Finnish retailers' reflections on the opportunities and challenges foreign visitors bring to their business, 2018

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TABLE OF CONTENTS

EXECUTIVE SUMMARY

The purpose of this research is to explore Finnish retailers' reflections on the opportunities and challenges foreign visitors bring to their business. The research is a follow-up study for the one made in 2016 by Visit Finland and Nero Partners (*Ulkomaiset matkailijat shoppailijoina – Kauppiaiden näkökulma*, in English "Foreign visitors – The retailers' perspective"). This time the research was conducted as a collaboration between Visit Finland and Academic Business Consulting. The focus was on companies selling Finnish design and handicraft. In total, 14 stores located in Helsinki city centre took part in the research. The research focuses on the following themes:

1. What kind of role foreign visitors play in the stores
2. What kind of payment methods and Tax Free services are being used
3. What kind of marketing activities are done in order to reach the travellers
4. What kind of opportunities and challenges are allocated to serving foreign visitors in the future

According to the retailers interviewed in this study, there are nowadays foreign visitors in Helsinki throughout the year and the boundaries between seasons have become more blurred. The foreign visitors visiting the stores come from all parts of the world. The amount of Asian visitors has increased seemingly during the last two years. Communication with the Asian visitors is still partly challenging if there is no mutual language to communicate with. To improve the communication in the stores, some stores plan to put their personnel on a language course, some sales assistants are learning languages on their free time and many use translator applications such as Google Translate to learn some key words and sayings in order to be able to communicate with the foreign customers.

During the past two years the customer base in the stores has become both more international and younger. The growth comes mainly from China and from other Asian countries such as Taiwan, Thailand, Singapore and South Korea. The Japanese are important customers for the stores. However their visitor count has not risen, but remained somewhat the same. In addition, the amount of Australians visiting the stores has increased during the past two years. The amount of Russian visitors in Finland has started to grow again after the decline in 2015 (Visit Finland, Matkailijatutkimus 2017:

12), but regardless of that, the majority of the stores commented that they do not have a huge amount of Russians as customers. Many of the stores see the present as a transition time where the differences between the younger and the older generation are highlighted, especially among the Chinese and Russian visitors. According to the respondents' experiences, the younger generation travels more solo than in groups. They also speak better English and understand the Western service culture better compared to the older generation.

According to the interviewees, credit cards are still the most common payment method for foreign visitors in the stores. However, mobile payment methods have during the last two years been taken into use in many of the stores and have become more common. The Chinese customers currently prefer Alipay over UnionPay. There are two Tax Free services that are used in the stores: Global Blue and Premier Tax Free. The stores are generally very satisfied with both of the services.

Most of the stores' marketing activities concentrate on sales promotion activities once the visitors have arrived or are arriving in Finland. The stores have for example an advertisement in Finnair's on-board magazine and sell their products on the plane. They also have leaflets in hotels, advertisements in Helsinki city and shopping guides and are a part of the Design District map. Marketing to foreign visitors coming on cruise ships to Helsinki is viewed as a challenge. The respondents feel that there is a lot of untapped potential in foreign cruise ship passengers.

The foreign visitors shopping in Finland value authenticity and traceability. Also products that are of Finnish origin and can only be bought in Finland are in demand. Foreign visitors are especially interested in Finnish design classics, exotic Finnish products and small souvenirs. All the interviewed companies have a positive mindset towards the future, and even more foreign visitors are hoped to visit the stores. What many of the interviewees commented on, is that creating an experience for the customers in the stores becomes more and more important in the future.

1 INTRODUCTION AND BACKGROUND

A study on foreign visitors’ shopping in Finland was made in 2016 by Visit Finland and Nero Partners. The study is called *Ulkomaiset matkailijat shoppailijoina – Kauppiaiden näkökulma*, in English ”Foreign visitors – The retailers’ perspective”. During the time of the study, Visit Finland coordinated a program called StopOver Finland. One of the operations within the program was to increase foreign visitors’ awareness of the interesting shopping opportunities in Finland. In order to enhance the shopping tourism from Asia, among others, there was a need of hearing the retailers’ reflections on serving foreign visitors and understanding the different kinds of shopping behaviours of foreign visitors. Nero Partners interviewed altogether 18 stores. All of the stores were located in the centre of Helsinki. From each store, one manager and one sales assistant was interviewed.

The main challenges concerning serving foreign visitors in 2016 could be divided into three categories: communication, payment methods and marketing activities. Communication was a challenge with especially Asian and Russian visitors coming to Finland, as they often lacked proper English speaking skills and it was hard for the personnel to pass on the stories about their store’s products to the visitors without a mutual language. This could naturally affect the sales negatively and mean the customer would leave the store without purchasing anything. Only a few of the stores had sales assistants skilled in Chinese or Japanese to ease the situation. The second challenge had to do with payment methods, as many of the Chinese visitors were hoping to pay with UnionPay but most of the stores did not have it because its deployment in stores was problematic since the Finnish payment terminals did not accept UnionPay. UnionPay enables even bigger impulse purchases so therefore it would have been useful to have it in some sales situations.

The third challenge was about marketing activities directed to foreign visitors, which was experienced as the biggest challenge of all. Especially marketing to foreign visitors in their home countries was something almost all of the stores wanted to improve, and the stores’ current marketing activities were focused on sales promotion activities in Finland once the visitors had already arrived in the country. Marketing to foreign visitors was challenging because of the lack of resources and know-how, and that is why more common marketing by a third party actor was hoped. Even with the above-mentioned challenges the general opinion on serving foreign visitors was positive, and they were seen as vital for the stores' businesses, especially in the summer season. The amount of foreign visitors coming to the stores was hoped to increase in the future.

This time the goal was to get as many of the previous stores in the study as possible, in order to update how the situation has changed in two years, and to take in some new stores as well. The interviews were conducted by research consultants Rosalie Bergman, Jessica Blechingberg and Mikaela Mäkelä from Academic Business Consulting at Hanken School of Economics. In total, 14 stores participated in the study this time. Out of these 14 stores, 9 were in the previous study and 5 new stores were included. The aim was to compare the situation in 2016 with today to see if the previous challenges still were current, if some of them had been solved and to see if some new challenges had come up.

The following stores took part in our interviews. We want to express our greatest appreciation towards them for taking their time to be a part of this research.

The rest of the paper is divided as follows: first, the goal of the research is described in further detail and the limitations regarding the research work are presented in the problem formulation. In the third section, the method used for research is introduced and the study design explained. Thereafter, information about the literature used as the foundation for research is provided and the main findings in the latest Visitor Survey Report by Visit Finland, Matkailijatutkimus 2017, are being addressed. In the fifth section, the results of the study are presented. After that the results will be discussed and evaluated based on the study objective and research question. Finally, the paper is concluded with summarizing the insights and contributions of the study and giving implications for future research.

1.1 About Visit Finland

Visit Finland aims to develop Finland's travel image and helps Finnish travel companies to internationalize, develop, sell and market high-quality travel products. Visit Finland cooperates with travel destination regions, businesses in the travel industry and other export promoters and embassies. Visit Finland is an integral part of Business Finland. (Visit Finland, 2018)

1.2 About Academic Business Consulting

Established as a course at Hanken School of Economics in 1976, Academic Business Consulting provides an opportunity to apply latest academic knowledge to solve current business problems of the industries. Simultaneously, it also gives companies a chance to meet the next generation of professionals. Academic Business Consulting is nowadays a registered company and run by Hanken students. Since it was founded, over 1000 consultants have delivered over 450 projects. (Academic Business Consulting, 2018)

2 PROBLEM FORMULATION

In this chapter, we are going to describe the purpose of this research as well as the limitations of the research.

2.1 Research Purpose

The purpose of this research is to explore Finnish retailers' reflections on the opportunities and challenges that the foreign visitors bring to their business. The report is an update on how the situation has changed since spring 2016, when the previous study was made. In total, 14 stores participated in the study. Nine of the stores took part in the previous research, which means five of the stores were new. The interviews' respondents consisted of 14 store managers and 13 sales assistants. The interviews were conducted in either Finnish or English, depending on the preferences of the interviewee. The interviews took place in February 2018.

2.2 Limitation of the Research

The research is only focusing on brick-and-mortar retail stores, excluding restaurants and shopping centres. The criteria for the sample group was that the stores should be selling Finnish design or handicraft and they should also target themselves towards foreign visitors. Just like in the previous research, all the companies that participated in this study were also located in Helsinki city centre. The results of the interviews are based on the experiences and reflections of the sales personnel and decision makers of the stores.

3 RESEARCH METHODOLOGY

Research methods are divided into two research strategies: *qualitative* and *quantitative*. The quantitative research method concerns gathering numerical data or data which can be quantified while the qualitative method is designed to explore the nature of a problem by observing the phenomenon from collected non-numerical data or data which cannot be quantified (Bryman & Bell, 2015: 37-38). In this chapter, we are describing how to use qualitative method in a research and how we used it in our research process. We will also discuss the in-depth interviews as a method.

3.1 Qualitative Research as a Method

The purpose of this research is to explore the retail store managers' and sales assistants' experiences and reflections towards serving foreign visitors. The conclusions are made based on their own perspectives. Therefore, we decided to focus on the qualitative method and chose to use *in-depth interviews* in order to collect data.

A qualitative research consists of a set of interpretive practices. In this practice the researcher has a participating role as an observer. This can be done with various methods such as by making field notes and doing interviews when collecting data. (Bryman & Bell, 2015: 37-38) According to Patton (2002), the decision about sample sizes when collecting qualitative data is dependent on the prior decisions about the suitable unit of analysis to study, and often the unit of analysis are people. This means that the data that has been collected is focusing on what is happening to the individuals in a specific environment and setting and how those individuals are affected by that specific setting. "Each unit of analysis implies a different kind of data collection, a different focus for the analysis of the data, and different level at which statements about findings and conclusions would be made. One of the key issues when selecting and deciding the appropriate unit of analysis, is for the researcher to decide what he or she wants to be able to say at the end of the study and what kind of findings one wants to conclude." (Patton, 2002: 228-229)

As we are using a qualitative method and in-depth interviews where open-ended questions are utilized, it will give the interviewees the opportunity to think about the question and respond with their own words as well as bring more insights about their opinions. In order to get a better and deeper understanding on how retail stores in Finland can better serve the foreign visitors as well as recognizing special requirements and characteristics of foreign visitors, the in-depth interviews with the store managers and sales assistants will provide us with the information and answers we are looking to get. It will also allow new issues and concepts to be explored about how the stores could better serve the foreign visitors in the future.

3.2 In-depth Interviews as a Method

In-depth interviews are a qualitative data collection method that enables the researcher to collect rich, descriptive data about people's behaviours, attitudes and perceptions, and to unfold complex processes (Hague, Hague & Morgan, 2013: 80). The data gathered from the interviews increase the understanding of the problems that are faced by the respondents, in our cases the managers and their personnel, and can reveal simple practices that were previously assumed. In-depth interviews can be used in many contexts and the method is dependent on what the needs of the research are. It can be used as a stand-alone research method but also as part of a multi-method design. In-depth interviews usually take place in an environment where the researcher and the interviewer can be in a so called face-to-face setup. In order to get a better level of understanding of the interviewee's answers, the researcher can also observe the interviewee's body language. The style of the interview is very much dependent on the interviewer. A great interviewer has the ability to transform the interview into a conversation and also has a clear line of questions that are going to be asked from the participant. (Hague, Hague & Morgan, 2013: 70)

In order to increase the validity of the information collected, the format of the in-depth interviews shall be loosely structured and allow freedom for both the interviewer and the respondent to explore any additional points as well as if needed, change the direction if necessary (Hague, Hague & Morgan, 2013: 71). To increase the understanding of the issues faced by the respondents, their own perspectives are incorporated into the research agenda, which leads to an increase of the validity of the research. The in-depth interviews can take place in various settings, and they can either be organized individually or in pairs (Hague, Hague & Morgan, 2013: 71). In-depth interviews are very useful when the researcher wants to follow a person's thought processes or actions from beginning to the end, compared to focus group interviews where the interviewer will only get a very short insight of each interviewee's thoughts and actions. If the researcher is looking to do more than ten in-depth interviews, it is important to have a structure and to record the interviews in order to document what the people answered and talked about. Structuring the responses on paper and taking notes during the interview will make it easier to analyze the data (Hague, Hague & Morgan, 2013: 74-75). The advantages of face-to-face in-depth interviews are that the interviewer can gain a deeper understanding of the validity of the response. Better explanations are possible in a face-to-face situation, as the interviewer is able to develop a rapport with respondents, engaging the respondents and making the interview more like a conversation rather than an interrogation. (Hague, Hague & Morgan, 2013: 149)

3.3 Data Collection and the In-Depth Interview Process

According to the guidelines by Hague, Hague and Morgan (2013:70), the in-depth interviews with the store managers and sales assistants took place in face-to-face setups, in the stores' premises. We wanted to get responses that are not contaminated by other people's opinions. According to Patton's guidelines (2002: 228-229), when individual people are the unit of analysis, the main focus of data collection should be on how individuals are affected by a setting. We studied Finnish retail stores' managers' and sales assistants' perceptions on the opportunities and challenges of serving foreign visitors.

During the interviews, we had a clear line of questions that were asked of each respondent. We wanted to give both us and the respondents the freedom to explore some additional points, and for us the freedom to be able to change the order of the questions if needed. Each interview was recorded. During the interviews, we also took some notes. After each interview, we wrote additional notes while listening to the recordings. We started grouping the answers into different categories according to their theme right away. Lastly we analyzed the results and summarized the findings into a conclusion of the study. The questions of the interviews we did with the decision makers and sales assistants are attached as appendices in the end of this report.

3.4 Analyzing the Collected Data

The interview questions were linked to the following themes:

1. Foreign visitors as a target group for the companies

2. Foreign visitors' payment methods

3. Marketing and communication to foreign visitors

4. Foreign visitors and the companies' future

We analyzed each theme separately. We started our analysis process already after the first interviews, as we started to compare the answers we got to see if some new topics had emerged that we hadn't covered in the interview questions, and that should be added to the question pattern. We discovered that the original questions were adequate and there was no need for changing them for the upcoming interviews. During the course of the interviews, we discussed the answers with each other and started to recognize repetitive patterns in the respondents' answers in each category. They were mostly connected to similarities in the respondents' perceptions and experiences regarding serving foreign visitors. We created one mutual document for the decision makers' answers and one for the sales assistants' answers, and got the data from the recordings and notes of each interview. We added all the respondents' answers from each interview under the related interview questions in the mutual document so that it was easier to compare all the answers with each other and to understand similarities.

Here is a table that contains information about when the interviews were conducted and how long each interview took.

Company	Person	Date	Time of interview
Aarikka	Manager	13.02.2018	40 min
Aarikka	Assistant	13.02.2018	39 min
CraftCorner	Manager	28.02.2018	31 min
CraftCorner	Assistant	28.02.2018	56 min
Finlayson	Manager	27.02.2018	33 min
Finlayson	Assistant	27.02.2018	--
Frenn	Manager	13.02.2018	25 min
Iittala	Manager	22.02.2018	22 min
Iittala	Assistant	22.02.2018	26 min
Kalevala	Manager	21.02.2018	41 min
Kalevala	Assistant	16.02.2018	27 min
Karhu	Manager	14.02.2018	24 min
Karhu	Assistant	14.02.2018	17 min
Lapuan Kankurit	Manager	22.02.2018	40 min
Lapuan Kankurit	Assistant	22.02.2018	42 min
Lumi	Manager	21.02.2018	1 hour, 29 min
Lumi	Assistant	21.02.2018	36 min
Makia	Manager	23.02.2018	22 min
Makia	Assistant	23.02.2018	34 min
Marimekko	Manager	28.08.2018	1 hour
Marimekko	Assistant	28.08.2018	26 min
Marja Kurki	Manager	02.03.2018	32 min
Marja Kurki	Assistant	02.03.2018	41 min
Minna Parikka	Manager	20.02.2018	30 min
Minna Parikka	Assistant	20.02.2018	30 min
Samuji	Manager	15.02.2018	35 min
Samuji	Assistant	15.02.2018	23 min

4 THEORETICAL FRAMEWORK

In this chapter, we are going to address the main findings in the latest Visitor Survey Report by Visit Finland, Matkailijatutkimus 2017, and to map out the current position Finland has as a travel destination. After that we are going to shortly describe the shopping tourism today and address a prevalent trend in retail: experience creation. In addition, the consuming behaviour of Russians, Chinese, and Japanese is described in further detail in order to form a basis for comparison between current literature and the interview findings. Lastly, we cover the topic of mobile payments and their position in the market today.

4.1 Foreign Visitors Travelling to Finland in 2017

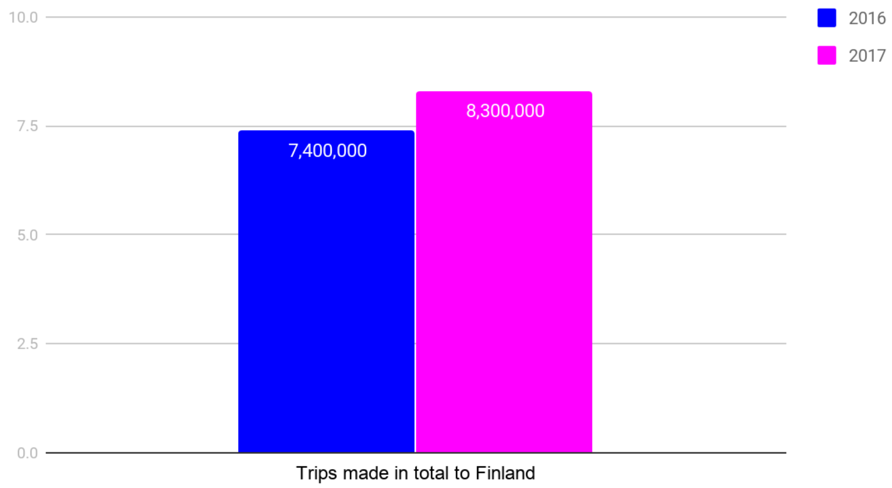
In 2017, Finland was listed globally several times as an appealing travel destination. Firstly, Lonely Planet selected Finland as the third best travel destination in 2017. Finland was the only European country to make it to the top 10. One of the main curiosities for Lonely Planet to lift Finland on their radar was the upcoming 100th anniversary of independence, Finland 100. (Good News from Finland, 2017) Secondly, World Economic Forum's 2017 Travel & Tourism Competitiveness Report listed Finland as the world's safest place to travel. According to the report, Finland was able to maintain its main competitive advantage: to remain as the safest destination globally. Finland even continued to be one of the most environmentally sustainable countries, and has managed to make slight improvements to its price competitiveness, thanks to lower hotel and fuel prices. Finland took the 33rd position in the Travel & Tourism Competitiveness Report. Thirdly, Finland was listed as one of the top 21 travelling destinations for 2017 and described as a "must place to visit" by National Geographic, which is one of the world's largest and most renowned travelling magazines (National Geographic, 2017). Moreover, many renowned magazines such as the Vogue (2017) and the Telegraph (2017) covered Finland as a must-visit travel destination and listed reasons to travel to Finland, such as to discover the Finnish outstanding nature, design and architecture

There were 3,9 million searches made of Finland in 2017 making Finland the 21st country in Europe in search numbers. In searches, Finland is relatively equal to the other Nordic countries, with the exception of Iceland, which is ahead of the other Nordic countries. Compared to the other Nordic countries, Finland's search growth is the highest. The most searched themes about Finland include natural wonders, wellbeing, winter sports, Santa

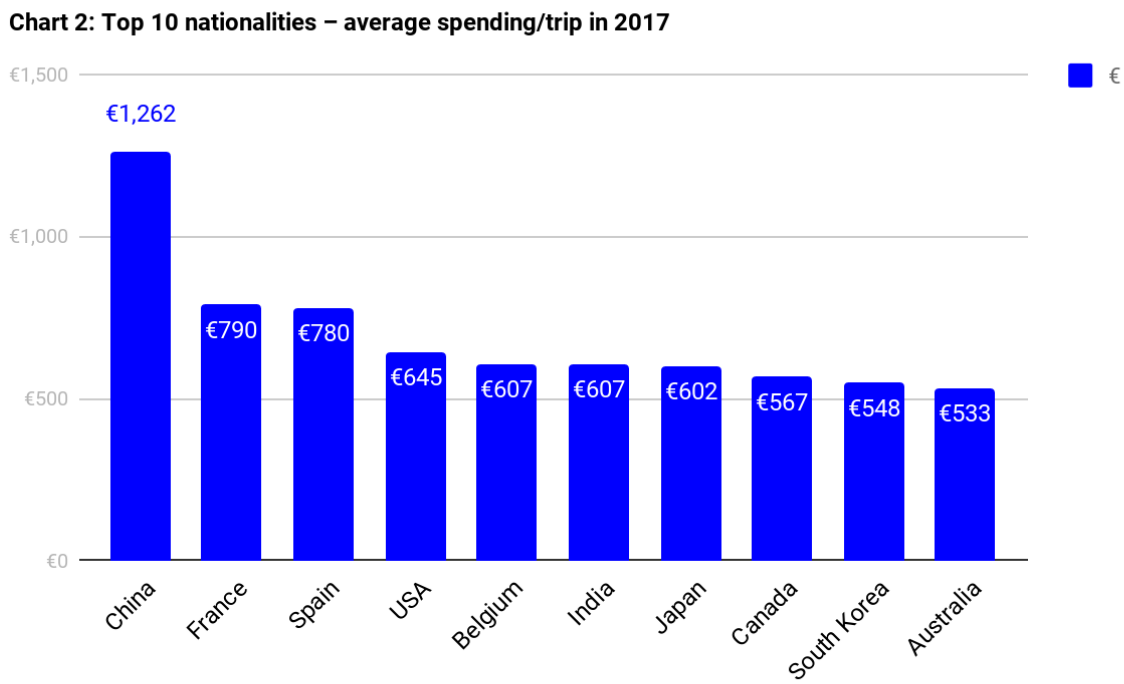
Claus and igloo hotels. Shopping was the 12th most popular search theme for foreigners looking for information about Finland in 2017. There were, however, differences between countries and for Chinese shopping was the 2nd popular search theme, for Russians the 4th most popular and for Japanese the 8th most popular search theme. New trends for 2018 show an increasing interest in skiing, camping, gambling and aqua parks. The share of interest is strongly related to nationalities where Russian visitors are very interested in activity parks, topping the overall search results. In USA and Asia, especially in Japan, Finland is strongly positioned. (G. Vilar/Bloom Consulting, 2018)

The latest Visitor Survey Report by Visit Finland (2017), provides a comprehensive report about the latest travel trends in Finland. The report addressed that the international travellers made in total a record-breaking 8.3 million visits to Finland. This was a 13% increase from 2016. Out of all the travellers, five million were overnight visitors and 3.3 million were day-trip visitors. When asking the foreign visitors about their main trip destination, 69% of the visitors only visited Finland during their trip and 80% of the visitors told that Finland was the main destination of their trip. Visits by Russian foreign visitors increased by 17%, whereas visits by Chinese travellers skyrocketed at +63%. Visits from EU countries increased by 4% compared to the previous year. (Visit Finland, Matkailijatutkimus 2017)

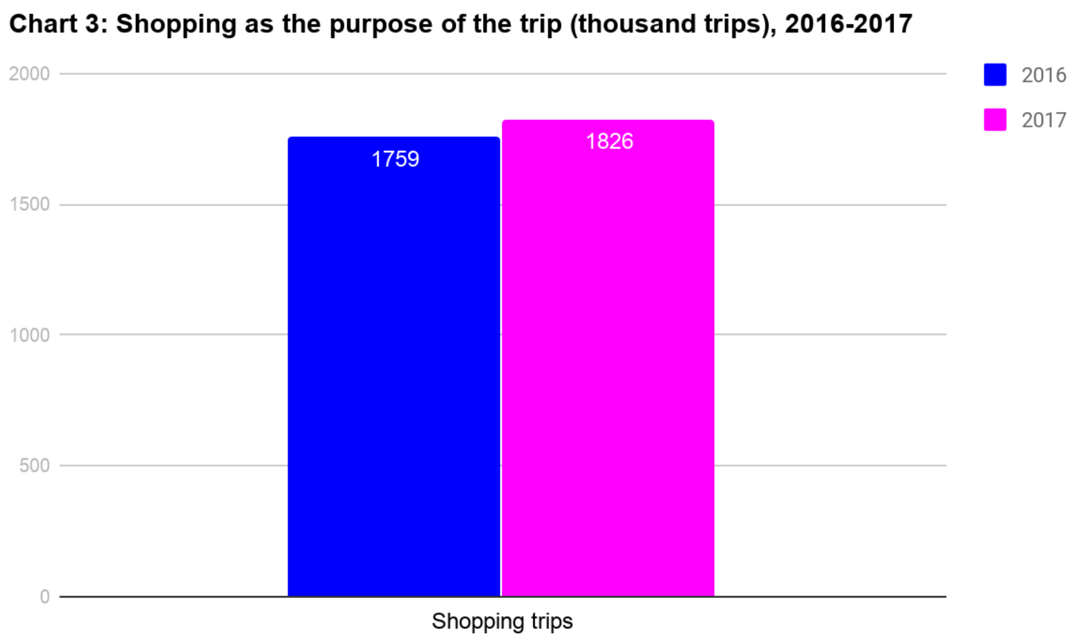
Chart 1: Trips made to Finland in total (million) 2016-2017



Visitors from abroad spent in total €2.6 billion in Finland in 2017, which is nearly €500 million (22%) more than the year before. In total, the foreign visitors brought in €4 billion in revenue earnings. The Chinese visitors had an average spending of €1200 per visit when the expenses paid in advance are included, and are thereby the biggest spenders. After China there are the French and Spanish visitors. USA takes the fourth place in average spendings. The average spend for Russian visitors was around €240. On average, each visitor spent a total of €318 in Finland when expenses paid in advance (accommodation, rental cars, entry fees etc.) were included. (Visit Finland, Matkailijatutkimus 2017)

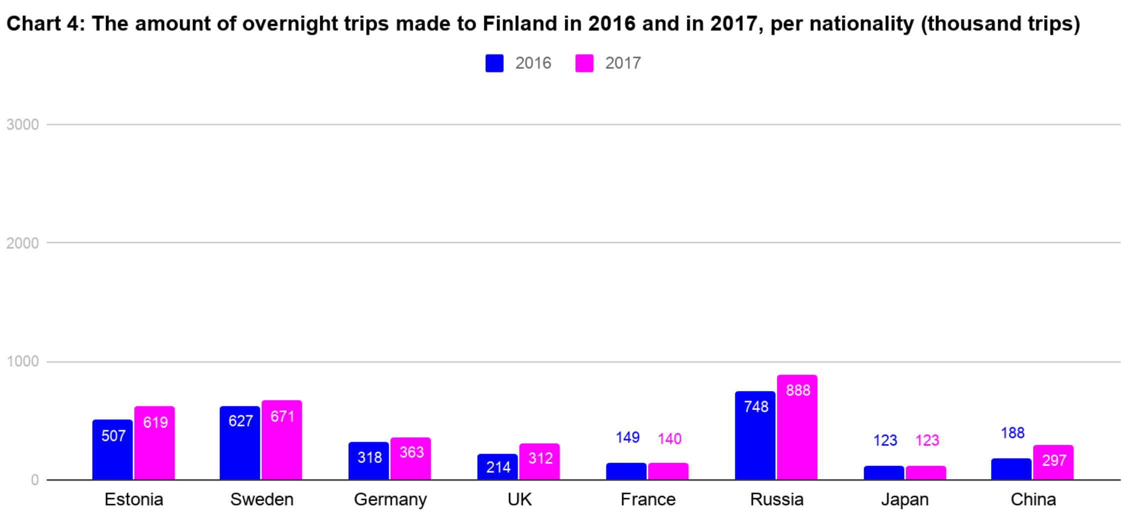


The amount of shopping trips made to Finland shows a slight growth from 2016 to 2017.



(Visit Finland, Matkailijatutkimus 2017)

From the Chart 4 we can see the amount of foreign overnight visitors travelling to Finland in 2016 and in 2017.



(Visit Finland, Matkailijatutkimus 2017)

The interest towards the Nordic region has been growing for the last years with Asian visitors driving the growth. The Nordics are outperforming in attracting stayover travellers from Asia where the Japanese and Chinese visitors are currently travelling then most. The Nordic countries are especially attracting visitors travelling in groups. These groups want to see and experience several Nordic destinations during the same trip and the popularity of combining trips keeps on growing significantly. The importance of Helsinki as the main hub for Asian travellers (thanks to Finnair and Finavia) to the Northern and Western Europe is strengthening with growing seat capacity especially from China. (L. Rodriguez/ForwardKeys, 2018)

4.2 Shopping Tourism Today

According to professor and scientist Dallen J. Timothy (2005: 8-12), the cultural reasons for shopping have changed much in the last few decades. Shopping is not anymore something a person does to get the necessities, but something that is closer connected to the identity and self-image. The symbolic meaning of products has grown into being more important than the utilitarian value. Shopping is mainly a subjective, image-processing experience and is today viewed as the most common leisure activity. (Timothy, 2005: 15) In 2017, Forbes noted that the travel industry is only starting to realize the potential that lies in the shopping tourism market. It has already for a long time been known that shopping is an essential part of the travelling experience. It is a way of taking home a physical souvenir of the adventure. This is something that should be put in practice more actively by travel operators. (Forbes, 2017)

4.3 Customer Experience Management

Jay Kandampully states in his book *Customer Experience Management* that companies should concentrate on staging experiences to attract consumers. He addresses that consumers tend to value the experience more than the actual tangible product. Companies should offer experiences regardless of the industry they operate in. Even though traditional factors as price and location are still important to consider, they are not enough for companies to stay competitive in today’s customer experience oriented world. (Kandampully, 2014: 259-260) Value co-creation has been used as a marketing tool by many companies to engage the customers and give them a feeling of creating their own product. An example of value co-creation is letting customers to design their own products and services for a known company, which is called shared inventiveness. Putting the matter another way, value is created by and for the customer. (Kandampully, 2014: 73-79)

4.4 Consumer Behaviour of Russians, Chinese and Japanese

According to Gad Mimran from Wordbank, Russian consumers are known for their brand loyalty. In the Russian culture, luxury items are a symbol of the owner's wealth and status, which leads the Russians to often spontaneously spend huge amounts on exclusive products. Long-lasting and good value products are appealing to Russian consumers. Marketers should emphasize the value of what they are offering, so the Russian customers would really feel good about buying. (Mimran, 2017) According to Jaana Kurjenoja, chief economist at Kaupan Liitto, Russians are not consuming in Finland in the same way they used to do for some years ago. Russians are doing more online-shopping than before. They do not spend much money on services, such as restaurants and cafés. Some years ago Russians still did shopping trips to Finland amongst other countries, nowadays their shopping in Finland has become more one-sided with the focus on groceries. (Kurjenoja, 2017)

When looking into the Chinese visitors' behaviour, according to a study by Zheng Qiaoyin (2016), Chinese travellers consider shopping as an important part of their travels, especially because of their strong gift-giving culture and high domestic luxury taxes. Chinese travellers have always valued trips that take them to many countries. Over the last few years the trends in Chinese travelling habits have changed and today they even like to travel alone (Olivier Verot/Chairman Migo Media, 2014). The Chinese have started to become more and more interested in local cultures and food, and are not only demanding Asian food. Frans Giele (2009), who has been studying Chinese consumer behaviour, points out that last-minute purchasing decisions are typical for the Chinese. Therefore it would be profitable for stores to do more engaged in-store marketing and promotions, as they are easy to impress emotionally. Sales assistants should also put more effort into influencing customers to buying. Yujun Qiu tells in his article "Understanding Chinese Consumers" (2011), that the shopping habits of the older Chinese generation can be explained as traditional; price is more important than quality for them. The middle-aged Chinese prefer products that are somewhere between traditional and trendy. The younger generation is in contrary ready to pay a lot of money for high-end and premium products, as they are becoming more and more Western in their purchase behaviour.

When the Japanese buy products, they often select products that are expensive and well known on the market. These products might be satisfactory for their need to obtain respect in front of the other members of the community. They traditionally prefer to get confirmation from other people. When doing shopping, they rather accept advice from their friends or from the sales assistants regarding the product choice, than choose the products themselves. (C. Negricea, 2007) There is a high cultural value in pleasing others and avoiding hurting others. Politeness is one of the biggest Japanese virtues. Japan has always been known for their gift giving culture: small gifts are included in all trips and events. Gifts are a symbol for friendship, appreciation, and respect. Japanese people greatly appreciate Western people who speak Japanese, even speaking a few words awakens great respect (J. Holopainen, 2017).

According to Brian Salsberg (2010), Japanese consumers today remind a lot of customers in Europe and the United States. Japanese consumers are known for their willingness to pay for quality and convenience. Their love towards brands have sparked the emergence of a mass-luxury market where owning expensive, exclusive products seems to be more essential rather than aspirational. During the last years this has, however, changed and the Japanese consumers have been reducing costs and are questioning their famous inclination to pay for convenience. The Japanese consumers are consuming more private-label products compared to before. Still, brand name, quality and product features are and have traditionally been one of the most important aspects considered when making a purchase decision. As economic conditions today have become more difficult, price has become an increasingly important consideration for Japanese consumers. Customer service aspects, such as technical explanations are important elements in sales. (Salsberg, 2010)

4.5 Mobile Payments

Mobile payments are regulated transactions that take place digitally through a mobile device. Mobile payments are secure, fast, and convenient. In stores, mobile payments are enabled by a technology called NFC, which stands for "near field communication". (SquareUp, 2018) China is currently the number one mobile payment market in the world. AliPay in China is number one when it comes to the third-party online payment market with a 54,1% market share. Alipay's biggest competitor in China is WeChat Pay that had a 37% market share in Q4 of 2016 compared to 16 % in Q3 2016. (Edith Yeung, 2017)

Mobile payment options can trigger and encourage Chinese travellers to buy more, claims Jing Travel (2018). It does not only lead to more sales, but also larger amounts per purchase. As a result of the growing competition from mobile players, UnionPay, the

Chinese financial services corporation, is now starting to reorient itself towards a more mobile-paying friendly world. Discounts and payment methods have been proven to be the most important factors for Chinese visitors' overseas shopping decisions, whereas it is not even close to being the number one factor for non-Chinese visitors. The most important reasons for preferring mobile payments were found out to be the convenience, speed, and familiarity, as well as the pride for Chinese brands. (Jing Travel, 2018) During fall 2017, the mobile and computer giant Apple launched its contactless mobile payment platform Apple Pay in Finland, together with the Nordea Bank, one of the company's regional partners. Apple Pay allows people who own compatible iPhones, iPads, Apple Watches and Mac devices to make purchases in retail stores and shopping on supported websites. (Yle, 2017)

4.6 Summary of the Theory

As a conclusion, we can clearly see that the interest towards Finland as a travel destination has been growing during the last years, as for example Lonely Planet listed Finland as the third best travel destination in 2017. As the Visitor Survey Report made by Visit Finland (2017) shows, international travellers made a record-breaking 8.3 million visits to Finland in 2017. The Chinese have been noted to be the biggest spenders during their visit in Finland (Visit Finland, Matkailijatutkimus 2017).

As customers, Chinese, Japanese and Russians tend to have their own kind of behaviour. The Chinese have a strong gift-giving culture (Olivier Verot/Chairman Migo Media, 2014), and are prone to last-minute purchase decisions. The differences in generations are visible, and the younger generation is starting to have a more and more Western shopping behaviour. (Yujun Qiu, 2011) As China is now the number one mobile payment market in the world, that should be considered when thinking about the future of payment methods, especially regarding the Chinese customers (Edith Yeung, 2017). The Japanese prefer expensive and well-known products, as they traditionally need the confirmation from other people in the community (C. Negricea, 2007). Like Chinese, also Japanese have a strong gift-giving culture, and the gifts are a symbol for friendship, appreciation and respect (J. Holopainen, 2017). The Russians value long-lasting and good value products, and luxury items are a cultural symbol of the owner's wealth (Mimran, 2017).

Today’s shopping tourism industry should focus on the fact, that shopping is an essential part of the travelling experience (Forbes, 2017). Companies should also concentrate on making the shopping situation more of an experience, as consumers tend to value experiences even more than the tangible products (Kandampully, 2014: 259-260).

5 RESULTS

In this chapter we are going to share the results of the in-depth interviews. The results are divided into the four research categories: foreign visitors as a target group for the companies, foreign visitors' payment methods, marketing and communication to foreign visitors, and foreign visitors and the companies' future. What is important to notice is that the results are based on the respondents' experiences and reflections rather than statistics. There are, however, recurring themes in the respondents' reflections and recent statistics and other research, which are presented in the following chapter. Since the research sample group consisted of companies selling Finnish design and handicraft, are the results linked to a certain industry and cannot directly be generalized into other industries.

5.1 Results: Foreign Visitors as a Target Group for the Companies

In our in-depth interviews it appeared that the companies are happy to see that foreign visitors today are visiting Helsinki throughout the year, and not only during summer. The respondents described that the "tourist season" in Finland is taking place throughout the year and that the foreign visitors are playing a significant role for the stores and the Finnish tourism industry. The foreign visitors visiting the stores today represent many countries and nationalities. They are mainly coming from Japan, China, South Korea, the Nordics, Russia, Germany and the rest of Europe, North America, Australia and New Zealand.

> *"Nowadays they are around the year, even though earlier it was only in the summer and during Christmas." Original quote: "Heitä on nykyään ympäri vuoden, vaikka ennen oli vain kesäisin ja jouluna."*

> *"You can still see the peak seasons for the visitors, for example in the summer, but you do see tourists nowadays around the year." Original quote: "Edelleenkin matkailijoissa löytyy visiitti-piikit, esimerkiksi kesä, mutta kyllä turisteja näkyy nykyään ympäri vuoden."*

> *"Summer season starts in May and ends in October, it has become longer." Original quote: "Kesäkausi alkaa toukokuussa ja loppuu lokakuussa, se on pidentynyt."*

> *"There are days, when during a few hours we haven't had any Finnish customers, and then you realize how important they are for us." Original quote: "On päiviä, jolloin joidenkin tuntien ajan ei ole käynyt yhtäkään suomalaista, ja silloin tajuaa kuinka tärkeitä he meille ovat."*

> *"In June, July and August you barely speak Finnish for one whole hour a day. Here is really a fair amount of tourists." Original quote: "Kesä-, heinä-, elokuussa, hyvä jos päivällä puhut tunnin suomea. Tässä on oikeasti kiitettävä määrä turisteja."*

Foreign visitors in Helsinki are affecting the opening hours of the stores. During summertime the opening hours are longer and the stores are also open on Sundays.

> *"We are regulating opening hours, for example in the summer we are open longer. Sundays we have been open in the summers." Original quote: "Aukioloaikoja säädellään, esimerkiksi kesällä pidempään. Sunnuntaisin olemme pitäneet auki kesäisin."*

> *"Opening hours get longer in the summer and during Christmas, but that is probably more like the normal cycle in the business." Original quote: "Aukioloajat pitenevät hieman kesäisin ja joulun aikaan, mutta se on ehkä enemmän normaalia kaupanalan sykliä."*

> *"We will make Saturdays' opening hours longer until five, earlier we have had until four. And Sundays open. Tourists are out even late in the evening. Very important to be open on Sundays." Original quote: "Aiotaan pidentää lauantait viiteen, ennen on ollut neljään. Ja sunnuntait auki. Turistitkin liikkuu aika pitkälle illalla. Sunnuntait on tosi tärkeää olla auki."*

> *"If there would be even more tourists in the winters, we could be open longer, as we do in the summers." Original quote: "Jos turisteja olisi vielä enemmän talvisin, niin voisimme pitää pidempään auki, niinkuin pidämme kesäisin."*

Based on the responses of the interviews, it appeared that the amount of foreign visitors visiting the stores has increased significantly during the last two years in most of the nationality groups. The amount of Russian visitors in Finland has also started to grow again after the decline in 2015 (Chart 4), but regardless of that, the majority of the stores commented that they do not have a huge amount of Russians as customers. When discussing about Russian visitors, there was a clear division between them. The younger generation travelling to Finland today speaks better English compared to the older generation. Therefore the respondents felt that the younger generation is easier to approach and serve. Many of the respondents are optimistic about the younger Russian generation as they seem to be more interested in Finnish design and have a more international mindset than the older generation.

> *"We don't have that many Russian customers. Maybe our designs and the idea of beauty do not match with theirs, at least not yet. From what I have understood, the amount of Russians has started to grow again but we can't really see that in our stores." Original quote: "Meillä käy todella vähän venäläisiä. Ehkä muotokielemme ja kauneuskäsityksemme ei kohtaa heidän kanssaan, ainakaan vielä. Ymmärtääkseni heitä on alkanut taas olemaan enemmän, mutta se ei meillä arjessa näy."*

> *"There was a drop in the amount of Russian customers for a couple years ago, but it has started to grow again a little." Original quote: "Määrässä kävi droppi muutamia vuosia sitten, mutta määrä on nyt lähtenyt hieman kasvuun."*

> *"I mean there are a lot for Russians who do speak English as well but the majority doesn't so it is really hard to be helpful to them since there is a pretty big language barrier with them."*

> *"The older generation doesn't speak. The young have good English skills." Original quote: "Vanhempi sukupolvi ei puhu. Nuorilla hyvä englanti."*

> *"These young Russian customers like to speak English." Original quote: "Nämä nuoret venäläisasiakkaat tykkäävät puhua englantia."*

"The younger ones start to have more knowledge of languages, but the middle-aged and older ones still primarily only speak Russian and use hand gestures. What has changed is that Russians are more accepting towards not speaking their own language, earlier they couldn't take it if no one spoke Russian. Nowadays they only get very happy if you try to communicate in their language. Maybe they have become a bit more open-minded regarding this." Original quote: "Nuoremmat alkavat olemaan kielitaitoisia, mutta keski-ikäiset ja vanhemmat puhuvat edelleen vain lähinnä venäjää ja käyttävät elekieltä. Se mikä on muuttunut, on että venäläiset ovat suopeampia sitä kohtaan ettei osata puhua heidän omaa kieltään, sillä aikaisemmin he eivät kestäneet yhtään jos ei osannut venäjää. Nykyään he tulevat vain todella iloisiksi, jos ja kun yrittää kommunikoida heidän kielellään. Ehkä heistäkin on tässä suhteessa tullut hieman avarakatseisempia."

"I believe and I notice already, that the new generation is coming, whose aesthetics are a bit different from the earlier generation." Original quote: "Uskon ja huomaan jo nyt, että uusi sukupolvi on tuloillaan, jolla on hieman erilainen estetiikka kuin menneellä sukupolvella."

"There is a lot of potential in the new generation, who is beginning to remind the other travellers more." Original quote: "Siellä on kuitenkin paljon potentiaalia uudessa sukupolvessa, jotka alkavat muistuttaa enemmän muita matkailijoita."

"The younger generation is interested in the sustainable development side. We get more and more young people. Original quote: "Kestävän kehityksen puolella nuoriso on kiinnostunut. Meillä käy enemmän ja enemmän nuorta väkeä."

"We live in a transition time, when the differences of young and old generations are highlighted." Original quote: "Kuitenkin eletään murrosaikaa, jolloin uuden ja vanhan sukupolven erot korostuvat."

The amount of Asian customers in the stores has increased during the last few years. As a customer group, the Chinese visitors tend to have more special needs than the other foreign visitors, according to our interviewees. They were described as demanding and they often try to bargain. There are of course differences among the Chinese as well. Many of the respondents commented that those who come from bigger cities are naturally more international and more alike other travellers. Chinese visitors often visit the stores in groups. Differences in generations are recognizable, and the younger generation tends to have a more Westernized behavior.

"Increased, increased, definitely." Original quote: "kasvanut, kasvanut, ehdottomasti."

"I think it has increased. Especially the amount of Chinese has increased." Original quote: "Mielestäni on kasvanut. Varsinkin kiinalaisten määrä on kasvanut."

"Everytime they come to pay they're like 'hurry up, hurry up'. Aaargh. They change their mind quite often, they're very specific."

"Chinese are more demanding than Japanese, more critical compared to Japanese customers."

"There can be situations where they buy a lot and want everything wrapped in gifts, and then suddenly they are like 'hurry, hurry'." Original Quote: "Saattaa olla tämmösiä tilanteita, että he ostaa paljon ja haluu ne lahjapakettiin mutta sitten yhtäkkiä onki että kiire, kiire."

"Colourful, energetic, they got momentum going." Original quote: "Värikkäitä, energisiä, heillä on vauhti päällä."

> *“Bargaining a lot, hard bargaining mentality.” Original quote: “Kovasti tinkaavat, kova tinkaamismentaliteetti.”*
>
> *“Chinese consume easily. They always bargain, which is a cultural thing, but can sometimes be exhausting.” Original quote: “Kiinalaiset kuluttavat herkästi. Tinkaavat aina, mikä on kulttuuriasia mutta välillä uuvuttavaa.“*
>
> *“Usually coming in groups. There are differences in the Chinese too, people coming from Hong Kong or big cities in China speak better English and are more international.”*
>
> *“You can see the differences in the younger and older generation of Chinese, younger people tend to understand the Western customer service culture better.” Original quote: “Kiinalaisissakin näkyy jo uuden ja vanhan sukupolven erot, ja nuoret tuntuvat paremmin ymmärtävän länsimaalaisen palvelukulttuurin.”*

Japanese customers have been described by our respondents as calm, humble and polite. The Finnish salespeople compare the Japanese to Finnish customers, as there are many similarities in their behaviours.

> *“Japan is like the most similar with the Finnish and have same kind of values. As customers, they are humble and behaving nicely, always asking for permission and so forth.” Original quote: “Japani on niinku suomalaisin ja samanlainen arvomaailma. Asiakkaana he ovat nöyriä ja niinku siististi käyttäytyviä ja kysyy aina lupaa ja niin edelleen.“*
>
> *“Japanese are extremely polite, they are lovely.” Original quote: “Japanilaiset ovat ääri kohteliaita, he ovat ihania.”*
>
> *“Very pleasant.” Original quote: “Hyvin miellyttäviä.”*
>
> *“Behaving in a pleasant manner. A good example is how they get in to the store. Chinese come in very loudly and fast, are all over the place, lots of chatter, then again when Japanese come in, they even close the door without making any noise, which is amazing. They don’t want to disturb other people. It’s incredible. You will eventually get contact with them, you just have to present nicely and let them look around. Great customers. Buy a lot. [...]You have to give them time first, let them look first.” Original quote: “Miellyttäväkäytöksisiä. Oikein hyvä esimerkki on se miten he tulevat sisään myymälään. Kiinalaiset tulevat hyvin rempseästi ja vauhdilla ja noin poispäin, hulina ja kova pulina, japanilainen kun tulee niin se laittaa jopa ton oven sillä lailla että ei tule kolahdusta, mikä on aivan hämmästyttävää. He eivät halua häiritä muita ihmisiä. Se on ihan uskomatonta. Kyllä heidänkin kanssa pääsee sitten kontaktiin, täytyy vain kivasti esitellä ja antaa heidän rauhassa katsella. Ovat hyviä asiakkaita. Ostavat paljon. [...] Heille pitää olla aikaa, antaa heidän rauhassa katsella ensin.”*

A discovery from the interviews is that foreign visitors shopping in Finland are seeking for authentic and traceable products; products that are of Finnish origin and can only be bought in Finland. In addition to this, visitors are interested in Finnish design. The stores also have products in their assortment that they are exclusively selling in the stores. These products can be limited edition collections or products that can only be bought in Helsinki and nowhere else. Some of the products are kept in the assortment of the store throughout the year, due to the foreign visitors coming to the store just for that one specific product – even if it would be a product that is not that popular amongst the Finnish customers.

“As small as we are as a company, we are surprisingly known in Japan and Asia – in the customer group that cultivates Finnish design and Finnish products. They come here searching for products with their mobile phones – they know what they are looking for.” Original quote: “Niin pieni yritys kun ollaankin niin ollaan yllättävän tunnettuja Japanissa ja Aasiassa – eli siinä asiakasryhmässä, joka harrastaa suomalaista designia ja suomalaisia tuotteita. He tulevat kännykän kanssa hakemaan niitä tuotteita – he tietävät mitä he tulevat hakemaan.”

“Finnish heritage is absolutely interesting. It is important that materials, for example wool, wood and reed are domestic. The fact that a small handicraft company has made the product.” Original quote: “Suomalaisuus kiinnostaa ehdottomasti. Tärkeää on, että materiaalit, esimerkiksi villa, puu ja kaisla on kotimaista. Se, että pieni käsityö-yritys on valmistanut tuotteen.”

“Very strong interest towards ‘Finnish Design’. Immediately when you say Finnish design, it becomes more interesting.” Original quote: “Tosi vahva ‘Suomi Design’-kiinnostus. Heti kun sanoo, että suomalainen design niin kiinnostaa enemmän.”

“The Finnish identity is our brand.” Original quote: “Meidän brändi on suomalaisuus.”

“You can even find copies of our products, so they know that when they buy products here they are authentic and of good quality.” Original quote: “Meidänkin tuotteista löytyy kans kopioita niin he tietävät kun he ostavat tuotteet meiltä, että ne ovat aitoja ja laadukkaita.”

“... no one buys products because of the price, but it is grounded in some kind of values, usually it is customers who value natural materials, the traceability, what products are made of and Scandinavian design. These kind of customers you might find easier in some countries of the world than others.” Original quote: “... kukaan ei osta tuotteita hinnan takia vaan he perustavat tiettyihin arvoihin, yleensä ne on asiakkaita jotka arvostavat luonnon materiaaleja, sitä jäljitettävyyttä, siitä mistä ne ovat tehty ja skandinaavista designia. Tällaisia asiakkaita maailmalta löytyy tietyistä maista ehkä enemmän kuin toisista.”

“They come to look for certain authenticity. The fact that we know where the products are made and the professional service is what they want.” Original quote: “Niin kyllä ne tulevat hakemaan sellaista tiettyä aitoutta. Se että me tiedetään missä tuotteet on tehty ja semmonen asiantunteva palvelu on semmonen mitä he haluavat.”

“They are interested in products, that differ from what they are used to. Authenticity and the long traditions of handmade manufacturing, the history and reputation are the things travellers are interested in. Or when we tell that a certain product has been in our supply from the 30ies or 50ies. These things are consequences of the fact that our products are wanted. Also the stories support the buying decision.” Original quote: “Niitä kiinnostaa semmoset tuotteet, jotka erottuvat siitä mihin he ovat tottuneet. Aitous ja käsin valmistamisen pitkät perinteet, historia ja maine ovat semmosia asioita mistä matkailijat innostuvat. Tai semmonen asia kun kerrotaan, että tuote on ollut meidän valikoimassa 30- tai 50-luvulta asti. Nää asiat ovat seurauksena siitä että meidän tuotteet on haluttuja. Tarinat tukevat myös ostopäätöstä.”

“If we didn’t have tourists we probably wouldn’t have Christmas elves in our sortiment in the middle of the summer.” Original quote:“Jos ei kävisi turisteja niin tuskin olisi keskellä kesää tonttuja esillä.”

5.2 Results: Foreign Visitors’ Payment Methods

When asking the respondents about the foreign visitors’ payment methods, it appeared that credit cards are still the most common payment method in the stores. It was mentioned that it is, however, common that the Russians, Japanese and Chinese still prefer to pay with cash.

“Cards are clearly used the most.” Original quote: “Korttia käytetään selkeästi eniten.”

“Credit card. Cash as well.” Original quote: “Luottokortti. Sen lisäksi käytetään käteistä.”

“From the Russians I would say more cash but they also pay with card.”

“Card absolutely the most. Russians still use cash though.” Original quote: “Korttia ehdottomasti eniten. Venäläiset käyttävät kyllä vielä käteistä.”

“Card. Chinese also cash.” Original quote: “Korttia. Kiinalaiset käteistäkin.”

“Mostly card, tourists rarely have cash. Russians sometimes use cash and Japanese can have big bills too.” Original quote: “Kortilla yleensä, harvoin turisteilla käteistä. Venäläisillä joskus käteistä ja japanilaisillakin joskus isojakin seteleitä.”

Some of the stores have UnionPay as a payment method. They see it as an extra service for their Chinese customers. Digital mobile payment methods have during the last two years been taken into use in many of the stores. The Chinese mobile payment Alipay has also been taken into use in most of the stores and is today more popular than UnionPay, meaning that the Chinese customers prefer currently Alipay over UnionPay. Apple Pay was launched in Finland in October 2017 (Kauppalehti, 2017), after which it has been taken into stores as a payment method. WeChat Pay is only used in one of the interviewed stores. JCB is used by a few of the interviewed stores. In general, mobile payment methods have increased in popularity in the last few years, but cards are still the most common payment method. There are currently no new payment methods that would actively be asked for by the foreign visitors.

“Chinese ask for UnionPay, but when we say we have Alipay it usually solves the situation and works as good.” Original quote: “Meillä kysytään kiinalaisten puolesta UnionPayta mutta kun sanomme, että meillä on Alipay niin yleensä se ratkaisee asian ja käy yhtä hyvin.”

“Alipay has helped a lot, not asking for UnionPay that much anymore.”

“Credit card, and for Chinese Alipay.” Original quote: “Luottokortti, sitten kiinalaisille Alipay.”

“Alipay has the service that when a Chinese walks past our shop, they get a notification that you can pay with Alipay here. What I am interested in is that how can that technology be helpful for reaching more tourists.” Original quote: “Alipay:llä on se palvelu, et jos joku kiinalainen kävelee tuosta meidän myymälästä ohi, niin hän saa ilmoituksen, että meidän myymälässä voi maksaa Alipay:lla. Se mua kiinnostaa et miten tolla teknologialla voi tavoittaa turisteja enemmän.”

“Earlier they asked for Alipay, but not anymore as we have it.” Original quote: “Ennen kysyttiin Alipayta, mutta ei enää kun se on tällä hetkellä.”

“You need to be prepared for receiving money.” Original Quote: “Kyllä täytyy olla valmis ottamaan rahaa vastaan.”

The two Tax Free services that the stores use are Global Blue and Premier Tax Free. 12 out of the 14 stores that were interviewed are using a Tax Free service. The respondents of the interviews are satisfied of the partnerships they have with either Global Blue or Premier Tax Free. They appreciate the statistics the Tax Free companies provide them as well as for the development of the Tax Free service itself; the receipts are easier and quicker to do than before. Another result was that the foreign visitors are interested in using Tax Free in the stores, it is sometimes even a reason for foreign visitors to purchase. Those two stores who don't have a Tax Free service told us that they have not lost sales because of not providing the service.

> *"The fact that we have the Tax Free service is a service for them too." Original quote: "Tää et meil on Tax Free-palvelu on heidänkin palvelemista."*

> *"Japanese and Chinese are very precise with Tax Free; they want it almost every time." Original quote: "Japanilaiset ja kiinalaiset on kyllä todella tarkkoja että ne haluaa sen Tax Free:n melkein aina."*

> *"We went to a China-training and we also go to Tax Free trainings organized by Global Blue." Original quote: "Meillä käytiin Kiina-koulutuksessa ja käymme myös Global Bluen järjestämissä Tax Free -koulutuksissa."*

> *"We use Global Blue's Tax Free service, via them we get statistics nicely and it is easy to follow tourists' purchases." Original quote: "Käytämme Global Bluen Tax Free-palvelua, heidän kauttaan saadaan kivasti tilastoja ja on helppo seurata turistien ostoksia."*

> *"We use Global Blue to boost our sales. It is a win-win situation for both. They get their part, we get more sales and the customer is happy." Original quote: "Käytetään Global Blue:ta myynnin edistämiseksi. Se on molemmille win-win tilanne. He saavat oman osuuden, me saamme lisää myyntiä ja asiakas on tyytyväinen."*

> *"Premier Tax Free is our partner. It has been very good and we are very pleased with it." Original quote: "Premier Tax Free on meidän yhteistyökumppani. Se on ollu tosi hyvä ja me ollaan siihen tosi tyytyväisiä."*

> *"Premier Tax Free, has worked well, is simple to use." Original quote: "Premier Tax Free, toiminut hyvin, simppeli käyttää."*

> *"Tourists like Premier Tax Free more." Original quote: "Turistit pitävät enemmän Premier Tax Freestä."*

> *"We have both. We have used Premier Tax Free for about half a year. Both are nowadays simple to use. Global Blue has also their own reading machine nowadays, so you don't have to fill in papers anymore." Original quote: "Meillä on molemmat. Premier Tax Free on ollut noin puoli vuotta käytössä. Molempia on nykyään näppärä käyttää. Global Blue:llakin on nykyään lukulaite, eikä paperisia lappuja tarvitse enää täyttää."*

> *"We use both, we have thought about moving to one of them but at the moment we are using both. Customers like that they can choose which one to use and both have their good sides." Original quote: "Meillä on molemmat käytössä, olemme miettineet siirtymistä jompaan kumpaan mutta tällä hetkellä molemmat käytössä. Asiakkaat tykkäävät, että saavat valita kumpaa käyttävät ja molemmissa on hyvät puolensa."*

> *"... We haven't had any Tax Free service, it hasn't been a restriction in any way. Business hasn't been undone because of that. It's not the first thing if we have Tax Free or not" Original quote: "... Ei ole ollut Tax Free:tä ollenkaan, ei ole mitenkään ollut rajoite. Ei ole sen takia kauppaa jäänyt tekemättä. Ei ole ensimmäinen asia, että onko Tax Free:tä vai ei."*

5.3 Results: Marketing and Communication to Foreign Visitors

When asking the respondents if the foreign visitors usually find their stores at random thanks to the great location or if their visits are planned in advance – they felt that roughly half of the foreign visitors find the stores because of the location, and half of them have planned their visits. Location plays a very crucial role for the stores as foot traffic is an important way to gain new customers.

> *“Both. Planned as well as some just walk by at the Esplanadi.” Original quote: “Sekä että. Sekä suunnitelmallisesti että kävelevät ohi Espalla.”*
>
> *“Even the cruise ship passengers have found us good. Our location is very good.” Original quote: “Hyvin on risteilijätkin löytänyt. Tää meidän sijainti on tosi hyvä.”*
>
> *“... the location of the store ensures a steady tourist flow.” Original quote: “... liikkeen lokaatio takaa tasaisen turistivirran.“*
>
> *“Yes, they play a crucial role. Compared to many places where tourists don’t go, it can be that during a more quiet time we are selling good, which can be explained by the travellers who come here.” Original quote: “Onhan niillä merkittävä rooli. Verrattuna moneen muuhun paikkaan, jossa turisteja ei käy, voi olla hiljaisempana aikana niin että täällä käy kauppa hyvin, mikä selittyy matkailijoilla, jotka käy täällä.”*
>
> *“In the summer there is a lot of foot traffic and they often only step into the store by coincidence, and in winter, the worse the weather, the more they have planned their visit. Our location is so good that we have a lot of traffic.” Original quote: “Kesällä on iso trafiikki ja silloin usein vain poiketaan liikkeeseen sattumalta ja talvella, mitä kurjempi keli, niin sitä enemmän suunnitellusti. Sijaintimme on niin hyvä, että tässä on paljon trafiikkia.”*
>
> *“Location is the most important.” Original quote: “Sijainti tärkein.”*
>
> *“... this is an expensive property, even though the location is great. It is hard to make a good profit here. The purchasing power of the Finnish is not enough alone.” Original quote: “... tämä on kallis liiketila vaikka onkin todella hyvällä sijainnilla. Täällä on vaikeaa tehdä hyvää tulosta. Suomalaisten ostovoima ei riitä yksistään.”*
>
> *“Tourism in general has increased, partly as a result of our location at Esplanadi.” Original quote: “Turismi kaiken kaikkiaan lisääntynyt, osittain syynä sijaintimme Espalla.”*
>
> *“In Helsinki as well, the important thing is location, location, location.” Original quote: “Helsingissäkin on*
> *tärkeää sijainti, sijainti, sijainti.”*
>
> *“Our location is very good. There is Stockmann and the Senate square. Travellers do pass by here. We get also many cruise ship groups.” Original quote: “Tää meidän sijainti on tosi hyvä. On Stocka ja Senaatintori. Matkailijat kyllä kulkevat tästä ohi. Sit käy paljon risteilijäporukoita.”*
>
> *“Sometimes it feels like we are an info desk. People ask about Design District a lot. Additionally, they ask about good restaurants.” Original quote: “Tuntuu välillä, että olemme infopiste. Design District:iä kysytään paljon. Lisäksi kysytään, että missä on hyviä ravintoloita.”*

Facebook, Instagram and newsletters are the most common marketing channels for the stores. Word-of-mouth is seen as an easy yet effective way of marketing: the foreign visitors often comment that their friends and relatives have told them about the stores which leads to them visiting the store whilst being in Finland. Social media influencers and celebrities wearing the stores' products as well as fashion editorials featuring the stores' products in fashion magazines are also mentioned as reasons for the increased global conspicuousness of the interviewed companies.

> *"We focus on Facebook and Instagram. Of course newsletter." Original quote: "Face ja insta, niihin keskitytään. Tietenkin newsletter."*
>
> *"Instagram, Facebook, Pinterest, Twitter. Newsletters in both Finnish and English."*
>
> *"The only real marketing channel we have is our Instagram. We check the amount of exposure we get on Instagram versus the amount of exposures we get on Facebook."*
>
> *"The store's own Instagram and Facebook. The brand has more. We organize events actively." Original quote: "Kaupalla oma Instagram ja Facebook. Brändillä enemmän. Järjestetään aktiivisesti tapahtumia."*
>
> *"After the Kanye West picture, more Americans have found our brand and our store. [...] They are more aware now. [...] Our webshop crashed twice and it opened up new stores in America."*

The stores try to be visible at places where foreign visitors search information about Finland and move around once arriving in Helsinki, and most of the marketing activities targeted to foreign visitors concentrate on sales promotion activities once the visitors have arrived or are arriving in Finland. The companies have for example an advertisement in Finnair's on-board magazine and sell their products on the plane. They also have leaflets in hotels, advertisements in Helsinki city and shopping guides and are a part of the Design District map. Japanese have their own guidebook, which many of the Japanese visitors are using actively. Some of the stores feel that it is important to get to know the tour guides, who can recommend their stores and take visitors there.

> *"Social media, city leaflets, Hotel Kämp's magazine, retailers on the airport, airplanes have our products, jewellery in foreign fashion magazines. We also have a shop-in-shop at Stockmann." Original quote: "Sosiaalinen media, kaupunkilehtiset, Hotelli Kämpin lehdessä ollaan oltu, lentokentällä jälleenmyyjiä, lentokoneessa on meidän tuotteita, koruja on ollut ulkomaisissa muotilehdissä. Meillä on myös Stockmannilla shop-in-shop."*
>
> *"Tourist maps, we are in Finnair's on-board shopping magazine, social media." Original quote: "Turistikartat, Finnairin on board-shoppailulehdessä olemme mukana, some."*
>
> *"We get to introduce our shop to the tour guides, and tell them more about what they can tell the travellers. That has, in my opinion, been nice and well-functioning." Original quote: "Oppaille päästään esittämään ja kertomaan yrityksestä enemmän mitä he matkailijoille voivat kertoa. Se on ollut mielestäni kivaa ja toimivaa."*
>
> *"Japanese people, they have this booklet which they give to everyone traveling from Tokyo to Helsinki. And this booklet has all the Finnish brands in it, like Iittala and Marimekko and Artek and all that stuff. So, they read it from the books which is given to them or bought in Japan and then they can come straight from the airport to the store. Many of them know beforehand where the store is because of this book."*
>
> *"... our own social media marketing is very strong, for example on Instagram. Facebook then again is falling behind a bit. On Instagram we have all the visual material that we have. Then we have all our*

newsletter subscribers. That's what we actively do." Original quote: " ...meillä on tosi vahva meidän oma markkinointi sosiaalisissa medioissa niinku Instagramissa. Facebook on vähän jäämässä. Instagramissa kaikki visuaalinen materiaali mitä on. Sit meil on toki meidän uutiskirjeen tilaajat. Se on semmonen mitä aktiivisesti tehdään."

"... a year ago we started to focus on after sales marketing. If a customer visits us and wants to give their contact information to us. We collect a customer register, but also because we send them home a handwritten letter. We have got good feedback about that." Original quote: "... ollaan vuosi sitten alettu panostaa jälkimarkkinointiin. Jos asiakas käy meillä ja jos hän haluaa hän antaa yhteystietonsa meille. Sen lisäksi että kerätään asiakasrekisteriä mutta myös sen takia että lähetetään asiakkaalle kotiin käsinkirjoitettu kirje. Siitä ollaan saatu hyvää palautetta."

One customer segment that many of the respondents feel that would be important to reach are people coming to Helsinki on cruise ships. At the moment, it is not possible to leave leaflets to Helsinki harbour in the same way as it is to Helsinki airport, which makes the marketing more difficult there.

"We have tried to think about how the people arriving on cruise ships could be better reached, but that hasn't been that easy. At the moment you cannot take flyers to the harbours as you can do at the airports, and we've been told that everything should in that case be organized through Port of Helsinki. Luckily we are located next to the bus stop for the shuttle, which has helped with bringing foreign visitors to us." Original quote: "Olemme koittaneet miettiä, että miten risteilijäaluksilta tulevia ihmisiä voisi paremmin tavoittaa, mutta se ei olekaan ihan niin helppoa. Tällä hetkellä satamiin ei voi viedä flaikkuja samalla tavalla kuin lentokentille, ja meille sanottiin että kaikki tulisi siinä tapauksessa hoitaa Port of Helsingin kautta. Onneksi olemme shuttle bussien pysähdyspaikan vieressä, niin se on auttanut tuomaan matkailijoita meille."

"... how to get cruise ship passengers out of the ships?" Original quote: "...miten saada risteilijät ulos laivoistaan?"

"They [cruise ship passengers] are people who have money, to whom time is valuable. They have an enormous supply in different cities, so I don't believe that individual stores interest them, it would be smarter to advertise specific streets or areas that they could be interested in. That should come from the city. For example, 'here is a very nice street in Helsinki, where you should go shopping' or something like that, an article about this street, that could be interesting." Original quote: "He [risteilijät] ovat ihmisiä joilla on rahaa, ja joille aika on arvokasta. Heillä on eri kaupungeissa tarjontaa ihan valtavasti, joten en usko, että yksittäiset kaupat kiinnostavat heitä, vaan olisi fiksumpaa markkinoida tiettyjä katuja tai alueita, jotka kiinnostaisivat heitä. Se pitäisi lähteä kaupungilta. Esim. 'tässä on Helsingin todella kiva katu, jossa kannattaa käydä shoppailemassa' tms, artikkeli tästä kadusta, niin se saattaisi kiinnostaa."

The degree of marketing targeted to foreign visitors is different depending on the store and its target segment. The stores take foreign visitors into consideration when thinking of the visuals and the product assortment in the stores. It appeared that most of the stores have their signs inside the store in English in order to make sure all the visitors find what they are looking for, and would understand the story of the store and descriptions of materials. Many commented that they would like to have even more product details and stories translated into different languages, especially into Asian languages, but that requires more resources and will possibly be done in the future.

"The whole company's marketing is oriented towards an international audience. We do put effort in that. What can be seen is that we don't have any signs in Finnish and all of our social media content is in English." Original quote: "Meillä on vientipainotteista meidän koko yrityksen markkinointi. Kyllä me

> *siihen panostetaan. Mikä nyt näkyy on ettei meillä ole suomenkielisiä opasteita ja kaikki somekanavat ovat englanniksi."*

> *"In the store we have all our signs in English, that is for the foreign visitors." Original quote: "Meillä on kaikki kyltit myymälässä englannin kielellä, se on matkailija-asiakkaiden vuoksi."*

> *"The foreign visitors have been in mind when planning the windows. Signs in English. We could think about having them in Japanese too?" Original quote: "Ikkunoissa on mietitty turisteja. Englanninkielisiä kylttejä. Voisihan sitä miettiä että olisi japaniksikin?"*

> *"When there are many tourists, we add classic products to the store, for example during the Golden Week, the Chinese New Year and in the summer." Original quote: "Kun turisteja on paljon, lisäämme myymälään klassikkotuotteita, esimerkiksi Golden Week:ien, Chinese New Year:in ajan ja kesällä."*

The interviews revealed that the better and the more diverse language skills the sales assistants have in the store, the greater effect it usually has on the sales. The stores take language skills into consideration when hiring people, and especially Chinese, Japanese and Russian language skills are seen as a big advantage. They are however not mandatory but seen as a positive asset, whereas Finnish and English are still mandatory requirements for all the sales assistants. If the sales assistant had a mutual language with the foreign visitor, it was a fact that the salesperson was most often able to sell more to the foreign visitor, compared to a situation where the sales assistant's language and the foreign visitor's language was not mutual. There are both sales assistants and decision makers in the stores that have during their free time studied a language in order to better serve the foreign visitors.

> *"Also, with the Japanese customers for instance, it is like you can bow a little bit to them and try to mimic their ways and gestures because they really like it. I try to small talk a little bit with everyone."*

> *" I am actually trying to learn some Japanese myself at the moment. I try to learn the basic stuff…. Yes, I use it all the time. It is really helping! I can sell significantly more if I speak the language."*

> *"... one of our sales persons almost speaks Japanese. He can have a conversation with them. Just via googling words – it is pretty impressive. And, I have noticed that the reaction he gets, when he says for instance 'okay' or 'here you go' in Japanese is huge. They are so impressed. Like they buy more just from him knowing the language. We are trying to see if we can get the staff on a Japanese course in the autumn. That would help so much – it can have a significant impact."*

> *"We have consciously always looked for a Russian speaking sales person for the Christmas season, especially because the season is around New Years, around New Years we have many Russians coming to Finland." Original quote: "Ollaan tietoisesti aina haettu joulukaudeksi apuun venäjänkielistä myyjää, erityisesti sen takia että se sesonki on vuodenvaihteessa, uuden vuoden tienoilla tulee eniten venäläisiä Suomeen."*

> *"Sure, you do sell better to Russians when you speak Russian." Original quote: "Kyllähän sitä myydään paremmin venäläisille kun osaa venäjää."*

> *"Language proficiency is absolutely a thing that could improve the customer service for Russians." Original quote: "Kielitaito on ehdottomasti semmonen asia millä venäläisiä asiakkaita voisi palvella paremmin."*

Many of the stores have started to market their webshops to foreign customers in order to connect with foreign visitors in the future. Many of the sales assistants commented that they already in the store encourage the foreign visitors to get acquainted with the webshop, so that they can continue shopping in their home countries and possibly purchase the bigger and heavier items via webshop.

> *"What has been exciting is the effect of the cruise ships, because through that the people who visit our stores often buy something from our webshop after the trip to Finland." Original quote: "Mikä on ollut jännittävää, on risteilijäalusten vaikutus, sillä sitä kautta meidän liikkeessämme käyvät ostavatkin usein Suomen visiitin jälkeen verkkokaupastamme tuotteita."*

> *"Obviously there are a few things that have to be on display as we know that people buy them. For example a small wallet, kind of a coin purse, which we have in a million different colours and which is very cute. [...] Those are small, nice souvenirs, that are easy to take along with you." Original quote: "Tietenkin on muutamat asiat, joita tiedämme että täytyy olla esillä koska tiedämme, että niitä ostetaan. Esim pieni kukkaro, kolikkokukkaron tyyppinen, mitä on miljoonassa eri värissä ja jotka ovat todella suloisia. [...] Ne ovat pieniä kivoja tuliaisia, joita on helppo ostaa mukaan."*

> *"... then we have that thing here in the store, that if the customers don't want to take their purchases with them, we can send them home to them." Original quote: "...sit meil on semmonen asia tääl myymälässä, et jos asiakas ei halua ottaa ostoksiaan mukaan niin voidaan postittaa ne hänelle kotiin."*

> *"The problem is that there is not much space in the tourists' luggage. A home sending service could help, but then we often direct them to the webshop." Original quote: "Ongelmana on se, ettei turistien matkalaukkuihin mahdu hirveästi tavaraa. Kotiinlähetyspalvelu voisi auttaa asiaa, mutta silloin useiten ohjaamme verkkokauppaan."*

Another result of the interviews was that the respondents felt like there should be a more up-to-date way for the foreign visitors to find out about local places to visit. Many respondents mentioned that many of the foreign visitors are at the moment using paper maps and Google Maps to navigate to the stores. The respondents felt that it would be good to have a mobile application that would be easy for the foreign visitors to find; they should be exposed to it immediately when they are arriving or have arrived in Finland, for instance on the airplane or at the airport. This application would help the visitors to plan their days and to find what they are looking for, and have recommendations for shopping opportunities, restaurants, and other attractions to visit. Many were aware that the visitors coming from outside Europe would have a problem with internet access and are probably therefore using mostly paper maps at the moment. If the problem with accessibility would be solved, the application would become very handy.

> *"When you arrive in Helsinki, there would automatically through the Wifi pop up a notification about the Helsinki app: Welcome to Helsinki, check out what you can find here – kind of a welcome message when you arrive in the country, instructions on how to buy a travel ticket and how to find the stores and restaurants. The same could work at airports, when you land in Finland, the app would pop up on your phone." Original quote: "Kun saapuis Helsinkiin, tulisi Wifi:n kautta automaattisesti pomppaus Helsinki-appista: Tervetuloa Helsinkiin, tsekkaa mitä löydät täältä – niinkuin tervetuloa-viesti maahan tullessa, ohjeet matkalipun ostamiseen ja liikkeiden löytämiseen, ravintoloihin. Sama toimisi lentokentillä, laskeutuessa Suomeen appi ponnahtaisi kännykkään."*

"A Helsinki app would be smart, everyone walks with their phones in their hands anyway. The only problem is the Wifi-connection. There barrier should be lowered so low that when you Google the word Helsinki it would almost already be on your phone, and not that you have to make an effort to find it. There would be one place through which you would find information about culture, shopping, restaurants and so on. USER-FRIENDLY is the key word." Original quote: "Helsinki-appi olisi fiksu, kaikki kulkevat kuitenkin puhelimet kädessä. Ainoa pulma on vain Wifi-yhteys. Siinä täytyisi kynnys madaltaa niin alas, että jo kun googlaat sanan Helsinki niin se miltei olisi puhelimessasi, eikä niin että se pitäisi löytämällä löytää. Olisi yksi paikka, jonka kautta löytäisi tietoa kulttuurista, shoppailusta, ravintoloista ja niin edelleen. KÄYTTÄJÄYSTÄVÄLLINEN on tärkein sana."

"Many still use the paper maps, they might still be more reliable from a foreign visitor's perspective when you don't always know if the internet is working or not." Original quote: "Moni kyllä käyttää paperisiakin karttoja vielä, ehkä ne ovat vielä luotettavampia matkailijan näkökulmasta kun ei aina tiedä, toimiiko netti vai ei."

"A digital app would be magnificent, as there already is so much of paper material." Original quote: "Digitaalinen appi olisi ihan loistava, koska paperimateriaalia on muutenkin niin paljon."

"Applications are the present world." Original quote: "Applikaatiot ovat nykypäivää."

"Nowadays tourists walk more with cell phones in their hands. I think a digital app would be smarter than paper versions, if it would be advertised from Helsinki city and gotten into people's consciousness." Original quote: "Nykyään turistit kulkevat enemmän kännykät kädessä. Musta digitaalinen appi olisi järkevämpi kuin paperiversiot, jos sitä markkinoitaisiin Helsingin kaupungin puolelta ja saataisiin ihmisten tietoisuuteen."

5.4 Results: Foreign Visitors and the Companies' Future

The respondents agree that due to the digitalization it is important that the brick-and-mortar stores put emphasis on inspiring surroundings in order to tempt customers to the stores. Many of the stores are taking the experience into account when designing the visuals and displays in the stores. Many hoped that one of the reasons for foreign visitors to come back to Helsinki in the future would be the great experiences they had had in the stores.

"The brick-and-mortar stores are the future as everything is moving more and more to the internet, so we have to be the display for the whole company and to what we represent. We wish that more would be organized in our store and that our store would become even more of an experience." Original quote: "Kivijalkamyymälät ovat tulevaisuus kaiken siirtyessä enemmän ja enemmän nettiin, joten meidän on oltava display yritykselle ja siihen, mitä edustamme. Toivomme, että myymälässämme järjestettäisiin enemmän ja että myymälästämme tulisi vielä enemmän elämys."

"In the display the most important things are visuality and inspiration, more than the selling aspects. Of course we are considering the sales too but the most important thing is that it looks inspiring." Original quote: "Esillepanossa tärkeintä on visuaalisuus ja inspiraatio, enemmän kuin myynnilliset aspektit. Tietenkin myyntiäkin ajatellaan mutta tärkeintä on, että on inspiroivan näköistä."

"We want to offer an inspiring experience, like they would be at home in our store and would spend time here." Original quote: "Halutaan tarjota inspiroiva kokemus, niin kuin he olisivat kotonaan liikkeessämme, ja viettäisivät täällä aikaa."

"It would be lovely if we could offer a positive experience, which would be a part of the reason why they would want to visit Helsinki again, and not only visit once." Original quote: "Olisi ihanaa, jos pystyisimme

> *tarjoamaan positiivisen kokemuksen, joka olisi osasyynä siihen, miksi turistit haluaisivat tulla uudemmankin kerran Helsinkiin eivätkä he kävisi vain yhtä kertaa."*

The respondents wish that the compactness of Helsinki would be better marketed towards foreign visitors. They highlighted that Helsinki is a relatively small city and that one can experience a good amount of shopping, restaurants and tourist attractions in one day. They all agreed that this potential should be better utilized.

> *"Many just change planes but if they would all visit the Helsinki city centre, that would create incredible opportunities. And not only change planes at the airport. I don't know how we could get them to stay here. That they would understand how tiny Helsinki is. The smallness should be communicated to them, that you can see Helsinki in one day." Original quote: "Monet vaihtavat vaan konetta mutta jos niistä saisi kaikki käymään Helsingin keskustassa niin se loisi uusia mielettömiä mahdollisuuksia. Eikä vaan vaihtaisi konetta kentällä. En tiedä millä ne saisi jäämään tänne. Että ne ymmärtäisi kuinka pieni Helsinki on. Se pienuus pitäisi kertoa heille, että Helsingin voisi nähdä päivässä."*

> *"Helsinki's strength is the smallness. You can get a lot out of it in one day and during a short time, which the Asians might not understand." Original quote: "Helsingin vahvuus on sen pienuus. Siitä saa päivässä ja pienessä ajassa paljon irti, mitä aasialaiset ei ehkä ymmärrä."*

The majority of the stores are optimistic about the future. None of the respondents think that the amount of foreign visitors is going to decrease in the future, and they are happy to welcome even more foreign visitors from all over the world to their stores.

6 DISCUSSION

In this chapter we will interpret the research findings introduced in the previous chapter. We will reflect on the situation in 2016 and compare it with the current situation to see if things have remained the same or if some improvements have taken place.

6.1 Discussion: Foreign Visitors as a Target Group for the Companies

In the previous study, it turned out that the foreign visitors were an increasing customer group for most of the stores and that they were considered as important, periodically vital, for the businesses. They had a direct impact on the practicalities in the stores. (Nero Partners, 2016: 10-12) The situation regarding serving foreign visitors has remained in many aspects the same, but some improvements and evolution have taken place. Foreign visitors still play an important role for the stores and their significance has only risen during the past two years. This can be explained by the growth in the amount of foreign visitors travelling to Finland (Chart 1). Most of the stores are, however, not solely dependent on foreign visitors and their portion in the customer base differs from store to store. Even though summer and Christmas time are still the foreign visitor peaks, the boundaries between seasons have become more blurred and there are nowadays foreign visitors in Helsinki all year round. The traffic of foreign visitors in Helsinki is also influenced by each countries’ own holidays, such as the Chinese New Year, Russian winter holidays, European summer holidays and the Japanese Golden Week. Most of the Southern Europeans and South Americans visit the interviewed stores in the summer season.

When looking at the stores’ customer base as a whole, it can be noted that it has gotten both more international and gained more younger customers. The internationalization is a result of both the increased number of foreign visitors in Finland (Chart 1) and the increased global recognition of the stores’ brands, due to various reasons. The growth of the international customer base in the stores comes at the moment mainly from China and from other Asian countries such as Taiwan, Thailand, Singapore and South Korea. The visitor count of Japanese has not risen much but remained somewhat the same, which can even be seen in the statistics showing a 2% increase of Japanese travelling to Finland. (Visit Finland, Matkailijatutkimus 2017: 11). Regardless of that, the Japanese continue to be very important customers for the majority of the stores. In addition, the amount of Australians visiting the stores has increased seemingly during the past two years and they are experienced as good buyers as well.

Even though the amount of foreign visitors in the stores has increased during the last two years in most of the nationality groups, the exception are the Russian visitors. The amount of Russians travelling to Finland has started to rise again after the decline in 2015 (Chart 4), but this can't be seen in all of the interviewed stores since Russians form a relatively small portion of the stores' customer base. Many of the respondents felt that this might be a result of different kinds of tastes in aesthetics: Russians do not seem to be that interested in Finnish design, which is known to be rather minimalistic and simple. According to a research by Kaupan liitto (2017), it is also a fact that Russians' shopping consumption has become more one-sided with the main focus on groceries, and they don't do shopping in Finland like they used to before. This supports the respondents' reflections that the increased number of Russian travellers in Finland cannot really be seen in most of the interviewed stores.

In addition to the internationalization, the customer base has gotten younger regarding both Finnish and foreign customers. Many of the respondents commented that there are more and more young customers in their twenties coming to the stores, which is a relatively new phenomenon. A couple of two young adults is a traveller type that keeps getting more frequent in the stores. What was also brought forth by the respondents, is that it seems that we are living in a transition time where the differences between the younger and the older generation are highlighted, especially among the Chinese and Russian visitors. In both cases, the younger generation has stronger English speaking skills compared to the older generation. Partly because of the better language skills, they are able to travel independently and are, according to the stores' personnel, travelling more often solo than in groups.

The younger generation seems to even understand the Western service culture better compared to the older generation, and is therefore easier to reach in the stores. The respondents see a great potential in the younger generations and are aware of the fact that in order to survive in the future, they need to continue gaining more customers from the younger generations.

The foreign visitors shopping in Finland value authenticity and traceability - products that are of Finnish origin and can only be bought in Finland are in demand. The respondents commented that the Japanese visiting the stores seem to be pretty aware of different Finnish design brands and value Finnish design highly, while the Chinese value the authenticity of products. They appreciate the fact that they know that the products they buy in the interviewed stores are not fake products, which can be a problem on their local markets.

In all of the interviews it was stated by the respondents that the foreign visitors visiting their stores are interested in Finnish design and want to buy it. Things that are most often purchased by foreign visitors are Finnish design classics, exotic Finnish products and small souvenirs.

6.2 Discussion: Foreign Visitors' Payment Methods

As it was in 2016, credit cards are still the most common payment method for foreign visitors in the stores. Cash comes as the second. What has changed since the last study, is that mobile payment methods have become more popular during that time. In 2016, only one of the total 18 interviewed stores provided UnionPay as a payment method and the Chinese were asking for it frequently (Nero Partners 2016: 24). Today, it has been implemented in three of the interviewed stores, but the Chinese mobile payment method Alipay has replaced it in popularity. The foreign visitors are not asking for UnionPay as much as for two years ago because they can pay with Alipay and other credit cards. The stores see UnionPay and Alipay as an extra service for their Chinese customers. Since Apple Pay was launched in Finland in 2017, it has also been taken into stores as a payment method. This describes the current business environment well, as new technologies and applications are coming to the market all the time. To satisfy customers and to positively affect the sales, the stores aim to keep up with the latest and most popular payment methods that customers are using internationally. It can be noted that the situation regarding payment methods has been updated since the last study, as there are no new payment methods that would actively be asked for by the foreign visitors.

The majority of the stores - 12 out of 14 - are providing the foreign visitors with a Tax Free service, either Premier Tax Free or Global Blue. Premier Tax Free was launched in Finland after the last study in late 2016 (Markkinointi&Mainonta, 2016), and since then it has been implemented in 7 of the stores. The respondents are in general very pleased with the partnerships with Global Blue and Premier Tax Free and commented that making the Tax Free receipts has become very quick and easy. The stores have the benefit of getting monthly statistics about the visitors regarding their average purchases, nationalities, items per purchase and so on. Global Blue organizes even trainings in e.g.

cultural sales and Tax Free usage. This has been an important collaboration for the stores since the statistics and the know-how are very valuable for them.

6.3 Discussion: Marketing and Communication to Foreign Visitors

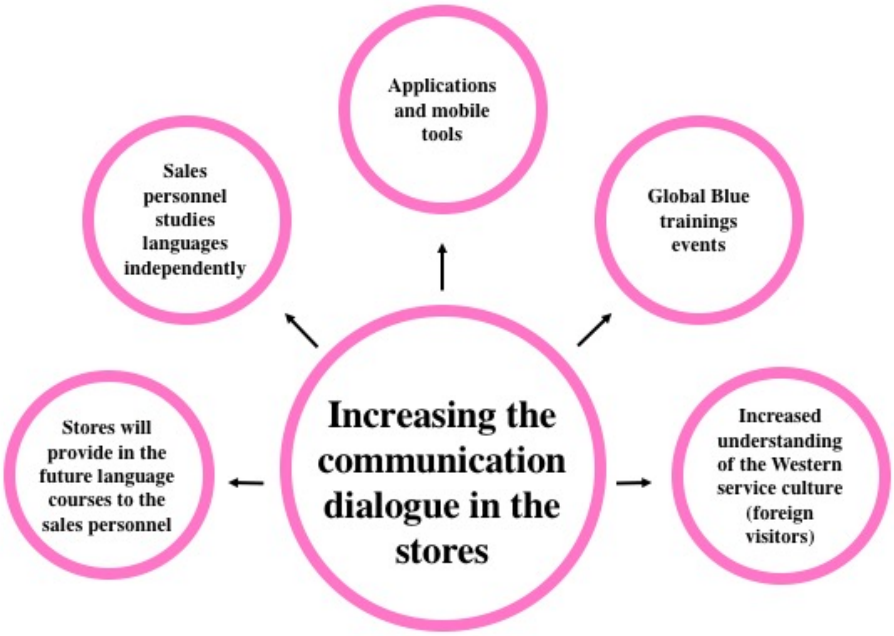
All of the stores that participated in this research were located in the city centre of Helsinki or right nearby it, just like in the previous study. A location with high amounts of foot traffic plays a crucial role for most the stores in order to attract new visitors to their premises. Locations in the Helsinki city centre such as Esplanadi, The Market Square, Aleksanterinkatu and Torikorttelit are all well connected to each other and to foreign visitors, who arrive in Helsinki by train, by bus, on subway or on cruise ships and are moving around in this area during their visit.

Marketing to foreign visitors can be divided into two different categories: marketing activities in the visitors' home countries and marketing activities in Finland. In the last study, most of the stores' marketing activities concentrated on sales promotion activities in Finland once the visitors were arriving or had already arrived in the country (Nero Partners 2016: 26-27) and the situation has remained largely the same. The stores aim at being visible at places where foreign visitors search information about Finland and move around once arriving in Helsinki. One group of foreign visitors that the respondents felt that would be important to reach are people coming to Helsinki on cruise ships. Most of the interviewed stores had tried to follow the timetables for arriving cruise ships and adjusted the shift plan according to them, but soon noticed that there was hardly any logic between the incoming cruise ships and foreign visitor peaks in the stores. A couple of respondents recalled a day, when 11 000 cruise ship passengers had arrived in Helsinki and it was expected to be one of the busiest business days that summer - but instead turned out to be a really quiet business day. Thus, marketing towards foreign cruise ship passengers is experienced as challenging and the stores would appreciate some kind of guidelines from and possible partnership with the Helsinki harbour.

Marketing to foreign visitors in their home countries was something almost all of the stores wanted to improve in 2016, and it is still a challenge. For most of our interviewed stores the main social media marketing channels to foreign visitors are Instagram and Facebook. Additionally, word-of-mouth marketing. Most of the stores told that the foreign visitors knew about their stores because of social media and friends who have recommended them the stores. There was even a case where one of the stores had gained a new retailer to a country because a foreign visitor had recommended the company and its products to her friend. This friend had got interested and started to purchase the company's products to her own shop in her country. Another example of effective word-of-mouth marketing are the social media influencers and celebrities wearing the stores' products. Products of the interviewed stores have for instance been worn by Kanye West (Karhu), Sarah Jessica Parker (Marimekko) and Kylie Jenner (Minna Parikka), which has increased the international brand recognition of the brands.

The challenges with foreign visitors have most often to do with communication, when there is no mutual language between the sales assistant and the foreign visitor. The Asian and Russian visitors' English skills are, according to the interviewees, still below the average compared to other travellers and can therefore complicate the sales situations from time to time. If the sales assistant had a mutual language with the foreign visitor, she or he was often able to sell more compared to a situation where the sales assistant and the foreign visitor did not share a mutual language. In 2016, only in a couple of the stores there was a sales assistant with Chinese, Japanese or Russian speaking skills (Nero Partners 2016: 14). Today, the situation has improved so that there are at least one sales assistant with either Chinese, Japanese or Russian speaking skills in most of the interviewed stores.

To enhance the communication with foreign visitors, the stores are for instance planning to put their employees on a language course, sales assistants are learning foreign languages in their free time, and using translator applications such as Google Translate in the stores. Many of the respondents felt that the understanding of the Western service culture has even increased among the foreign visitors during the past years. Vice versa, the stores' personnel have increased their knowledge of foreign visitors' service cultures through for example Global Blue's cultural sales trainings. Chinese travellers often want to visit many countries at once to get the most out of their trip, and this mentality can explain why the Chinese often are in a hurry when visiting different stores (Qiaoyin, 2016). They want to visit as many stores and places as possible during their visit in Helsinki, which easily leads to chaos in the stores when a group of Chinese visit a store and hurry the sales assistants in the sales situation. This has, among other things, been a cultural difference that the stores' sales assistants have learned through experience and Global Blue's trainings.



6.4 Discussion: Foreign Visitors and the Companies' Future

According to the respondents, most of the foreign visitors coming to their stores are looking for Finnish design. This can be regarded as natural since all of the stores taking part in the interviews are selling Finnish design and/or handicraft. The selection of stores selling Finnish design in Helsinki is nowadays very broad, which gives the foreign visitors an excellent opportunity to explore the shopping opportunities in Finland. In addition to the desired design products, the stores want to provide the foreign visitors with a great experience in the store. At a time when online shopping is very popular, many of the stores have started to realize that they have to offer customers something that the online stores cannot provide. Thus, many of the stores are taking the experience into account when designing the visuals and displays in the stores and put emphasis on inspiring surroundings. When a customer visits the store, it is more than just a visit: it should be an experience. Inspiring surroundings are even a clever way of marketing: one of the interviewed stores told that there is on a monthly basis some domestic or foreign magazine writing a story about the store. Another store explained that they have this specific, showy spot in the store where the sales assistants encourage foreign visitors to take pictures to the social media, and in that way the conspicuousness of the brand increases globally. Many hoped that one of the reasons for foreign visitors to come back to Helsinki in the future would be the great experiences they had had in the stores.

The respondents wish that the compactness of Helsinki would be better marketed towards foreign visitors. Helsinki is a relatively small city and one can experience a good amount of shopping, restaurants and tourist attractions in one day, and according to the interviewees, this potential should be better utilized. Foreign visitors with a stopover at the Helsinki Airport should be encouraged to take the train to Helsinki city centre and experience the city in a couple of hours. Instead of concentrating on marketing separate stores to the foreign visitors, many of the respondents agree on that it would be more fruitful to market different districts and streets in Helsinki with great shopping opportunities that could be interesting from the visitors' point of view.

All in all the stores are very optimistic about the future. None of the respondents think that the amount of foreign visitors is going to decrease in the future, and they are happy to welcome even more foreign visitors from all over the world to their stores. Foreign visitors affect the sales and lastly the turnover positively, which in best case scenario leads to hiring new employees to the stores and enables the current employment contracts to be continued.

7 CONCLUSIONS AND RECOMMENDATIONS

According to the stores interviewed in this study, there are nowadays foreign visitors in Helsinki throughout the year and the boundaries between seasons have become more blurred. During the past two years the customer base in the stores has become both more international and younger. The growth comes mainly from China and from other Asian countries such as Taiwan, Thailand, Singapore and South Korea. This can partly be explained by the fact of Helsinki being the main hub for Asian travellers to the Northern and Western Europe at the moment. (L. Rodriguez/ForwardKeys, 2018) In addition, the amount of Australians visiting the stores has increased during the past two years. Many of the stores see the present as a transition time where the differences between the younger and the older generation are highlighted, especially among the Chinese and Russian visitors.

According to the interviewees, credit cards are still the most common payment method for foreign visitors in the stores. However, mobile payment methods have during the last two years been taken into use in many of the stores and have become more common. The Chinese customers currently prefer Alipay over UnionPay. This describes the current business environment well, as new technologies and applications are coming to the market all the time. To satisfy customers and to positively affect the sales, the stores aim to keep up with the latest and most popular payment methods that customers are using internationally.

Within the scope of the research, it can be noted that the companies wish to have more joint marketing by a third party in order to attract even more foreign shoppers to Helsinki. All of the stores are doing their own marketing activities to promote their stores. In addition to that, many hope for more marketing of Helsinki as a compact shopping destination, emphasizing the Finnish design and Helsinki as a design city. Also the untapped potential of cruise ship passengers should be better utilized. The respondents felt that in the future there should be a mobile application of Helsinki, that would be marketed to the foreign visitors when searching information about Helsinki and immediately once they have arrived in Finland.

The stores want to continue creating compelling in-store experiences in order to attract even more foreign visitors to their stores. All in all the stores are very optimistic about the future and hope to see the amount of foreign visitors continue to increase in the future. The stores are also happy about various collaborations and are open to more close cooperation with Visit Finland in the future.

Based on the current findings, it can be suggested that future research can make a contribution to the existing literature by examining the foreign visitors as the study objective in order to get their point of views on the shopping - even generally the travel - experiences in Finland. By doing so, it would potentially be possible to gain a deeper understanding of what is experienced as functioning and pleasant and on the other hand challenging during a visit in Finland, and what could be done to improve the quality of the stay. In a research with a similar scope as in this study, interviewing the foreign visitors would provide with even more comprehensive results on the topic.

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HAASTATTELUKYSYMYKSET: KOHDERYHMÄNÄ YRITYKSEN PÄÄTÖKSENTEKIJÄT

Tavoitteenamme on ymmärtää liikkeiden näkökulmasta Suomeen tulevien ulkomaisten matkailijoiden rooli liiketoiminnalle ja matkailijoihin kohdistettuja odotuksia ja toiveita. Lisäksi halutaan selvittää, miten liikkeet tällä hetkellä huomioivat ulkomaisia matkailijoita ja mitä tarpeita mm. markkinoille koetaan olevan, miten tilanne on muuttunut kahden vuoden takaisesta, sekä millaisia uusia haasteita ja mahdollisuuksia on ilmennyt.

Lyhyesti yrityksen tausta/lähtökohdat:

- Minkälainen tarjooma yrityksellä on?
    - tuotteet, palvelut
- Minkälaisia myyntikanavia käytössä?
    - kivijalkamyymälät, jälleenmyyjät, verkkokauppa yms.
- Minkälainen on yrityksen asiakaskunta/kohderyhmä?
- Oletteko huomanneet selkeää muutosta yrityksen asiakaskunnassa viime vuosien aikana?

Ulkomaiset matkailijat yrityksen kohderyhmänä:

- Mikä rooli Suomeen saapuvilla ulkomaisilla matkailijoilla on omassa liiketoiminnassa?
    - Taloudellisesti/imagollisesti
    - Vaikutus tuotteiden/palveluiden tarjontaan (ostojen määrät eri kausina, ostojen luonne, black friday)
    - Vaikutus liikkeen käytännön toimintaan (esim. maksumahdollisuudet, taxfree, aukioloajat, henkilökunta, tuotetiedot, muut materiaalit yms.)

- Mistä maista ulkomaiset matkailijat tulevat?
    - Minkälaisia muutoksia matkailijoiden profiilissa on tapahtunut parin vuoden aikana / odotetaan tapahtuvan lähivuosina?
    - Missä suhteessa on yksin matkaavia ja ryhmässä matkaavia?
        - Pariskuntia, perheitä, matkaryhmiä?
    - Kansallisuudet?

- Miten matkailijat löytävät liikkeen/tuotteet/brändin?
    - Miten matkailijat ovat saaneet tiedon liikkeestä/tarjoomasta?
    - Mikä matkailijoita kiinnostaa liikkeen tuotteissa/palveluissa? Miksi?
    - Miten luulet että matkailijat voisivat löytää myymälänne helpommin? *Edellisessä tutkimuksessa tuli ilmi että läsnäolo monikielisissä turistikartoissa on tärkeä tapa päästä matkailijoiden tietoisuuteen.* Päteekö tämä vielä? Onko asiaan panostettu liikkeessä jotenkin? Onko esim. jotain tiettyjä digitaalisia karttasovelluksia jotka on koettu tärkeiksi liikkeen saavutettavuuden tai tuotteiden löydettävyyden kannalta?

- Venäläiset matkailijat
    - Miten kuvailisitte liikkeessänne asioivia venäläisasiakkaita?
    - Onko venäläisten asiakkaiden määrä vähentynyt vai kasvanut?

  - Onko venäläisillä matkailijoilla erikoistarpeita?
  - Miten venäläisiä asiakkaita voisi palvella paremmin?
  - Puhutaanko yrityksessänne venäjää (asiakaspalvelutilanteissa)? Koetteko kielen osaamisen tarpeelliseksi? Puhuvatko venäläiset asiakkaanne yleensä englantia?

- Aasialaiset matkailijat (kiinalaiset, japanilaiset, korealaiset, taiwanlaiset)
  - Miten kuvailisitte liikkeessänne asioivia aasialaisasiakkaita?
  - Onko aasialaisasiakkaiden määrä vähentynyt vai kasvanut?
  - Onko aasialaismatkailijoilla erikoistarpeita?
  - Miten aasialaisasiakkaita voisi palvella paremmin?

- **Yleiskatsaus**: Miten tilanne on kehittynyt vuodesta 2016 ja minkälaisia käytäntöjä on otettu käyttöön liiketoimissa silloisten haasteiden ratkaisemiseksi?

Vuonna 2016 Nero Partnersin tekemän raportin mukaan suurimmat silloiset haasteet liittyivät kommunikaatioon (aasialaisille matkailijoille vaikea kertoa tarinoita kielimuurin takia), maksutapoihin sekä markkinointiin (miten markkinoida tuotteita matkailijoille ennen matkaa?)

- Onko turistien osuus asiakaskunnasta kasvanut vai vähentynyt vuodesta 2016?

- **Stopover-kumppaneille:**
  - Onko Stopover-alennus teille tuttu?
  - Oletteko hyödyntäneet sitä markkinoinnissanne/myynnissänne?
  - Onko Stopover-alennus asiakkaille tuttu? Onko sitä käytetty liikkeessänne?

Ulkomaisten matkailijoiden maksutavat sekä rahankulutus liikkeissä:

- Mitkä ovat matkustajien yleisimmät maksutavat:
  - Mitä maksutapaa turistit käyttävät eniten? Onko jokin maksutapa, minkä perään he kyselevät, mutta jota ei tällä hetkellä vielä ole käytössä?
  - Oletteko mukana TaxFree -ohjelmassa? Kumpaa käytätte: Global Blue / Premier Tax Free? Minkä takia?
  - Onko teillä käytössä WeChatPay, AliPay, ApplePay maksutapoja tai joitain muita mobiilimaksutapoja? Jos ei, miksi teillä ei ole muita maksutapoja käytössä? Onko syynä tiedon puute, ovatko ne liian kalliita?
  - Onko teillä käytössä Invoice-palvelu ulkomaalaisille (venäläisille) asiakkaille, ja miten paljon sitä käytetään?
  - Oletteko suunnitelleet ottavanne muita maksutapoja käyttöön tulevaisuudessa?
  - Trendi maksutavoissa: mobiilimaksaminen vai perinteiset maksutavat (kortit ja käteinen)?
  - Minkä tyyppisiä/suuruisia ostoksia eri kansallisuudet yleensä tekevät (pieniä lahjoja, suuria ostoksia)?

Markkinointi ja viestintä ulkomaisille matkailijoille & MyStay:

- Minkälaista markkinointia ja viestintää teette? (mm. millä some-kanavilla)
- Kohdistatteko markkinointianne myös ulkomaalaisille asiakkaille? Jos, niin miten? Kuinka olette mielestänne onnistuneet siinä?
- Miten MyStay on teidän kohdalla toiminut?

Ulkomaiset matkailijat ja yrityksen tulevaisuus / haasteet ja mahdollisuudet, muutos kahden vuoden takaisesta:

- Minkälaisia mahdollisuuksia matkailijat ovat tuoneet yritykselle?
    - Konkreettisia vaikutuksia esim. yrityksen taloudelle tai toiminnalle?
- Entä oman tarjooman tai palveluiden suhteen?
- Mitä heidän uskotaan tuovan tulevaisuudessa?
- Liittyykö matkailijoihin yrityksen kannalta huolia? Minkälaisia ja miksi?
    - Määrän suhteen?
    - Tavoittamisen suhteen?
    - Houkuttelevuuden suhteen?
    - Oman tarjooman suhteen?
    - Omien käytännön toteutusten suhteen?
    - Muuta, mitä?

- Miten näitä huolia on jo mahdollisesti ratkaistu? Ja miten niitä voitaisiin ratkaista tulevaisuudessa?

Muuta:

- Lopuksi vielä; miksi mielestäsi matkailijoihin kannattaisi satsata?
- Terveiset Business Finlandille?
- Haluaisitko vielä lisätä jotakin?

HAASTATTELUKYSYMYKSET: KOHDERYHMÄNÄ ASIAKASPALVELUSSA TOIMIVA HENKILÖ

Tavoitteenamme on ymmärtää liikkeiden näkökulmasta Suomeen tulevien ulkomaisten matkailijoiden rooli liiketoiminnalle ja matkailijoihin kohdistettuja odotuksia ja toiveita. Lisäksi halutaan selvittää, miten liikkeet tällä hetkellä huomioivat ulkomaisia matkailijoita ja mitä tarpeita mm. markkinoille koetaan olevan, miten tilanne on muuttunut kahden vuoden takaisesta, sekä millaisia uusia haasteita ja mahdollisuuksia on ilmennyt.

Lyhyesti yrityksen tausta/lähtökohdat:

- Minkälainen tarjooma yrityksellä on?
    - tuotteet, palvelut
- Minkälainen on yrityksen asiakaskunta/kohderyhmä?

Ulkomaiset matkailijat yrityksen kohderyhmänä:

- Mistä matkailijat tulevat?
    - Minkälaisia muutoksia matkailijoiden profiilissa on ollut vuoteen 2016 verrattuna?
        - Missä suhteessa on yksin matkaavia ja ryhmässä matkaavia?
        - Pariskuntia, perheitä, ystäviä, matkaryhmiä?
        - Kansallisuudet?
    - Miten huomioitte ulkomaalaiset matkailijat myymälänne visuaalisessa markkinoinnissa? Esim. tuotteiden sijoittelussa, esillepanossa jne.?

- Miten matkailijat löytävät liikkeen/tuotteet/brändin?
    - Miten matkailijat ovat saaneet tiedon liikkeestä/tarjoomasta?
    - Mikä matkailijoita kiinnostaa liikkeen tuotteissa/palveluissa? Miksi?
    - *Edellisessä tutkimuksessa tuli ilmi että läsnäolo monikielisissä turisti kartoissa on tärkeä tapa päästä matkailijoiden tietoisuuteen.* Päteekö tämä vielä? Onko asiaan panostettu liikkeessä jotenkin? Onko esim. jotain tiettyjä digitaalisia karttasovelluksia jotka on koettu tärkeiksi liikkeen saavutettavuuden tai tuotteiden löydettävyyden kannalta?

- Minkälainen rooli matkailijoilla on kokonaisuudessa liikkeessä?
    - vaikutus tuotteiden/palveluiden tarjontaan
    - vaikutus liikkeen käytännön toimintaan (aukioloajat, henkilökunta, tuotetiedot, muut materiaalit yms.)
    - Mikä edistää myymälässä matkailijoiden ostamista? Miksi?
    - Mikä taas voi estää matkailijoiden ostamista? Miksi?

- **Yleiskatsaus**: Miten tilanne on kehittynyt vuodesta 2016 ja minkälaisia käytäntöjä on otettu käyttöön liiketoimissa silloisten haasteiden ratkaisemiseksi?

Vuonna 2016 Nero Partnersin tekemän raportin mukaan suurimmat silloiset haasteet liittyivät kommunikaatioon (aasialaisille matkailijoille vaikea kertoa tarinoita kielimuurin takia), maksutapoihin sekä markkinointiin (miten markkinoida tuotteita matkailijoille ennen matkaa?).

- Onko turistien osuus asiakaskunnasta kasvanut vai vähentynyt vuodesta 2016?

- Venäläiset matkailijat
  - Miten kuvailisitte liikkeessänne asioivia venäläisasiakkaita?
  - Kuinka he eroavat asiakasryhmänä muista matkailijoista?
  - Onko venäläisten asiakkaiden määrä vähentynyt vai kasvanut lähivuosina (2016)?
  - Minkätyyppisistä tuotteista venäläiset ovat kiinnostuneita?
  - Onko venäläisillä matkailijoilla erikoistarpeita? Miten heitä voisi palvella paremmin?
  - Kysyvätkö venäläisasiakkaat muista shoppailu mahdollisuuksista tai esim. muista matkailuun liittyvistä aktiviteeteista? Minkälaisista?
  - Puhutaanko yrityksessänne venäjää (asiakaspalvelutilanteissa)? Koetteko kielen osaamisen tarpeelliseksi? Puhuvatko venäläiset asiakkaanne yleensä englantia?

- Aasialaiset matkailijat (kiinalaiset, japanilaiset, korealaiset ja taiwanilaiset)
  - Miten kuvailisitte liikkeessänne asioivia aasialaisia asiakkaita? (eri kansallisuuksien erityispiirteet?)
  - Onko aasialaisten asiakkaiden määrä vähentynyt vai kasvanut lähivuosina (2016)?
  - Onko aasialaisilla matkailijoilla erikoistarpeita? Miten heitä voisi palvella paremmin?
  - Minkätyyppisistä tuotteista aasialaiset ovat kiinnostuneita?
  - Kiinalaiset:
    - Uusien kiinalaisomisteisten kauppojen (meripihkatuotteita myyvät ym.) vaikutus omaan liiketoimintaan?
    - Markkinoitteko kiinalaisille ns. "must"-tuotteita? Mitä? Miten? *(oletuksena että tuntevat Suomesta joitakin brändejä, esim. Lumenen, mutta eivät osaa arvioida mikä on se juttu jota juuri Suomesta kannattaisi hankkia)*
  - Kysyvätkö aasialaisasiakkaat muista shoppailu mahdollisuuksista tai esim. muista matkailuun liittyvistä aktiviteeteista? Minkälaisista?

<u>Ulkomaisten matkailijoiden maksutavat sekä rahankulutus liikkeissä:</u>

- Mitkä ovat matkustajien yleisimmät maksutavat:
  - Mitä maksutapaa turistit käyttävät eniten? Onko jokin maksutapa, minkä perään he kyselevät, mutta jota ei tällä hetkellä vielä ole käytössä?
  - Oletteko mukana Tax Free -ohjelmassa? Kumpaa käytätte: Global Blue / Premier Tax Free?
  - Onko teillä käytössä WeChatPay, AliPay, ApplePay maksutapoja tai joitain muita mobiilimaksutapoja?
  - Miten ulkomaiset matkailijat shoppailevat vrt. muut asiakkaat?
  - Käyttävätkö turistit enemmän vai vähemmän rahaa kuin kotimaiset ostajat? Kuinka paljolla turistit ostavat yleensä, kuinka suuri on keskimääräinen ostos? Alle/yli 100 euroa?

Markkinointi ja viestintä ulkomaisille matkailijoille & MyStay:

- Minkä kautta turistit löytävät liikkeenne? (kartat, sosiaalinen media, oppaat ym.)
- Oletteko saaneet kuvan, että turistit löytävät teidät useimmiten sattumanvaraisesti sijaintinne perusteella vai suunnitelmallisesti esim. kartan, applikaation tai somen kautta?
- Miten MyStay on teidän kohdalla toiminut? Ovatko turistit maininneet siitä?

Ulkomaisten matkailijoiden tuomat mahdollisuudet ja haasteet:

- Mitä matkailijoiden uskotaan tuovan liikkeelle tulevaisuudessa? Miten tulee vaikuttamaan tarjoomaan ja/tai palveluihin?

- Aiheuttavatko matkailijat huolia asiakaspalvelun näkökulmasta?
    - Miten asiakaspalvelussa matkailijoiden palvelu eroaa kotimaisista asiakkaista?
    - Minkälaisia haasteita, huolia tai pulmia esiintyy asiakaspalvelutilanteissa?
    - Miten näitä huolia on jo mahdollisesti ratkaistu? Miten niitä voitaisiin ratkaista tulevaisuudessa?

- Lopuksi vielä; miksi mielestäsi matkailijoihin kannattaisi satsata?
- Terveiset Business Finlandille?
- Haluaisitko vielä lisätä jotakin?