

Visit Finland

*Strategy
2021-2025*



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WHY

A man and a woman are sitting on a wooden bench in front of a log cabin. They are both wearing bathrobes and laughing. The woman is wearing a white bathrobe and the man is wearing a grey bathrobe. They are holding towels. The cabin has a window and a lantern hanging on the wall. The word 'WHY' is overlaid in large white letters.

Our Finland-sized mission

Business Finland's core mission is to create wealth and prosperity for Finland by advancing our customers' sustainable growth on the global markets. Business Finland's strategy, updated in 2020, is focused on three factors: economic growth, sustainable development and increased competitiveness.

As part of Business Finland, Visit Finland's mission and goal is to support advances within the Finnish travel industry.

This updated strategy for 2021–2025 can be used as a roadmap towards **economic** growth, sustainable development and increased competitiveness for the travel industry.

The strategy has benefitted from the efforts of numerous travel companies, regional organisations throughout Finland and key tour operator partners from our target markets. Thank you kindly to everyone involved!

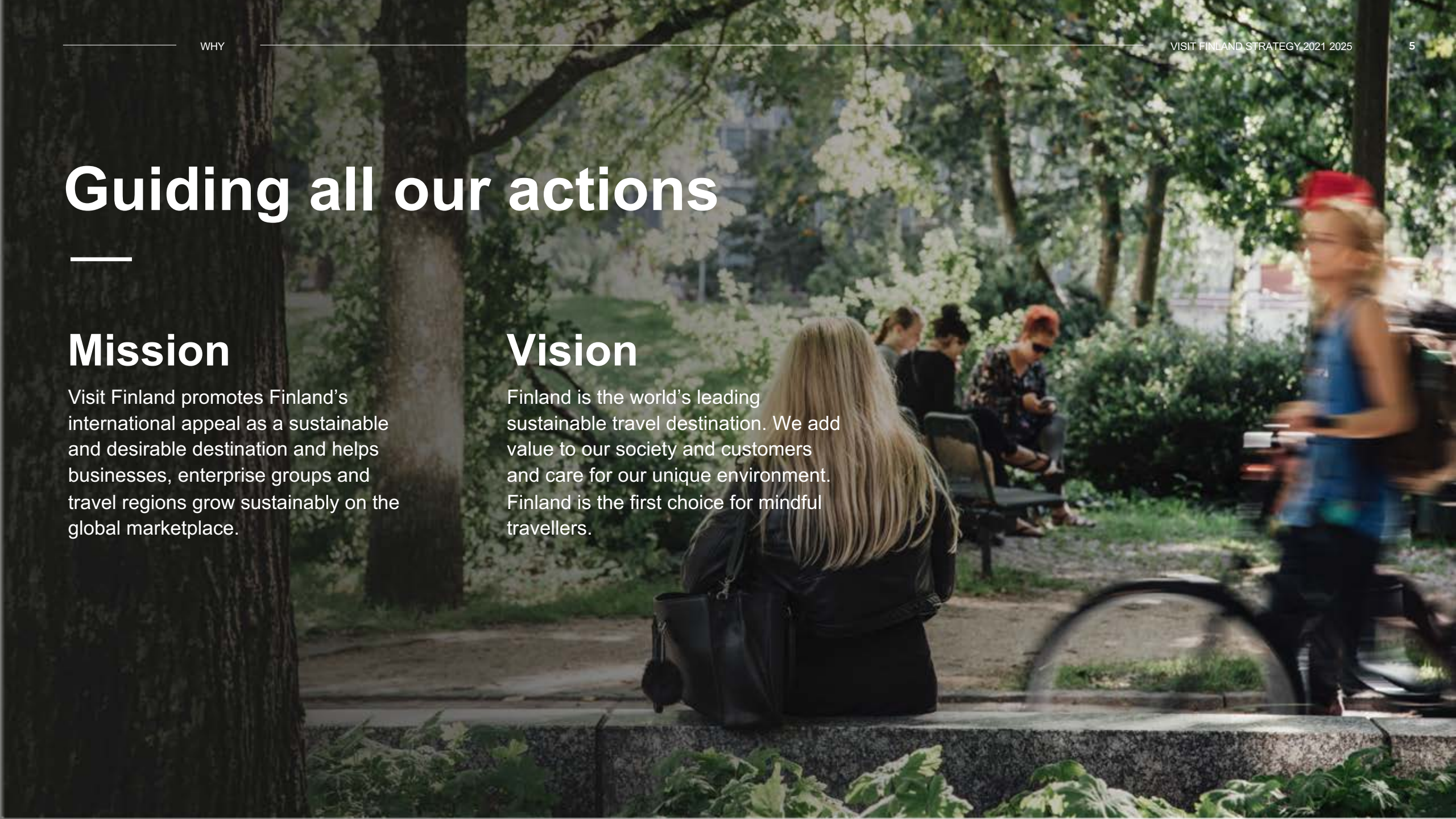
Guiding all our actions

Mission

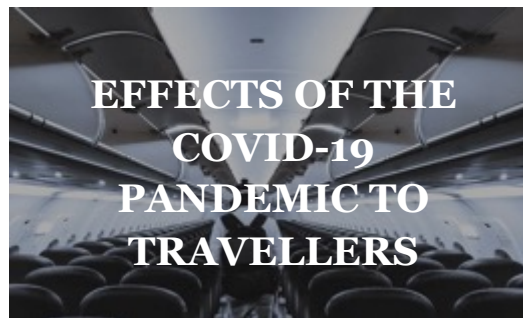
Visit Finland promotes Finland's international appeal as a sustainable and desirable destination and helps businesses, enterprise groups and travel regions grow sustainably on the global marketplace.

Vision

Finland is the world's leading sustainable travel destination. We add value to our society and customers and care for our unique environment. Finland is the first choice for mindful travellers.



Changes in the operational environment that affect us



HOW



A close-up photograph of a hand holding a small, brown pine cone. The hand is positioned in the center-right of the frame, with the fingers gently gripping the cone. The background is a soft, out-of-focus green, suggesting a forest or park setting. The lighting is natural, highlighting the texture of the pine cone and the skin of the hand.

STRATEGIC THEMES AND ACTIONS

Visit Finland's Strategy 2021–2025



STRATEGIC THEME 1/5

Increasing demand

Target 2025

Finland is the most desirable travel destination in the Nordics.

The Finnish travel industry has recovered from Covid-19 and it is a growing export industry sector.



Action plan

- Build a competitive travel industry by increasing year-round opportunities, world-class business events and awareness of sustainable travel.
 - Position VF as a respected and valued partner for international travel trade, media and other travel industry stakeholders. We steer our strategic partnerships and focus on impactful cooperation.
 - Visit Finland has active and agile market presence internationally, creating new business opportunities and value-adding support for Finnish travel companies.
 - Our marketing is engaging and bold. We aim to highlight Finland's national and regional USPs, making Finland a first-choice destination among mindful travellers.
- Our campaigns are targeted, measurable and effective. We bring results to our stakeholders in Finland and abroad.
 - Support our competitiveness by developing themed based travel. This means recognising new opportunities, supporting thematic product development, building networks and increasing availability and awareness.
 - Increase innovation on the supply side and align product development with partners abroad.
 - Develop digital platforms to better accommodate customer journeys with relevant and authentic content.

Visit Finland Marketing Strategy

WHAT?

CONTINUE TO STRENGTHEN AND MAINTAIN FINLAND'S COUNTRY IMAGE AS ALL YEAR ROUND TRAVEL DESTINATION.

ATTRACT, PROMOTE AND ACTIVATE SAFE TRAVEL TO FINLAND – WE HAVE ROOM TO ROAM.

INCREASE AWARENESS OF FINLAND AS A SUSTAINABLE TRAVEL DESTINATION.

HIGHLIGHT FINLAND'S UNIQUE SELLING POINTS - STRENGTHEN THE STRENGTHS

HOW?

KEEP THE FOCUS

- Innovative promotion of country image to build and improve the awareness, image and interest among target group.
- Identify and focus marketing activities on higher value "Modern Humanist" target group to increase the length of stay and yield across all regions.
- Underpin sustainability in every aspect of marketing initiatives (focus on guests, authenticity, adding value).

BUILD ON ONE CONCEPT

Derive all actions from the marketing concept to create cumulative value with consistent and relevant communication:

Help people find their calm and happiness.

Build and engage marketing partnerships for joint marketing activities to enforce the consistent message of Finland as a travel destination.

CREATE AND ADD VALUE

- All marketing activities aim to create and add value for guests and for industry.
- Build, measure and learn. Make an impact. Plan for change. Be ready to operate in a constantly changing environment,
- Develop digital platforms to better accommodate customer's journey
- Be relevant, authentic and effective

STRATEGIC THEME 2/5

Developing sustainable travel

Target 2025

Finland is a sustainable, reliable and safe travel destination. It's recognised as the world's leading sustainable travel destination. Finland has a competitive tourism industry – all year round.

The Finnish travel industry operates responsibly and sustainably. The industry is a proud messenger of sustainability.



Action plan

- Concentrate sustainable tourism around the STF label and increase awareness of our sustainability activities at the international level.
 - Make sure the STF label is used by most companies that are involved in international sales promotion actions. Prioritise companies and destinations that follow the principles of sustainability.
 - Make sustainability an integral theme when promoting Finland abroad. Sustainable development should be considered holistically in operations nationwide.
- Make sustainability a cross-cutting theme and message in Visit Finland's marketing.
 - Embed sustainability when developing tourism projects, services and products.
 - Focus on high-end / seasoned travellers as the target group for increasing sustainable travel.

STRATEGIC THEME 3/5

Digital competitiveness

Target 2025

The Finnish travel industry is digitally competent.

Multichannel distribution strategies are in place.

Finnish tourism offering is digitally available via relevant sales channels.



Action plan

- VF's digital channels support discoverability, desirability and individual preferences.
 - VF DataHub enables digital presence on multiple channels.
 - Provide state-of-the-art digital services and platforms for international travel trade partners to strengthen product offering and presence.
 - Make sure all efforts have adequate business impact. KPIs are developed into concrete business indicators. Travel companies can optimise their budgets and channels with data to maximise results.
- Offer training and sharing of knowledge to build digital competence in regions and companies. Support their digitalisation with VF's digital tools.
 - Global digital distribution ecosystem will be researched, described and visualized. Roadmap will be drawn for utilising the digital distribution ecosystem.

STRATEGIC THEME 4/5

Leading with knowledge

Target 2025

A knowledge management operating model has been implemented in the operations of VF and the Finnish travel industry.

A business-oriented operation model has been created.

Data and business competence have been enhanced in the Finnish travel sector.



Action plan

- Build interface collaborations and data partnerships systematically.
- Create common standards and templates to collect comparable data.
- Develop analysis and sharing of data from Visit Finland's own channels for the benefit of the whole industry.
- Strengthen the role of forecast data.
- Develop monitoring, measuring and evaluation models to optimize budgets, resources and activities. Focus on performance monitoring of different activities.
- Increase understanding of changes in customer behavior (B2C and B2B) with more efficient use of data.
- Develop a training program for leading with knowledge.

STRATEGIC THEME 5/5

Impactful networks and partnerships

Target 2025

Visit Finland is recognized as a value-adding, proactive partner for our customers.

Cooperation with customers and partners is systematic, long-term and goal-oriented



Action plan

- **Adjust VF services for different customer needs. Make sure they cover the whole internationalization path and help customers move ahead on the path.**
 - **Create clear criteria for strategic partners abroad. Aim for partnerships that enhance sustainability, digitalization and year-round business.**
 - **Determine clear definition and criteria for target market selection and emphasis.**
- **Build networks with potential buyers across the borders on top of chosen geographical target markets.**
 - **Encourage cross-over thinking and contribute to Finland's country image with Business Finland and Team Finland partners.**

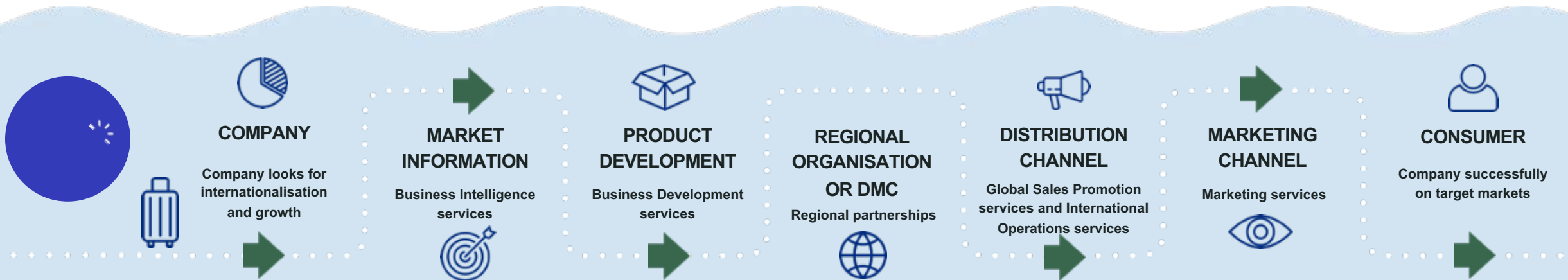
WHO

A person wearing a bright orange ski jacket and black pants is skiing down a snowy slope. They are using ski poles and have a backpack. The background features a dense forest of snow-covered evergreen trees under a cloudy sky. Another skier is visible further down the slope.

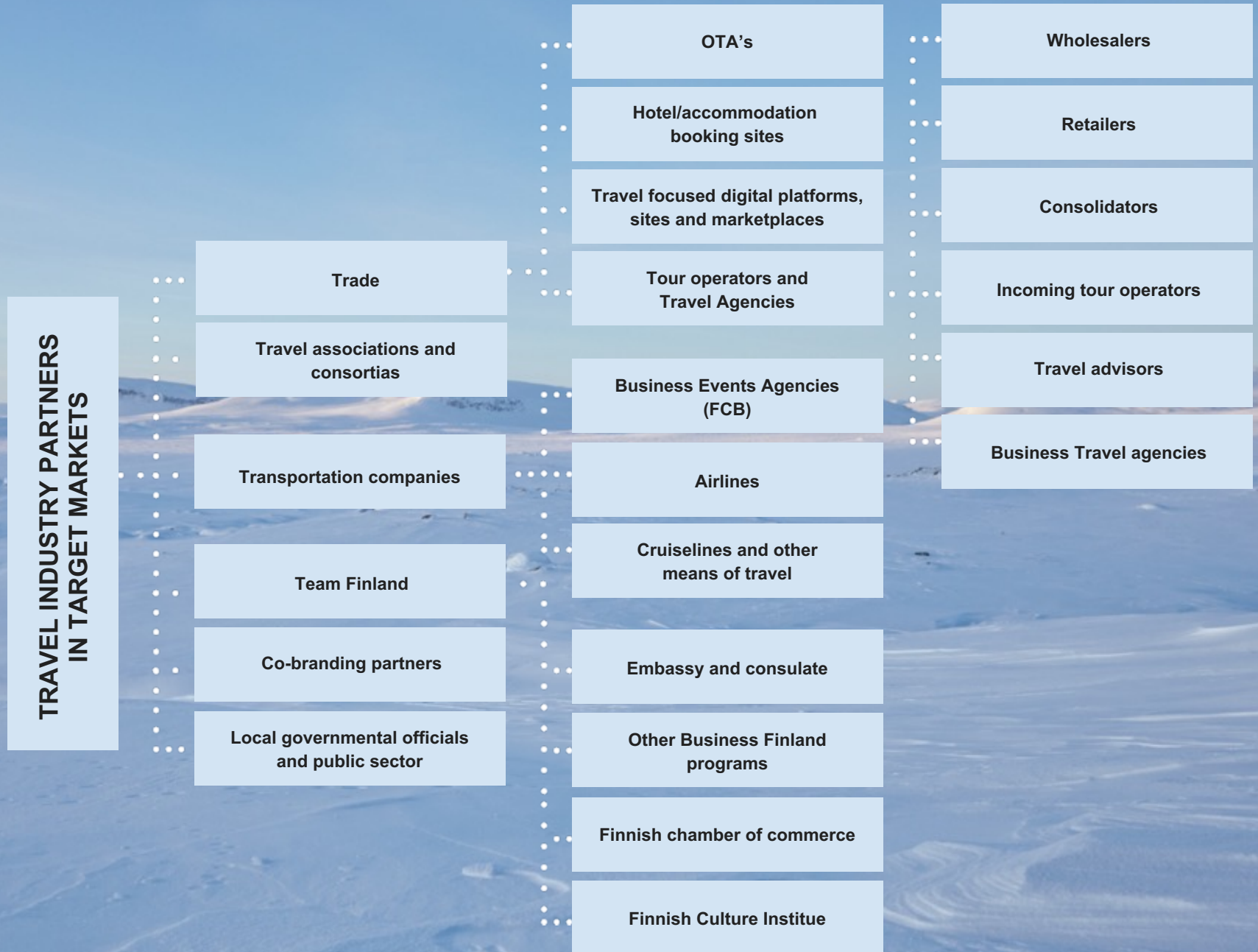
We work and
add value
for:



Services for companies and travel destinations



Partners



Partners in Business Events Sector

BUSINESS EVENTS AGENCIES (FCB)

AMCs (Association Management Companies)

Core PCOs (Professional Congress Organizers)

International Associations

EMCs (Event Management Companies)

Marketing Agencies

Venue Finding Agencies

Incentive Houses

Corporate Planners

Independent Planners

Wedding Planners

Meet the Modern Humanists

– our guest target group:

The target group for Finland is people whose values match travelling to Finland. This group is known as Modern Humanists.

A Modern Humanist is a person who avoids mass tourism and popular travel destinations. The Modern Humanists are considered experienced travellers who prefer locality over mass tourism and are critical towards advertising.

This type of person likes to explore and go on adventures on their own terms. They want to customise the trip according to their preferences. The characteristics of this group are higher than average education and income levels and interest towards sustainability, new cultures and local people.

Visit Finland's target group for guests is value-based. The main goal of this segmentation is to identify clusters of already existing or potential customers with similar needs, wants, budgets, use of **media channels** and other **characteristics**.

All that information helps us reach the right group of people with the highest potential for unit revenue and create the necessary combination of products and services suitable for the specific target group.

Segments

The main group of Modern Humanists is divided into segments based on their travel motives:

<p>NATURE EXPLORERS</p> <p>MOTIVE FOR TRAVEL: Peace of nature and recovery</p> <hr/> <p>INTERESTED IN:</p> <ul style="list-style-type: none"> National parks Forests and lakes Seaside views ✓ Archipelago Northern lights ✓ Midnight sun Wilderness retreats Mushrooms and berries <hr/> <p>16% of all travellers are Nature Explorers</p> <hr/> <p>34% of Nature Explorers are considering a trip to Finland</p>	<p>NATURAL WONDER HUNTERS</p> <p>MOTIVE FOR TRAVEL: Unique experiences in nature</p> <hr/> <p>INTERESTED IN:</p> <ul style="list-style-type: none"> Northern lights Midnight sun National parks Forests and lakes <hr/> <p>12% of all travellers are Natural Wonder Hunters</p> <hr/> <p>35% of Natural Wonder Hunters are considering a trip to Finland</p>	<p>ACTIVITY ENTHUSIAST</p> <p>MOTIVE FOR TRAVEL: Active holidays in natural surroundings</p> <hr/> <p>INTERESTED IN:</p> <ul style="list-style-type: none"> Extreme sports ✓ X-country skiing ✓ Animal spotting Activities in water, snow & nature <hr/> <p>14% of all travellers are Activity Enthusiasts</p> <hr/> <p>41% of Activity Enthusiasts are considering a trip to Finland</p>	<p>AUTHENTIC LIFESTYLE SEEKER</p> <p>MOTIVE FOR TRAVEL: Experiencing local lifestyles</p> <hr/> <p>INTERESTED IN:</p> <ul style="list-style-type: none"> Museums and events Festivals and concerts Being in nature Sauna ✓ Food culture Cultural destinations Design districts Unique accommodation <hr/> <p>22% of all travellers are Authentic Lifestyle Seekers</p> <hr/> <p>29% of Authentic Lifestyle seekers are considering a trip to Finland</p>	<p>COMFORT SEEKERS</p> <p>MOTIVE FOR TRAVEL: General wellbeing and relaxation</p> <hr/> <p>INTERESTED IN:</p> <ul style="list-style-type: none"> Unique accommodation Wellness services ✓ Spas Husky & reindeer safaris Easy exercise in nature <hr/> <p>16% of all travellers are Comfort Seekers</p> <hr/> <p>35% of Comfort Seekers are considering a trip to Finland</p>	<p>CITY BREAKERS</p> <p>MOTIVE FOR TRAVEL: Urban experiences and sights</p> <hr/> <p>INTERESTED IN:</p> <ul style="list-style-type: none"> City sights Urban culture Distinctive character Museums and design districts Food culture ✓ Events Shopping <hr/> <p>22% of all travellers are City Breakers</p> <hr/> <p>28% of City Breakers are considering a trip to Finland</p>
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CHOOSING THE RIGHT MARKETS



Market efforts for strategy season 2021–2025 framework

SIZE OF MARKET	GROWTH POTENTIAL	NETWORK PRIORITIES	SUSTAINABILITY
Volume	Development of demand and recovery	Emphasis from VF's domestic clients and long term strategy (based on own supply) priorities	Quality seekers "High spending"
Spending	Development of accessibility and capacity	Finland's commercial country image – BF's export industries + Finland Promotion	Year-round services, GinI index Possibilities to implement the elements of sustainable travel
Finland's market share, Finland's relative competitive advantage	Input/output of marketing and sales efforts	Partnerships and presence on markets	Balanced market portfolio Regional risk management
FINLAND IS THE LEADING SUSTAINABLE TRAVEL DESTINATION			



Focus Markets
Active Markets
Supported Markets

- Increase revenue from travel by focusing on value adding services.
- Growth rate of travel revenue exceeds growth of overnight stays

Visit Finland's markets in 2022

- 
- 1) **Focus market:**
Germany, UK and Sweden
- 2) **Active markets:**
USA, France, Spain, Italy
(PR agency), Russia, Japan,
China, India
- 3) **Supported markets:**
Benelux, Austria, Switzerland,
SEA, UAE, South Korea

VF works strategically and proactively in each market during travel recovery to maximise potential

	FOCUS MARKETS	ACTIVE MARKETS	SUPPORTED MARKETS
Germany	VF maximises its service offering in order to support early travel recovery		
Sweden			
UK			
USA		VF taps market potential through proactive sales & marketing activities for early and medium-term travel recovery	
France			
Spain & Italy			
Russia		VF maintains its market presence for long-term recovery	
Japan			
China			
India			VF's global representative network supports, maintains and seeks out new business opportunities
Belgium			
Netherlands			
Austria			
Switzerland			
South Korea			
SEA			
UAE			

Appendix



STRATEGIC THEME 1:

Increasing demand

1. Finland is the most desirable travel destination in the Nordic region

- Finland has a competitive tourism industry - all year round.
- Finland is positioned as a world class destination for business events and congresses. Finland's market share in global business events is growing.
- Finland is recognised as the world's leading sustainable travel destination.
- VF is a respected and valued cooperation partner for international travel trade, media and other travel industry stakeholders.

2. The Finnish travel industry has recovered from Covid-19 and is growing to become one of the most desirable and profitable industries in Finland.

3. The overall impact of Finland's travel promotions has increased through better integration of various campaign and marketing communications with sales promotions.

Building long-term demand and international presence

- Visit Finland has active and agile market presence internationally, creating new business opportunities and value-adding support for Finnish travel companies.
- Visit Finland has identified focus travel trade partnerships globally and formulated a strategic/systematic partner relation model to strengthen impactful cooperation, steer partnerships and utilize business opportunities.
- VF international network actively monitors and seeks new business potential outside core markets, providing extended value-adding services for Finnish travel trade.
- Encouraging and applying cross-over thinking and actions in sales promotions and marketing. Contribute to country image and cross-over actions on BF, TF and Nordic level.

Marketing

- Long-term efforts to make Finland more attractive. All our marketing and PR actions are bold, interest-generating, engaging, inclusive and value-adding to our customers and their customers abroad – we keep the

standard high with data-driven decisions, constant follow-up and benchmarking.

- Our aim is to highlight Finland's national and regional USPs and steer consumers towards concrete actions.
- We use storytelling in our marketing and our proactive work creates international earned and marketing visibility. This makes Finland more prominent, supports the Finnish society and companies recover towards growth after the negative impacts of the COVID-19 pandemic.
- We lead collaborative campaigns with our partners to strengthen Finland's assets and get results. We build tools for our partners to unify and enhance campaign and brand messages. We increase tactical marketing through joining forces and with new marketing partnerships.
- We develop our digital platforms to better accommodate customer journeys. The goal is to convince people to discover more and choose Finland for their next destination through relevant and authentic content.

Business development and dynamic offering

- Increasing innovation on the supply side and aligning product development with partners abroad to ensure that Finnish products meet the international demand.
- Increasing the length of stays and use of services among select target groups. Developing year-round possibilities and driving demand across regions.
- Developing work travel concepts, such as congress travel and workcation, and thematic programs to respond to our chosen USPs, future trends and to changing consumer preferences in a post-Covid world.
- Showcasing itineraries, not only single products.

KPI

1. **Income from international tourism exceeds 2019 level by 2025**
2. **Finland's share of Nordic accommodation overnights is increasing**

STRATEGIC THEME 2:

Developing sustainable travel

KPI

1. Finland is a sustainable, reliable and safe travel destination. Finland is recognised as the world's leading sustainable travel destination. Finland has a competitive tourism industry – all year round.

- Sustainable tourism in Finland is concentrated around the STF label.
- Visit Finland is a benchmark, expert and messenger in sustainable travel.
- The STF label is used by most companies that are involved in international sales promotions.
- We prioritise companies and destinations that follow the principles of sustainability.

2. The Finnish travel industry operates responsibly and sustainably. The industry is a proud messenger of sustainability

- The majority of Finnish companies extensively utilise and benefit from the STF label. STF creates new business opportunities for Finnish companies.
- Finnish travel companies develop and promote sustainable travel products and services efficiently and innovatively.
- Sustainable development is taken into account holistically in operations nationwide (social aspect, including inclusivity, economic and ecological sustainability).
- Internationally relevant indicators for sustainable travel are used across Finland (including carbon footprint calculators).

Sales promotion

- Sustainability is an integral theme when promoting Finland abroad.
- We have sustainable target group thinking. Focusing on high end / seasoned travelers for increasing sustainable travel (longer stays, more income).
- We boost year-round business opportunities through our partner and market selection.
- Our activities increase awareness of the STF label at the international level.
- We educate the industry and consumers with concrete examples at events etc.

Marketing

- Sustainability is a cross-cutting theme for Visit Finland, and it is incorporated into every message that goes out.
- Visitfinland.com will highlight diversity within Finland's travel services and make it easy for people to choose sustainable options.
- We build opportunities for cross-industry marketing (cleantech, consumer business etc.) in order to strengthen Finland's sustainable country image.
- We communicate sustainability

achievements in order to raise awareness among industry, stakeholders and travelers.

Business development and dynamic offering

- The STF program is constantly developed, driving the industry towards becoming a global benchmark.
- Sustainability is embedded when developing travel projects, services and products (e.g. sustainable routes).

1. Finland to be ranked among top positions in international sustainability indexes.
2. The majority of companies that are involved in international sales promotion actions have the STF label.
3. Sustainability indicators are followed and reported by 45% of STF-labeled companies by 2025.
4. Number of STF labels is increasing yearly.

STRATEGIC THEME 3:

Digital competitiveness

1. Finnish travel services are digitally available and online bookable

- Travel companies and products easy to find online.
- Companies have real-time online inventory and booking engine.

2. A clear channel and online sales strategy exists

- Travel companies understand and utilise different digital channels throughout the digital customer path (social media, search engines, marketplaces, OTA, TO, etc.) from dreaming phase to sharing their experiences.
- Finnish travel products and services are there, where the potential buyers are.

3. Digital activities are led by data

- Travel companies set targets and KPIs to activities and measure and analyse them as well as channels.
- All activities have business impact and KPIs are derived into concrete business indicators (revenue, pax, etc.)
- Travel companies can optimise their budgets and channels to maximise results.
- VF's digital channels provide a comprehensive source for data analysis that supports sales, business intelligence, product development and marketing.

4. The Finnish travel industry is digitally competent

- Travel companies have the competence to manage their digital presence, technologies, channels and measure actions

Digital presence and online booking capability

- VF DataHub enables digital presence on multiple channels.
- Datahub API supports regions in publishing products on digital channels.
- VF provides state-of-the-art digital services and platforms for international travel trade partners to strengthen Finland's product offering and presence on international markets.
- VF digital channels support discoverability, desirability and individual preferences.

Channel and sales strategy

- Global digital distribution ecosystem will be researched, described and visualized.
- The digital customer path, different channels and their roles along with customer acquisition costs will be analysed, described and visualized.
- A step-by-step roadmap will be drawn for utilising the digital distribution ecosystem.
- We monitor, follow and report best practices from various channels.
- Distribution strategies for different customer stages / markets / target groups will be

developed

Lead digital activities by data

- Build a general target / KPI matrix that helps the industry follow and use the most valid data.
- Different digital channels are widely integrated to support efficient data flows and creation of data sources for analysis.

Digital competence

- We offer training for building digital competence in regions and companies.
- We facilitate ongoing sharing of knowledge and roundtables to increase common understanding and best practices within the industry, in regions and companies.
- We support digitalisation with VF's digital tools.

1. By 2024 Visit Finland's digital services are integrated under single sign and the customer path is digitalized

1. By 2025 80% of companies that aim for international markets are using Datahub

2. Datahub is used by 50 publishers in Finland and in key focus markets

STRATEGIC THEME 4:

Leading with knowledge

1. A clear knowledge management operating model and culture have been implemented effectively in the operations of VF and the Finnish travel industry.

- Clear and consistent roles
- Cost effectiveness
- National level travel data of quality and comparability
- Enabling the use of advanced analytics and AI
- Advancement of knowledge-based management in the tourism sector

Building an information management operating model in cooperation with key players, including VF's internal model of leading with knowledge.

- Building interface collaborations and data partnerships systematically.
- Creating common standards and templates to collect comparable data.
- Defining VF's role in producing, analysing and sharing of national-level data.
- Strengthening the role of forecast data.
- Developing the analysis and sharing of data from VF's own channels for the benefit of the whole industry.
- VF's role as a leader in discussion forums in the field is strengthened.
- VF's own data is gathered into a data portal which serves all the different needs of our industry.
- Data is used as a base for market-specific distribution and communication strategies

Development of a measurement model for a common customer experience.

Monitoring, measuring and evaluation models are developed. Analysis of different activities is developed: focus on performance monitoring

Improving the travel industry's data competence

- Developing a training program for Leading with Knowledge.
- Producing a guide and training material for Leading with Knowledge.

- Training program for leading with knowledge exists and is widely used by companies and regions.
- A new Visitor Survey has been developed and launched.
- A data portal gathering VF's own data has been created with capability for dynamic reporting.

STRATEGIC THEME 5:

Impactful networks and partnerships

1. Visit Finland is a value-adding, proactive partner for our customers

- VF services are adjustable for different customer needs.
- VF services cover the whole internationalization path and help customers move ahead on the path.
- Our collaboration with customers is systematic and target-driven.

2. Impactful networks with partners have been built

- Visit Finland has a clear criteria for strategic partners abroad. We aim for partnership that enhance sustainability, digitalisation and year-round business.
- Our collaboration with partners at the markets is systematic, long-term and target-driven.

Value-adding partner for our customers

- Visit Finland's service portfolio is developed to serve our customers – both companies and regions – at different stages of their internationalization path.
- Services are developed to especially support customers with strong potential and impact on the achievement of strategic targets
- The customer path will be documented and qualifications for each step identified.
- VF services are better integrated with BF services in order to guarantee a comprehensive service portfolio.

Impactful networks

- Determining clear definitions and criteria for target market selection.
- On top of chosen geographical target markets, VF builds networks with potential buyers across borders.
- Strengthening cross-market cooperation in

Visit Finland's international network, sharing best practices and harmonising operations accordingly.

- Cross-industry opportunities are actively seized to promote awareness of Finland.

- **The amount of customers involved in international operations increases**
- **VF's Customer Satisfaction Index stays >4/5**
- **Customers' experienced value of VF's work increases**

A top-down photograph of a rustic wooden table. In the upper left, a white ceramic cup is filled with light brown coffee. To its right, a white octagonal plate holds two golden-brown, ring-shaped pastries dusted with powdered sugar. In the lower left, another white octagonal plate is piled with several similar pastries. The background is the natural grain of the wood, with some green leaves and purple flowers visible on the right side.

Kiitos!