A city port, the first step to a tourist destination

Investigating the decision making process of recreational boaters in the Gulf of Finland with respect to routes

Bachelor Thesis
Bachelor Thesis

A city port, the first step to a tourist destination

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Client: The Narva Department for Development and Economy
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Preface

This research serves as a graduation assignment for the Bachelor education Tourism and Leisure Management from Saxion University of Applied Sciences in Deventer. The client for this research is the Narva Department for Development and Economy. This department is part of the local government of Narva, the third biggest city of Estonia. The reason behind this research is to give the city port of Narva advice how they can realize a significant growth in number of recreational boaters that moor at the port. The decision making processes of recreational boaters in the Gulf of Finland with respect to boating routes are investigated and used for writing a marketing communication plan for the city port of Narva. The right marketing communication resources can be deployed when it is known how recreational boaters decide and which considerations they make.

After months of research, analysing and reporting this document presents all the results and findings. First I would like to thank my supervisor dr. ir. Inge Hermann who gave me the opportunity to conduct a research in a very interesting region. I appreciate the freedom she gave me to perform my own research and her useful recommendations during the whole process. Moreover, I would like to express my gratitude towards dr. ir. Hermann for her patience and flexibility during the long process. She was also able to remove my own scepticism about the research by expressing her confidence during the conversations we had.

Also I would like to thank Jaques Bazen for his assistance in the long term before the actual research. The conversations we had at Saxion Enschede and his help in the conversations with several important stakeholders from Narva helped me to understand why it is necessary and interesting to do research in Narva. Besides that I would like to thank dr. ir. Inge Hermann and Jaques Bazen for giving me the opportunity to attend the conference in Narva in September.

Manon Hollink,

Deventer, 24th of March 2015
Management summary

This thesis is written for the Narva Department for Development and Economy, which is part of the local city government of Narva and responsible for the development of water-based tourism around the city port. In the past Narva was a textile production centre. Due to the economic crisis however, plants went bankrupt and unemployment increased significantly. The government of Narva reacted by setting out an economy diversification strategy, which includes also more focus on the development of tourism. The Narva Department for Development and Economy has several plans to change the city port of Narva in order to make it accessible for recreational boaters. Nevertheless, before specific drawings are made and investors are sought, the department first wants to know which factors are important for recreational boaters in choosing a route and which considerations they make. The management problem of the city port is that they do not exactly know how they can reach recreational boaters in the Gulf of Finland and as a result recreational boaters do not moor in Narva. Therefore it results in the following advice question: ‘How does a marketing communication plan looks like for the city port of Narva in order to reach recreational boaters in the Gulf of Finland?’

The advice will be given by executing a research. Hereby two central research questions have been formulated: CRQ1: “How does a decision making process of recreational boaters in the Gulf of Finland with respect to their boating route looks like? "
- What are definitions of recreational boating?
- What are characteristics of recreational boaters, more specifically recreational boaters in the Gulf of Finland?
- What are specific features of decision making processes for tourists?
- What is the decision making process of recreational boaters and more specifically of recreational boaters in the Gulf of Finland?
CRQ2: “Which marketing communication resources should the city port of Narva apply to attract recreational boaters from the Gulf of Finland?
- What are marketing communication resources in tourism?
- Which marketing communication resources can influence the decision making process of recreational boaters in the Gulf of Finland?

The origin of boats that moor in small ports in Estonia is quite diverse. Therefore the questionnaire is translated in Estonian, Finnish and English to encourage participation among all important target groups. Harbours and sailing clubs in Estonia and Finland were requested to distribute the questionnaire among their members by e-mail. In literature several definitions about recreational boating are discussed and based on this the following definition will be used for this research: recreational boating is someone with a private or rented/borrowed boat, either sail or motor, enjoying leisure time or a holiday. Further it does not matter whether the boat is used for a one or multiple day trip. The boat is only used for recreational purposes and not for any type of business, trade or commerce. Further it is important to notice that for this research recreational boaters do not necessarily have to stay at least one night outside the permanent port of the boat as it is possible to sail in one day from the Gulf of Finland to the port of Narva
The majority of recreational boaters in the Gulf of Finland are male and either come from Estonia or from Finland. The average age is 47 years. Recreational boaters mostly own a boat and the majority uses a sailboat. Boaters use generally more than one navigation support device and GPS is the most important one. Recreational boaters often sail with their friends or partner and sail mainly from June till September. On average they spend less than €65,– per day, mostly on groceries and marine fees. Most popular leisure activities are visiting cities or towns and discovering local culture.

Opposed to average tourists, recreational boaters are less rational decision makers as they plan boat trips in the short term, often within one week for departure. The most important aspects for recreational boaters in planning the boating route are facilities at ports and price/quality. Another important element in planning a boat trip is historical and cultural interest. Internet is the most important source for recreational boaters in planning their boating route. More specific they use Kipper (an online forum), Visitestonia, site of marina’s and electronic navigation maps. The majority of the recreational boaters knows Narva but yet did not visit the city for tourism purposes. Visitors of Narva claim that Narva is a good city to shop. Despite investments in previous years it has not that image among recreational boaters who did not visit Narva. Both, on image and experience, Narva is perceived as a historical city.

Based on field research, three alternative advices are described. The first advice is a marketing development advice to promote Narva as a historical and cultural city, in which the city port of Narva helps to offer the existing product to a new market. The second advice is a diversification advice to promote the city as a shopping city because Narva has many shopping centres. The last advice is also a market diversification advice in which the city port of Narva will cooperate with other small ports in the neighbourhood and launch a boating card for recreational boaters. This card gives several benefits like discounts at harbours, restaurants or museums. Stakeholders will benefit from an increase in visitors. The most appropriate advice is based on criteria like time, money and resources. The criteria are weighted by importance and according to this research the most appropriate advice will be to promote Narva as a cultural and historical city.

The advice will be executed by a marketing communication plan. The target group consists of recreational boaters in the Gulf of Finland between 40 and 49 years old, thinking about and planning boating trips in the short term. The objectives based on knowledge, attitude and behaviour should be achieved within six months and due to SMART formulation, they are measurable for evaluation. The most important advice in this marketing communication plan is to build confidence among recreational boaters. It will be established by providing all relevant information about the city port, the city and the river on channels like a website, social media, several destination marketing organizations, Wikipedia and Narva should organize a business event for stakeholders. These marketing resources will be deployed within a time frame of six months. Therefore boaters, who mostly sail in June, July and August, can already benefit for the upcoming season. This plan is budgeted at €3700,– and that is within the available budget of the Narva Department of Development (€5.000,–). It can be concluded that this plan fits the requirements of the client and therefore will be a valuable advice.
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1. Introduction

1.1 Client

The client for this thesis assignment is the Narva Department for Development and Economy, which is part of the local city government of Narva. The contact person within this assignment is Nadezda Petrova. She is chief specialist of the Narva Department for Development and Economy and involved in the development of water-based tourism, especially around the city port. According to Riggi (2013) there are several important tasks regarding tourism development:

- Submission and implementation of urban development projects for the European Union support programs or funds.
- Narva city promotional activities, coordinating and developing legislation
- Attending tourism fairs and other events in Estonia and abroad. Collection and transmission of information to interested parties.

One of the most important projects of the Narva Department for Development and Economy when it comes to tourism development was the renovation of the promenade along the Narva river. This project has been completed and now they started a project to renovate the old bastions from the 17th century. The rooms of these bastions are furnished as a museum and tourists can walk a route along the fortification buildings. It is expected that this project is completed in the summer of 2015. Both projects are closely situated to the city port of Narva.

The Narva Development Program report 2008–2017 shows that two departments are responsible for developing the port of Narva. These are the Department for Development and Economy, which is the client for this thesis assignment, and the Department of Architecture and City Planning. Their future plans are listed below:

- Development of a construction project for the port city part in the historical centre of Narva. Port buildings need renovation and reconstruction, adjustment of rooms and creation of facilities for water tourists and port staff, thus converting it into a real guest port.
- Registration of the Narva city port as a small port in the Estonian Maritime Administration Register.
- Together with other small ports in Estonia and other Baltic Sea region countries: creating a network of small ports and cooperate in marketing activities.
- Instalment of navigation signs from Narva to the Gulf of Finland, depending on how soon the border contract between Estonia and Russia is signed, in cooperation with partners from Russia.

These plans require an investment of approximately €4.7 million for which both departments will share the costs (Narva Linnavolikogu, 2007).
1.2 Relevance
In the past Narva was a textile production centre. Due to the current economic crisis however, plants went bankrupt and unemployment increased significantly. The government of Narva reacted by setting out an economy diversification strategy, which includes also more focus on the development of tourism. Conversations with the client revealed that Estonians are sailors and water is very important to them. The client also sees an increase in expenditures during boat activities and complementary activities (N. Petrova, personal communication, September 18, 2014).

Already in 2007 water routes were developed to stimulate water-based tourism in Narva. The water route runs from Narva-Joesuu to the city port of Narva and it is possible to moor several times during the route. It gives opportunities to see various monuments that are located along the route. For this route, a new port was built but nowadays it is hardly used or maintained.

Various conversations with the client revealed that the department believes it is because there are no facilities for recreational boaters. Sometimes recreational boaters from the Gulf of Finland arrive, but they do not know if it is allowed to enter the port and whether there are any facilities for recreational boaters. As a consequence, recreational boaters turn around and move to other ports. In addition, the client says it is not possible to sail the internal waterways (between Narva port and port Kulgu), because the river is drained by a dam which is located on Russian territory (see appendix I).

The Narva Department for Development and Economy has several plans to change the city port of Narva in order to make it suitable for recreational boaters. Nevertheless, before specific drawings are made and investors are sought, the department first wants to know which factors are decisive for recreational boaters in choosing a route and which considerations they made. With this information, the department can create targeted marketing communication resources for the city port of Narva, which eventually will result in a significant growth in the number of recreational boaters that moor in Narva. Appendix I shows the content of the study, with more background information about the city Narva, the port and the river, together with a situation sketch and pictures.

1.3 Objective
The management problem of the city port is that they do not exactly know how they can reach recreational boaters in the Gulf of Finland and as a result recreational boaters do not moor in Narva. This research will provide a good solution for this problem by making a marketing communication plan.

The background information of the client and the reasoning behind the project results in the following advice question, which will be answered for the client: ‘How does a marketing communication plan looks like for the city port of Narva in order to reach recreational boaters in the Gulf of Finland?’
   - Who is the target group?
   - What are the marketing communication objectives?
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- What is the positioning strategy?
- Which communication mix tools are used?
- What is the planning for deploying the marketing communication resources?
- What is the budget and what are the costs?

These questions results in the following advice objective: Advice the Narva Department for Development and Economy which marketing communication resources are needed for the city port of Narva to realize a significant growth in the number of recreational boaters that moor in Narva, by investigating the decision making process of recreational boaters in the Gulf of Finland with respect to boating routes.

This advice will be given by executing a research. The objective of the research part is to investigate the decision making process of recreational boaters in the Gulf of Finland with respect to boating routes. All in order to recommend the Narva Department of Development and Economy how the city port of Narva, with the use of marketing communication resources, can realize a significant growth in the number of recreational boaters that moor in Narva.

The research part and the literature review contains a clear description of the target group by examining demographic and geographic characteristics of recreational boaters. Furthermore it will be investigated how recreational boaters decide their route. To understand the decision making process of a recreational boater previous studies will be used. All together it should provide insights with respect to the decision making process for a boating route.

Eventually the specific recommendations within the advisory part result in a marketing communication plan for the city port of Narva. It states how recreational boaters in the Gulf of Finland can be reached. To describe this marketing communication plan correctly, different stages in the decision making process of recreational boaters are examined. With this advice the city port of Narva can deploy the right marketing communication resources for the appropriate target group. This should result in a significant growth in the number of recreational boaters that moor in Narva.

1.4 Research questions
Derived from the objectives two central research question have been designed:
CRQ1: “How does a decision making process of recreational boaters in the Gulf of Finland, with respect to their boating route looks like? “

The first central research question is divided in the following research questions:
- What are definitions of recreational boating?
- What are characteristics of recreational boaters, more specifically recreational boaters in the Gulf of Finland?
- What are specific features of decision making processes for tourists?
- What is the decision making process of recreational boaters and more specifically of recreational boaters in the Gulf of Finland?
CRQ2: “Which marketing communication resources should the city port of Narva apply to attract recreational boaters from the Gulf of Finland?

The second central research question is divided in the following research questions:
- What are marketing communication resources in tourism?
- Which marketing communication resources can influence the decision making process of recreational boaters in the Gulf of Finland?

The central questions are divided into certain key concepts. The specific research questions have been formulated to investigate definitions and characteristics of a recreational boater, marketing communication resources and the decision making process of tourists. Afterwards it determines specifically how a recreational boater in the Gulf of Finland decide his boating route. Finally, it is determined which marketing communication resources influence the decision making process of recreational boaters in the Gulf of Finland.

1.5 Reading guide

This research is divided in four chapters. In the first chapter the client and the corresponding thesis project are introduced; the reasoning and relevance are elaborated. In addition, relevant research objectives and questions are mentioned. Chapter two presents the theoretical framework and gives an overview of the core concepts based on literature and desk research. Then, the results of the field research are given, the research questions are answered and the reliability and validity of the research is discussed.

The third chapter consists of the advisory part. From literature and field research alternative advices are described, based on criteria from the client. The advice with the highest score will be the final recommendation and is described in more detail in a marketing communication plan.
2. Research part

In this chapter the theoretical framework is discussed. Various key concepts are described from the literature. In addition, the approach of the field research is introduced and the results of the field study are discussed. Afterwards the research questions are answered, which results in a conclusion. Finally, the validity and reliability of the research will be discussed.

The objective of the research part is to investigate the decision making process of recreational boaters in the Gulf of Finland with respect to boating routes. All in order to recommend the Narva Department of Development and Economy how the city port of Narva, by using marketing communication resources, can realize a significant growth in the number of recreational boaters that moor in Narva.

2.1 Theoretical framework

The literature review provides definitions of the necessary key concepts for the research process. In this theoretical framework the first key concept to be defined is ‘recreational boater’. Desk research is conducted to get specific information about characteristics of the ‘recreational boater’. Desk research is about investigating available data on behalf of a problem. Such data is also referred as secondary data and is already collected by others. Although it provides relevant information, secondary data is often incomplete and does not correspond exactly with the problem as it is collected with other objectives. Moreover, data from previous studies is often outdated (De Pelsmacker & Van Kenhove, 2006).

The second key concept, also described by a literature review and desk research, is ‘boating route’. By performing desk research and comparing existing literature a clear definition will be used for this research. Other key concepts are ‘decision making process in tourism’ and ‘marketing communication resources’. For the key concept ‘decision making process in tourism' various models are compared and assessed in order to create a correct model which clearly describes the steps in decision making of a tourist for a particular journey or route. Communication resources are also defined from literature.

2.1.1 Recreational boating

2.1.1.1 Definitions

Recreational boating is increasing in many coastal and marine environments (Widmer & Underwood, 2004). Subsequently it generates revenue and provides income from tourism (Lee, 2003). Attitudes and personal evaluation of site attractiveness and social compatibility played a major role in the destination choice of recreational boaters (Murphy, 1975). Other factors such as unexpected events also significantly affected behaviour and affected perceived quality of the recreational boating experience (Pennsylvania State University, 1992). These findings supported the theory that destination choices are influenced and constrained by behavioural and geographic factors (Sidman & Fik, 2005). Table 2.1.1.1 illustrates various definitions for recreational boating that are applicable for this research project.
Table 2.1.1.1 Definitions of Recreational boating

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<th>Author</th>
<th>Definition</th>
<th>Dimensions</th>
<th>Aspects</th>
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<tr>
<td>Starbuck and Lipsky (2013)</td>
<td>Recreational boating is the use of a boat for pleasure (not commercial).</td>
<td>*Any size</td>
<td>*Recreational fishing, diving, cruising or nature viewing *No charter vessels *Not commercial</td>
</tr>
<tr>
<td>World Boating Statistics (2014)</td>
<td>A recreational boat is a non-commercial vessel of any size designed for non-commercial use, intended to be operated by, and carry at least one person within the confines of a hull. Windsurfers, surfboards, rafts and tubes are not considered as recreational boats.</td>
<td>*Any size</td>
<td>*Carry at least one person</td>
</tr>
<tr>
<td>Rijkswaterstaat (2002)</td>
<td>A recreational boater is someone with a private or rented/borrowed cabin boat (sailing or motor) who makes a multi-day trip and thereby spends at least one night outside the permanent bay of the boat.</td>
<td>*Multi-day trip</td>
<td>*Sailing or motor boat</td>
</tr>
<tr>
<td>LSV Gent (2014)</td>
<td>A recreational boat is a craft which is longer than 24 meters and can carry more than twelve paying passengers.</td>
<td>*Craft longer than 24 meters</td>
<td>*Paying passengers</td>
</tr>
<tr>
<td></td>
<td></td>
<td>*More than 12 passengers</td>
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Literature shows that recreational boating is not for any type of business. Recreational boating is done by both, motorboat and sailboat, and specific dimensions are not given. In addition, there are some differences in definition. LSV Gent (2014) argues that a recreational boat can carry more than twelve paying passengers. Other authors conclude that a key element of recreational boating is that it is not used for any type of commercial purposes but only for pleasure. Rijkswaterstaat (2002) says that a recreational boater is someone who makes a multi-day trip and thereby spends at least one night outside the permanent bay, either with a rented or a private boat. According to World Boating Statistics (2014) wind surfing, surfboards, rafts and tubes are not considered as recreational boats.

For this research the following definition will be used: recreational boating is someone with a private or rented/borrowed boat, either sail or motor, enjoying leisure time or a holiday. Further it does not matter whether the boat is used for a one or multiple day trip. The boat is only used for recreational purposes and not for any type of business, trade or commerce. Further it is important to notice that for this research recreational boaters do not necessarily have to stay at least one night outside the
permanent port of the boat as it is possible to sail in one day from the Gulf of Finland to the port of Narva (see Appendix I).

2.1.1.2 Characteristics of recreational boaters

Translated data from Inna Nosach from the Estonian Maritime Administration (personal communication, September 25, 2014) reveals that in 2013, 8,822 boats have moored in small Estonian ports, containing a total of 29,970 persons (average 3.4 per boat). The largest group of boats is from Estonia (2,214 boats), followed by Finland (1,884) and Germany (680), indicating that the origin of crafts is quite diverse. The average length of stay in the port is 1.5 day. Further, the data distinguishes various boat types. In 2013 1,212 yachts up to 24 meters, 398 boats (6–24 meters), 195 boats (2,5–6 meters) and two vessels (length over 24 meters) moored in Estonian ports.

Previous studies by Rijkswaterstaat (2002), Kenniscentrum toerisme en recreatie (2007), Visker (2010), Starbuck and Lipsky (2013) and Goossen and Langers (2002) have found that the average age of a recreational boater is between 51 and 59.4 years old. One exception is a study that argues the average age is 48 (see appendix II) (average 52 years old). The average duration of a trip is between 27 and 33 days (Rijkswaterstaat, 2002) (Visker, 2010) (see table appendix II).

Rijkswaterstaat (2002) found that the average spending per boat per day is between €61,– and €75,– (see table appendix II). Expenditures are mainly done for groceries (31%), bars/restaurants (27%), recreational shopping (12%) and fuel (12%) (Rijkswaterstaat, 2002). Starbuck and Lipsky (2013) mention that, calculated over the entire trip, fuel is the major source of expenditure, followed by maintenance and restaurant meals & drinks. Obviously it also depends on which type of boat, sail or motor, is used. Recreational boaters acquire information by word of mouth, magazines, advertising, travel stories, articles and online reviews (Visker, 2010). Further, 28% of the recreational boaters are member of a club (Kenniscentrum toerisme en recreatie, 2007).

Previous findings are based on research in other geographical areas. It gives some meaning about common characteristics of recreational boaters. As specific information about the Gulf of Finland is unavailable, field research needs to reveal whether these characteristics are comparable to characteristics of recreational boaters in the Gulf of Finland.

2.1.2 Boating route

Boating routes taken by recreational boaters are areas where boaters carry out recreational activities during their boating trip, for example: fishing, diving, nature viewing, swimming, relaxing at anchor (Starbuck & Lipsky, 2013). Choices with respect to the sailing area are motivated by the ability to make several trips, variation in waterways, the presence of historic towns and villages (cultural) combined with nature (Rijkswaterstaat, 2002). Table 2.1.2.1 shows various definitions of boating route.

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</table>
Boating route is a comfortable manner of travelling by boat, it is the recreational use of a powerboat, sailboat, or man-powered vessels, it focuses on the travel itself, as well as sports activities such as fishing or water-skiing.

Routes are itineraries followed by tourists in order to enjoy a context, seen as a whole, in an organized, attractive manner.

<table>
<thead>
<tr>
<th>Lee (2003)</th>
<th>Boating route is a comfortable manner of travelling by boat, it is the recreational use of a powerboat, sailboat, or man–powered vessels, it focuses on the travel itself, as well as sports activities such as fishing or water–skiing</th>
<th>Comfortable</th>
<th>*Powerboat, sailboat, man–powered vessels * Focuses on the travel itself, as well as sports activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marques &amp; Santos (2014)</td>
<td>Routes are itineraries followed by tourists in order to enjoy a context, seen as a whole, in an organized, attractive manner</td>
<td><em>Itineraries</em></td>
<td><em>Enjoy a context</em></td>
</tr>
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</table>

Rijkswaterstaat (2002) reveals that irritation caused by hazardous behaviour of (inexperienced) boaters is seen as the biggest problem during boating. Also limited opening times and lack of waiting space are relatively often mentioned as issues. Weather conditions play an important role for sailboat owners, but are less important for motorboats (see table appendix III) (Rijkswaterstaat, 2002).

According to Starbuck and Lipsky (2013) recreational boaters in May and October often boat for maintenance and preparation. They sail more during the summer when the weather is enjoyable. The average route length differs from 33.4 km in October till 65.1 km in July (see table appendix III). The daily route is barely determined by the presence of tank capabilities as most boats can sail for several days on one tank (Visker, 2010).

2.1.3 Decision making process in tourism

Tourism as a service has a lot to do with the field of consumer behaviour. Although many tangible things are connected with tourism, it is also a large set of experiences (Dunne, 2009). These experiences usually consist of intangible benefits, such as a feeling of well–being and development of personal interests (Middleton, 1988). Consumer behaviour gives marketers insights into consumer needs for a particular product, how they identify and evaluate options, and what factors influence the final choice for a product (Dunne, 2009). Cooper et al. (1998) suggest that models of consumer behaviour improve our understanding of what are, effectively, subjective psychological influences upon buying processes in tourism.

Another widely perceived image of tourism products is related to a long lead time for consumption. It means that choosing a holiday requires people to make future plans. The tourism industry is also sensitive for environmental and external events such as terrorism, natural disasters and political instability (Dunne, 2009).
<table>
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<th>Author</th>
<th>Definition</th>
<th>Dimensions</th>
<th>Aspects</th>
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<tbody>
<tr>
<td>Mouthino</td>
<td>Decision makers will reject certain alternatives as 'infeasible', and will</td>
<td>*Preference structure (intention)</td>
<td>*Internalized environmental influences</td>
</tr>
<tr>
<td>(1987)</td>
<td>construct a more limited 'choice set' before actually conducting detailed</td>
<td>*Decision (choice criteria)</td>
<td>*Personality / Lifestyle / Perceived role set / Motives</td>
</tr>
<tr>
<td></td>
<td>comparisons suggesting that when a small shortlist of alternatives has</td>
<td>*Purchase</td>
<td>*Attitude / Family influence</td>
</tr>
<tr>
<td></td>
<td>been constructed, tourists may engage in additional information search to</td>
<td>*Post-Purchase evaluation</td>
<td>*Confidence generation / Inhibitors</td>
</tr>
<tr>
<td></td>
<td>reduce the perceived risk of making a decision they regret.</td>
<td>*Satisfaction or dissatisfaction</td>
<td>*Evoked set / Search (comprehension, perceptual bias, cognitive structure,</td>
</tr>
<tr>
<td></td>
<td></td>
<td>*Repeat Buying probability</td>
<td>attention and learning) / Stimulus filtration (sensitivity to information) / Travel stimuli display / Perceived risk</td>
</tr>
<tr>
<td>Schmoll</td>
<td>The decision making process and the final outcome is influenced by four</td>
<td>*Travel stimuli</td>
<td>*Post purchase information / Adequacy evaluation / Cost–benefit analysis / Product consistency</td>
</tr>
<tr>
<td>(1977)</td>
<td>sets of variables: the customer goals, travel opportunities,</td>
<td>*Personal and social determinants of Travel</td>
<td>*Expectations / Confirmation / Disconfirmation / Reality</td>
</tr>
<tr>
<td></td>
<td>communication effort, and intervene or independent variables. Tourists are</td>
<td>Behaviour</td>
<td>*Reinforcement / Latitude of acceptance / Non-commitment / Latitude of rejection</td>
</tr>
<tr>
<td></td>
<td>rational decision makers.</td>
<td>*External Variables</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Characteristics and features of service</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>destination</td>
<td></td>
</tr>
<tr>
<td>Middleton</td>
<td>A decision making process consist of four elements: the first two</td>
<td>*Stimulus input</td>
<td>*Advertising and promotion / Travel literature / Suggestion reports from other travellers / Travel trade suggestions and recommendations</td>
</tr>
<tr>
<td>(1988)</td>
<td></td>
<td>*Communications</td>
<td>*Confidence in travel trade intermediary / Image of destination service / Previous travel experience / Assessment of objectives / Subjective risks / Constraints of time, cost</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>*Socio economic status / Personality features / Social influences and aspirations / Attitudes and values</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>*Cost / Value relations / Quality, quantity of travel information / Attractions / Type of travel arrangement offered / Range of travel opportunities</td>
</tr>
</tbody>
</table>
highlight inputs that provide the stimulus for the buying process, most of which can be manipulated by marketing managers.

<table>
<thead>
<tr>
<th>Buyer characteristics</th>
<th>Motivation</th>
<th>Purchase outputs</th>
</tr>
</thead>
</table>

*Friends/ Family/ Reference groups
*Learning/ Experience
*Demographic economy and social position/ psychographic characteristics
*Post–purchase and post–consumption feeling

<table>
<thead>
<tr>
<th>Marketing variables</th>
<th>Traveller variables</th>
<th>Destination awareness</th>
<th>Affective associations</th>
<th>Traveller destination preferences</th>
<th>Intentions to visit</th>
<th>Situational variables</th>
<th>Choice</th>
</tr>
</thead>
</table>

Woodside and Lyonski (1989) The decision making process is affected by traveller preferences, containing trusted destinations. Marketing and personal variables influence this process. The final choice is a function of personal intention to visit a destination, where situational variables act as moderators between intentions and the choice.

*Advertising/ Channel Decisions/ Pricing/ Product Design
*Life cycle, income, age/ Life style, value system / Previous Destination Experience
*Consideration set/ Inert set/ Unavailable/ Aware set/ Inept set

Table 2.1.3.1 illustrates various definitions that are applicable in this research project. The corresponding models are added to appendix IV. In the literature much is written about tourists as rational decision makers. In addition, it is often argued that travel decisions are affected by external forces such as the role of family and friends. These four authors focussed their model mainly on the impact of marketing (stimuli) on the final decision.
Swarbrooke and Horner (2007) argue that most models have some common weaknesses. Most models are generally based on little or no empirical research and not updated with recent developments. They tend to represent tourists as a homogeneous group, which in reality is never the case. The models do not recognize the impact or dominance of motivators in purchase decisions. They rarely take the nature of a holiday into account. Sirakaya and Woodside (2004) conclude there is no theory about disciplines that describe, explain or predict consumer decisions. It seems unlikely that individual decision processes fit neatly in one general decision making process.

There are also aspects that certain authors emphasize and others pay no attention to. According to Mouthino (1987) satisfaction of a destination is dependent on the post–purchase evaluation. Also Woodside and Lysonski (1989) argue that satisfaction plays an important role in future decisions. Middleton (1988) states that motivation is a key factor in consumer buying behaviour (Sirakaya & Woodside, 2004). A limitation of Woodside and Lysonski (1989) is the lack of empirical support in actual choice processes (Sirakaya & Woodside, 2004).

It is important to analyse various components of the decision making process to get a view of purchasing in tourism. Existing models show some common stages of the process: need recognition, information search, evaluation, purchase, and post-purchase evaluation (Engel et al., 1986). Although authors name the stages differently this model is widely established in consumer behaviour literature. The description of this process can be found in appendix IV.

Based on literature a model is made for this research project (appendix IV). It serves as a base for the questionnaire and will be further examined during the field research. Particular attention is paid to the stimuli dimension, which gives input, and eventually results, for a marketing communication plan. Marketing communication is a helpful instrument in stimulating recreational boaters to choose a particular product or service (Munde et al., 2009).

2.1.4 Marketing communication resources

Marketing communication is about getting in touch with the consumer to influence their knowledge, attitude and behaviour in a favourable direction of the marketing strategy (Floor & Van Raaij, 2010). According to Verhage (2004) communication is about transferring or exchanging information between organizations or persons, often in an attempt to influence them.

The communication process always includes a transmitter, a receiver and a message. The transmitter sends a certain message through a medium to a receiver. The desired signals must be at the right time and will be communicated in the most effective way to increase the likelihood of delivering the message. Ideas can be transformed into a symbolic form with words or illustration’s. The written and/or illustrated message is transmitted through a medium (a communication channel that transfers the message) (Verhage, 2004). Noise may arise during encoding or decoding the message. Examples of noise are wrong illustrations or advertising from competitors in the same medium, causing distraction for recipients. It can be reduced by knowing the needs and behaviour of the target group.
A city port, the first step to a tourist destination (Molenaar, 2007). After receiving the message, the recipient can respond by for example a purchase (Verhage, 2004). All the marketing tools a company is using to influence the choice behaviour of (potential) customers in a positive way constitute the marketing communication mix. To deploy one or more marketing communication tools, the organization needs knowledge about (potential) customers (Floor & Van Raaij, 2010). A general communication mix in services consists of: advertisement, personal selling, sales promotion, public relations, sponsoring, direct marketing and events (De Vries & Van Helsdingen, 2009). The communication mix will be explained in appendix V.

By using different elements of the communication mix, service providers can achieve various objectives. A communication mix is a relevant decision issue for an organization planning a campaign for the fixed future event. Some marketing communication instruments are used for a short period such as an event (Floor & Van Raaij, 2010). Advertising is considered as an investment in the brand: an investment that yields money after some time. Price promotions, such as discounts, generally last for only one or two weeks (Floor & Van Raaij, 2010).

The marketing strategy determines which communication resources should be used and also involves the timing of deploying the resources. After choosing a tool, a channel must be chosen that fits and reaches the target group. An advertisement can for example appear in newspapers, magazines and online (Floor & Van Raaij, 2010). An overview of an average marketing communication plan with explanation is presented in appendix V together with information about the use of internet in Estonia, which can be relevant for deploying marketing communication resources. Table 2.1.4.1 shows the relations between the key concepts within this research.

![Decision making model for recreational boaters in the Gulf of Finland with respect to boating routes](image)

Recreational boating is someone with a private or rented/borrowed boat (sailing or motor) enjoying leisure time or a holiday. Everyone who uses a boat for one day or multiple days trip. The boat is only used for recreational purposes and not for any typical business, trade or commercial.

<table>
<thead>
<tr>
<th>Boaters characteristics</th>
<th>Decision making process</th>
<th>Marketing communication resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Gender</td>
<td>1. Travel stimuli</td>
<td>1. Target group</td>
</tr>
<tr>
<td>• Age</td>
<td>2. Information search</td>
<td>2. Objectives</td>
</tr>
<tr>
<td>• Nationality</td>
<td>• Purpose of holiday</td>
<td>3. Budget</td>
</tr>
<tr>
<td>• Owner or renter of a</td>
<td>• Location</td>
<td>4. Strategy</td>
</tr>
<tr>
<td>boat</td>
<td>• Type of boat</td>
<td>5. Communication mix</td>
</tr>
<tr>
<td>• Home port/ hire service</td>
<td>• Member of a sailing club</td>
<td>• Advertisement</td>
</tr>
<tr>
<td>• Type of boat</td>
<td>• Number of persons per boat</td>
<td>• Personal selling</td>
</tr>
<tr>
<td>• Member of a sailing club?</td>
<td>• Composition on the boat during the trip</td>
<td>• Sales promotion</td>
</tr>
<tr>
<td>• Number of persons per boat</td>
<td>• Number of boat trips</td>
<td>• Public relations (PR)</td>
</tr>
<tr>
<td>• Composition on the boat during the trip</td>
<td>• Spending per day during the trip</td>
<td>• Sponsoring</td>
</tr>
<tr>
<td>• Number of boat trips</td>
<td>• Preference for activities</td>
<td>• Direct marketing (DM)</td>
</tr>
<tr>
<td>• Spending per day during the trip</td>
<td></td>
<td>• Events</td>
</tr>
<tr>
<td>• Preference for activities</td>
<td></td>
<td>6. Media choice</td>
</tr>
<tr>
<td></td>
<td>3. Evaluation</td>
<td>7. Final budget</td>
</tr>
<tr>
<td></td>
<td>• Meet goals/journey and positive, neither negative/negative stories from other travelers/ hard accessible</td>
<td>8. Implementation campaign (planning)</td>
</tr>
<tr>
<td></td>
<td>• Product properties</td>
<td>9. Evaluation</td>
</tr>
<tr>
<td></td>
<td>4. Purchase</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• How to book</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Where to book</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• When to book</td>
<td></td>
</tr>
<tr>
<td></td>
<td>5. Evaluation</td>
<td></td>
</tr>
</tbody>
</table>

Figure 2.1.4.1 Decision making model for recreational boaters in the Gulf of Finland with respect to boating routes
2.2 Research methodology

For this research it is suitable to execute quantitative research as the central research questions are descriptive. According to Brotherton (2008) a descriptive research investigates the market situation: who are the consumers and competitors and how is the product distributed. It also evaluates past policy in terms of how many visitors there were, market share development, and how brand knowledge and awareness evolved (De Pelsmacker & Van Kenhove, 2006).

In addition, comparable studies about exploring decision making in tourism for writing a communication plan also performed quantitative research. Therefore current knowledge is substantial, but possibly not applicable to the specific area of the Gulf of Finland. Therefore complete understanding is gained by an online questionnaire.

According to Kooiker et al. (2011) advantages of an online questionnaire are that it reaches a wide geographical spread, a large number of people and it is easy to complete. The origin of crafts that moor in small ports in Estonia is quite diverse (see chapter 2.1.1.1). Therefore the questionnaire is translated in Estonian, Finnish and English to encourage participation among important target groups. To select the data source a geographical demarcation of the Gulf of Finland is made (see appendix VI). As it is difficult to approach local boaters, data from small ports along the Gulf of Finland is used. Further data is obtained from the Estonian Maritime Administration and shows that most of the recreational boaters are Estonian or Finnish.

Harbours and sailing clubs in Estonia and Finland were requested to distribute the questionnaire among their members by e-mail. It contains a link where people can fill out the questionnaire online. As the response was still quite low after a few weeks, boating associations in Estonia, Finland and The Netherlands were contacted to distribute the questionnaire among their contacts. They asked for attention by posting links on Facebook, Twitter or online boating forums.

Due to these distribution methods, two methods of sampling are used. First, the cluster sample which contains all members of the selected clubs, often used by geographically dispersed groups (Kooiker et al., 2011). The universe is divided into sub-groups (clusters) that are as heterogeneous as possible. Subsequently, a number of selected sub-groups, and their members are included in the sample (De Pelsmacker & Van Kenhove, 2006). In addition, a convenience sampling is done because after four weeks response was still low. Such a sample is not a-select, as not all persons in the target group have the same chance to end up in the sample (Kooiker et al., 2011). For example, people who are not active on social media or forums are excluded.

The data collected from the online questionnaire is analysed in SPSS, a program for various statistical procedures. By performing statistical procedures on data from a representative sample statements can be made about the population (Te Grotenhuis & Matthijssen, 2011). First, a descriptive analysis is performed to describe personal characteristics of recreational boaters in the Gulf of Finland. Then the decision making process in choosing the route will be investigated. It also involves questions like
which resources and stimuli are used in the decision making process and moreover, which resources and stimuli are considered as useful in the decision making process and in what stage.

The analysis reveals which resources and stimuli the city port Narva should use in their communication and provides information with respect to the timing. More in-depth analysis will be performed by comparing Finnish and Estonian recreational boaters or different age categories to investigate whether decision making processes differ, if other resources or stimuli are used and whether their attitude towards resources and stimuli differ.

2.3 Results
This paragraph discusses results of the field research, see appendix VII for the questionnaires. The graphs in this paragraph are described and related tables can be found in appendix VIII. It is impossible to determine the response rate as it is unknown how many people received an invite due to indirect distribution. After some cleaning, for example deleting people who answered only a few questions, 170 respondents completed the questionnaire. It involves people who boated for pleasure in the past twelve months for at least five days in the Gulf of Finland.

2.3.1 Characteristics respondents

The sample contains mainly males but distribution is comparable to the recreational boating population (see paragraph 2.1.1.1). The average age of the respondents is 47 years, which is comparable to previous studies (see paragraph 2.1.1.2). The majority of the sample is Estonian but Finnish boaters are also well represented. Important as Finnish are, besides Estonians, the most important group that moor in small Estonian ports (see paragraph 2.1.1.2). Other nationalities did not respond and as a consequence results are limited to Estonian and Finnish boaters.

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Recreational boaters mostly own a boat (see Figure 2.3.1.4) and the majority used a sailboat, followed by 21% who used a power- or motorboat (see Figure 2.4.1.5). Figure 2.3.1.6 illustrates that 64% of the sample is member of a sailing club, which is very high and much higher compared to previous studies (see paragraph 2.1.1.2), especially among Finnish boaters membership is high.

Figure 2.3.1.7 Number of navigation support devices

Figure 2.3.1.8 Navigation support devices

Figure 2.3.1.7 illustrates that 89% of the boaters use two or more devices on board during the trip and 48% more than three devices for navigation. It is obvious that recreational boaters not rely on a single navigation support device. GPS and navigation maps are the most important navigation support devices for recreational boaters in the Gulf of Finland followed by VHF radio, tablet, smartphone and computer. It is therefore important for the city port of Narva to be found easily on these navigation support devices.

2.3.2 Company and frequencies

Recreational boaters in the Gulf of Finland are on average, including themselves, with 3.54 persons on board during a trip, which is comparable to previous studies (3.4, see paragraph 2.1.1.2). As in figure 2.3.2.1 is illustrated, recreational boaters sail most with their friends (39%) and partner (26%/6%) followed by family with child(ren). This is surprising as children are often ignored in previous studies about recreational boating (see paragraph 2.1.1.2). Probably this important target group often sails during holidays and weekends when children do not have to go to school. Especially boaters between 40 and 49 often sail with children, for example more than with only their partner (see appendix VIII).
Figure 2.3.2.2 Number of boat trips

Figure 2.3.2.2 illustrates that there are two types of recreational boaters. Either they sail only a few times a year (1–3, 28%), or they sail quite often (10–12, 22%). Furthermore, Finnish boaters boat more often than Estonian boaters. Other contains boaters who either did not boat in the past twelve months or were not able to specify the number of boat trips. Recreational boaters mainly sail in June, July and August followed by May and September. Possible explanations are the more enjoyable weather during these months and holidays for families with children, the second largest group of recreational boaters in the Gulf of Finland. Off season includes November till March.

Figure 2.3.2.3 Boating months

Figure 2.3.2.4 Leisure activities recreational boaters

Figure 2.3.2.4 illustrates how recreational boaters engage in leisure activities during their boating trip. Most popular activities are visiting cities and towns, discovering local culture and eating in restaurants and bars. All possibly very interesting for the promotion of the city port of Narva. This question is also elaborated by age and nationality (see Appendix VIII). Estonian boaters more prefer to visit cities and towns, and discover local culture. Finnish boaters are somewhat more involved in eating in restaurants/bars. Younger people (<40) are more involved with eating in restaurants/bars and shopping, while older people (50+) are relatively more involved with cycling/hiking, excursions and visiting museums. This distinction is made to give more specific advice about interesting target groups.
2.3.3 Expenses during the trip

Previous studies about recreational boaters show that the average spending per day is between €61,– and €75,– (see paragraph 2.1.1.2). This study however reveals that the majority of boaters in the Gulf of Finland spent less (see Figure 2.3.3.1). Furthermore, Finnish boaters spent on average more than Estonian recreational boaters. Most money is spent on Groceries (30%, see figure 2.3.3.2) followed by transient/guest dockage (marine fee) (20%) and boat fuel and oil (17%). In literature is also argued that groceries (31%) and boat fuel (12%) are main cost categories (see paragraph 2.1.1.2). What distinguishes boaters in the Gulf of Finland is that they spent relative less money on restaurant meals and drinks (8%), while previous studies consider this as an important expense category (27%) (see paragraph 2.1.1.2).

2.3.4 Planning and decision making

Figure 2.3.4.1 and 2.3.4.2 illustrate that about a quarter thinks and decides more in the long term (more than one month before the trip). However, many boaters do not think about where to go a long
time before leaving and do not plan their boat trip in advance as more than half of the boaters decides within one week. Therefore it can be assumed that recreational boaters decide less rational as they plan boat trips more spontaneous in the short term. These are important results when it comes to the implementation of the campaign plan.

Figure 2.3.4.3 Important aspects during planning

The most important aspects for recreational boaters during planning their trip are the facilities at ports (figure 2.3.4.3) followed by price/quality, hospitality of host nation people and weather conditions. Other important elements in planning a boat trip are historical and cultural interest, and activities at the destination. Results are comparable to previous studies (see paragraph 2.1.2). For more detailed results see appendix VIII.

Figure 2.3.4.4 Important source for planning

Figure 2.3.4.4 illustrates that internet is the most important source for recreational boaters in planning their boating route and in particular, google, websites of ports, fora (Kipper) and the register of ports in Estonia. Also previous experience and boating maps are important. An important boating map for recreational boater is the map of the Baltic sea/Gulf of Finland and Chart plotter. Literature states that previous experiences mainly influence the final choice (see paragraph 2.1.3).
2.3.5 Narva as a destination

Figure 2.3.5.1 shows information about knowledge, image and experience of Narva among recreational boaters. Many boaters (78%) know Narva, but less than half of the boaters (45%) who know Narva did visit Narva for tourism proposes. An interesting result is that there are differences between the image of Narva and how visitors experienced Narva. Among visitors Narva is a good city to shop, but it currently has not that image among non-visitors despite investments in the last years. It can be an important element for improvement in the communication plan, especially as almost half of the boaters who did not visit Narva yet consider Narva for a future visit. Both, on image and experience, Narva is perceived as a historical city. Most of the respondents have their home port in Southern Finland (43.2%) and in the county Harjumaa in Estonia (30.2%). Followed by the Estonian counties in Pärnumaa (5.8%) and Saarema (4.3%). A reason that recreational boaters have their home port in the north of Estonia and the south of Finland can be the two capital cities Helsinki and Tallinn who are located in this area. For both Finland and Estonia many people live in these regions and all facilities for recreational boaters are therefore nearby. The south of Finland is located in the lake area which can be for many boaters the beginning of their boating route.

The last question which is asked in the questionnaire, if they have any comments. A lot of the boaters indicate that they want to visit Narva, but they do not know exactly how far they can go and are afraid to boat in Russian territory. Apparently, it is not clear for recreational boaters what will happen when sailing into the Narva River.
2.4 Conclusion

In this paragraph a conclusion will be given by answering the questions. First, answers to the sub-questions are given, based on literature and results of the field research. Then answers will be given to the central research questions.

What are definitions of recreational boating?

The most important aspect of recreational boating is that this way of boating is not for any type of business. It contains both, motorboats and sailboats, and can be any size. A recreational boater uses the boat for at least one day for pleasure. Recreational boating can provide a mean of tourism and generates revenue. For this research the following definition is used: recreational boating is someone with a private or rented/borrowed boat, either sail or motor, enjoying leisure time or a holiday. Further it does not matter whether the boat is used for a one or multiple day trip. The boat is only used for recreational purposes and not for any type of business, trade or commerce. Further it is important to notice that for this research recreational boaters do not necessarily have to stay at least one night outside the permanent port of the boat as it is possible to sail in one day from the Gulf of Finland to the port of Narva.

What are characteristics of recreational boaters, more specifically recreational boaters in the Gulf of Finland?

The majority of the sample is Estonian but Finnish boaters are also well represented and the average age is 47 years. The majority of sailors in the Gulf of Finland is male (88%). Recreational boaters mostly own a boat (85%) and the majority uses a sailboat (74%). Compared to previous studies, many boaters in this sample are member of a sailing club (64%). Especially among Finnish people membership is very high. Boaters use generally more than one navigation support device and the most important devices are GPS, navigation maps and VHF radio. Recreational boaters are on average with 3.54 persons, including themselves, on board during a trip. They sail most with their friends (39%) and partner (26%), followed by family with children.

There are two types of recreational boaters. Either they sail only a few times a year (1–3, 28%), or they sail quite often (10–12, 22%). Furthermore, Finnish boaters seem to boat more often than Estonian boaters. Recreational boaters mainly sail in June, July and August. Possible explanations are the more enjoyable weather during these months and holidays for families with children. Results from desk research show that the average spending per day is between €61,– and €75,–. Although Finnish boaters spend more than Estonian boaters, the majority of boaters in the Gulf of Finland spend less than €61,–. Most money is spent on groceries (30%), followed by marine fee (20%) and boat fuel and oil (17%). Further, boaters in the Gulf of Finland are different as they spend less on restaurant meals and drinks (8%), while previous studies consider this as an important expense category (27%).

Recreational boaters in the Gulf of Finland engage in leisure activities during their boating trip. Most popular activities are visiting cities and towns, discovering local culture and eating in restaurants and bars. Estonian boaters more prefer to visit cities, towns and discover local culture. Finnish boaters are somewhat more involved with eating in restaurants/bars. Younger people (<40) more prefer to shop
and eat in restaurants/bars, while older people (50+) more engage in cycling/hiking, excursions and visiting museums.

What are specific features of decision making processes for tourists?
A decision making process consists of different stages that tourists go through: need recognition (travel stimuli), information search, evaluation of alternatives, purchase and evaluation. First of all a perception of difference between the desired state of affairs and the actual situation is made. Second, tourists search for information stored in memory or search for decision-relevant information in the environment. Later an evaluation of options in terms of expected benefits will narrow the choice to the preferred alternative. Eventually it leads to an acquisition of the preferred alternative or an acceptable substitute. This is also called the purchase phase. Consumer behaviour gives marketers an insight into the way consumers suggest a need for a particular product, how to identify and evaluate options, and what factors may have an influence on the final choice of a product (the first two stages). Motivation is a key factor in tourism buying behaviour and tourists are affected by external forces such as the role of family and friends. Tourists are rational decision makers.

What is the decision making process of recreational boaters and more specifically of recreational boaters in the Gulf of Finland?
About a quarter of the recreational boaters in the Gulf of Finland thinks and decides more in the long term (more than one month before the trip). However, many boaters do not think about the trip a long time before leaving and do not plan their boat trip in advance as more than half of the boaters decides within one week. Therefore it can be assumed that recreational boaters are less rational decision makers as they plan boat trips more spontaneous in the short term. The most important aspects for recreational boaters in planning the boating route are facilities at ports, followed by price/quality, hospitality of host nation people and weather conditions. Other important elements in planning a boat trip are historical and cultural interest, and activities at the destination. Results are comparable to findings from desk research. Desk research shows that previous experiences mainly influence the final choice. The daily route of recreational boater is hardly determined by the presence of tank capabilities (Visker, 2010). An explanation is that most boats can sail for several days on one tank.

With respect to Narva, recreational boaters do not exactly know how far and where they can sail on the Narva river. They are afraid to enter Russian territory and what will happen if they enter it. Narva will have to be very clear in its communication regarding navigation rules on the Narva river.

What are marketing communication resources in tourism?
Communication can be best seen as transferring or exchanging information between organizations or persons, often in an attempt to influence them (Verhage, 2004). All the marketing tools by which a company is trying to influence the choice behaviour of (potential) customers in a positive way constitute the marketing communication mix. A general communication mix in services consists of: advertisement, personal selling, sales promotion, public relations, sponsoring, direct marketing and events (De Vries & Van Helsdingen, 2009). A communication mix is a relevant decision issue for an organization that plans a campaign for the fixed future event. The marketing strategy determines
which communication resources should be used and also involves the timing of deploying the resources. After choosing a tool, a channel must be chosen that fits and reaches the target group. An advertisement can for example appear in newspapers but also online (Floor & Van Raaij, 2010).

**Which marketing communication resources can influence the decision making process of recreational boaters in the Gulf of Finland?**

Internet is the most important source for recreational boaters in planning their boating route, followed by previous experience and boating maps. Fora (Kipper), Visitestonia, site of marina’s, chart plotter, a map of the Gulf of Finland and national newspapers are the most important marketing communication resources for recreational boaters in the Gulf of Finland. It can be assumed that these resources can influence their decision making process. Desk research shows that recreational boaters acquire information partly by word of mouth and further by reading magazines, advertising, travel stories, articles and online reviews (Visker, 2010).

Many boaters in the Gulf of Finland (78%) know Narva, but less than half of the boaters (45%) who know Narva did visit Narva for tourism proposes. An interesting result is that there are differences between the image of Narva and how visitors experienced Narva. Among visitors Narva is a good city to shop, but currently it has not that image among non-visitors, despite investments in the last years. It can be an important element for improvement in the communication plan, especially as almost half of the boaters who did not visit Narva consider Narva for a future visit. Both, on image and experience, Narva is perceived as a historical city. Most of the respondents have their home port in Southern Finland (43.2%) or the county Harjumaa in Estonia (30.2%). Followed by the Estonian counties Pärnumaa (5.8%) and Saarema (4.3%).

**Conclusion summary and answering central questions**

Based on desk and field research the sub-questions are answered. These questions together give answer to the two central questions. First an answer will be given to the first central question: “How does a decision making process of recreational boaters in the Gulf of Finland, with respect to their boating route looks like?

A decision making process consists of the need of recognition and information search. Later an evaluation of options in terms of expected benefits will narrow the choice eventually to a preferred alternative. It leads to an acquisition of the preferred alternative or an acceptable substitute. About a quarter of recreational boaters in the Gulf of Finland thinks and decides more in the long term (more than one month before the trip). However, many boaters think about a trip and decide within one week before leaving. Therefore it can be assumed that recreational boaters decide less rational as they plan boat trips more spontaneous in the short term.

The most important aspects for recreational boaters during planning the boating route are facilities at ports, followed by price/quality, hospitality of host nation people and weather conditions. Other important elements in planning a boat trip are historical and cultural interest, and activities at the
destination. Boaters use generally more than one navigation support device and the most important sources are GPS, navigation maps and VHF radio. Most popular activities during the trip are visiting cities and towns, discovering local culture and eating in restaurants and bars. Estonian boaters more prefer to visit cities and towns, and discover local culture while Finnish boaters are somewhat more involved in eating in restaurants/bars. Younger people (<40) more prefer to shop and eat in restaurants/bars, while older people (50+) more engage in cycling/hiking, excursions and visiting museums.

"Which marketing communication resources should the city port of Narva apply to attract recreational boaters from the Gulf of Finland?". The communication mix in tourism consists of: advertisement, personal selling, sales promotion, public relations, sponsoring, direct marketing and events. The communication mix is a relevant decision issue for the city port of Narva in planning campaigns for the future. Internet is the most important source for recreational boaters in the Gulf of Finland in planning their boating route followed by previous experience and boating maps. Fora (Kipper), visitestonia, site of marina’s, chart plotter, a map of the Gulf of Finland and national newspapers are important marketing communication resources for recreational boaters in the Gulf of Finland. These resources can influence the decision making process of recreational boaters and of Narva should use these resources to attract recreational boaters who consider a trip in the Gulf of Finland.

2.5 Reliability and validity
In this paragraph the reliability and validity of the research will be discussed.

2.5.1 Reliability of the research
According to Verhoeven (2011) reliability of a research is the extent to whether the research contains errors and how the research will yield the same results when the research would be carried out again. A desk research is done by a literature review and field research is done by a questionnaire. The origin of recreational boaters in the Gulf of Finland is quite diverse. Therefore the questionnaire is translated in Estonian, Finnish and English to encourage participation among important target groups. Before the questionnaire was distributed, it was first tested among a few persons who speak the language of the questionnaire and sail themselves.

Harbours and sailing clubs in Estonia and Finland were requested to distribute the questionnaire among their members by e-mail. It contains a link where people can fill out the questionnaire online. As the response was still quite low after a few weeks, boating associations in Estonia, Finland and The Netherlands were contacted to distribute the questionnaire among their contacts. They asked for attention by posting for example links on Facebook, Twitter and online boating forums. It is impossible to determine the response rate as it is unknown how many people received an invite due to indirect distribution. After some cleaning, for example deleting people who answered only a few questions, eventually 170 respondents completed the questionnaire. Desk research was done at several large organizations like Rijkswaterstaat and the knowledge centre of Tourism and Recreation in The Netherlands. Both performed studies on large samples. Analyses showed that, besides some
small differences, results from desk research and results from field research are comparable. Therefore this research is reliable, although it is not carried out in the same area.

2.5.2 Construct validity
In addition, the validity of the research will be discussed. According to Verhoeven (2011) validity determines to what extent there are systematic errors. This involves the proper demarcation and questioning. This can be measured by reviewing and discussing measure instruments and respondents. If which is measured, has to be measured. To determine the validity of the key concepts which are used in the research, it has to be determined how these concepts are related to each other. These concepts are described from literature in the theoretical framework. Due to the fact that these core concepts are linked to both the research questions and the questionnaire results to the conclusion that the concepts are valid.

In order to increase the construct validity, several literature is studied. This refers to the theory which is described in the theoretical framework and the reports from desk research. The questionnaire is based on literature and results from desk research. Questions from previous studies were used as examples for the questionnaire. Finally, to increase reliability of the desk research and literature review AAOCC–criteria were used to assess quality.

2.5.3 Internal validity
The internal validity checks the accuracy of the claims and the relations between the research and the management problem (Verhoeven, 2011). From both, desk and field research, various scientific sources were used to ensure the validity of the research. In addition, the questionnaire is completely based on research questions. Research questions were formulated from the theoretical framework and both, research questions and the theoretical framework are based on the management problem. These relations ensure that the research is valid.

2.5.4 External validity
External validity indicates to what extent the results of the study apply to the entire population (Verhoeven, 2011). The field research shows that it was difficult to get a reasonable sample. Respondents were acquired in different ways to get enough completed questionnaires. And due to the fact that respondents are acquired indirect (because it was not possible to get e-mail addresses of recreational boaters) external validity is lower than expected. For example, the sample contains only Finnish and Estonian boaters. Although they are the most important target groups, they form not the entire population of recreational boaters in the Gulf of Finland. Final results are therefore not completely representative. On the other hand, results are quite similar to previous studies. Regardless of the fact that the geographical location of this research was different, this research can be considered as valid.
Advisory part

Based on the results from desk and field research an answer is given to the two central questions. In this chapter an answer from research will be given to the advice question: “What does a marketing communication plan look like for the city port of Narva in order to reach recreational boaters in the Gulf of Finland?” These question consist of the following sub–questions:

- Who is the target group?
- What are the marketing communication objectives?
- What is the positioning strategy?
- Which communication mix tools are used?
- What is the planning for deploying the marketing communication resources?
- What is the budget and what are the costs?

These questions results in the following advice objective: Advice the Narva Department for Development and Economy which marketing communication resources are needed for the city port of Narva to realize a significant growth in the number of recreational boaters that moor in Narva, by investigating the decision making process of recreational boaters in the Gulf of Finland with respect to boating routes.

As mentioned above a marketing communication plan will be written for the city port of Narva. A marketing communication plan consist of different components: target group, objectives, budget, strategy, communication mix, media choice, final budget, implementation campaign (planning) and evaluation (Floor & Van Raaij, 2010). These components are also discussed in the theoretical framework (see paragraph 2.1.4). The implementation of the marketing communication plan will also exists of these components.

3.1 Alternative advices

The management problem of the city port is that they do not exactly know how they can attract recreational boaters in the Gulf of Finland and as a result these recreational boaters do not moor in Narva. This research will provide a good solution for this problem by making a marketing communication plan. From field research is known that recreational boaters in the Gulf of Finland decide less rational as they plan boat trips more spontaneous in short term. Besides that there are differences noted in the decision making process of recreational boaters from Finland and recreational boaters from Estonia. There are also some differences in age. The Narva Department for Development and Economy indicates that the visitors centre of Narva is responsible for the marketing of the city and the city port of Narva.

To describe alternatives the growth model of Ansoff is used (Kotler et al., 2009). This model consists of four quadrants: market development aiming at a new market with an existing product, market penetration which directs to an existing market with an existing product. The other two quadrants are product development which is generally aiming at an existing market with a new product and diversification which is aimed at a new market with a new product. Due to the reason that the city
A city port, the first step to a tourist destination

33

port is hardly used at this moment, the target group of recreational boaters from Finland and Estonia will be a new market. Therefore the alternatives below are based on market penetration and market diversification.

Important to keep in mind while composing the alternatives: it is not possible to sail more landward as after the city port of Narva the river is dry and the dam is located on Russian territory. Russia decides when and how often the gates are open. The city port is the final destination and Narva needs to offer recreational boaters reasons for visiting Narva as afterwards they will return to the Gulf of Finland (see appendix I).

Cultural and historical Narva
Results of the field research show that 85% of the recreational boaters in the Gulf of Finland visit cities and towns during their boating trip, while for 50% of the boaters cultural and historical interest are important aspects in planning a trip. Based on this data it is very interesting to promote the city port of Narva as a historical and cultural city. Narva has a rich history and various monuments are open for visits. Currently the Narva department for development and economy is working on the restauration of the old bastions. It is expected to be ready in the summer of 2015. It is an interesting place, not only for passing by but also for mooring at the port, as the bastions are located along the Narva river (close to the city port).

Currently the visitor centre is present at several tourism fairs in the Baltic States, Russia and Finland. During these fairs they pay mainly attention to the Hermann Castle, where the Narva museum is located. This advice is about market development because the visitors centre offers the exiting product to a new market (recreational boaters). In the future the visitor centre could expand the promotion at fairs to all cultural and historical aspects in Narva like the Bastions, the story behind Narva college, the old town house and events. For this advice it is important to select the right target group. Results from the field research are important for this advice as it makes a distinction on for example age and nationality of recreational boaters.

Shopping Narva
Narva has many shopping centres and 26% of the respondents shop during their trip. Shopping is somewhat more popular among younger respondents (<40, 32%). When considering the experiences of recreational boaters who visited Narva for tourism purposes, almost 50% agrees that Narva is a good city to shop. Nevertheless, Narva should promote this aspect more as among recreational boaters who know Narva but did not visit Narva only 19% agrees. Apparently it is not enough known that tourist can shop well in Narva. When Narva positions itself as a shopping centre, boaters and especially younger (<40) recreational boaters will visit Narva for shopping purposes.

This advice is about diversification because the visitor centre offers a new product (shopping) to a new market (recreational boaters). By using for example discount coupons from different shops in Narva they can attract boaters.
Collaboration with other small ports

Due to the reason that there is few money available for promoting the city, and especially for promoting the city port of Narva, it could be attractive for the port to collaborate with other small ports to share the costs of marketing activities. Narva already has plans for creating a network of small ports in the Baltic Sea (see paragraph 1.1). Besides sharing promotional costs it is a good way of reaching potential boaters, as otherwise a more distant city port like Narva is easily ignored. Now it will be easy to visit several small ports in the neighbourhood and recreational boaters could benefit for example from a boating card that gives discounts for mooring at affiliated ports or visiting restaurants, museums and stores. It will make Narva a more attractive city, not only for boating, but also for a short stay.

This advice consists of a product diversification because the city port of Narva offers a new product to a new market. The product in this advice is not only the city port of Narva but also affiliated parties like restaurants, shops, museums and other small ports in the neighbourhood. By means of a boating card a total product will be offered to recreational boaters.

3.2 Criteria

In order to be able to select the most appropriate advice for this research, criteria are formulated such as time, money and resources. The client reveals that the sailing season is from April till October and that the city port of Narva is ready to receive recreational boaters. Since most recreational boaters in the Gulf of Finland sail in June, July and August, it is therefore important that marketing communication resources can be deployed in a short period of time. Besides that, money is very important for the client as there is an amount of €16.000,- available for the marketing of Narva. Only a section of this is available for the marketing of the city port of Narva.

The last criterion for the advice is about resources. The visitors centre of Narva is responsible for city marketing. The visitors centre has one tourist coordinator (1FTE) and there are three consultants (2x 1FTE, 1x 0.8 FTE). In the visitor centre computers and brochures are used to promote Narva. In addition, they attended several tourist fairs to promote the city (Helsinki Matka, Riga Baltour, Tallinn Tourest and Vilnius Adventur). For these reasons it is important that the advice fits within the time frame, the current number of people working at the visitors centre and the available resources for marketing. The advice also cannot exceed the proposed budget.

3.3 Consideration of alternatives

Table 3.3.1 shows the consideration of the three proposed alternatives based on the mentioned criteria. For each criterion a value between 0 and 100 is given where 0 is totally not important and 100 very important. These values are given to weight the criteria based on relevance and importance. Then for every advice a value is given between 0 and 10 on the criteria, where a contribution of 0 is very bad and 10 very good. The weight and scores are multiplied and result in a total score. The advice with the highest value will be chosen as the most appropriate advice for this research.
Table 3.3.1 Consideration of alternatives

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Value</th>
<th>Cultural and historical Narva</th>
<th>Shopping Narva</th>
<th>Collaboration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Time</td>
<td>80</td>
<td>9 (x80=720)</td>
<td>8 (x80=640)</td>
<td>6 (x80=480)</td>
</tr>
<tr>
<td>Money</td>
<td>90</td>
<td>8 (x90=720)</td>
<td>7 (x90=630)</td>
<td>9 (x90=810)</td>
</tr>
<tr>
<td>Resources</td>
<td>70</td>
<td>9 (x70=630)</td>
<td>8 (x70=560)</td>
<td>9 (x70=630)</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>2070</td>
<td>1830</td>
<td>1920</td>
</tr>
</tbody>
</table>

For the first criterion ‘time’ a value of 80 will be given. The reason is that it is not possible to sail the whole year in the Gulf of Finland. Advertising outside the season makes no sense because recreational boaters are less rational than the average tourist. They decide their route most of the time within one week before sailing. As the sailing season almost begins (April), it is important that the advice is applicable in a short term. The criterion ‘money’ gets a value of 90 because the available amount is restricted by the government. An advice that exceeds the budget will not be executed as there is simply no more money available. The last criterion ‘resources’ will get a value of 70. It is important that the current people can execute the advice to keep costs as low as possible. However one could also think of a collaboration with Narva college, where students do projects for the visitors centre as a part of their study program. Therefore ‘resources’ is not the most important criterion. Table 3.3.2, 3.3.3 and 3.3.4 shows an explanation of the consideration of alternative advices.

Table 3.3.2 Alternative 1: cultural and historical Narva

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Value</th>
<th>Cultural and historical Narva</th>
</tr>
</thead>
<tbody>
<tr>
<td>Time</td>
<td>9 (x80=720)</td>
<td>Because the visitors centre already promoted the city (Hermann castle, new Bastions) during several fairs, less time and effort is needed to promote Narva as a historical and cultural city, including the city port.</td>
</tr>
<tr>
<td>Money</td>
<td>8 (x90=720)</td>
<td>It will cost in generally not much money because brochures are already available for promotion. Besides that the visitors centre was presented during several tourism fairs where they promoted the city as a cultural and historical city.</td>
</tr>
<tr>
<td>Resources</td>
<td>9 (x70=630)</td>
<td>As they already are able to promote the city with the current people and resources, Narva does not has to change a lot in resources. Brochures and computers are already available. There is additional promotion needed for the city port, for example on a website or social media, but it can be implemented in current promotional activities.</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>2070</td>
</tr>
</tbody>
</table>

Table 3.3.3 Alternative 2: shopping Narva

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Value</th>
<th>Shopping Narva</th>
</tr>
</thead>
<tbody>
<tr>
<td>Time</td>
<td>8 (x80=640)</td>
<td>The city is already promoted during fairs, but not promoted as a shopping city. Therefore more time is needed to reach the target group.</td>
</tr>
<tr>
<td>Money</td>
<td>7 (x90=630)</td>
<td>Due to the reason that the city is not promoted as a shopping city, they</td>
</tr>
</tbody>
</table>
have to change their image at fairs and in brochures. It takes much effort and money to design and print for example new brochures.

<table>
<thead>
<tr>
<th>Resources</th>
<th>8 (x70=560)</th>
</tr>
</thead>
<tbody>
<tr>
<td>As mentioned above for this advice new promotion materials has to be designed. The current resources will probably be insufficient to implement such a change in image.</td>
<td></td>
</tr>
</tbody>
</table>

| Total | 1830 |

Table 3.3.4 Alternative 3: Collaboration

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Value</th>
<th>Collaboration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Time</td>
<td>6 (x80=480)</td>
<td>When the visitors centre of Narva collaborates with other small ports promotion takes less time. Many people can be reached, but Narva does not have to engage in each single promotion activity as ports collaborate. The visitor centre currently does not collaborate with other ports. It will take time to convince the right stakeholders about the benefits of participating in such a collaboration.</td>
</tr>
<tr>
<td>Money</td>
<td>9 (x90=810)</td>
<td>When small ports cooperate they can share costs in promotional activities. Very attractive for a small city port like Narva, as the budget for promotion is limited.</td>
</tr>
<tr>
<td>Resources</td>
<td>9 (x70=630)</td>
<td>As mentioned above, small ports can share costs in promotion. They can also work together in activities to create one image for a small ports network. New promotion materials have to be designed (like cards/brochures) but as they cooperate they can share the workload.</td>
</tr>
<tr>
<td>Total</td>
<td>1920</td>
<td></td>
</tr>
</tbody>
</table>

Based on the criteria above it is clear that the advice for promoting Narva as a cultural and historical city achieved the highest score. It is the most appropriate advice for this research and will be further elaborated in the next section.

3.4 Marketing communication plan

In this paragraph the implementation of the advice will be described in a marketing communication plan. First of all the target group will be described, followed by the objectives and the strategy. Then the marketing communication mix and matching media resources are chosen. Afterwards, costs will be determined and examined to whether it fits the budget of the Narva Department for Development and Economy. The marketing communication plan is finished by a planning and evaluation, which describes the time schedule of deploying the marketing communication resources.

3.4.1 Target group

The selected target group for this advice is based on results from the field research. Analyses revealed that there is a clear target group for the city port for Narva. First of all, for promoting the city as a cultural and historical city Narva should aim at recreational boaters who sail in the Gulf of
Finland. These are mainly Estonian and Finnish boaters. Furthermore, especially boaters between 40 and 49 years old seem to participate often in cultural and historical activities and consider culture and history in planning a trip. Historical interest and visiting cities and towns are important items for them. The target group owns a boat, either a sail or motorboat. They mainly boat in June, July and August with their friends, partner or with family. On a trip they spend on average between €16 and €60 per day, mainly on groceries, marine fees and boat fuel.

The target group thinks about and plans a boating trip on the short term. Important aspects during planning are facilities at ports, price/ quality, hospitality of host nation people and historical and cultural interest. The most important sources for planning are internet, previous experiences and boating maps. The majority knows Narva but did not visited the city for tourism purposes.

3.4.2 Objectives

From literature is known that marketing communication objectives are derived from the marketing plan objective. Unfortunately the city port of Narva currently does not have a marketing plan. Therefore it is difficult to formulate targeted objectives. The marketing communication objectives now will be related to the answers of the client and the criteria used for consideration of alternatives. It relates to knowledge, attitude and behaviour. In addition, the objectives are SMART formulated; specific, measurable, achievable, realistic and time-bound. SMART is important for the evaluation of objectives (Floor & Van Raaij, 2010).

The majority of the target group knows Narva, but did not visited the city for tourism purposes. For this reason it is important that the target group will perceive Narva as a historical and cultural city and consider it for a visit. A primary goal in the objectives will be to create brand awareness. It is important to convey brand knowledge, so the target group knows which features Narva and the city port of Narva offer. There are three objectives formulated for this marketing communication plan:

Knowledge
Within 6 months after the campaign, 30% of the target group considers Narva as a cultural and historical city.

Attitude
Within 6 months after the campaign, 50% of the target group who consider Narva as a cultural and historical city should feel good and/or have a positive attitude towards the city of Narva.

Behaviour
Within 6 months after the campaign, 45% of the target group who feel good and have a positive attitude towards the city of Narva, will include the city port of Narva in their boating route.
The percentage of knowledge seems low, but it is not easy to achieve specific knowledge in such a short period. Especially when a city is relatively unknown. Strategically it is a short period but the sailing seasons starts in April and ends late October (approximately six months) and the client indicated that the port is ready to receive recreational boaters. From field research is known that recreational boaters mostly decide about one week before they leave. It is therefore still possible, and needed, to promote the city port of Narva for the upcoming season, most boaters within the target group boat in June, July and August. This is also important for the choices in the marketing communication mix. For this advice, a main objective is to enhance brand awareness on the short term. For future promotions it is also possible to make long term plans, but it usually costs more money and it exceeds the current budget.

3.4.3 Strategy

As mentioned in the theoretical framework misunderstandings can easily arise during communication. When noise occurs the message can be deformed. The message should therefore be distinctive, relevant, not difficult and clear. The message must be used uniformly throughout the campaign. In the communication objectives of the previous section is determined what effect the message must have for the target group.

From field research is known that relative many recreational boaters know that Narva has many culture and history. The visitor centre of Narva was present at several tourism fairs and therefore knowledge may have increased. It is also known that recreational boaters do not know what occurs when they sail the Narva river. They are afraid to enter Russian territory and do not know how far they can sail. Recreational boaters know that Narva has many history and culture but they do not know that they can moor in the city port of Narva. The strategy should be to share knowledge and communication should have an informative character. Recreational boaters need to feel confident to sail safely to the city port of Narva and trust they can do something in Narva. Therefore clear information about Narva, the city port and the Narva river is important.

The visitors centre will use active marketing to promote the city port of Narva as much as possible within the time frame. It will be done in an informal way, so that there is more confidence for recreational boaters. The major part of the promotion consists of written marketing as the big fairs all already took place and there is no possibility in such a short time frame to approach recreational boaters personally. The base is made during fairs (market Narva as a cultural and historical city) and now it is important that correct information is provided to the new market. The first priority is mainly to provide good information to recreational boaters. This information is provided for example by a website of the city port, social media and correct information on navigation support devices. When the visitors centre works actively on publishing right and sufficient information, they will be ready before the high season starts (June, July and August). Recreational boaters could be asked and monitored via social media to check whether information is sufficient.
The strategy also includes a message that contains a number of key words. This message can be used for brochures, website and other promotion materials. The message specifies the information that must be given to the target group to achieve the objective. It should be a catchy slogan, where the target group will recognize Narva. It has to sound confident for recreational boaters. Based on these aspects the following slogan is formulated:

Figure 3.4.3.1 Logo Narva
Ground-breaking NARVA,
Where history, water and the border meet each other to welcome you

Figure 3.4.3.1 is not intended for the visitor centre to use but it is a concept of they can use the slogan. Obviously, an advertising agency could develop a more creative design. The slogan will only be the keynote for this marketing communications plan.

3.4.4 Communication mix

Now the target group, objectives and strategy are described the right marketing communication mix can be determined. It must be coordinated and appropriate for the target group, objectives and strategy of this marketing communication plan. Also the available budget for marketing and available resources must be taken into account when choosing the marketing communication mix.

To deploy the right resources for the target group results from the field research are used. It investigated which information sources are important for recreational boaters during planning their boating route. Recreational boaters indicated they mostly use internet, previous experience, boating maps and personal advice from friends and relatives. These are important results to make a choice which marketing communication resources should be deployed.

The client reveals that the sailing season is between April and October and the city port of Narva is ready to receive recreational boaters. Since most recreational boaters in the Gulf of Finland sail in June, July and August, it is therefore important that marketing communication resources are deployed before the high season starts. The Narva Department for Development and Economy has a budget of €16,000,– for city marketing. Only a part of this is available for the marketing of the city port of Narva. Due to the reason that the marketing communication resources will be deployed this year, it should be taken into account that a section of the budget is already used for tourism fairs. The costs of these tourism fairs will be discussed in paragraph 3.4.6. The visitors centre of Narva is responsible
for the marketing of the city. There is one tourist coordinator (1FTE) and there are three consultants (2x 1FTE, 1x 0.8 FTE). Computers and brochures from Narva are available in the visitors centre. Brochures are aimed at the historical sights of Narva. It is also important that marketing communications resources can be deployed with the current staff and resources.

New media

From the results from field research is known that internet is the most important source for recreational boaters in planning their boating route. It is important that marketing communication resources cost little money and can be deployed within a short period, to achieve that this summer the first recreational boaters will come with their boat to Narva. From literature is known that internet is important in providing information. Community sites are very popular. These are websites where people can contact each other without really meeting each other. Community sites revolve around social interaction and information exchange (De Vries & Van Helsdingen, 2009). As a target of this advice is to inform recreational boaters, new media is the most important marketing communication resource.

From field research is know that recreational boaters look at websites of several ports to collect information for their boating route. Therefore it is important that the city port will have their own website and social media channel. Besides that, the city port needs to create awareness through active promotion and information updates on several social media accounts. With social media, they can also monitor their target group and respond to their needs and requirements. For example by responding to questions of recreational boaters.

Another very important aspect for the city port is that accurate information about the port and the city is published. Examples of this are updates on the website of tourism Estonia and tourism Ida-Virumaa (the county). Also from field research is known that recreational boaters use boating maps and GPS in order to determine their boating route. The visitors centre must ensure that right information is displayed in these electronic navigation charts. It is not possible in this short period of time to advertise in boating maps of the Gulf of Finland or Estonia. These are already released and advertising for the season of 2016 does not fit within the time frame and therefore not within the objectives.

It can be concluded that new media is the most important marketing communication resource for the city port of Narva as the city port is hardly used. It is important to introduce the city port effectively to all potential recreational boaters in the Gulf of Finland. The city is actively promoted during several tourism fairs but less attention was paid to the city port, although it can attract many tourists. From field research is known that the majority of recreational boaters do already know Narva, so now it is important to provide the right information about the port, Narva and the river. Recreational boaters should get a positive opinion about Narva, so they will include the city port in their boating route.
Events
From literature is known that events within the tourism sector are organized to attract potential customers. Due to the reason that the city port of Narva is hardly used at this moment, it could be very interesting to introduce themselves. Narva can organize a business day for stakeholders where they can present the Narva river, the city port and the most important sights of the city. Besides that, they can offer a lunch in a typical Narva style, for example a barbeque in the country yard of the Hermann castle. Different stakeholders will be invited for this day and if they are interested they can apply for free. In this way they become more familiar with Narva and experience that it is possible to sail to Narva. They can share this in a positive manner among their members. From desk and field research is known that the decision for a boating route often depends on experiences of family and friends. Therefore this way of promotion is very interesting for the city port of Narva.

The visitor centre can invite several owners of sailing clubs because from field research is known that the majority of the target group is member of a sailing club. Besides that, it could be interesting to invite the owner of Kipper (Estonian boating forum) and other related stakeholders.

3.4.5 Media choice
Now the marketing communications resources are determined the media choice can be selected. Here the marketing communication resources will be further elaborated. These media will be deployed to transfer the established message to the target group.

Website
First of all, new media are discussed. The city port of Narva should have its own website because many recreational boaters use websites for information. The website must provide not only information about facilities, costs and the city Narva, but also information about how to get there. Information about where they are allowed to sail on the Narva river. This information is very important for recreational boaters because they indicated in the questionnaire that they are afraid to enter Russian territory with their boat. In order to remove this barrier, recreational boaters must have access to all the available information about where to sail.

The target group consists of two different nationalities and therefore information should be available in Estonian and Finnish. Since Narva is located at the border with Russia and 97% of the population in Narva is of Russian origin (see appendix I), information should also be available in Russian. For other nationalities it is sufficient to provide information in English. The employees of the visitor centre speak Russian and Estonian, so only for Finnish and English they should hire translators.
Social media

*Facebook, Twitter*

Social media is a good way for the city port to promote the city with low costs. To keep the message at social media clear, information should be only provided in English. From desk research is known that other ports also provide information in English and besides that, many recreational boaters in this research completed the English questionnaire, even though they are Finnish or Estonian. It suggests that many recreational boaters understand English, so it is no problem to provide information in English. The various social media channels that are used for the city port of Narva are Facebook (Facebook, 2015) and Twitter (Twitter, 2015). From desk research is known that Facebook and Twitter are the most famous media used by ports and sailing clubs. Although it is not often explicitly mentioned by recreational boaters in this research in planning a trip, it still has many benefits that fit the objectives. The visitor centre can provide information, monitor and interact with the target group. When the visitor centre is active on social media and uses the right key words, they also get a higher ranking in Google, which is according to the field research a very important search engine for the target group. When recreational boaters search for words which are related to the port, for example history, shopping, culture or river, they will earlier see the website or social media channels from the city port of Narva.

Information pages

*Wikipedia, Visitestonia.com, Ida–Virumaa.ee*

As mentioned in the previous paragraph the majority of the target group uses electronic navigation charts, which can mostly be downloaded for free. Specific examples of these charts mentioned by recreational boaters are Google earth from Kipper (Kipper, 2015) and open sea map (Openseamap, 2015). In these charts boaters can deploy a route which is transferable to a GPS. Both, open sea map and Google earth, are linked to Google (pictures) and Wikipedia (information). In the map you can select several icons, for example to display major attractions in Narva. When you click on this icon, many pictures from Google are shown and it presents information from Wikipedia. Therefore it is important to publish right information on Wikipedia, which can be edited by the visitor centre self (Wikipedia, 2015). It is important to present Narva here as an attractive place to visit, especially for recreational boating. It is also important that websites are up-to-date and information is presented in an attractive way, for example on visitestonia.com (Visitestonia, 2015) and ida–virumaa.ee (Ida–Virumaa, 2015). Websites are also important sources for recreational boaters in planning a trip.

Forum Kipper

The next media choice in new media is Kipper (Kipper, 2015). Kipper is a boating forum for Estonian boaters. The forum has almost 4000 members. On this forum people can share their experiences about boats, routes, maps, ports etcetera. It is free to join this forum and post messages. An interesting topic for the city port of Narva in this forum could be ‘events’. Every year Narva organizes several events related to the history of the city (see appendix IX) and at this platform they can make free promotion. Kipper is chosen as a media source because many recreational boaters in this research mentioned Kipper spontaneous in their decision making process.
**Business day event**

Second, the marketing communication tool ‘events’ is chosen for this marketing communication plan. The purpose of this event is launching the city port of Narva. From literature is known that when companies use an event as an instrument, an emotional connection with the brand can occur which is very important to bond customers (De Vries & Van Helsdingen, 2009). At this moment the city port of Narva is hardly used and therefore it is attractive for the city port to organize a business event for stakeholders. The visitor centre can invite the most important stakeholders within the branch of water-based tourism. For example the owner of Kipper, several small port owners and owners of sailing clubs. During this event they get to know what Narva and the city port offer for recreational boaters. By making them exited, they will share experiences with their members, clients and friends. From desk research and field research is known that the decision for a boating route often depends on experiences of family and friends. Due to this reason it would be good to organize an event and present Narva and the city port of Narva.

To keep this media choice strategic, only the most important aspects that emerged from field and desk research are discussed as input for the visitors centre for this event. From field research is known that recreational boaters are afraid to enter Russian territory with their boat. Therefore it is important that the organization of this business event will welcome guests in Narva–Joesuu. Narva–Joesuu is a little city in the county Ida–Virumaa and located along the coast of Estonia and also the place where the Narva river starts. It will be the start and ending point of the day and from there participators of the event will sail together with the organization to the city port of Narva, a trip of approximately 15 km (see appendix I). Stakeholders who not have a boat or do not want to sail, can join on the boat of the organization. At the end of the day, everyone is sailing back to Narva–Joesuu.

When arriving at the city port of Narva, there is a small tour in the port with coffee, or a typical drink of Narva. Stakeholder have to get familiar with the city port and the organization needs to provide all the relevant information. Then they will get a sightseeing tour along the most important historical and cultural sights of Narva. In the end they receive a lunch in for example the country yard of the Hermann castle. Afterwards everyone is sailing back to Narva-Joesuu. Several stakeholders can be invited for this event (maximum of 20 boats see appendix I, approximately 50 people in total). Stakeholders have to apply for this free event. The hole day will be funded by the Narva Department for Development and Economy, it only excludes fuel costs and own expenses. A major advantage of this business day is that the visitors centre can approach stakeholders personally.

**3.4.6 Budget**

As mentioned before, the Narva Department for Development and Economy made €16.000 available for the marketing of the city. Only a part of this is available for promoting the city port and there is already budget used for tourism fairs, namely €6.200 (Balltours Riga €1.200,–, Tourest Tallinn €800,–, MATKA Helsinki €1.500,–, Adventur Vilnius €2.700). Due to the reason that the marketing communication resources have to be deployed this year, costs also have to be taken into account this
A city port, the first step to a tourist destination

Approximately €10,000,- is left for promoting the city. The amount of money which can be used for the city port is approximately €5,000,-. The reason why only 50% can be used for the city port is because a lot of marketing activities for the city already took place and or already have been paid. Nevertheless, the port belongs also to the city and can attract many future visits from which Narva can benefit. A breakdown of various costs for media resources is shown in table 3.4.6.1.

Table 3.4.6.1 Cost structure media resources

<table>
<thead>
<tr>
<th>Media source</th>
<th>Costs</th>
<th>Description</th>
<th>Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>Website</td>
<td>€1,250</td>
<td>*Building a website</td>
<td>Website (Yools, 2015)</td>
</tr>
<tr>
<td></td>
<td>€112,50,-</td>
<td>*Translation Finnish and English</td>
<td>Translation (Tolkebüro Esteet, 2015)</td>
</tr>
<tr>
<td></td>
<td>(Finnish)</td>
<td>+9000 characters (5 pages)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>€96,-</td>
<td>Finnish (€22,50x5 pages incl. VAT)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>(English)</td>
<td>English (€19,20x5 pages incl. VAT)</td>
<td></td>
</tr>
<tr>
<td>Facebook</td>
<td>–</td>
<td>Only working hours, Facebook for business accounts are for free</td>
<td>(Facebook, 2015)</td>
</tr>
<tr>
<td>Twitter</td>
<td>–</td>
<td>Only working hours, a Twitter account is for free</td>
<td>(Twitter, 2015)</td>
</tr>
<tr>
<td>Wikipedia</td>
<td>–</td>
<td>It is free to adjust Wikipedia</td>
<td>(Wikipedia, 2015)</td>
</tr>
<tr>
<td>Visitestonia.com</td>
<td>–</td>
<td>This organization is a destination marketing organization which is funded</td>
<td>(Visitestonia, 2015)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>by the national Government</td>
<td></td>
</tr>
<tr>
<td>Ida-Virumaa.ee</td>
<td>–</td>
<td>This organization is also a destination marketing organization which is</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>funded by the county</td>
<td></td>
</tr>
<tr>
<td>Forum Kipper</td>
<td>–</td>
<td>Estonian skippers forum where you can become a free member of and then can</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>post messages.</td>
<td></td>
</tr>
<tr>
<td>Business day event</td>
<td>€850,-</td>
<td>*Sail boat hire</td>
<td>Hire (Happycharter, 2015)</td>
</tr>
<tr>
<td></td>
<td>€65,-</td>
<td>(3 days pick up and return)</td>
<td>Fuel (Vab, 2015)</td>
</tr>
<tr>
<td></td>
<td>€250,-</td>
<td>*Fuel boat organization</td>
<td>Consumption fuel</td>
</tr>
<tr>
<td></td>
<td>€260,-</td>
<td>(4x15km x €1.08)</td>
<td>(Navis, 2015)</td>
</tr>
<tr>
<td></td>
<td>€750,-</td>
<td>*Coffee/tea with cake</td>
<td>Coffee/tea (Thomas Cook, 2015)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(€5,-x50 persons)</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>*Sightseeing (€130 per guide)</td>
<td>Tour guide (Tourist guide Holland, 2015)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(2 tour guides English 2x25 persons)</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>*Lunch (€15,- x 50 persons)</td>
<td>Lunch (Van der Valk, 2015)</td>
</tr>
<tr>
<td>Total</td>
<td><strong>€3,633,50</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Costs are based on four employees of the visitor centre which are responsible for the promotion of the city (3.8 FTE * 40 = 152 hours per week), unless otherwise indicated. Because it is based on current occupation of people, the costs of this staff does not need to be included in the budget of the marketing communication plan. Staff costs are not paid from the marketing budget, but separately by the Narva Department for Development and Economy. The total cost for deploying the marketing communication resources have been estimated at €3,633,50. The remaining budget can be used for promotion materials like brochures. Therefore, deploying these marketing communication resources fit within the budget.

3.4.7 Planning
In addition to the calculated budget for deploying marketing communication resources, a planning is also important in marketing communication. It is about timing of the communication. From field research is known that the target group decides less rational as many boaters decide less than a week before leaving about the boating route. The campaign period will therefore take no longer than six months. Any longer, for example pre-season, would not result in much more reach. A schematic representation of this planning with explanations can be found in appendix IX which includes the deployment of people and resources. Due to the reason that marketing communication resources are available in Estonian, English and Finnish, it is not needed to approach the target group separately.

3.4.8 Evaluation
For this marketing communication plan, different objectives are formulated. All of them are smart formulated, measurable and possible to evaluate after the promotion campaign to check whether the objectives are achieved. From literature is known that evaluation is also important during the campaign. By using social media it is possible to evaluate during the campaign. Based on the objective, the target group can be monitored or asked for their opinion about the city port of Narva.

To know whether the objectives are achieved a research can be done after the campaign and can be about the brand awareness of the city port of Narva or how the image of Narva has changed. It can be done by a questionnaire where questions are based on the objectives of this marketing communication plan.
3.5 Conclusion

In the conclusion an answer will be given to the following advice question: “How does a marketing communication plan look like for the city port of Narva in order to reach recreational boaters in the Gulf of Finland?”

From field research is known that the most important target group for the city port of Narva are recreational boaters from Finland and Estonia. They decide less rational as they plan boat trips more spontaneous in the short term. The advice will focus on this target group. Characteristics of these recreational boaters and their decision making process for choosing a boating route are investigated. Based on these results three alternative advices emerged to advice the city port of Narva about how they can attract recreational boaters from the Gulf of Finland.

All alternatives are based on recreational boaters from Finland and Estonia, which is a new market for Narva. An important aspect for recreational boaters is that it is not possible to sail more inland as after the city port of Narva the river is dry and the dam is located on Russian territory. Narva depends on Russia on if and when water will flow into the river. When nothing is going to change the city port will remain the final destination. Therefore it is very important to offer recreational boaters opportunities for a short stay at Narva. Otherwise they will return soon to the Gulf of Finland or even not consider Narva for a visit by boat.

The first advice is based on market development where the city port of Narva offers their existing product to the new market. The existing product is that Narva positions itself as a cultural and historical city. The visitors centre of Narva (which is responsible for the city marketing) was present at several tourism fairs where they promoted the history and culture of the city. The second advice is market diversification where the city port positions itself as a shopping city. Narva has many shopping centres and they are located close to the city port. The third and last alternative advice for the city port is also about market diversification. Narva could collaborate with several small ports in the neighbourhood by providing for example a boating card which gives discounts to recreational boaters. With this card it becomes more attractive for recreational boaters to moor at several places, but also to visit different cities. Narva will also get more attention from potential visitors when they are involved in such a collaboration.

The most appropriate advice for this research is selected on several criteria: time, money and resources. The client is asked how important these criteria are for the final advice and based on that weights are given to the criteria to consider all three alternatives. It revealed that market development (cultural and historical Narva) is the most appropriate advice for this research.

In this advice the city port of Narva positions itself as a cultural and historical city. The target group for this advice consists of recreational boaters from Finland and Estonia between 40 and 49 years old. The visitors centre will use active marketing to promote the city port of Narva as much as possible within a time frame of six months. Their communication will be highly informative as recreational.
boaters are insecure about boating on the Narva due to the border with Russia. Therefore the first priority is to provide good information to recreational boaters so they gain confidence and will consider Narva for a visit by boat. Hereby the following message can be used for marketing communication resources: Ground-breaking NARVA, where history, water and the border meet each other to welcome you.

The marketing communication resources to use for promotion of the city are an own website for the city port, Facebook and Twitter, a business day for stakeholders, the forum Kipper and Wikipedia, Ida–Virumaa and visitestonia.com. The chosen marketing communication resources are based on literature, desk research and field research and fit best within the target group, available budget, a short time frame and available staff and resources.

The purpose of written marketing (Facebook, Twitter, website, Kipper, Wikipedia, Ida–Virumaa and visitestonia) is to provide all necessary information for recreational boaters. The purpose of the business event is to launch the city port of Narva, network with stakeholders and create an overall positive feeling about the renewed city port of Narva. These marketing communication resources will be deployed in a time frame of six months because the sailing season is from April till October. After the campaign an evaluation will be held to see if the objectives are reached. Due to the fact that the visitors centre already promoted Narva as a cultural and historical city during several fairs this year, it is possible to deploy these marketing communication resources in such a short period. Besides that, the client indicates that the port is ready to receive recreational boaters and is motivated to promote the city port of Narva as soon as possible.

The total budget from the Narva Department for Development and Economy for the marketing of the city is €16,000. Only a part of this is available for promoting the city port and there is already budget used for tourism fairs (€6,200). As all marketing communication resources have to be deployed this year, these costs will also have to be taken into account. Approximately €10,000 is left for promoting the city, for which €5,000 can be used for the city port. The reason why only 50% of the remaining budget can be used for the city port is that a lot of marketing activities for the city already took place or already have been paid. Total costs for deploying the marketing communication resources are €3,633.50. Therefore it can be concluded that this advice also financially meets the requirements of the client. It is important to understand that the port is also part of the city Narva and has the potential to attract many visitors to the city. Narva only has to take effort in convincing and informing recreational boaters, who are still unaware or insecure about Narva.
Afterword

In this afterword a reflection is given about the developments and actions during this thesis project. I reflect the planning, how things were organized and the way how I collaborated with others. The lead of this thesis project was very difficult. This project is established by a cooperation of different schools in Finland, Russia, Estonia and the Netherlands. The knowledge centre of Saxion made this graduation project available in March 2014. I applied for the project, but there was no clear assignment and no client. When I had the first conversation with Jacques Bazén (who is involved in the project) and the director of Narva college it all looked promising. There would be good guidance and a lot of interest among students because there is no money available for research. For this reason and the fact it was an assignment from the knowledge centre of the HBS, I felt confident to do this project.

In next five months it was very difficult to get a client with a clear assignment. Contact with stakeholders in Estonia were not good, as they respond late or I even did not get any response. I had much doubt if this was the right project to graduate and even considered at some moments to quit and apply for a new project. Eventually I decided to move on, with keeping in mind that it is not going to be easy but a nice challenge. Jacques offered me to join the water-based conference in September at Narva college to get inspiration for an assignment. After the conference I came back with some ideas and decided with my supervisor what could be the best research for Narva at this moment. During the conference I met many interesting people but they couldn’t give me a name of someone who could be the client or someone who is responsible for my research area. Therefore I contacted the Narva Department for Development and Economy and they accepted to be my client.

The proceedings before actually starting the thesis were very hard. From that period I have learned to become more proactive. When I got no response after half a week a reminder was sent or I tried other people who could help me. I also contacted other people in Estonia and Finland who could possibly help me in case I would not receive a response from Narva. In return, I have promised them to send them the results of my research. These people (owner of Kipper, owner of Sail in Finland and someone who is very concerned with the development of water-based tourism in the Gulf of Finland) were actually very enthusiastic about this research and would like to use the results for further developments. Also respondents who completed the questionnaire showed their enthusiasm in their final remarks and people from Narva thanked me for doing this research. Due to all these enthusiastic people, I was again very excited to continue this research although sometimes it took more time than I wished. Besides that I got also the confirmation that my research could be very valuable for the tourism branch. Due to the reason that most questions are general and based on desk research, results can also be used for other ports, sailing clubs and other related organizations across the Gulf of Finland.

An example of waiting a long time was during the field research. The questionnaire should be translated into Finnish and Estonian, but they were not ready on time. Instead I had to wait many weeks. When finally the questionnaire was online, many recreational boaters mailed me that the
translations were bad. I asked the translator in Narva for clarification, but they answered me that it was completely the same as in English. At that time I really did not know what I had to do. I do not speak Finnish or Estonian and I relied completely on them. I changed the questionnaire several times with the feedback of some people who mailed me. In order to keep the research reliable, I recommended recreational boaters to complete the English version. Due to this reason the questionnaire was online for many weeks, much more than I had planned before. Afterwards I should have only published the English version, as many boaters speak English. Also treating the data would have gone faster and the reliability was higher. I also considered to translate the questionnaire by a professional translation agency, but the costs were very high.

During the analysis I discovered that some answers where turned and that could make the study unreliable. For example, I checked how many males and females completed the survey. In contrast to the results from desk research, there were surprisingly many females who completed my survey. Together with my supervisor I decided to send the questionnaire to the contact I had mentioned before to check if there are more errors. I sent this to two persons to check if they gave me the same feedback. I cleaned the results from respondents who dropped out after the first questions and there was one question for which the answers were not very clear (How did you book the trip?). Therefore, this question was ignored.

The contact with my supervisor was good. In the beginning it was very difficult for me to delimit my research and to be concrete. Because of this I had to change several time my theoretical framework. The good feedback of both examiners after I didn’t passed the thesis proposal defence, forced me to become more clear and helped me to understand on which I had to focus. Fortunately my supervisor was very realistic and gave me honest feedback, although it made me sometimes uncertain (also because I had never written an English report). It resulted in a critical view on my own research. She gave me the possibility to send parts of the research and we discussed them together. Due to the reason that it took sometimes very long to get a response from Narva, I was sometimes annoyed as I wanted to go further. My supervisor reassured me that not every research goes smoothly and you are sometimes dependent on other people. It is more important that you are ultimately satisfied with the result. During the research I always kept this in mind.

Despite the many setbacks and the effort I had before the actual research, I am glad that I hold on. I wanted a challenging project and it definitely was challenging with ups and downs. I learned to be more proactive in asking and approaching people and will faster consider alternative options to reach my goal. The whole process was one from which I definitely will benefit in my future career.
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A city port, the first step to a tourist destination


A city port, the first step to a tourist destination


A city port, the first step to a tourist destination


Appendix I Content of the study

Narva is an Estonian city, situated at the border with Russia. Estonia and Russia are separated by the Narva river and connected by a bridge, which can be seen as the gateway for Russian residents to Europe. Many Russians from St. Petersburg go to Narva for shopping. According to Villiko (Personal communication, September 11, 2014) Russians shop in Narva as many products are cheaper in Europe and they do not trust the quality of Russian products.

Estonia was for decades part of the Soviet Union and in Estonia still live many ethnic Russians, especially in Narva where 97% of the population is Russian. Kaarel Vanamölder (personal communication, September 9, 2014) told that the Russian majority likes to stay in Narva. They do not want to move to other places in Estonia, and certainly not back to Russia. According to him Narva is a small Russian town in Estonia, which is also reflected in many shops and restaurants where everything is written in Russian. The Russian majority also does not speak Estonian (K. Vanamölder, personal communication, September 9, 2014).

The city port of Narva is located along the Narva river, which lies partly on Russian and partly on Estonian territory. According to Elbra (Personal communication, September 11, 2014) the flow of the Narva river is quite strong and therefore recreational boaters might be afraid to enter Russian territory. It is unknown how Russia reacts when it actually happens. The city port of Narva has 20 mooring areas and can accept boats with a maximum length of 38 meter, 15 meter wide and 2 meter draught (NRWR, 2009).

Figure I.1 Map of Europe (Google, 2014)
A city port, the first step to a tourist destination

Figure I.II Map of Estonia (Google, 2014)

Figure I.III Map of Narva and Narva-Joesuu (Google, 2014)
A city port, the first step to a tourist destination

Narva Port
Beginning of the Bastions route
Hermann Castle
Promenade

Figure I.IV Map of Narva (Google, 2014)

Figure I.V City port of Narva (1)
Figure I.VI City port of Narva (2)

Figure I.VII Renovated promenade along the river
Figure I.VIII Bastions close to the city port
A city port, the first step to a tourist destination

Figure I.IX Hermann castle along the river (1) (the opposite side castle of Ivangozod Russia)

Figure I.X Hermann castle along the river (2)

Figure I.XI Dry river after city port (1)

Figure I.XII Dry river after city port (2)

Figure I.XIII Dam on Russian territory

Figure I.XIV Kreenholm, old textile factory along the river (during the Soviet Union over 10,000 employees worked here)
Appendix II Characteristics of Recreational Boaters

<table>
<thead>
<tr>
<th>Table II.I Average age recreational boaters</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Average age</strong></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Table II.II Average duration of the trip</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Average duration of the trip</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Table I.III Average spending per craft per day</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Average spending per craft per day</strong></td>
</tr>
</tbody>
</table>
Appendix III Boating route

Table III.I Average boating route length by months (Starbuck & Lipsky, 2013)

<table>
<thead>
<tr>
<th>Month</th>
<th>Length</th>
</tr>
</thead>
<tbody>
<tr>
<td>May</td>
<td>36.9 KM</td>
</tr>
<tr>
<td>June</td>
<td>43.6 KM</td>
</tr>
<tr>
<td>July</td>
<td>65.1 KM</td>
</tr>
<tr>
<td>Augustus</td>
<td>62.7 KM</td>
</tr>
<tr>
<td>September</td>
<td>43.0 KM</td>
</tr>
<tr>
<td>October</td>
<td>33.4 KM</td>
</tr>
</tbody>
</table>

Table III.II Holiday types in boating (Visker, 2010)

<table>
<thead>
<tr>
<th>Holiday types in boating</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Countryside &amp; City</td>
<td>31%</td>
</tr>
<tr>
<td>City trips (1 city)</td>
<td>28%</td>
</tr>
<tr>
<td>Multi city trips</td>
<td>15%</td>
</tr>
<tr>
<td>Coast &amp; city</td>
<td>13%</td>
</tr>
<tr>
<td>Coast &amp; countryside</td>
<td>11%</td>
</tr>
<tr>
<td>Countryside</td>
<td>2%</td>
</tr>
<tr>
<td>Coast</td>
<td>1%</td>
</tr>
</tbody>
</table>

Table III.III Bottleneck recreational boaters (Rijkswaterstaat, 2002)

<table>
<thead>
<tr>
<th>Bottleneck</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dangerous behaviour (inexperienced) boaters</td>
<td>15.2%</td>
</tr>
<tr>
<td>Number of waiting places at bridges and locks</td>
<td>12.4%</td>
</tr>
<tr>
<td>Service times at bridges and locks</td>
<td>10.9%</td>
</tr>
<tr>
<td>Lack of sanitary facilities at mooring points</td>
<td>8.7%</td>
</tr>
<tr>
<td>Areas with low headroom</td>
<td>7.8%</td>
</tr>
<tr>
<td>Bustle on the water with other boaters</td>
<td>7.5%</td>
</tr>
<tr>
<td>Areas with insufficient navigable depth</td>
<td>5.9%</td>
</tr>
<tr>
<td>Mooring opportunities in rural area</td>
<td>5.9%</td>
</tr>
<tr>
<td>Lack of facilities for waste</td>
<td>5.6%</td>
</tr>
<tr>
<td>Mooring opportunities in urban area</td>
<td>5.6%</td>
</tr>
<tr>
<td>Water pollution</td>
<td>4.3%</td>
</tr>
<tr>
<td>The lack of current of navigation information</td>
<td>3.7%</td>
</tr>
<tr>
<td>Commercial hindrance</td>
<td>2.5%</td>
</tr>
<tr>
<td>Water flowers (pondweed and laver)</td>
<td>2.2%</td>
</tr>
<tr>
<td>Connecting to attractions/ recreation facilities on the land</td>
<td>1.8%</td>
</tr>
</tbody>
</table>
Appendix IV Decision making process

IV.I Models

PRE-DECISION AND DECISION PROCESSES

- Personality
  - Internalized environmental influences
  - Perceived role set
  - Motives
- Attitude
  - Family influence
- Confidence generation
  - Inhibitors
- Intention

POST-PURCHASE EVALUATION

- Sensitivity to information
  - Attention and learning
- Travel stimuli display
  - Sensitivity to information
  - Stimulation filter
- Search
  - Evoked set
- Comprehension
  - Perceptual bias
- Cognitive structure

FUTURE DECISION MAKING

- SATISFACTION OR DISSATISFACTION
  - Expectations
    - Confirmation
    - Disconfirmation
  - Reality
  - Levels of reward
  - Reinforcement
- Latitude of acceptance (+)
- Non-commitment
- Latitude of rejection (-)

REPEAT BUYING PROBABILITY

Frame = Field
Bold = Subfield

Figure IV.I.I Decision making model Mouthino (1987)
A city port, the first step to a tourist destination

Figure VI.I.II Decision making model Schmoll (1977)

Figure IV.I.III Decision making model Middleton (1988)
IV. Decision making model Woodside and Lysonski (1989)

IV.I. Consumer decision making process

Need recognition: A perception of difference between the desired state of affairs and the actual situation, sufficient to arouse and activate the decision process.

Information search: Search for information stored in memory (internal search) or search of decision-relevant information from the environment (external search).

Evaluation of Alternatives: Evaluation of options in terms of expected benefits and narrowing the choice to the preferred alternative.

Purchase decision: Acquisition of the preferred alternative or an acceptable substitute.

Post-purchase evaluation: Evaluation of the degree to which the consumption experience produced satisfaction.
Need recognition

The purchase process starts at the moment the consumer recognizes a problem or need (Kotler et al., 2003). For a consumer in tourism it could be recognizing dullness in everyday life, needing a break, a desire to travel to a particular destination, or motivation by family or friends (Dunne, 2009). Crotts (1999) points out that marketing managers often try to figure out the needs and motivation of the consumer. According to McIntosh et al. (1995): travel motivation can be divided into four categories: physical motivators (refreshment of body and mind, health purposes, sport and pleasure), cultural motivators (desire for knowledge of other countries and places, music, art, folklore, dances, painting and religion), interpersonal motivators (desire to meet new people, to visit friends or relatives, to escape from routine, family or neighbours, or to make new friendships) and status and prestige motivators (desire for recognition, attention, appreciation and a good reputation).

Information search

The second stage in decision making is the search for information. Mouthino (1987) describes this as a clear need to consult different sources before making a purchase decision. Looking for information usually starts in the memory of the consumer. This internal information search is about the retrieval of decision–relevant information stored in the long-term memory of an individual. The internal information may have been actively acquired at one time from past information searches or passively acquired through repeatedly being exposed to information sources such as marketing stimuli.

In addition, one of the most important internal resources is the previous trip experience of the individual. When the internal information is insufficient to make a purchase decision, the consumer focuses on the acquisition of external sources. This means that external sources will be consulted by five different categories (Crotts, 1999): Personal sources (family, friend, neighbours, acquaintances), marketers–dominated (advertising, salespeople, dealers, brochures, packaging, displays), neutral (travel clubs, travel guides, travel agents), experiential sources, including inspections, pre-purchase visits, or store contacts.

According to Shiffman and Kanuk (2000) problem solving can be categorised into three levels: extensive, limited and routine:

- Extensive problem solving: Applies to purchases with a high perceived risk and involvement (often expensive). Buyers have the tendency to use a comprehensive information search strategy. According to Fodness and Murray (1997) it is associated with tourists who stayed longer somewhere and families with children.
- Limited problem solving: This kind of behaviour is typical when the consumer occasionally buys a product or data is collected about unfamiliar brands in a familiar product category ('fine–tuning'). This results in a limited search that possibly contains external factors.
- Routinely response behaviour: Involves little searching or effort for decision making. This is generally the case for low priced products and or products that are often bought. This is typical for tourists staying at family and friends and who do not pay for accommodation. Moreover, it is also more common for individual decision making than when other people are involved in the process (Fodness & Murray, 1997).
The latter includes two types of decisions: destination loyal and repeat purchase decisions. Destination loyal decisions are typical when people have used previous extensive problem solving in relation to destination choice and have been satisfied with their decision. They will subsequently repurchase the same destination without considering other options. It is in contrast with repeat purchase decisions, for which people believe all destinations in a specific area are approximately the same (Dunne, 2009).

In addition to the three levels of the consumer decision making, there is a special case of impulse purchase behaviour. This is described as an unplanned, spur-of-the-moment action / purchase, often triggered by display of point-of-sale promotion (Piron, 1991). There is little attention paid in literature to this subject as most studies assume a purchase in tourism is a high involvement decision (Dunne, 2009).

**Evaluation of Alternatives**

The search for information is usually followed by the process of evaluating possible alternatives and considering what is most appropriate for the specific situation (Dunne, 2009). Woodside and Lysonski (1989) put forward a model of leisure destination choice that shows how consumers retrieve and categorise specific destinations from their long-term memories into four main destination categories or sets. The first is that the potential tourist sees the destination as the fulfilment of the trip purpose. Second are destinations for which either a positive or a negative evaluation is made, either by indifference or insufficient information. The third is the awkward set of destinations which are rejected by potential tourists, possibly as a result of negative experiences or by hearing negative comments. The fourth is the unsuitable set, consisting of the destinations that are difficult to reach.

The criteria used by consumers are usually expressed in key product features. A tourist destination will be assessed on properties that may be important for the individual tourist. According to Corey (1996), consumers tend to evaluate destinations with competing alternatives based on a different set of factors such as: price and value for money, accessibility and travel costs, hospitality or host nation and people, activities available, facilities available, scenic beauty, environmental awareness, historical and cultural interest, opportunities for rest and relaxation, entertainment available, shopping facilities.

**Purchase decision**

After evaluating alternatives consumers decide which product or service is most suitable for purchase. How and when the purchase is made is also an important factor in the decision making process. For tourist purchases this is usually related to the booking method, where internet is nowadays a very important channel (Dunne, 2009). As Laws (2002) points out, it is important to gain knowledge of how internet is used in the purchase of travel and tourism products. Internet is for tourist consumers both a useful source of information and provides the ability to make purchases (Dunne, 2009).
Post-purchase evaluation

Customer satisfaction is the main outcome of a purchase process and consumption. A popular approach to understanding customer satisfaction is the disconfirmation expectation model of Oliver (1980). Consumers form expectations based on many factors like advertising and other forms of communication, past experience, perceived service alternatives and personal needs.

It is important that service expectations are measured against service performance in the mind of consumers. It is the ‘perceived’ service performance and not necessarily the actual service performance that matters (Dunne, 2009). Moutinho (1987) indicates that the satisfaction of tourists depends on the post-purchase evaluation, which weighs prior expectations against actual results. The author argues that tourists do not buy products, but expectations of benefits. The desired situation for both, the consumer and the product provider, is a sense of satisfaction.

According to the disconfirmation expectation model a purchase evaluation consist of three possible outcomes (Oliver, 1980):

- Positive disconfirmation: The observed experience surpassed expectations.
- Simple confirmation: Performance equals expectations.
- Negative disconfirmation: Performance is below expectations.

Most marketing researchers agree that providers of products can help consumers by supporting information, assuring them they have made the right choice. If a consumer concludes that the wrong decision is made, negative word of mouth can be an effect (Dunne, 2009). Cooper et al. (1998) points out that this can be reduced by reassurance or telephone lines for help and answering questions.

To understand the decision making process of tourists, it is important to consider the context in which the decision is made. This refers to things that occur in everyday life and affects feelings, thoughts, learning and behaviour (Dunne, 2009). This will be referred as situational factors and are described below (Belk, 1975):

- Physical surroundings: weather, specifics of a location, tangible signs and displays of merchandise, and other materials.
- Social surroundings: other people and their characteristics, roles and interactions.
- Temporal perspective: particular moments in decision making (time of the day, season of the year) or possible time constraints facing the individual. Important factors such as school holidays and time elapsed since the last holiday.
- Task definition: this describes the orientation, intent, role, or frame of a person, through which certain aspects of the environment may become relevant.
- Antecedent states: these refer to momentary moods or conditions that ‘colour’ the perception, evaluation, and acceptance of the environment present.
A city port, the first step to a tourist destination

Figure IV.II.II Decision making process model for this project

Tourist profile
Age, gender, education, income, marital status, Solo / group, frequency

1. Travel stimuli
   - Nature
     - Physical
     - Social
     - Temporal
     - Task definition
     - Antecedent states
   - Purpose of holiday
     - Physical
     - Cultural
     - Interpersonal
     - Status

2. Information search
   - Intern
     - Marketing
       - advertising / talks
       - promotion / brochures / print / personal selling / PR / websites / social media / fora
     - Previous travel experience
   - Extern
     - Personal sources, marketers - dominated, neutral, experiential sources, internet

3. Evaluation of alternatives
   - Extensive
   - Limited
   - Routinised
   - Impulse

   - Meets goals journey
   - Neither positive neither negative
   - Negative stories from other travellers
   - Hard accessible
   - Product properties

4. Purchase
   - How to book
   - Where to book
   - When to book

5. Evaluation
   - Positive decision confirmation
   - Simple confirmation
   - Negative disconfirmation
Description decision model process

Tourist profile
The tourist profile contains data from the recreational boater. As has become clear from the literature, can change the decisional process by target group. So for example, by age and nationality. In order to take this from the beginning of the process into account, can be analysed the differences between these target groups.

Travel stimuli
In this phase, recreational boaters are encouraged to make a tourist purchase.

Nature
First of all this has to do with the context (nature) which the recreational boater makes his decision. This refers to things that occur in the life of every tourist that affect how he / she feels, thinks, learns, or is behaving. This includes the following aspects, all can be used to find out what the purpose is of the holiday
- Physical surroundings: weather, tangible signs and displays of merchandise.
- Social surroundings: these include other people and their characteristics and interactions.
- Temporal perspective: this includes particulars of the moment around decision making (time of the day, season of the year). Important factors such as school holidays, unexpected free time, and time elapsed since last holiday also come under this.
- Task definition: this describes the orientation, intent, role, or frame of a person, through which certain aspects of the environment may become relevant.
- Antecedent states: these refer to momentary mood or condition that 'colour' the perception, evaluation, and acceptance of the environment present.

Purpose of holiday
When the context is clear can be determined what the purpose and motivation is for the trip. This may be one of the four goals below, this can also be combined
- Physical: refreshment of body and mind, health purposes, sport and pleasure
- Cultural: Desire for knowledge of other countries and places, music, art, dances and religion.
- Interpersonal: Desire to meet new people, to visit friends or relatives, to escape from routine,
- Status and prestige: Desire for recognition, attention, appreciation and a good reputation.

Information search
When it is clear why a recreational boater sail, is passed into phase two, information search. This phase always passes the recreational boater because he always has to do with past experiences and that they are going to search for information before. Even if it is just take a look on a navigation map.

When a recreational boater does not yet have enough information to make a decision, he will look to external factors:
- Personal sources (family, friend, neighbours, acquaintances)
• Marketers-dominated (advertising, salespeople, dealers, brochures, packaging, displays)
• Neutral (travel clubs, travel guides, travel agents)
• Experiential sources, including inspections, pre-purchase visits, or store contacts
• Internet

When the recreational boater has received enough information from internal information, he goes directly to the next stage where it is determined which decisional behaviour he exhibits. This may include the following categories are:

• Extensive: Applies to purchases with a high perceived risk and involvement (often expensive).
• Limited: This kind of behaviour is typical when the consumer occasionally buy a product or data are collected about unfamiliar brands in a familiar product category ('fine-tuning').
• Routinised: Subject little searching or effort for decision making. This is generally the case of products that are low priced and often purchased.
• Impulse: unplanned, spur-of-the-moment action / purchase, often triggered by display of point-of-sale promotion.

Evaluation of alternatives
Where adequate information is collected, any alternative options were considered. This decision is dependent on the behaviour of the recreational boater. So a recreational boater with an impulsive purchase will not past this stage, but he or she goes directly to the purchase phase.

The evaluation of alternatives can be done in two ways, but these ways can also be used combined.
The first is to weigh into four categories. These are performed in a sequence

1. Meets goals journey
2. Neither positive neither negative about the destination
3. Negative stories from other travellers about the destination
4. Destination is hard accessible

It does not mean that the recreational boater the entire assessment process continues. When he made a clear choice at step two, the recreational boater go through to the purchase process. The recreational boater can also assess the product features, which is considered as important for him. The different set of factors are as follows:

• Price and value for money
• Hospitality of host nation and people
• Activities available
• Facilities available
• Scenic beauty
• Environmental awareness
• Historical and cultural interest
• Opportunity for rest and relaxation
• Entertainment available
• Shopping facilities
Purchase
When the evaluation of alternatives has been done follows the time of purchase. Recreational boaters with impulsive behaviour will proceed directly to this phase. In this phase, the following aspects are important:

- How to book: How will the purchase made (internet / phone / travel agent etcetera)
- Where to book: Where does the traveller to go
- When to book: When the purchase is made

It does not necessarily mean that a recreational boater is going to make a booking. This phase is therefore to make the final choice, the recreational boater makes for his or her trip.

Evaluation
When the trip has come to an end, this will be evaluated. It does not necessarily mean that the recreational boater puts a review somewhere behind, or something in a guestbook. But this can also be the share with friends, when someone asks about the holiday. After the evaluation process, there are three outcomes:

- Positive disconfirmation: The observed experience has surpassed expectations.
- Simple confirmation: Performance are equal to the expectations.
- Negative disconfirmation: The performance are worse than expected.

This evaluation also plays a role when the recreational boater will make a new decision for his trip. With the knowledge they have gained, affects the new decision–making process, and can lead to a short or even a long decision making process.
Appendix V Marketing communication resources

V.1 Description communication mix

Advertisement
Advertising is any form of non-personal communication of ideas or products for example TV, radio and print (magazines, newspapers, billboards). Advertising can be used to influence the expectations of consumers. Advertising contributes to profitability in the introduction phase. Not everything can be said in advertisement. Every Organization must follow certain laws and rules. This varies by country and culture (De Vries & Van Helsdingen, 2009). Advertising laws for Estonia can be found on the following website: [http://www.gencs.eu/news/view/224](http://www.gencs.eu/news/view/224).

Personal selling
Personal selling includes all activities for people who have direct contact with the receiver. Given the simultaneity of production and consumption, personal selling can often be seen as the most effective form of communication. It provides an interactive relationship between client and vendor, the vendor can adapt the information to the customer needs. The main disadvantage of personal selling are the high cost. Customer Relationship Management (CRM) plays an important role. Personal selling is more effective when the employee has better information regarding the customers (De Vries & Van Helsdingen, 2009).

Sales promotion
Sales Promotion is generally less used within the service sector than for example in the field of fast moving consumer goods. It is partly aimed at encouraging an impulse purchase (De Vries & Van Helsdingen, 2009). Below an example of sales promotion techniques:

- **Premiums**
  Premiums are free articles that are offered with the purchase of service. Examples are: free lighters, pens, calculators, USB stick with a message (De Vries & Van Helsdingen, 2009).

- **Refunds**
  Refunds to consumers. Refund actions common in the fast moving consumer goods where new introductions are trying to entice the customer to an initial purchase through a refund actions (De Vries & Van Helsdingen, 2009).

- **Coupon actions or product plus actions**
  Offering a voucher entitling them to a discount on the service itself, or to another service. An example is providing two cheap nights at a luxury hotel in the purchase of a credit card. If this action is structural, creates a form of price bundling. This can take place within one company and between different companies (De Vries & Van Helsdingen, 2009).

- **Price discounts**
  Price Discount is a known phenomenon in services as a high and low season, where prices differ (De Vries & Van Helsdingen, 2009).

- **Club promotions**
  Club Promotion is intended to emphasize the link between organization and customer. Such as loyalty cards and discount cards (De Vries & Van Helsdingen, 2009).
- Celebrity promotion

The create a promotion around a fictional character or a famous personality. An example is the fictional characters of Walt Disney that support the promotion of Disneyland (De Vries & Van Helsdingen, 2009).

- Competitions

To stimulate the sale of services a company can unsubscribe competitions. So you can at certain organizations send the best pictures after your vacation. The photos are used, for example brochures and prize for this is a free trip (De Vries & Van Helsdingen, 2009).

- Self-liquidating premiums

The difference between self–liquidating premiums and premiums is that consumers do not get free, but make a balancing financial contribution (De Vries & Van Helsdingen, 2009).

Public relations

Nothing affects the quality perception as strong as good word–of–mouth advertising. The user is not paid and is not employed by a service provider, the reaction is purely based on own experiences. Public relations is to promote systematic and planned mutual understanding between an organization and the different stakeholders and target groups. There is a range of techniques and activities in which personal relations can be promoted such as (De Vries & Van Helsdingen, 2009):

- Press Relations (press messages, press conferences, press briefings and press receptions)
- Intern (staff magazine, briefings for employees, corporate identity and the corporate intranet)
- Publications (Annual Report, corporate DVDs and brochures, books and corporate website)
- Events (social events, company visits and the annual shareholders meeting)
- Advertising (Corporate image)

To the average duties of a PR department is the issue of corporate brochures, maintaining good contacts with the press and giving readings, lectures and guest lectures. PR departments can further engage in writing or contributing to articles in journals or sections, corporate donations to charities and engaging memberships or accepting positions within interest groups or reference groups. A well–executed PR policy often results in positive (free) publicity (De Vries & Van Helsdingen, 2009).

Sponsoring

Sponsorship is in fact commercial publicity to promote the branding of the service, in order to cultivate goodwill or achieve other communication objectives. It improves the perception of an organization's by beliefs about circumventing the organization and link the brand to an event, club player or even a competition. So Sponsorship convinces indirectly.

The effect of sponsorship on consumer behaviour is often determined on the basis of visibility (how much time is the logo or the name been in the picture?). More important than measuring visibility answers to the following questions(De Vries & Van Helsdingen, 2009):

- Observe someone a logo in the background of a competition?
- What message about the brand is conveyed by placing the logo on a scoreboard?
Is it seen a mark on the scoreboard during a Champion League match, worth more than anywhere on the side of a building?
Does anyone know the brand is a sponsor of a particular event?

Direct marketing
Direct marketing can be described as a specialized form of marketing that is mainly focused on the establishment and maintenance of a relationship between a service provider and a pre-selected customer. Below a list of direct marketing techniques (De Vries & Van Helsdingen, 2009):
- Direct mail (In a written action)
- Telemarketing (Telephone action)
- Mail order (Purchase items based on images in advertisements or catalogues)
- Teleshopping (Direct telephone purchases as a result of sponsored programs and advertising on TV)
- Direct response marketing (Advertising in printed media and on TV and radio, which is focused to generate on direct response)
- E-communication and new media (Ability to approach large groups of the public at low cost)

The travel industry makes extensive use of direct mail. The organization sends thousands of customers automatically mail (De Vries & Van Helsdingen, 2009).

Events
Offering a corporate event, a customer day, fairs and other events, are events who are very popular the last years. Business to business is often a very effective tool because the number of clients is limited or relatively small. This also happens in the travel industry which offer the finest trips to attract potential customers. Events are often brightened by speakers, for example with famous people, practitioners or specialists. The most famous event of the travel industry is a collective organized meeting in the form of vacation fair. At this fair travel-related organizations buy an area to meet the more than one hundred thousand travel-loving customers. A trade fair is also held where the business-to-business relationships can meet and talk to each other (De Vries & Van Helsdingen, 2009).

New media
Advertising on Internet is increasing. The information function of the Internet is mainly filled by actual, informative sites that provide a specific information. Nowadays internet has not only an information function but also a communication and distribution function. The number of subscriptions to a newspaper or magazine are increasingly taking off, because information is available through the internet. In Through comparison sites or search engines are alternatives easily accessible and reachable. Hyperlinks, banners and other references give the service provider the opportunity to attract visitors to their own site. Experience with the current new media shows that regular promotion, such as advertisement or television commercials, remains necessary to get enough visitors to the site. Community sites are very popular. These are sites where people can come
in contact with each other without having to really meet. These are sites that revolve around social interaction and information exchange (De Vries & Van Helsdingen, 2009).

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<td>Elku</td>
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Figure V.I.I Internet usage by sex, place of residence, age and educational level (Eesti Statistika, 2014)

Figure V.I.II The most common Internet activities in Estonia and in the European Union (Eesti Statistika, 2014)
V.III Marketing communication plan

Research into consumer and product
Research is the foundation of any marketing communication plan. Market conditions change rapidly and competition is too strong to rely only on intuition. It must first be determined what are the key features and benefits of the product and brand to the consumer. The company should know what stage of the process of choosing the target group is located. It is also important to determine the degree of involvement of the consumer (Floor & Van Raaij, 2010).

Marketing communication target group
As much information as possible should be collected of the target group. If the selection process is influenced by others it is wise to count also this people. The danger is that every consumer belongs to the target group. The consequence of this is that the message is generally that no one feels addressed. Usually it is wiser to communication efforts focus on smaller group (Floor & Van Raaij, 2010).

Marketing communication objectives
Marketing communication purpose counts are generally expressed in terms of brand awareness. Knowledge of specific brand and product characteristics, attitude, purchase intent and buying behaviour. For example, increase the brand awareness from 40 percent to 45 percent (Floor & Van Raaij, 2010).
**Marketing communication strategy**

If the target and the target are known, the marketing communication strategy can be formulated. The message must appeal to the target group. However, a good strategy is no guarantee of a good champagne (Floor & Van Raaij, 2010).

**Choice of Marketing communication mix**

Based on the chosen strategy should be determined, what marketing tools this strategy can implemented. With these choices the creative concept also plays an important role. Not every concept lends itself to any marketing communication tool (Floor & Van Raaij, 2010).

**Creative developments**

The difference between an average and a good marketing communication campaign often depends on the creative concept. If the message does not interest the target group, the champagne will have little or no effect. If the message is communicated in a striking and fascinating way, more people will respond, than a boring, not surprisingly concept (Floor & Van Raaij, 2010).

**Media choice**

After the final marketing communications mix is determined, will be determined by marketing communication tool, which media or combination of media, the best message transfer. Print media are often used in conjunction with the internet. To make the internet address known and to encourage people to go this address (Floor & Van Raaij, 2010).

**Marketing communication budget**

The choice of the budget comes during the preparation of the marketing communications plan at a minimum of two times to the order. Perhaps there is a provisional budget and can be taken into account with this. It makes no sense to develop a great champagne, if there is budget for it. Sometimes this budget is not completely fixed, but the budget is finally determined based on the fixed plans (Floor & Van Raaij, 2010).

**Examination of the results.**

Regularly must be checked if objectives can be achieved. If it looks like this fails, the marketing plan should be adjusted. The plan must indicate how the evaluation will take place. This evaluation can otherwise only be done if the targets are sufficiently precisely defined (Floor & Van Raaij, 2010).
Appendix VI Geographical demarcation of the Gulf of Finland

The Gulf of Finland is the water that is within the red circle. And bordered by the countries Finland, Russia and Estonia. Only the coast is hereby incorporated and not inland waterways.

Figure VI.I Map of the Gulf of Finland (Noordeuropa-kaart, 2011)

Figure VI.II Geographical demarcation Gulf of Finland for this research (Google, 2014)
Appendix VII Questionnaires

VII.I English

Introduction with selection questions

Dear boater,

My name is Manon Hollink and I am graduating for the education Tourism Management at Saxion University of Applied Sciences in the Netherlands. For the city port of Narva I investigate the decision making process of recreational boaters in the Gulf of Finland with respect to boating routes. Objective is to develop water-based tourism in the city port of Narva.

If you recognize yourself in the following aspects, I would like to invite you to participate in this survey.
- Recreational boater (not any type of business, commercial or freight purposes).
- In the last 12 months you boated in the Gulf of Finland.
- You have made a trip of at least 5 days in the Gulf of Finland*.

Participating in the survey is anonymous and the information you provide will be only used for the purpose of this study. I would really appreciate it if you have some time to complete this survey, filling in the survey should take no longer than 10 minutes. If you have any questions please contact me at: 311436@student.saxion.nl.

Among the respondents who completed the survey I raffle two sail navigation maps.

Thank you very much for participating and I wish you a good sailing season.

*If you made more trips in the Gulf of Finland, please take the most recent in mind when filling in the survey.

Boater characteristics

1. Did you used your own boat during the trip?
   a. Yes → question 2
   b. No, I rented one → question 3
   c. Other→ question 4

2. What has been your home port during the 12 months?
   (Open question)

3. Where did you rent the boat?
   (Open question)

4. Which type of boat did you use during the trip? (Only one answer possible)
   a. Power/motor boat
   b. Sailboat
c. Canoe or Kayak
d. Personal water craft (water scooter/ jet ski))

5. Are you member of a sailing club?
   a. Yes → next question
   b. No → question 7

6. From which club are you a member?
   (Open question)

7. Which navigation support devices did you use on board during the trip? (More answers possible)
   a. Computer
   b. GPS
   c. GSM
   d. Smart Phone
   e. Tablet
   f. Radar
   g. VHF Radio
   h. Navigation map
   i. Other
   j. Nothing

8. How many people were on the boat during the trip?
   (Open question)

9. Could you describe your company during the trip? (Only one answer possible)
   a. Only me
   b. Wife/ Girlfriend
   c. Husband/ Boyfriend
   d. Friends
   e. Brother/ Sister
   f. Parents
   g. Neighbours
   h. Other

10. How many boat trips did you made in the last 12 months? (Only one answer possible)
    a. 1–3
    b. 4–6
    c. 7–9
11. In which months did you boat during the last 12 months? (More answers possible)
   a. January
   b. February
   c. March
   d. April
   e. May
   f. June
   g. July
   h. August
   i. September
   j. October
   k. November
   l. December

Decision making process

12. At which ports did you moor during the trip?
   (Open question)

Boater characteristics

13. How much money on average did you spent during the trip each day? (Only one answer possible)
   a. €5–€15
   b. €16–€30
   c. €31–€45
   d. €46–€60
   e. €61–€70
   f. €71–€80
   g. Other

14. Please indicate roughly in percentages how your expenses during the trip are divided among the following categories (total 100%):
   (Open question)
   - Boat fuel and oil
   - Transient/guest dockage (marine fee)
   - Groceries
   - Shopping and souvenirs
   - Recreation and entertainment
   - Lodging
   - Equipment, maintenance, repairs and upkeep
   - Restaurant meals and drinks
   - Other
15. During your trip, how frequently did you engage in the following leisure activities?

(Likert scale: Never, Rarely, Regularly, Often, Very often)
- Excursions
- Visiting markets
- Sunbathing/ going to the beach/ swimming
- Visiting spa’s
- Visiting cities and towns
- Shopping
- Sport/ Physical activities
- Visiting museums/ theatres
- Discovering local culture
- Eating in a restaurant/ bar
- Cycling/ hiking

Decision making process

16. How far in advance did you start thinking about where to go during the trip? (Only one answer possible)

a. Not
b. Up to 3 days before going
c. Up to 1 week before going
d. Up to 1 month before going
e. Up to 3 months before going
f. More than 3 months before going

17. How far in advance did you planned the trip?

a. Not
b. Up to 3 days before going
c. Up to 1 week before going
d. Up to 1 month before going
e. Up to 3 months before going
f. More than 3 months before going

18. When planning my trip, the following aspects were important to me?

(Likert scale: Totally disagree, Disagree, Neutral, Agree, Totally agree)
- Hospitality of host nation people
- Price/quality
- Activities at the destination
- Facilities at ports
- Short distance from home port
- Relatively few bridges/locks
• Variation in water
• Including visit family and friends
• Weather conditions
• Historical and cultural interest

19. When planning your trip, which information sources was the most important? (only one answer possible)
   a. Previous experience → question 32
   b. Internet → question 20
   c. Social media → question 21
   d. Magazines → question 22
   e. Newspapers → question 23
   f. Personal advice from friends/relatives → question 32
   g. Region/city travel office → question 24
   h. Travel agencies/tour operators → question 25
   i. Online reviews → question 26
   j. Boating map → question 27
   k. Television → question 28
   l. Radio → question 29
   m. Out of home (billboards/public transport advertisement) → question 30
   n. Fairs → question 31

20. Which internet site(s) influenced your decision making for a specific boating area?
   (Open question)

21. Which social media channels influenced your decision making for a specific boating area?
   (Open question)

22. Which magazine(s) influenced your decision making for a specific boating area?
   (Open question)

23. Which newspaper(s) influenced your decision making for a specific boating area?
   (Open question)

24. Which region or city travel office(s) influenced your decision making for a specific boating area?
   (Open question)

25. Which travel agency or tour operator influenced your decision making for a specific boating area?
   (Open question)

26. Which online review site influenced your decision making for a specific boating area?
   (Open question)

27. Which boating map influenced your decision making for a specific boating area?
   (Open question)
28. Which television program(s) influenced your decision making for a specific boating area?
   (Open question)

29. Which radio station(s) influenced your decision making for a specific boating area?
   (Open question)

30. Which out of home advertisement(s) influenced your decision making for a specific boating area?
   (Open question)

31. Which fair(s) influenced your decision making for a specific boating area?
   (Open question)

32. How did you book the trip? (Only one answer possible)
   a. Compose my own packages
   b. Using the service of travel agents
   c. Booking by phone
   d. Booking via internet
   e. Other
   f. Not

33. Do you know the city Narva?
   a. Yes → next question
   b. No → question 37

34. Have you ever visited Narva for tourism purposes?
   a. Yes → next question
   b. No → question 36

35. What was your experience with Narva?
    (Likert scale: Totally disagree, Disagree, Neutral, Agree, Totally agree)
    • Narva is a good city to shop
    • In Narva you can see many history
    • Narva is a cosy city
    • Narva is changed in a positive way the last 5 years
    • I would like to visit Narva in the future with my boat

36. What is your image about Narva?
    (Likert scale: Totally disagree, Disagree, Neutral, Agree, Totally agree, Unknown)
    • Narva is a good city to shop
    • In Narva you can see many history
- Narva is a cosy city
- Narva is changed in a positive way the last 5 years
- I would like to visit Narva in the future with my boat

**Boater characteristics**

37. Gender
   a. Male
   b. Female

38. Age
   (Open question)

39. Nationality
   a. Finnish
   b. Estonian
   c. Russian
   d. German
   e. Lithuanian
   f. Latvian
   g. Other

40. Zip code
   (Open question)

41. If you have any comments, please write them into the box below
   (Open question)

**VII.II Estonian**
Lugupetud meremehed–ja naised!


Ma kutsun osalema oma uuringus inimesi, kes tegelevad veeturismiga ning kes on viimase 12 kuu jooksul vähemalt 5 päeva jooksul seilanud Soome lahel.
Kui Teil on täiendavaid küsimusi, siis palun võtke minuga ühendust läbi e–adressi
311436@student.saxion.nl
Kahjuks ei valda ma eesti keelt, küll aga saan hakkama inglise ja hollandi keele.

Kui olete teinud rohkem reise Soome lahel, palun mõelge küsimustele vastates oma viimasele sõidule

Aitäh Teile ning tuult purjedesse Teile edaspidigi!

1. **Kas Te kasutate Teile kuuluvat alust reisil?**
   a. Jah
   b. Ei, ma rendin aluse
   c. Mõni teine lahendus

2. **Palun nimetage oma kodusadam, mis on olnud Teie kodusadam vähemalt viimane aasta?**

3. **Kus kohast Te rendite oma aluse?**

4. **Mis tüüpi aluseid Te kasutate oma reisidel?**
   a. mootorpaat
   b. purjekat
   c. kanuud või kajakki
   d. skuutrit
   e. aerupaati
   f. mingit muud tüüpi alust

5. **Kas Te olete jahtklubi liige?**
   a. jah
   b. ei

6. **Millise jahtklubi liige Te olete?**

7. **Milliseid navigatsioonivahendeid Te kasutate reisi ajal?**
   a. Arvuti
   b. GPS
   c. GSM
   d. Nutitelefon
   e. Tahvelarvuti
   f. Radar
   g. VHF raadio
   h. Kaarti
8. Mitu inimest on koos Telega tavaliselt reisil?

9. Kas Te palun kirjeldaksite oma reisiseltskonda?
   a. Ainult mina
   b. Abikaasa/tüdruksõber
   c. Abikaasa/poissõber
   d. Söbrad
   e. Vend/öde
   f. Vanemad
   g. Naabrid
   h. Keegi teine

10. Mitu paadimatka olete teinud viimase aasta jooksul?
    a. 1–3
    b. 4–6
    c. 7–9
    d. 10–12
    e. Mõni teine arv

11. Mis kuudele kasutate viimase aasta jahtida?
    a. Jaanuar
    b. Veebruar
    c. Märts
    d. Aprill
    e. Mai
    f. Juuni
    g. Juuli
    h. August
    i. September
    j. Oktoober
    k. November
    l. Detsember

12. Millistes sadamates sildusite reisi jooksul?

13. Kui palju raha kulutate paadimatkal iga päev?
    a. €5–€15
    b. €16–€30
    c. €31–€45
14. Palun märkige ligilähtedane reisikulutuste protsent järgmiste kategooriate vahel:
   a. Paadi kütus ja õli
   b. Sadamatasud
   c. Toit ja jook
   d. Igapäevased tarbeesemed
   e. Suuremas ostud ja suveniirid
   f. Puhkus ja meelelahutus
   g. Seadmed, hooldus, remont ja korrashoid
   h. Reisivarustus, aluse tehnilise hooldamise kulud jne
   i. Muu kulud

15. Kui tihti Te paadimatka ajal osalesite turistidele mõeldud tegevustes?
   (Valikuvastused on : mitte kunagi, harva, tihti aga mitte kogu aeg, sageli, nii palju kui võimalik)
   a. Ekskursioonid
   b. Turgude külastamine
   c. Rannapäevad
   d. SPA külastused
   e. Tutvumine linna või sadamapiirkonnaga
   f. Ostlemine
   g. Sport või muud füüsilist pingutust nõudvat tegevust
   h. Muuseumite ja teatrite külastamine
   i. Tutvumine kohaliku kultuuri eripäradega
   j. Restoranide/baraare külastamine
   k. Jalgrattasõit/matkamine

16. Kui pikalt Te oma reisisihtmärki (kuhu minna) ette planeerisite?
   a. Ei planeerinudki ette
   b. 3 päeva enne reisi algust
   c. 1 nädal enne reisi algust
   d. 1 nädal enne reisi algust
   e. 3 kuud enne reisi algust
   f. Rohkem kui 3 kuud enne reisi algust

17. Kui pikalt Te oma reisi tervikuna ette planeerisite?
   a. Ei planeerinudki ette
   b. 3 päeva enne reisi algust
c. 1 nädal enne reisi algust
d. 1 nädal enne reisi algust
e. 3 kuud enne reisi algust
f. Rohkem kui 3 kuud enne reisi algust

18. Mis asjaolud on Teile tähtsat Teie reisi planeerimisel?
(Palun kasutage järgmisi määratlusi: ei ole üldse oluline, ei ole oluline, neutraalne, vajalik, väga vajalik)
a. Sihtkoha maa rahva sõbralikkus
b. Hinnad/teenuste kvaliteet
c. Tegevusvöimalused sihtkohas
d. Korraliku sadama olemasolu
e. Lühike vahemaa kodusadamast
f. Sildade ja lüüside väheseks sihtkohta
g. Valikute tegemine vee peal olles
h. Perekonna või söprade külastamise võimalus
i. Ilmastikutingimused
j. Ajalooline ja kultuuriline huvi sihtkoha vastu

19. Missugused infoallikad on olulised reisi planeerimisel?
a. Varasem kogemus
b. Internet
c. Sotsiaalmeedia
d. Ajakirjad
e. Ajalehed
f. Sõprade/sugulaste soovitused
g. Sihtkoha turundusorganisatsioonid
h. Reisibüroost saadud info
i. Online reisikirjad
j. Navigatsiooni kaardid
k. Televiisioon
l. Raadio
m. Reklaam
n. Matkamessid

20. Millised Internetileheküljed aitavad langetada Teil otsuseid valides paadireisi sihti?
21. Millised sotsiaalmeedia kanalid aitavad Teil langetada otsuseid valides paadireisi sihti?
22. Millised ajakirjad mõjutavad Teie otsuse tegemist paadireisi sihi valimisel?
23. Millised ajalehed mõjutavad Teie otsuse tegemist paadireisi sihi valimisel?
24. Millised sihtkoha turundusorganisatsioonid mõjutavad Teie otsuste tegemist paadireisi sihi valimisel?
25. Millised turismibürood või reisiagentuurid mõjutavad Teie otsuste tegemist paadireisi sihi valimisel?
26. Millised online meedia ülevaated mõjutavad Teie otsuste tegemist paadireisi sihi valimisel?
27. Millised veeteede kaardid mõjutavad Teie otsuste tegemist paadireisi sihi valimisel?
28. Millised TV saatud või programmid mõjutavad Teie otsuste tegemist paadireisi sihi valimisel?
29. Millised raadijaamad mõjutavad Teie otsuste tegemist paadireisi sihi valimisel?
30. Millised muud reklaamikanalid mõjutavad Teie otsuste tegemist paadireisi sihi valimisel?
31. Millised turismimessid ja –turud mõjutavad Teie otsuste tegemist paadireisi sihi valimisel?

32. Kuidas Te broneerite oma reisi?
   a. Koostan ise oma reisipaketti
   b. Kasutan reisibüroo teenuseid
   c. Teen vajalikud broneeringud telefoni teel
   d. Teen vajalikud broneeringud läbi Interneti
   e. Broneerin muul viisil
   f. Ei broneeri ette üldse

33. Kas Te olete Narvas käinud?
   a. Jah
   b. Ei

34. Kas Te olete Narvat külastanud kui turist?
   a. jah
   b. ei

35. Millised on Teie Narva külastamise kogemused?
    (Palun näidake oma seisukohta järgmiste vastuse valikutega: vägagi nõus, nõus, neutraalne, ei ole nõus, ei tea)
   a. Narva on hea linn ostlemiseks
   b. Narvas näeb palju ajalugu
   c. Narva on mõnus linn
   d. Narva on viimase 5 aastaga positiivselt muutunud
   e. Ma sooviksin Narvat väisata ka paadiga

36. Milline linn on Narva Teie arvates?
    (Palun näidake oma seisukohta järgmiste vastuse valikutega: vägagi nõus, nõus, neutraalne, ei ole nõus, ei tea)
    a. Narva on hea linn ostlemiseks
    b. Narvas näeb palju ajalugu
    c. Narva on mõnus linn
    d. Narva on viimase 5 aastaga positiivselt muutunud
    e. Ma kindlasti lisaksin Narva külastamise on paadimatka kavva.
37. Palun märkige oma sugu
   a. Naine
   b. Mees

38. Palun märkige oma vanus

39. Palun märkige oma rahvus
   a. Soomlane
   b. Eestlane
   c. Venelane
   d. Sakslane
   e. Leedukas
   f. Lätlane
   g. Möni muu rahvus

40. Zip kood

VII.III Finnish
Hyvää veneilijä,


Jos tunnistatte itsenne seuraavissa asioissa, haluaisin toivottaa Teidät osallistumaan tähän kyselyyn:

Olette vapaa-ajan veneilijä (ette ole liike-, kauppa- tai rahtialuksen veneilijä)
Olette veneilleet Suomenlahdella viimeisten 12 kuukauden aikana (ADD-kartta)
Olette tehneet vähintään 5 päivää kestäneen matkan Suomenlahdella*.

Osallistute tähän kyselyyn anonymisti. Antamaanne informaatiota käytetään vain tämän tutkimuksen tekemiseen. Arvostaisin todella jos Teillä olisi aikaa täyttää tämä kyselytutkimus, se ei vie kuin noin 10 minuuttia. Jos Teillä herää kysymyksiä, olkaa hyvä ja ottakaan yhteyttä minuun sähköpostillalla: 311436@student.saxion.nl.

Kyselyyn vastanneiden kesken arvon kaksi purjehdusnavigointikarttaa.

Kiitos paljon osallistumisestanne!
Toivon Teille hyvää purjehduskautta.

Jos olette tehneet enemmän matkoja Suomenlahdella, olkaa hyvä ja ottakaa huomioon viimeisin matkanne.

1. Käytittekö omaa venettänne matkan aikana?
   a. Kyllä
   b. En, vuokrasin veneen
   c. Muu

2. Mikä on ollut kotisatamanne 12 kuukauden aikana?

3. Mistä vuokrasitte veneen?

4. Minkä tyypistä venettä käytitte matkan aikana?
   a. Pikavenettä
   b. Purjevenettä
   c. Kanoottia tai kajakkia
   d. Vesiskootteria tai jet skitä
   e. Raakakumivenettä
   f. Muuta

5. Oletteko purjehduskerhon jäsen?
   a. Kyllä
   b. En

6. Minkä purjehduskerhon jäsen olette?

7. Mitä navigointiuvainettä käytitte matkan aikana?
   a. Tietokonetta
   b. GPS:ää
   c. GSM:ää
   d. Älypuhelinta
   e. Tablettia
   f. Tutkaa
   g. VHF-radiota
   h. Navigointikarttaa
   i. Muuta
   j. En mitään

8. Kuinka monta ihmistä veneessä oli matkan aikana?
9. Voisitteko kuvallia matkaseuraanne?
   a. Vain minä
   b. Vaimo/tytöystävä
   c. Aviomies/poikaystävä
   d. Ystävät
   e. Veli/sisko
   f. Vanhemmat
   g. Naapurit
   h. Muu

10. Kuinka monta laivamatkaa olette tehneet viimeisen 12 kuukauden aikana?
    a. 1–3
    b. 4–6
    c. 7–9
    d. 10–12
    e. Muu

11. Minä kuukausina olette purjehtineet viimeisten 12 kuukauden aikana?
    a. Tammikuussa
    b. Helmikuussa
    c. Maaliskuussa
    d. Huhtikuussa
    e. Toukokuussa
    f. Kesäkuussa
    g. Heinäkuussa
    h. Elokuussa
    i. Syyskuussa
    j. Lokakuussa
    k. Marraskuussa
    l. Joulukuussa

12. Missä satamissa laivanne oli kiinnitettynä matkan aikana?

13. Kuinka paljon rahaa käytitte keskimäärin päivittäin matkan aikana?
    a. €5–€15
    b. €16–€30
    c. €31–€45
    d. €46–€60
    e. €61–€70
    f. €71–€80
    g. Muu
14. Olkaa hyvä, ja ilmoittakaa suunnilleen prosentteina, miten Teidän kulunne jakautuivat matkan aikana seuraavissa kategorioissa?
   a. Veneen polttoaine ja öljy
   b. Tilapäiset maksut/ vierassatamamaksu
   c. Ravintola–ateriat ja juomat
   d. Kauppaostokset
   e. Ostokset ja matkamuistot
   f. Vapaa-ajantoiminta ja huvi
   g. Majoittuminen
   h. Laitteet, huolto, korjaukset ja ylläpito
   i. Muu

15. Kuinka usein teitte matkan aikana seuraavia vapaa-ajan aktiviteetteja? (olkaa hyvä ja ilmoittakaa myös kuinka usein tämä tapahtui: ei koskaan, harvoin, säännöllisesti, usein, hyvin usein)
   a. Retket
   b. Markkinoilla vierailu
   c. Auringonotto/rannalle meno/uinti
   d. Kylypyloissä käynti
   e. Suurkaupungeissa ja kaupungeissa vierailu
   f. Shoppailu
   g. Liikunta/fyysiset aktiviteetit
   h. Museoissa vierailu/teatterissa käynti
   i. Paikalliskulttuuriin tutustuminen
   j. Ravintolassa/baarissa syöminen
   k. Pyöräily/vaellus

16. Kuinka aikaisin etukäteen mietitte, minne menisitte matkan aikana?
   a. En miettinyt asiaa ollenkaan
   b. Vähintään 3 päivää ennen lähtöä
   c. Vähintään 1 viikko ennen lähtöä
   d. Vähintään 1 kuukausi ennen lähtöä
   e. Vähintään 3 kuukautta ennen lähtöä
   f. Enemmän kuin 3 kuukautta ennen lähtöä

17. Kuinka kauan suunniteltitte matkaa etukäteen?
   a. En suunnitellut ollenkaan
   b. Vähintään 3 päivää ennen lähtöä
   c. Vähintään 1 viikko ennen lähtöä
   d. Vähintään 1 kuukausi ennen lähtöä
   e. Vähintään 3 kuukautta ennen lähtöä
18. Kun suunnittelisin matkaani, seuraavat näkökulmat olivat tärkeitä minulle: (oli ka hyvä ja ilmoittakaa, mitä mieltä asiasta olette: vahvasti eri mieltä, eri mieltä, asia on minulle OK, samaa mieltä, vahvasti samaa mieltä).
   a. Isäntäämaani ihmisten vieraanvaraisuus
   b. Hinta/laatu
   c. Aktiviteetit kohteessa
   d. Palvelut satamissa
   e. Lyhyt matka kotisatamasta
   f. Suhteellisen harvat sillat/lukot
   g. Muutokset vedessä
   h. Perheen ja ystävien tapaaminen
   i. Sääolosuhteet
   j. Historialliset ja kulttuurilliset mielenkiinnon kohteet

19. Mitkä informaation lähteet osoittuivat tärkeiksi suunnitellessanne matkaa?
   a. Aiempi kokemus
   b. Internet
   c. Sosiaalinen media
   d. Aikakauslehdet
   e. Sanomalehdet
   f. Henkilökohtaiset neuvot ystäviltä/sukulaisilta
   g. Alueen/kaupungin matkailutoimisto
   h. Matkatoimistot/matkanjärjestäjät
   i. Online-arvostelut
   j. Veneily-kartta
   k. Televisio
   l. Radio
   m. Mainostaulut/julkisten liikenteen kulkuvälineiden (linja-autot, yms.) mainokset kodin ulkopuolella
   n. Messut

20. Mikä nettisivu vaikuttivat/paätökseen veneillä tietyllä alueella?
21. Mikä sosiaalisen median kanavat vaikuttivat/paätökseen veneillä tietyllä alueella?
22. Mikä aikakauslehti/aikakauslehdet vaikuttivat/paätökseen veneillä tietyllä alueella?
23. Mikä sanomalehti/sanomalehedet vaikuttivat/paätökseen veneillä tietyllä alueella?
24. Mikä alueen/kaupungin matkailutoimisto vaikuttivat/paätökseen veneillä tietyllä alueella?
25. Mikä matkatoimisto tai matkanjärjestäjä vaikuttivat/paätökseen veneillä tietyllä alueella?
26. Mikä online-arvostelusivusto vaikuttivat/paätökseen veneillä tietyllä alueella?
27. Mikä veneilykartta vaikuttivat/paätökseen veneillä tietyllä alueella?
28. Mikä/Mitkä television–ohjelma(t) vaikutti/vaikuttivat päätökseenne veneillä tietyllä alueella?
29. Mikä radioasema(t) vaikutti/vaikuttivat päätökseenne veneillä tietyllä alueella?
30. Mikä/Mitkä kodin ulkopuolella oleva(t) mainos/mainokset vaikutti/vaikuttivat päätökseenne veneillä tietyllä alueella?
31. Mitkä messut vaikutti/vaikuttivat päätökseenne veneillä tietyllä alueella?

32. Kuinka varasitte matkan?
   a. Tein oman matkapakettini
   b. Käytin matkatoimistojen palveluja
   c. Varasin matkan kännykällä
   d. Varasin matkan Internetistä
   e. Muu
   f. En varannut matkaa

33. Tiedättekö Narvan kaupungin?
   a. Kyllä
   b. En

34. Oletteko koskaan käyneet Narvassa matkailumielessä?
   a. Kyllä
   b. En

35. Mitä mieltä olette Narvasta?
   (olkaa hyvä ja ilmoittakaa, mitä mieltä asiasta olette: vahvasti eri mieltä, eri mieltä, asia on minulle OK, samaa mieltä, en tiedä).
   a. Narva on hyvä ostoskaupunki
   b. Narvassa voi nähdä paljon historiaa
   c. Narva on mukava kaupunki
   d. Narva on muuttunut positiivisella tavalla viimeisten viiden vuoden aikana
   e. Haluaisin käydä Narvassa tulevaisuudessa veneillen

36. Mikä on mielikuvanne Narvasta?
   (olkaa hyvä ja ilmoittakaa, mitä mieltä asiasta olette: vahvasti eri mieltä, eri mieltä, asia on minulle OK, samaa mieltä, en tiedä).
   a. Narva on hyvä ostoskaupunki
   b. Narvassa voi nähdä paljon historiaa
   c. Narva on mukava kaupunki
   d. Narva on muuttunut positiivisella tavalla viimeisten viiden vuoden aikana
   e. Haluaisin sisällyttää Narvan tulevaisuudessa osaksi veneilyreittiäni
37. Sukupuoli
   a. Mies
   b. Nainen

38. Ikä

39. Kansalaisuus
   a. suomalainen
   b. Virolainen
   c. Venäläinen
   d. Saksalainen
   e. Liettualainen
   f. Latvialainen
   g. Muu
Appendix VIII Results

Table VIII.I Average age Recreational Boaters

<table>
<thead>
<tr>
<th>Age</th>
<th>Mean</th>
<th>Total N</th>
<th>Missing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age</td>
<td>47</td>
<td>170</td>
<td>43</td>
</tr>
</tbody>
</table>

Table VIII.II Age Recreational Boaters in categories

<table>
<thead>
<tr>
<th>Age (categories)</th>
<th>Frequency</th>
<th>Valid Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td></td>
<td></td>
</tr>
<tr>
<td>&lt;40</td>
<td>31</td>
<td>24,4</td>
</tr>
<tr>
<td>40-49</td>
<td>47</td>
<td>37,0</td>
</tr>
<tr>
<td>50+</td>
<td>49</td>
<td>38,6</td>
</tr>
<tr>
<td>Total</td>
<td>127</td>
<td>100,0</td>
</tr>
<tr>
<td>Missing</td>
<td>999</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>170</td>
<td></td>
</tr>
</tbody>
</table>

Table VIII.III Gender Recreational Boaters

<table>
<thead>
<tr>
<th>Gender</th>
<th>Frequency</th>
<th>Valid Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>112</td>
<td>88,2</td>
</tr>
<tr>
<td>Female</td>
<td>15</td>
<td>11,8</td>
</tr>
<tr>
<td>Total</td>
<td>127</td>
<td>100,0</td>
</tr>
<tr>
<td>Missing</td>
<td>System</td>
<td>43</td>
</tr>
<tr>
<td>Total</td>
<td>170</td>
<td></td>
</tr>
</tbody>
</table>

Table VIII.IV Nationality Recreational Boaters

<table>
<thead>
<tr>
<th>Nationality</th>
<th>Frequency</th>
<th>Valid Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Finnish</td>
<td>74</td>
<td>44,6</td>
</tr>
<tr>
<td>Estonian</td>
<td>92</td>
<td>55,4</td>
</tr>
<tr>
<td>Total</td>
<td>166</td>
<td>100,0</td>
</tr>
<tr>
<td>Missing</td>
<td>System</td>
<td>4</td>
</tr>
<tr>
<td>Total</td>
<td>170</td>
<td></td>
</tr>
</tbody>
</table>
Table VIII.V Use of the boat

<table>
<thead>
<tr>
<th>Did you used your own boat during the trip?</th>
<th>Frequency</th>
<th>Valid Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td>170</td>
<td>100,0</td>
</tr>
<tr>
<td>Yes</td>
<td>144</td>
<td>84,7</td>
</tr>
<tr>
<td>No, I rented one</td>
<td>7</td>
<td>4,1</td>
</tr>
<tr>
<td>Family/Friend(s) boat</td>
<td>9</td>
<td>5,3</td>
</tr>
<tr>
<td>Other</td>
<td>10</td>
<td>5,9</td>
</tr>
</tbody>
</table>

Table VIII.VI Type of boat

<table>
<thead>
<tr>
<th>Which type of boat did you use during the trip?</th>
<th>Frequency</th>
<th>Valid Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td>170</td>
<td>100,0</td>
</tr>
<tr>
<td>Powerboat/ motorboat</td>
<td>36</td>
<td>21,2</td>
</tr>
<tr>
<td>Sailboat</td>
<td>126</td>
<td>74,1</td>
</tr>
<tr>
<td>Canoe or Kayak</td>
<td>4</td>
<td>2,4</td>
</tr>
<tr>
<td>Raw inflatable boat</td>
<td>2</td>
<td>1,2</td>
</tr>
<tr>
<td>Other</td>
<td>2</td>
<td>1,2</td>
</tr>
</tbody>
</table>

Table VIII.VII Sailing club members

<table>
<thead>
<tr>
<th>Are you member of a sailing club?</th>
<th>Frequency</th>
<th>Valid Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td>170</td>
<td>100,0</td>
</tr>
<tr>
<td>Yes</td>
<td>108</td>
<td>63,5</td>
</tr>
<tr>
<td>No</td>
<td>62</td>
<td>36,5</td>
</tr>
</tbody>
</table>

Table VIII.VIII Sailing club members by nationality

<table>
<thead>
<tr>
<th>Are you member of a sailing club?</th>
<th>Nationality</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Finnish</td>
<td>Count</td>
<td>Column Valid N %</td>
</tr>
<tr>
<td>Yes</td>
<td>67</td>
<td>90,5%</td>
<td>37</td>
</tr>
<tr>
<td>No</td>
<td>7</td>
<td>9,5%</td>
<td>55</td>
</tr>
</tbody>
</table>
Table VIII.IX Number of Navigation support devices by categories

<table>
<thead>
<tr>
<th>Total number of devices used (categories)</th>
<th>Frequency</th>
<th>Valid Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td></td>
<td></td>
</tr>
<tr>
<td>0–1 devices</td>
<td>19</td>
<td>11,2</td>
</tr>
<tr>
<td>2–3 devices</td>
<td>69</td>
<td>40,6</td>
</tr>
<tr>
<td>&gt;3 devices</td>
<td>82</td>
<td>48,2</td>
</tr>
<tr>
<td>Total</td>
<td>170</td>
<td>100,0</td>
</tr>
</tbody>
</table>

Table VIII.X Navigation support devices

Which navigation support devices did you use on board during the trip?

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Valid Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>GPS</td>
<td>143</td>
</tr>
<tr>
<td>Navigation map</td>
<td>131</td>
</tr>
<tr>
<td>VHF Radio</td>
<td>86</td>
</tr>
<tr>
<td>Tablet</td>
<td>72</td>
</tr>
<tr>
<td>Smart Phone</td>
<td>64</td>
</tr>
<tr>
<td>Computer</td>
<td>47</td>
</tr>
<tr>
<td>Radar</td>
<td>36</td>
</tr>
<tr>
<td>GSM</td>
<td>28</td>
</tr>
<tr>
<td>Other</td>
<td>3</td>
</tr>
</tbody>
</table>

Table VIII.XI Average number of people on board

How many people were on the boat during the trip?

<table>
<thead>
<tr>
<th>Total N</th>
<th>170</th>
</tr>
</thead>
<tbody>
<tr>
<td>Missing</td>
<td>0</td>
</tr>
<tr>
<td>Mean</td>
<td>3,54</td>
</tr>
</tbody>
</table>

Table VIII.XII Company during trip

Could you describe your company during the trip?

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Valid Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td></td>
</tr>
<tr>
<td>Only me</td>
<td>7</td>
</tr>
<tr>
<td>Wife/Girlfriend</td>
<td>44</td>
</tr>
<tr>
<td>Husband/Boyfriend</td>
<td>11</td>
</tr>
<tr>
<td>Friends</td>
<td>66</td>
</tr>
<tr>
<td>Brother/Sister</td>
<td>1</td>
</tr>
<tr>
<td>Parents</td>
<td>2</td>
</tr>
<tr>
<td>Family with children</td>
<td>20</td>
</tr>
<tr>
<td>Child(ren)</td>
<td>10</td>
</tr>
<tr>
<td>Other</td>
<td>9</td>
</tr>
<tr>
<td>Total</td>
<td>170</td>
</tr>
</tbody>
</table>
Table VIII.XIII Company during the trip by age

**Could you describe your company during the trip?**

<table>
<thead>
<tr>
<th>Age (categories)</th>
<th>&lt;40</th>
<th>40-49</th>
<th>50+</th>
</tr>
</thead>
<tbody>
<tr>
<td>Count</td>
<td>Count</td>
<td>Count</td>
<td>Count</td>
</tr>
<tr>
<td>Only me</td>
<td>0</td>
<td>0</td>
<td>3</td>
</tr>
<tr>
<td>Wife/Girlfriend</td>
<td>6</td>
<td>7</td>
<td>22</td>
</tr>
<tr>
<td>Husband/Boyfriend</td>
<td>1</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Friends</td>
<td>21</td>
<td>19</td>
<td>12</td>
</tr>
<tr>
<td>Brother/Sister</td>
<td>0</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>Parents</td>
<td>1</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Neighbours</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Family with children</td>
<td>2</td>
<td>12</td>
<td>2</td>
</tr>
<tr>
<td>Child(ren)</td>
<td>0</td>
<td>4</td>
<td>1</td>
</tr>
<tr>
<td>Other</td>
<td>0</td>
<td>2</td>
<td>5</td>
</tr>
</tbody>
</table>

Table VIII.XIV Number of boat trips

**How many boat trips did you make in the last 12 months?**

<table>
<thead>
<tr>
<th>Nationality</th>
<th>Count</th>
<th>Column N %</th>
<th>Count</th>
<th>Column N %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finnish</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1-3</td>
<td>11</td>
<td>14,9%</td>
<td>35</td>
<td>38,0%</td>
</tr>
<tr>
<td>4-6</td>
<td>12</td>
<td>16,2%</td>
<td>15</td>
<td>16,3%</td>
</tr>
<tr>
<td>7-9</td>
<td>7</td>
<td>9,5%</td>
<td>13</td>
<td>14,1%</td>
</tr>
<tr>
<td>10-12</td>
<td>22</td>
<td>29,7%</td>
<td>15</td>
<td>16,3%</td>
</tr>
<tr>
<td>&gt;12</td>
<td>9</td>
<td>12,2%</td>
<td>7</td>
<td>7,6%</td>
</tr>
<tr>
<td>Other</td>
<td>13</td>
<td>17,6%</td>
<td>7</td>
<td>7,6%</td>
</tr>
</tbody>
</table>

Table VIII.XV Boating months

**In which months did you boat during the last 12 months?**

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Column N %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Off season</td>
<td>20 11,8%</td>
</tr>
<tr>
<td>April</td>
<td>24 14,1%</td>
</tr>
<tr>
<td>May</td>
<td>120 70,6%</td>
</tr>
<tr>
<td>June</td>
<td>152 89,4%</td>
</tr>
<tr>
<td>July</td>
<td>159 93,5%</td>
</tr>
<tr>
<td>August</td>
<td>156 91,8%</td>
</tr>
<tr>
<td>September</td>
<td>136 80,0%</td>
</tr>
<tr>
<td>October</td>
<td>72 42,4%</td>
</tr>
</tbody>
</table>
### Table VIII.XVI Money spent during trip

**How much money on average did you spend during the trip each day?**

<table>
<thead>
<tr>
<th>Nationality</th>
<th>Finnish</th>
<th></th>
<th>Estonian</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Count</td>
<td>Column Valid N %</td>
<td>Count</td>
<td>Column Valid N %</td>
<td></td>
</tr>
<tr>
<td>€5–€15</td>
<td>1</td>
<td>1,4%</td>
<td>11</td>
<td>12,5%</td>
</tr>
<tr>
<td>€16–€30</td>
<td>12</td>
<td>16,7%</td>
<td>28</td>
<td>31,8%</td>
</tr>
<tr>
<td>€31–€45</td>
<td>17</td>
<td>23,6%</td>
<td>24</td>
<td>27,3%</td>
</tr>
<tr>
<td>€46–€60</td>
<td>20</td>
<td>27,8%</td>
<td>13</td>
<td>14,8%</td>
</tr>
<tr>
<td>€61–€70</td>
<td>6</td>
<td>8,3%</td>
<td>2</td>
<td>2,3%</td>
</tr>
<tr>
<td>€71–€80</td>
<td>10</td>
<td>13,9%</td>
<td>8</td>
<td>9,1%</td>
</tr>
<tr>
<td>&gt;€80</td>
<td>4</td>
<td>5,6%</td>
<td>0</td>
<td>0,0%</td>
</tr>
<tr>
<td>Other</td>
<td>2</td>
<td>2,8%</td>
<td>2</td>
<td>2,3%</td>
</tr>
</tbody>
</table>

### Table VIII.XVII Expenditures during trip (average)

**Please indicate roughly in percentages how your expenses during the trip are divided among the following categories:**

<table>
<thead>
<tr>
<th>Expenditures during trip (average)</th>
<th>Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>Groceries</td>
<td>30%</td>
</tr>
<tr>
<td>Transient/guest dockage (marine fee)</td>
<td>20%</td>
</tr>
<tr>
<td>Boat fuel and oil</td>
<td>17%</td>
</tr>
<tr>
<td>Shopping and souvenirs</td>
<td>12%</td>
</tr>
<tr>
<td>Restaurant meals and drinks</td>
<td>8%</td>
</tr>
<tr>
<td>Lodging</td>
<td>5%</td>
</tr>
<tr>
<td>Recreation and entertainment</td>
<td>4%</td>
</tr>
<tr>
<td>Equipment, maintenance, repairs and upkeep</td>
<td>3%</td>
</tr>
<tr>
<td>Other</td>
<td>2%</td>
</tr>
</tbody>
</table>
### Table VIII.XVIII Leisure activities recreational boaters

**During your trip, how frequently did you engage in the following leisure activities?**

<table>
<thead>
<tr>
<th>Activity</th>
<th>Very often</th>
<th>Often</th>
<th>Regularly</th>
<th>Rarely</th>
<th>Never</th>
</tr>
</thead>
<tbody>
<tr>
<td>Visiting spa’s</td>
<td>1%</td>
<td>6%</td>
<td>7%</td>
<td>14%</td>
<td>72%</td>
</tr>
<tr>
<td>Visiting museums/theatres</td>
<td>2%</td>
<td>14%</td>
<td>24%</td>
<td>27%</td>
<td>34%</td>
</tr>
<tr>
<td>Shopping</td>
<td>2%</td>
<td>15%</td>
<td>29%</td>
<td>39%</td>
<td>15%</td>
</tr>
<tr>
<td>Excursions</td>
<td>4%</td>
<td>13%</td>
<td>15%</td>
<td>22%</td>
<td>46%</td>
</tr>
<tr>
<td>Visiting markets</td>
<td>8%</td>
<td>14%</td>
<td>25%</td>
<td>29%</td>
<td>24%</td>
</tr>
<tr>
<td>Cycling/ hiking</td>
<td>9%</td>
<td>13%</td>
<td>24%</td>
<td>29%</td>
<td>25%</td>
</tr>
<tr>
<td>Sport/physical activities</td>
<td>10%</td>
<td>11%</td>
<td>19%</td>
<td>37%</td>
<td>24%</td>
</tr>
<tr>
<td>Sunbathing</td>
<td>11%</td>
<td>15%</td>
<td>21%</td>
<td>26%</td>
<td>28%</td>
</tr>
<tr>
<td>Eating in a restaurant/bar</td>
<td>21%</td>
<td>34%</td>
<td>26%</td>
<td>13%</td>
<td>6%</td>
</tr>
<tr>
<td>Discovering local culture</td>
<td>23%</td>
<td>39%</td>
<td>17%</td>
<td>18%</td>
<td>4%</td>
</tr>
<tr>
<td>Visiting cities and towns</td>
<td>30%</td>
<td>33%</td>
<td>19%</td>
<td>12%</td>
<td>7%</td>
</tr>
</tbody>
</table>

![Figure VIII.I Leisure activities recreational boaters by nationality (% often – very often)](image)

### Table VIII.XIX Leisure activities recreational boaters by nationality

**During your trip, how frequently did you engage in the following leisure activities?**

<table>
<thead>
<tr>
<th>Activity</th>
<th>Often / very often</th>
<th>Finnish</th>
<th>Estonian</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Visiting cities and towns</td>
<td>45%</td>
<td>79%</td>
<td>63%</td>
<td></td>
</tr>
<tr>
<td>Discovering local culture</td>
<td>52%</td>
<td>70%</td>
<td>62%</td>
<td></td>
</tr>
<tr>
<td>Eating in a restaurant/bar</td>
<td>61%</td>
<td>49%</td>
<td>55%</td>
<td></td>
</tr>
<tr>
<td>Sunbathing</td>
<td>33%</td>
<td>18%</td>
<td>26%</td>
<td></td>
</tr>
<tr>
<td>Sport/physical activities</td>
<td>16%</td>
<td>27%</td>
<td>22%</td>
<td></td>
</tr>
<tr>
<td>Cycling/ hiking</td>
<td>30%</td>
<td>12%</td>
<td>22%</td>
<td></td>
</tr>
<tr>
<td>Visiting markets</td>
<td>20%</td>
<td>19%</td>
<td>20%</td>
<td></td>
</tr>
<tr>
<td>Excursions</td>
<td>20%</td>
<td>13%</td>
<td>17%</td>
<td></td>
</tr>
<tr>
<td>Shopping</td>
<td>22%</td>
<td>13%</td>
<td>17%</td>
<td></td>
</tr>
<tr>
<td>Visiting museums/theatres</td>
<td>11%</td>
<td>18%</td>
<td>15%</td>
<td></td>
</tr>
<tr>
<td>Visiting spa’s</td>
<td>5%</td>
<td>8%</td>
<td>7%</td>
<td></td>
</tr>
</tbody>
</table>
Table VIII.XX Leisure activities recreational boaters by age

**During your trip, how frequently did you engage in the following leisure activities?**

<table>
<thead>
<tr>
<th>Activity</th>
<th>&lt;40</th>
<th>40–49</th>
<th>50+</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Visiting markets</td>
<td>68%</td>
<td>67%</td>
<td>55%</td>
<td>63%</td>
</tr>
<tr>
<td>Eating in a restaurant/bar</td>
<td>58%</td>
<td>72%</td>
<td>59%</td>
<td>62%</td>
</tr>
<tr>
<td>Discovering local culture</td>
<td>71%</td>
<td>52%</td>
<td>48%</td>
<td>55%</td>
</tr>
<tr>
<td>Shopping</td>
<td>32%</td>
<td>27%</td>
<td>20%</td>
<td>26%</td>
</tr>
<tr>
<td>Visiting cities and town</td>
<td>19%</td>
<td>23%</td>
<td>23%</td>
<td>22%</td>
</tr>
<tr>
<td>Visiting museums/theatres</td>
<td>16%</td>
<td>16%</td>
<td>33%</td>
<td>22%</td>
</tr>
<tr>
<td>Sport/physical activities</td>
<td>32%</td>
<td>22%</td>
<td>14%</td>
<td>20%</td>
</tr>
<tr>
<td>Cycling/ hiking</td>
<td>13%</td>
<td>7%</td>
<td>28%</td>
<td>17%</td>
</tr>
<tr>
<td>Visiting spa's</td>
<td>7%</td>
<td>20%</td>
<td>21%</td>
<td>17%</td>
</tr>
<tr>
<td>Sunbathing</td>
<td>10%</td>
<td>11%</td>
<td>22%</td>
<td>15%</td>
</tr>
<tr>
<td>Excursions</td>
<td>7%</td>
<td>9%</td>
<td>5%</td>
<td>7%</td>
</tr>
</tbody>
</table>

Table VIII.XXI Thinking about where to go

**How far in advance did you start thinking about where to go during the trip?**

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Valid Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td>10,5</td>
</tr>
<tr>
<td>Up to 1 week</td>
<td>41,3</td>
</tr>
<tr>
<td>Up to 1 month</td>
<td>18,9</td>
</tr>
<tr>
<td>More than 1 month</td>
<td>29,4</td>
</tr>
<tr>
<td>Total</td>
<td>100,0</td>
</tr>
<tr>
<td>Missing</td>
<td>999</td>
</tr>
<tr>
<td>Total</td>
<td>170</td>
</tr>
</tbody>
</table>
Table VIII.XXII Planning about where to go

How far in advance did you start thinking about where to go during the trip?

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Valid Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Not</td>
<td>18</td>
<td>12,6</td>
</tr>
<tr>
<td>Up to 1 week</td>
<td>66</td>
<td>46,2</td>
</tr>
<tr>
<td>Up to 1 month</td>
<td>25</td>
<td>17,5</td>
</tr>
<tr>
<td>More than 1 month</td>
<td>34</td>
<td>23,8</td>
</tr>
<tr>
<td>Total</td>
<td>143</td>
<td>100,0</td>
</tr>
<tr>
<td>Missing</td>
<td>999</td>
<td>27</td>
</tr>
<tr>
<td>Total</td>
<td>170</td>
<td></td>
</tr>
</tbody>
</table>

Table VIII.XXIII Important aspects during planning (short version)

When planning my trip, the following aspects were important to me

<table>
<thead>
<tr>
<th>Aspects</th>
<th>(totally) agree</th>
<th>neutral</th>
<th>(totally) disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Short distance from home port</td>
<td>13%</td>
<td>20%</td>
<td>67%</td>
</tr>
<tr>
<td>Including visit family and friends</td>
<td>18%</td>
<td>22%</td>
<td>60%</td>
</tr>
<tr>
<td>Relatively few bridges/locks</td>
<td>24%</td>
<td>18%</td>
<td>58%</td>
</tr>
<tr>
<td>Variation in water</td>
<td>24%</td>
<td>39%</td>
<td>37%</td>
</tr>
<tr>
<td>Activities at the destination</td>
<td>47%</td>
<td>28%</td>
<td>26%</td>
</tr>
<tr>
<td>Historical and cultural interest</td>
<td>50%</td>
<td>29%</td>
<td>21%</td>
</tr>
<tr>
<td>Weather conditions</td>
<td>62%</td>
<td>20%</td>
<td>19%</td>
</tr>
<tr>
<td>Price/quality</td>
<td>62%</td>
<td>31%</td>
<td>7%</td>
</tr>
<tr>
<td>Hospitality of host nation people</td>
<td>63%</td>
<td>21%</td>
<td>16%</td>
</tr>
<tr>
<td>Facilities at ports</td>
<td>70%</td>
<td>23%</td>
<td>7%</td>
</tr>
</tbody>
</table>

Figure VIII.III Important aspects during planning
Table VIII.XXIV Important aspects during planning

When planning my trip, the following aspects were important to me

<table>
<thead>
<tr>
<th>Aspects</th>
<th>Totally agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Totally disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Including visit family and friends</td>
<td>2%</td>
<td>16%</td>
<td>22%</td>
<td>18%</td>
<td>42%</td>
</tr>
<tr>
<td>Short distance from home port</td>
<td>4%</td>
<td>9%</td>
<td>20%</td>
<td>39%</td>
<td>29%</td>
</tr>
<tr>
<td>Relatively few bridges/locks</td>
<td>7%</td>
<td>17%</td>
<td>18%</td>
<td>26%</td>
<td>33%</td>
</tr>
<tr>
<td>Activities at the destination</td>
<td>10%</td>
<td>37%</td>
<td>28%</td>
<td>17%</td>
<td>9%</td>
</tr>
<tr>
<td>Variation in water</td>
<td>10%</td>
<td>14%</td>
<td>39%</td>
<td>21%</td>
<td>16%</td>
</tr>
<tr>
<td>Historical and cultural interest</td>
<td>12%</td>
<td>38%</td>
<td>29%</td>
<td>11%</td>
<td>10%</td>
</tr>
<tr>
<td>Price/quality</td>
<td>18%</td>
<td>44%</td>
<td>31%</td>
<td>2%</td>
<td>4%</td>
</tr>
<tr>
<td>Facilities at ports</td>
<td>24%</td>
<td>46%</td>
<td>23%</td>
<td>6%</td>
<td>1%</td>
</tr>
<tr>
<td>Hospitality of host nation people</td>
<td>24%</td>
<td>39%</td>
<td>21%</td>
<td>7%</td>
<td>9%</td>
</tr>
<tr>
<td>Weather conditions</td>
<td>37%</td>
<td>24%</td>
<td>20%</td>
<td>13%</td>
<td>6%</td>
</tr>
</tbody>
</table>

Table VIII.XXV Important information source

When planning your trip, which information source was the most important?

<table>
<thead>
<tr>
<th>Source</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Previous experience</td>
<td>34</td>
<td>20,0</td>
<td>24,6</td>
<td>24,6</td>
</tr>
<tr>
<td>Internet</td>
<td>43</td>
<td>25,3</td>
<td>31,2</td>
<td>55,8</td>
</tr>
<tr>
<td>Magazines</td>
<td>1</td>
<td>.6</td>
<td>.7</td>
<td>56,5</td>
</tr>
<tr>
<td>Personal advice from friends/relatives</td>
<td>22</td>
<td>12,9</td>
<td>15,9</td>
<td>72,5</td>
</tr>
<tr>
<td>Region/ city travel office</td>
<td>2</td>
<td>1,2</td>
<td>1,4</td>
<td>73,9</td>
</tr>
<tr>
<td>Travel agencies/tour operators</td>
<td>1</td>
<td>.6</td>
<td>.7</td>
<td>74,6</td>
</tr>
<tr>
<td>Boating map</td>
<td>32</td>
<td>18,8</td>
<td>23,2</td>
<td>97,8</td>
</tr>
<tr>
<td>Radio</td>
<td>1</td>
<td>.6</td>
<td>.7</td>
<td>98,6</td>
</tr>
<tr>
<td>Fairs</td>
<td>2</td>
<td>1,2</td>
<td>1,4</td>
<td>100,0</td>
</tr>
<tr>
<td>Total</td>
<td>138</td>
<td>81,2</td>
<td>100,0</td>
<td></td>
</tr>
<tr>
<td>Missing</td>
<td>999</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>170</td>
<td>100,0</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Figure VIII.IV Important source for planning (complete)
Table VIII.XXVI Know Narva

**Do you know the city Narva?**

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Valid Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td>Yes</td>
<td>107</td>
</tr>
<tr>
<td></td>
<td>No</td>
<td>30</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>137</td>
</tr>
<tr>
<td>Missing</td>
<td>999</td>
<td>33</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>170</td>
</tr>
</tbody>
</table>

Table VIII.XXVII Visited Narva

**Have you ever visited Narva for tourism purposes?**

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Valid Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td>Yes</td>
<td>48</td>
</tr>
<tr>
<td></td>
<td>No</td>
<td>59</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>107</td>
</tr>
<tr>
<td>Missing</td>
<td>999</td>
<td>63</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>170</td>
</tr>
</tbody>
</table>

Table VIII.XXVIII Experience with Narva (shop)

**Narva is a good city to shop**

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Valid Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td>Totally disagree</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Disagree</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td>Neutral</td>
<td>13</td>
</tr>
<tr>
<td></td>
<td>Agree</td>
<td>12</td>
</tr>
<tr>
<td></td>
<td>Totally agree</td>
<td>9</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>45</td>
</tr>
<tr>
<td>Missing</td>
<td>999</td>
<td>125</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>170</td>
</tr>
</tbody>
</table>
Table VIII.XXIX Experience with Narva (history)

**In Narva you can see many history**

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Valid</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Totally disagree</td>
<td>12</td>
<td>26,1</td>
</tr>
<tr>
<td>Disagree</td>
<td>12</td>
<td>26,1</td>
</tr>
<tr>
<td>Neutral</td>
<td>5</td>
<td>10,9</td>
</tr>
<tr>
<td>Agree</td>
<td>12</td>
<td>26,1</td>
</tr>
<tr>
<td>Totally agree</td>
<td>5</td>
<td>10,9</td>
</tr>
<tr>
<td>Total</td>
<td>46</td>
<td>100,0</td>
</tr>
<tr>
<td>Missing</td>
<td>999</td>
<td>124</td>
</tr>
<tr>
<td>Total</td>
<td>170</td>
<td></td>
</tr>
</tbody>
</table>

Table VIII.XXX Experience with Narva (cosy)

**Narva is a cosy city**

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Valid</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Totally disagree</td>
<td>2</td>
<td>4,3</td>
</tr>
<tr>
<td>Disagree</td>
<td>12</td>
<td>26,1</td>
</tr>
<tr>
<td>Neutral</td>
<td>19</td>
<td>41,3</td>
</tr>
<tr>
<td>Agree</td>
<td>12</td>
<td>26,1</td>
</tr>
<tr>
<td>Totally agree</td>
<td>1</td>
<td>2,2</td>
</tr>
<tr>
<td>Total</td>
<td>46</td>
<td>100,0</td>
</tr>
<tr>
<td>Missing</td>
<td>999</td>
<td>124</td>
</tr>
<tr>
<td>Total</td>
<td>170</td>
<td></td>
</tr>
</tbody>
</table>

Table VIII.XXXI Experience with Narva (changed)

**Narva is changed in a positive way the last 5 years**

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Valid</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Totally disagree</td>
<td>9</td>
<td>20,5</td>
</tr>
<tr>
<td>Disagree</td>
<td>14</td>
<td>31,8</td>
</tr>
<tr>
<td>Neutral</td>
<td>9</td>
<td>20,5</td>
</tr>
<tr>
<td>Agree</td>
<td>7</td>
<td>15,9</td>
</tr>
<tr>
<td>Totally agree</td>
<td>5</td>
<td>11,4</td>
</tr>
<tr>
<td>Total</td>
<td>44</td>
<td>100,0</td>
</tr>
<tr>
<td>Missing</td>
<td>999</td>
<td>126</td>
</tr>
<tr>
<td>Total</td>
<td>170</td>
<td></td>
</tr>
</tbody>
</table>
Table VIII.XXXII Experience with Narva(visit)

**I would like to visit Narva in the future with my boat**

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Valid Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Totally disagree</td>
<td>16</td>
<td>34,0</td>
</tr>
<tr>
<td>Disagree</td>
<td>9</td>
<td>19,1</td>
</tr>
<tr>
<td>Neutral</td>
<td>13</td>
<td>27,7</td>
</tr>
<tr>
<td>Agree</td>
<td>3</td>
<td>6,4</td>
</tr>
<tr>
<td>Totally agree</td>
<td>6</td>
<td>12,8</td>
</tr>
<tr>
<td>Total</td>
<td>47</td>
<td>100,0</td>
</tr>
<tr>
<td>Missing</td>
<td>999</td>
<td>123</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>170</td>
</tr>
</tbody>
</table>

Table VIII.XXXIII Image about Narva (shop)

**Narva is a good city to shop**

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Valid Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td></td>
<td></td>
</tr>
<tr>
<td>0</td>
<td>30</td>
<td>51,7</td>
</tr>
<tr>
<td>Totally disagree</td>
<td>3</td>
<td>5,2</td>
</tr>
<tr>
<td>Disagree</td>
<td>5</td>
<td>8,6</td>
</tr>
<tr>
<td>Neutral</td>
<td>9</td>
<td>15,5</td>
</tr>
<tr>
<td>Agree</td>
<td>4</td>
<td>6,9</td>
</tr>
<tr>
<td>Totally agree</td>
<td>7</td>
<td>12,1</td>
</tr>
<tr>
<td>Total</td>
<td>58</td>
<td>100,0</td>
</tr>
<tr>
<td>Missing</td>
<td>999</td>
<td>112</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>170</td>
</tr>
</tbody>
</table>

Table VIII.XXXIV Image about Narva (history)

**In Narva you can see many history**

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Valid Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td></td>
<td></td>
</tr>
<tr>
<td>0</td>
<td>12</td>
<td>20,7</td>
</tr>
<tr>
<td>Totally disagree</td>
<td>4</td>
<td>6,9</td>
</tr>
<tr>
<td>Disagree</td>
<td>5</td>
<td>8,6</td>
</tr>
<tr>
<td>Neutral</td>
<td>9</td>
<td>15,5</td>
</tr>
<tr>
<td>Agree</td>
<td>19</td>
<td>32,8</td>
</tr>
<tr>
<td>Totally agree</td>
<td>9</td>
<td>15,5</td>
</tr>
<tr>
<td>Total</td>
<td>58</td>
<td>100,0</td>
</tr>
<tr>
<td>Missing</td>
<td>999</td>
<td>112</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>170</td>
</tr>
</tbody>
</table>
Table VIII.XXXV Image about Narva (cosy)

**Narva is a cosy city**

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Valid</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>0</td>
<td>24</td>
<td>41,4</td>
</tr>
<tr>
<td>Totally disagree</td>
<td>2</td>
<td>3,4</td>
</tr>
<tr>
<td>Disagree</td>
<td>5</td>
<td>8,6</td>
</tr>
<tr>
<td>Neutral</td>
<td>13</td>
<td>22,4</td>
</tr>
<tr>
<td>Agree</td>
<td>11</td>
<td>19,0</td>
</tr>
<tr>
<td>Totally agree</td>
<td>3</td>
<td>5,2</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>58</td>
<td>100,0</td>
</tr>
<tr>
<td><strong>Missing</strong></td>
<td>999</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>170</td>
<td></td>
</tr>
</tbody>
</table>

Table VIII.XXXVI Image about Narva (changed)

**Narva is changed in a positive way the last 5 years**

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Valid</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>0</td>
<td>29</td>
<td>50,0</td>
</tr>
<tr>
<td>Totally disagree</td>
<td>4</td>
<td>6,9</td>
</tr>
<tr>
<td>Disagree</td>
<td>2</td>
<td>3,4</td>
</tr>
<tr>
<td>Neutral</td>
<td>12</td>
<td>20,7</td>
</tr>
<tr>
<td>Agree</td>
<td>9</td>
<td>15,5</td>
</tr>
<tr>
<td>Totally agree</td>
<td>2</td>
<td>3,4</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>58</td>
<td>100,0</td>
</tr>
<tr>
<td><strong>Missing</strong></td>
<td>999</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>170</td>
<td></td>
</tr>
</tbody>
</table>

Table VIII.XXXVII Image about Narva (visit)

**I would like include Narva in the future in my boating route**

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Valid</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>0</td>
<td>9</td>
<td>15,5</td>
</tr>
<tr>
<td>Totally disagree</td>
<td>5</td>
<td>8,6</td>
</tr>
<tr>
<td>Disagree</td>
<td>5</td>
<td>8,6</td>
</tr>
<tr>
<td>Neutral</td>
<td>11</td>
<td>19,0</td>
</tr>
<tr>
<td>Agree</td>
<td>13</td>
<td>22,4</td>
</tr>
<tr>
<td>Totally agree</td>
<td>15</td>
<td>25,9</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>58</td>
<td>100,0</td>
</tr>
<tr>
<td><strong>Missing</strong></td>
<td>999</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>170</td>
<td></td>
</tr>
</tbody>
</table>
Table VIII.XXXVIII Home port of recreational boaters/ rent

**What has been your home port during the 12 months?**

**Where did you rent the boat?**

<table>
<thead>
<tr>
<th>Province</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Southern Finland (Helsinki)</td>
<td>60</td>
<td>43.2%</td>
</tr>
<tr>
<td>Harjumaa (Estonia)</td>
<td>42</td>
<td>30.2%</td>
</tr>
<tr>
<td>Pärnumaa (Estonia)</td>
<td>8</td>
<td>5.8%</td>
</tr>
<tr>
<td>Saaremaa (Estonia)</td>
<td>6</td>
<td>4.3%</td>
</tr>
<tr>
<td>Läänemaa (Estonia)</td>
<td>5</td>
<td>3.6%</td>
</tr>
<tr>
<td>Hiiumaa (Estonia)</td>
<td>4</td>
<td>2.9%</td>
</tr>
<tr>
<td>Western Finland</td>
<td>4</td>
<td>2.9%</td>
</tr>
<tr>
<td>Eastern Finland</td>
<td>4</td>
<td>2.9%</td>
</tr>
<tr>
<td>Varumaa (Estonia)</td>
<td>2</td>
<td>1.4%</td>
</tr>
<tr>
<td>Tartumaa (Estonia)</td>
<td>1</td>
<td>0.7%</td>
</tr>
<tr>
<td>Ida Virumaa (Estonia)</td>
<td>1</td>
<td>0.7%</td>
</tr>
<tr>
<td>Lääne–Virumaa (Estonia)</td>
<td>1</td>
<td>0.7%</td>
</tr>
<tr>
<td>Oulu (Finland)</td>
<td>1</td>
<td>0.7%</td>
</tr>
<tr>
<td>Missing</td>
<td>31</td>
<td></td>
</tr>
</tbody>
</table>
## Appendix IX Media planning

| Month | A | A | M | M | M | M | M | M | Jn | Jn | Jn | Jn | Jl | Jl | Jl | Jl | A | A | A | A | S | S | S | S | O | O | O | O | N |
|-------|---|---|---|---|---|---|---|---|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|---|---|---|
| Week  | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | 31 | 32 | 33 | 34 | 35 | 36 | 37 | 38 | 39 | 40 | 41 | 42 | 43 | 44 | 45 | **Budget** |

### Media resource

<table>
<thead>
<tr>
<th>New media</th>
<th>Website</th>
<th>Facebook</th>
<th>Twitter</th>
<th>Wikipedia</th>
<th>Kipper</th>
<th>Visitestonia</th>
<th>Idavirumaa</th>
<th>Event</th>
<th>Business day</th>
<th>Evaluation</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>€1,458.50</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>€2175,-</td>
<td></td>
</tr>
</tbody>
</table>

**Figure IX.1 Media planning city port of Narva**

- **Tourism coordinator**
- **Employee 1 (1 FTE)**
- **Employee 2 (1 FTE)**
- **Employee 3 (0.8 FTE)**

- **F** Friday
- **1–11** Event number
- **a** Looking for a website builder
- **–** Provide information
- **O** Publishing website

A city port, the first step to a tourist destination
### Cultural events in Narva 2015 (May–October)

<table>
<thead>
<tr>
<th>Event</th>
<th>Date</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Event 1</td>
<td>9 May</td>
<td>Narva Spring fair, Narva Castle</td>
</tr>
<tr>
<td>Event 2</td>
<td>24 May – 3 June</td>
<td>International Mravinski festival</td>
</tr>
<tr>
<td>Event 3</td>
<td>30–31 May</td>
<td>Blacksmith’s festival ‘Baroque smithery’, Narva Castle</td>
</tr>
<tr>
<td>Event 4</td>
<td>4–7 June</td>
<td>Days of Narva</td>
</tr>
<tr>
<td>Event 5</td>
<td>13 June</td>
<td>Narva Energy Run</td>
</tr>
<tr>
<td>Event 6</td>
<td>23 June</td>
<td>Folk Holiday &quot;Sint John’s night&quot;, Narva Castle</td>
</tr>
<tr>
<td>Event 7</td>
<td>17–19 July</td>
<td>Narva Bike, Narva Castle</td>
</tr>
<tr>
<td>Event 8</td>
<td>7–9 August</td>
<td>Narva history festival and re-enactment “The battle of Narva”</td>
</tr>
<tr>
<td>Event 9</td>
<td>15 August</td>
<td>Narva summer fair</td>
</tr>
<tr>
<td>Event 10</td>
<td>29–30 August</td>
<td>Festival of preserved food “Summer into the Jar”, Narva</td>
</tr>
<tr>
<td>Event 11</td>
<td>3–4 October</td>
<td>Culture House Rugodiv, International Photography</td>
</tr>
</tbody>
</table>

### Tourism coordinator

The tourism coordinator is responsible for all the marketing of the city port of Narva. In the first week she has too search for a good website developer. Someone who can make a professional website for the city port. After a week she will collect information about the city port and consults with the website developer how the website should look like and what information has to be displayed. Within these three weeks she also takes care for translations of the available information. After five weeks the website is ready to be launched. When the website is live the tourism coordinator is responsible for updates throughout the year. Besides the website she is also responsible for the end evaluation of the new marketing communication plan at the end of the sailing season.

### Employee 1

Employee 1 is responsible for social media. In the first three weeks she creates a Facebook and Twitter account for the city port of Narva. Then she posts two times a week messages on each medium. This person is also responsible for monitoring the target group via social media and signalling important trends. Besides social media she will be active on the forum Kipper. As several cultural events will be organized in Narva, she will generate publicity on Kipper and social media to attract recreational boaters.

### Employee 2

Employee 2 is responsible for organizing the business day event. The tourism coordinator is main responsible, but employee 2 invites different stakeholders, organizes the boat, tour guides, lunch and welcome drinks. During the day itself at 2 June, this person ensures that everything runs well.

### Employee 3

Employee 3 is responsible for collecting right information about Narva. This person will take care for the right information on Wikipedia and checks every five weeks if it is still correct and up-to-date. Besides that, in the first four weeks this person takes care that the right and complete information about Narva will be shown on Visitestonia and Ida–Virumaa.