concerning the use of the appropriations used for the

research activities.

Vision of the research activities

The results of the research activities are an essential and fixed part of product development as well as of results monitoring and the development and implementation of marketing concepts.

Mission of the research activities

The research activities produce information based upon historical data and the near and distant future. Such information is meant to be used by FTB and the Finnish tourism industry and is necessary, useful and sufficiently easy to use.

Research targets

In addition to the quantitative and qualitative information directly related to tourism, the research activities are largely focused on the other changes in the operational environment such as consumption behaviour changes, changes and opportunities due to the development of the electronic operational environment, competitor analyses, macroeconomic changes, accessibility issues and the analysis and utilisation of high-quality professional literature.

Research methods

On the basis of the users' needs, the necessary surveys can be either carried out in-house or bought from outside. FTB also utilises the researches and follow-ups carried out by other actors.

All information obtained is analysed, used by the people in charge of the research activities to draw preliminary conclusions, and processed together with the representatives of an internal or external customer in a sufficiently accurate way in order for the results to be properly utilised. The researches will be published on FTB's website.

It is better to use the acquired information in depth rather than acquire a lot of information and then use it only to a limited extent.

FTB also participates in the development of an electronic research database on tourism. However, it is not in charge of the project.

Objective of the research activities

The results and methods of FTB's research activities are so useful that the tourism industry in Finland will give them a nine in 2014.

Updating

The need for updating the research strategy is assessed every year.

3. FTB's product development strategy 2009-2014

Product development vision

The Finnish travel services are so good, competitive and customer-oriented that they get, on average, an excellent mark in the customer feedbacks of Quality100 (Laatutoni).

FTB's product development mission

FTB's product development activities are concerted and support the formation of rather large, high-quality, interesting and attractive product lines on the basis of the themes.

FTB also creates and maintains quality indicators.

Product development objectives

The aim of product development coordination is the uniform and controlled quality of products and services, which can be obtained by working in cooperation especially with the networks of tourism clusters and/or tourist centres.

One of the most important objectives is to ensure customer orientation, quality, safety and exportability. Only the products declared exportable by FTB are marketed internationally. The exportability indicators will be prepared during 2009.

Other important objectives are the achievement of year-roundness, the continuous development of the models and the strengthening of the role of actors other than FTB.

The aim is also to increase the interest of companies in internationalisation and joint marketing. The interest in internationalisation is measured by means of the annual growth in the number of exportable products (the objective is 5 % per year) and the interest in joint marketing is measured by means of the growth in the number of participants in the joint campaigns coordinated by FTB (also in this case the objective is a 5 % increase per year).

About 50-100 new actors join Quality100 (Laatutoni) every year.

Working method

In product development, FTB works in close theme-based cooperation with the financiers, regional organisations and other developer organisations of the tourism industry as well as with theme projects and company conglomerates.

Product development coordination is based upon tourism clusters and tourist centres. In addition, networks are created from small companies operating in the sector of activity and programme services on a case-by-case basis and according to the theme.

If necessary, FTB also participates, as an expert, in the preparation and direction of significant regional theme projects. FTB gathers market intelligence from the different target markets and distributes it in order to support the product development work of the companies.

Companies, tourist centres and other actors are ultimately responsible for product development. FTB's role is to support rather large product development projects.

Product themes

The product themes defined as the focus points of Finland's tourism strategy are a) snow and Christmas, b) summer activities (outdoor activities), c) well-being and d) culture and events.

Theme-specific development plans have been prepared. In these plans, FTB is assigned the main responsibility for the organisation of seminars and product workshops and the acquisition and distribution of market intelligence.

FTB's marketing strategy 2009-2014

Focus point of marketing

FTB's marketing activities focus on strengthening Finland's tourist country image and developing it into a tourist country brand. Product marketing supports the development of the tourist country brand.

Vision of the tourist country brand

By 2014, Finland will be a sought-after and popular leisure destination among about 15 % of the world's population that travel abroad, live in FTB's target markets and like to travel to a country like Finland.

Mission of the tourist country brand

To increase, within the target group, the number of people who want to travel to Finland by 1 % every year.

Values of the tourist country brand

4 Cs.

All actions related to the tourist country brand are directed in accordance with the 4 Cs.

Positioning

The tourist country brand is a challenger brand.

Finland is an alternative tourist country for the selected target group.

The tourist country brand "Visit Finland" works as a lighthouse that guides the target group to the country.

Basic elements of the tourist country brand

They are Finland's real strengths in the context of tourism markets in relation to other countries.

They are the elements that really make Finland exotic.

They separate Finland from the clichés of tourism marketing.

The tourist country brand is surprising and friendly. The brand has innovative interfaces.

People are offered the opportunity to associate with the tourist country brand and bring its message forward.

Target group:

People whose values are compatible with travelling to Finland.

Basic operating model

The tourist country brand challenges bigger brands.

FTB differentiates the tourist country brand from the market conventions. In other words, the tourist country brand works as a lighthouse and not as the market mirror.

FTB supports new marketing acts and these acts are noticed. The marketing acts give people the right image and expectations

FTB concentrates the tourist country brand work on the markets in which the target group is strongly represented and works in the marketing channels in which people belonging to the target group are present.

Brand management and tools

- Brand strategy
- Brand manual (graphic instructions, advertisement concept, fair and event concept, visual and narrative style instructions)
- Brand book

Application

FTB is responsible for ensuring that the tourism industry in Finland internalises the values and working methods of the tourist country brand as much as possible and undertakes to follow them. This is done by providing information as well as in seminars, workshops and personal conversations.

The content, purpose and visualism of the (tourist) country brand work are also applied to actors other than the ones of the tourism industry. The purpose is to obtain a large commitment in Finland to the development of Finland's country image into a country brand.

Measurement

The development of the tourist country brand is monitored by measuring and following how much the target group considers Finland as a travel destination. The indicators will be developed during 2009.

Product marketing strategy 2009-2014

Vision

By 2014, Finland will be a sought-after and popular leisure destination among the target group. The percentage increase in leisure travel is the fastest in the Nordic countries.

Mission

To support the country brand activities. To work on the target group with highly specific actions.

Values

4Cs.

The values guide all product marketing activities.

Focus points

FTB markets Finland to leisure travellers.

In the neighbouring areas, only product marketing is carried out.

The neighbouring areas are the Nordic countries, the Baltic countries and Russia.

This way, resource binding is kept flexible so that it is possible to answer also to rapidly changing market situations. The basic starting point is the reduction of investments in the markets in which the development of tourism is clearly declining with respect to alternative markets.

The investment policy is to make sufficiently large investments after accurate selection. The frequent use of small investments is avoided on a broad basis and in many markets.

FTB Helsinki coordinates the global campaigns together with the Finnish tourism industry. In far-off markets, the cooperation with the other Nordic countries as well as Estonia and Russia is enhanced.

Partners, customers

Abroad, the existing relationships with tour operators and other customers are maintained and a wider range of products is offered. New customers are actively sought. Joint marketing is carried out. Connections between foreign buyers and Finnish sellers are created.

In order to ensure accessibility, the work is carried out in close cooperation with transport companies and the other most important actors of the tourism industry.

The participants in the campaigns are required to be in Quality100 (Laatutonne) or some other general quality system that FTB has approved as an alternative to Quality100 (Laatutonne).

Monitoring

A yearly clock is made for the development of the marketing concepts.

The need for updating the product marketing strategy is assessed once a year.

The operational objectives deriving from the strategy are defined every year.

5. Online strategy

The tourist country brand work and product marketing are mainly based upon online marketing, which, in turn, is mainly based upon FTB's own VisitFinland.com portal. However, also other on-line channels may be used.

Online marketing is interest-based. With our messages, we are where our target group is.

Investments are made in social media.

The entire offline marketing campaign must support FTB's tourism portal.