

Mr. Hesam Pakbeen

Aalto University

School of Art, Design and Architecture

NODUS Sustainable Design Research Group

Hämeentie 135 C, 00560

Helsinki, Finland

00358458572400

hesam.pakbeen@aalto.fi

Hesam Pakbeen (M.A.) graduated from University of Art, Tehran, as Industrial Designer in 2009. He is currently studying Creative Sustainability program at Aalto University, School of Arts, Design and Architecture, Finland. He cooperates with NODUS Sustainable Design Research group as research assistant, working in Innovations and Network project, which focuses on the topic of concept design for sustainability in cruising industry.

DESTINATION RE-POSITIONING:

A CASE STUDY OF KOLI, FINLAND

Abstract

Branding is increasingly considered to be a vital factor in the sustainable development of different industries including tourism. Recently, destination branding is increasingly receiving much attention (Morgan et al., 2012) and tourism destinations are competing to attract more visitors by promising unique experiences. Consequently, one of the major concerns of tourism destinations consists of setting a strong brand position, which includes a “unique, credible, sustainable and valued” perception of the place (Davis, 2002). Koli in eastern Finland is a tourism destination, which benefits from strong cultural and natural values. While it has been the most visited tourism destination in early 20th century, its position has been declined over the past two decades. This paper is a preliminary attempt to develop Koli brand through design-led service approach. The service process consists of three parts. Firstly, we propose a concept for the perception of accessibility to Koli. Next concept includes the improvement of social communication that results in changing the perception of Koli by motivating non-visitors to experience the place. Finally, by emphasizing the learning potentials of Koli, we suggest a model to extend the educational network in Koli, which in turn leads to more visitors.

Keywords: Destination branding, re-positioning, non-visitors’ perception, service design process

Introduction

The brand concept is set to become a fundamental factor in the increasingly competitive nature of economy (Clifton, 2009; Moor, 2007; Lury, 2004). In the literature, the term brand is generally understood to refer to differentiating characteristics of products or services from those of competitors that represent the full personality of the owner (Kotler and Gary, 2013; Davis 2009). Traditionally, brand has been defined as a sign of ownership, while recent developments in branding have led to more visionary and user-oriented definitions (Abbing, 2010). For instance, Davis (2000) describes brand as a set of promise indicating trust and expectations of users. Aaker (1995) demonstrates that brand is a mental box in which promises and values are embedded. Similarly, BuldingBrands (n.d.) outlines that brand consist of a collection of user's perceptions shaped in his mind. Accordingly, current approaches to branding suggest that the construction of brands must be through a co-creation process by owners and users (Abbing, 2010). Vargo and Lusche (2004) stress the importance of involving users in the process of co-creation of values. Likewise, Prahalad and Ramaswamy (2000) demonstrate the position of value building in the process of co-creating in which users and suppliers cooperate to create and develop a brand. Prahalad (2004) argues that co-creation of values can be achieved only if brand becomes the experience which can lead to the co-creation of values and promises. Similarly, de Chernatony (2006) asserts that brand consists of a combination of emotional and functional values, promising a "unique experience". Therefore, experiencing a brand plays a key role in the process of brand development. Brand does not only apply to a company or organization, but also a variety of phenomena including a person, an idea or an area can be branded (Davis, 2009). Accordingly, branding in tourism industry is considered as a crucial factor (Kolb, 2006). Destination brand is directly connected to users (and non users) perceptions, information received and visitors' experiences. These factors in turn are remarkably relied on services process provided by the destination (Moilanen and Rainisto, 2009). Hence, service process considered as a crucial

factor in positioning the destination brand. This paper is a preliminary attempt to provide design-led service suggestions and consequently re-positioning the Koli brand in Finnish tourism industry.

Destination review

Koli is widely considered to be the most well known national landscape in Finland. It consists of a combination of Finnish culture and nature portrayed in Eero Järnefelt's (1863-1937) paintings who has been known as the first artist showed the beauty of Koli. He had a key role in the development of Koli as a tourism destination, since his paintings were considered as a national symbol representing a unique and fascinating landscape (Ateneum, 2013). Consequently, Koli became the most visited tourism destination in Finland for some years according to a survey conducted in 1923 (Metsähallitus, 2013). The latest report we found regarding the most visited destinations in Finland has been published in 2007 that states Kittilä, Pello, Kolari and Kuusamo in Lapland as the most popular places for tourists. In addition, Pohjanmaa, the southeastern part of Etelä-Pohjanmaa, Kanta-Häme and the eastern part of Pohjois-Savo were among the most visited areas in Finland (Finnish Tourist Board, 2013). Given these facts, Koli's position in the most popular Finnish tourism destination list has been declined. Our personal communication with locals in Koli (April 2013) approved the decrease in the number of visitors in comparison with other popular regions in Finland. To our knowledge, despite the considerable attempts to rise Koli's position among other competitors, locals and service providers in Koli expects more customers. Koli provides a variety of activities such as boating, fishing, hiking, skiing, exhibitions, cycling, snowboarding and camping. In addition, it offers tourist services such as cafés and restaurants, hotel, hostel, holiday apartments and cottages (PK Media Service Oy, 2007). Accordingly, locals involved in producing the tourism services as well as in the development and planning of tourism in the region emphasized the need for overnights visitors. In other words, Koli seeks tourists who stay longer in the region and use various services provided for

tourism purposes such as accommodation, sport and leisure activities, local food services and relaxation facilities.

Destination position: a survey on the current position of Koli

In order to study the relation between Finns and Koli, we conducted a survey in which 19 subjects were interviewed individually. The participants' age ranged from 22 to 48. All the participants were originally from different regions in Finland such as Alavus, Espoo, Helsinki, Jyväskylä, Kemi, Kuopio, Lahti, Lieksa, Mikkeli, Nastola, Oulu, Pori, Salo, Tampere and Vaasa (Fig.1). Random sampling in terms of background, invitation to interview, gender and

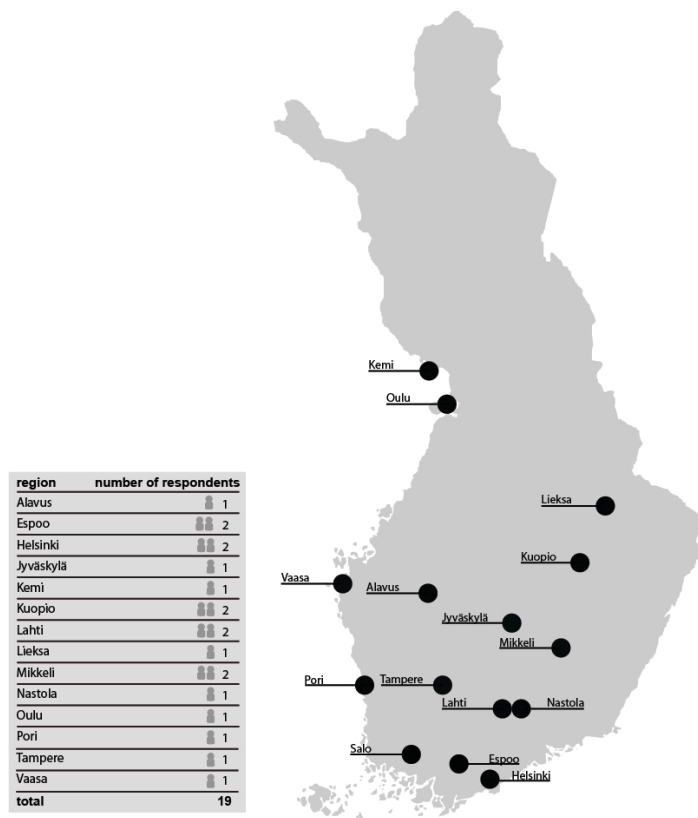


Figure 1. Origin/number of respondents.

age was used to maximize the generalizability of the research results. All the participants were informed that the interview would be voice recorded and documented. The interview consisted of four main parts. The first part participants were asked to name some natural attractions in Finland.

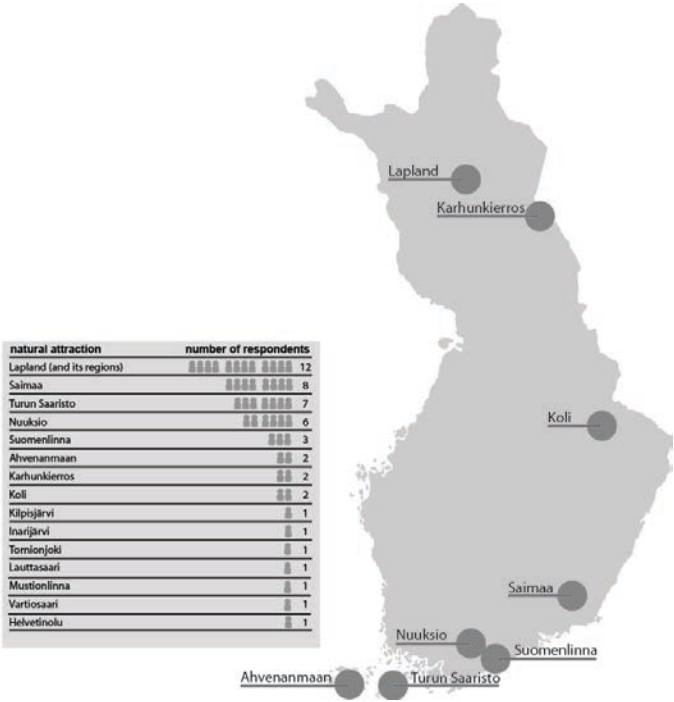
In the second part, we asked the respondents to express their relation with Koli. This part included three

stages in turn: 1- determining whether they have been to Koli or not, and follow-up questions according to their replies. 2-discovering the respondents' perceptions of Koli. 3- measuring their information about services offered in Koli and potential services they expect. In the final part, the participants were asked to name the most visible and noticeable media for commercial purposes in their daily life. The structure of the interview survey was based on

using the results in analysis phase including SWOT and 4D branding. We undertook this study to find the possible design solutions for positioning Koli in Finnish Tourism Industry.

Results

A total of 19 subjects, aged 22 to 48, took part in the survey. Of the study population 11 were female and 9 were male. In the first part, the participant was asked to name five natural attractions in Finland that s/he every Finn must visit. The purpose of this question was to determine the most popular tourism destination in Finland according to Finnish perception as well as finding Koli’s position in their destination choices. Expectedly, the majority of the respondents (17 out of 19) did not mention Koli as the top-five natural attractions in Finland. Conversely, the majority of the participants (12 out of 19) chose Lapland as the most worth-visiting natural attraction in Finland. After come Lake Saimaa, Turun Saaristo (Turku Archipelago) and Nuuksio Park, named by 8, 7 and 6 participants respectively (Fig.2). It is



worth mentioning that 9 respondents believed that Finland’s lakes are the same beautiful and could not prefer any specific area or lake to visit.

The second part of the interview included several questions focusing on Koli and its relation to respondents. Firstly, we asked the participant whether s/he has been to Koli or not. Surprisingly, 12 participants

Figure 2. Most reported destinations by repondents.

had visited Koli before (Fig.3). However, 11

of them had been there in their childhood with family or school and only one re-visited Koli after the first time (Fig.4). Since the majority of the subjects visited Koli in their childhood,

they did not have vivid memories of the time. Yet, 10 of them assumed that they did not stay over night in Koli.



Figure 3. Demographic of Koli visitors and non-visitors



Figure 4. Respondents' ages at the time of visiting Koli

Conversely, 7 of the participants had never been to Koli. While the majority of them were interested to visit Koli, 2 of them could not find any specific reason that might interest them to spend their vacation in Koli (Fig.5). Despite the interest, none of the respondents has any plan to visit Koli (Fig.6).



Figure 5. Demographic of Koli repetitive visitors



Figure 6. Demographic of respondents' plan to visit Koli

Since the overall response to re-visiting Koli was negative and nearly one third of the whole study population had never been to Koli, we asked them about the main reasons of not visiting (or re-visiting) Koli. In response to this question, nearly all of those surveyed indicated that they did not think about it due to the lack of information. Consequently, they chose other places to visit, either in Finland or abroad. Also 8 participants reported the long distance and lack of easy accessibility to the region (Fig.7).






| reason | number of respondents |
|---|---|
| lack of information about Koli |  17 |
| lack of easy access to Koli |  8 |
| prefer travelling abroad |  5 |
| prefer travelling other places in Finland |  2 |
| do not have car |  1 |

Figure 7. Demographic of respondents' reasons for not visiting Koli

In the second part of the interview, we asked the respondents to name some keywords, which represent Koli in their personal perception. In other words, they were asked to share their image from Koli even if they had never had a chance to visit. As expected, the most repeated keywords were related to the natural elements such as splendid scenery, snow, forest, lakes and peaceful landscape. In addition, the majority of the respondents mentioned downhill skiing as the main perception from Koli.

The third part of the interview focused on the participants' knowledge about services offers in Koli as well as their expectations. Nearly all of those who surveyed had no clear idea about services provided in Koli (Fig.8). Yet, a minority mentioned Downhill skiing facilities. The majority of the study population assumed that Koli provides accommodation services but they had no clear information about that. Afterwards, the subjects were asked to state their expectations in terms of services and facilities and indicate what could motivate them to choose Koli for their vacation. Interestingly, of the 19 subjects, almost two third expected more public information from Koli tourism board. Additionally, 8 participants expected good accommodation in Koli. A minority of the respondents mentioned sport facilities, tour guides, toilet service and camping possibilities respectively.

| | |
|---|---|
| 1 respondent : to some extent | 18 respondents : no clear idea |
|  |  |
| total : 19 | |

Figure 8. Respondents information about Koli

Finally, we asked the participants about the most noticeable and visible media in their daily life. The results indicated that Internet is the most popular media since the user can gain more information about the product at the same time. Social media and TV were the second and third noticeable media for the respondents. Only a minority of the subjects mentioned other media such as newspaper and magazines.

In addition to the results obtained from interviews, we found some unexpected comments from respondents. For instance, one participant mentioned Koli among the most important natural attractions in Finland, while she had never been to Koli. She referred to her background in art history as the main reason of mentioning Koli. Another participant who visited Koli in her childhood remembered that Koli provides Spa services. While nearly all the respondents did not have a certain opinion about accommodation in Koli, one could remember the Hotel in his childhood and commented it as “an ugly hotel”. Two of the subjects were eager to visit Koli again only if they would take somebody who had never been there to show the scenery. They similarly commented that they are not very keen to re-visit Koli but would be happy to show Koli to new visitors. Four respondents believed that Finland is not the most interesting place to visit and they prefer to travel abroad, since the nature and infrastructures in Finland are remarkably identical in different regions of the country. Accordingly, one of the participants claimed that “it is believed in Finland that traveling abroad is considerably cheaper than visiting different parts of Finland”. The last but not the least, one respondent stated that she feels “ashamed and embarrassed” of not visiting Koli because Koli is directly connected with Finnish culture and history and “it feels that we need to value our cultural heritages more than what we currently do”.

Destination Analysis

Gad (2000) proposes a 4 dimensional model to determine the strengths and weaknesses of a brand. The four dimensions include functional, social, spiritual and mental. He defines the

functional dimension as the perceived benefits of the product or service connected to the brand and experienced by users. Therefore, it contributes with the perception of customer according to her/his experience of product/service benefits. Social dimension consists of factors, which lead to identification of users by using a specific product or service. It indicates the relation between user and a community to which s/he desires to belong. On the other hand, mental dimension deals with personality of users that can be changed through using a brand. Finally, the author introduces the spiritual dimension, which concerns the relation between the brand and the universal system in which the brand is embedded in terms of ethics and good will. According to the results of our survey as well as personal and group observation in Koli, we believe that the region has different values in each of the four dimensions. In the functional dimension, which contributes the perception of user's experience from Koli, we found two different levels. According to the result of our study, respondents did not have a considerable positive perception of Koli as a brand that offers services. Therefore, it can be concluded that the position of Koli in the functional dimension for people who have never been to the region is not high. On the contrary, the perception of people who have experienced services in Koli is remarkably positive and surprisingly different from who had not experienced Koli (Konu et.al, 2009). For this reason, a noticeable gap can be seen between the two mentioned functional dimensions (Fig.9).

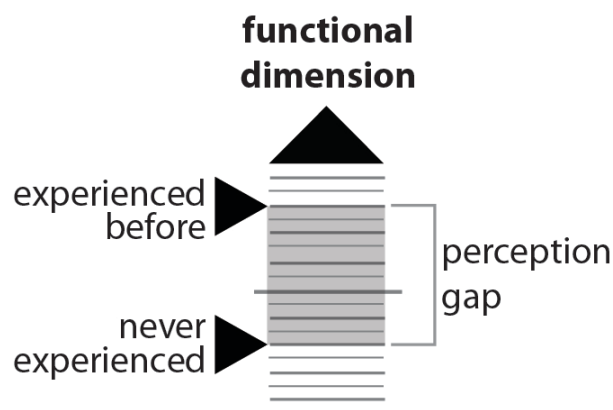


Figure 9. Perception gap in the functional dimension of Koli 4D brand Model

We conclude that one of the main focal points of positioning Koli brand must include the transition from the lower functional dimension to the upper. In other words, since the majority of the respondents complained about lack of information regarding Koli, they cannot have a correct perception of experiencing Koli brand. Thus, to raise the level of functional dimension of Koli brand, the possibility of experiencing Koli must be increased. The social dimension of Koli brand seems to be lower than the other competitors as described in the results of the survey. On the basis of the survey conducted by Konu et.al (2009) as well as the comments we collected from participants, Koli has a considerable high position in mental and spiritual dimension. This is especially due to the natural and cultural potentials of the region, which motivate those who value environmental and cultural experience.

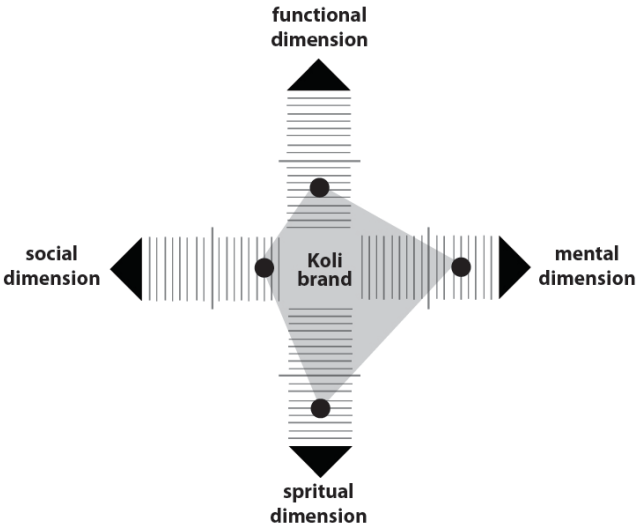


Figure 10. Koli's position in 4D Model

Fig.10 illustrates the position of Koli brand in 4D dimensional brand model. As mentioned, transition from the lower level to the upper level in functional dimension is of a paramount importance. We believe that the raise of functional dimension in Koli leads to a considerable development in other dimensions with more emphasize on the social dimension (Fig.11).

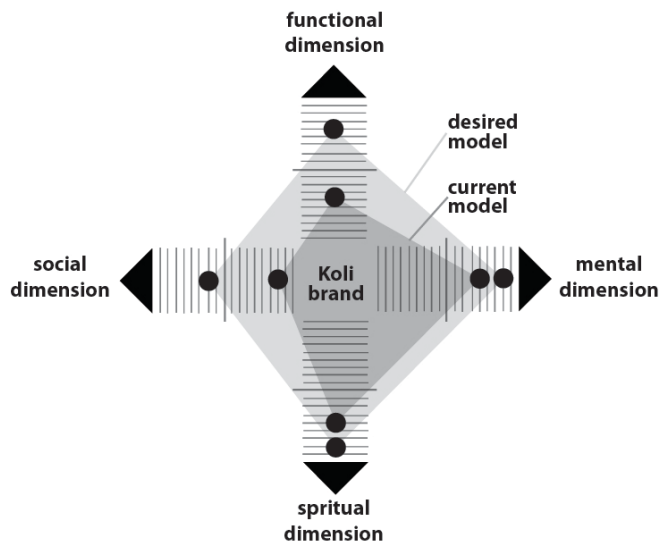


Figure 11. Koli's desired position compared to the current position

Following the 4D analysis and based on the results obtained from resources, survey and observations, we set up SWOT analysis to categorize influential factors on the development of Koli brand (Fig.12-left). It is plausible that our study and analysis may not thoroughly include all the influential factors on the research. Thus, further data collection and studies are required. SWOT analysis of Koli brand indicates that, while Koli benefits from Internal factors such as cultural and art-related values, splendid nature, corporative locals and prepared services, it suffers from a number of External and Internal factors (Fig.12-right). For instance, Koli's location in terms of accessibility has been reported as a major problem for the majority of areas in Finland. Consequently, traveling to Koli is not considered to be remarkably affordable for all. This in turn leads to negative perceptions of Koli from people who have not experienced the place. Moreover, our study shows that Koli's position among other tourism destinations in Finland and abroad is relatively low. Therefore, it can be concluded that while Koli benefits from the strengths and potentials of Internal factors, it suffers noticeably from External ones.

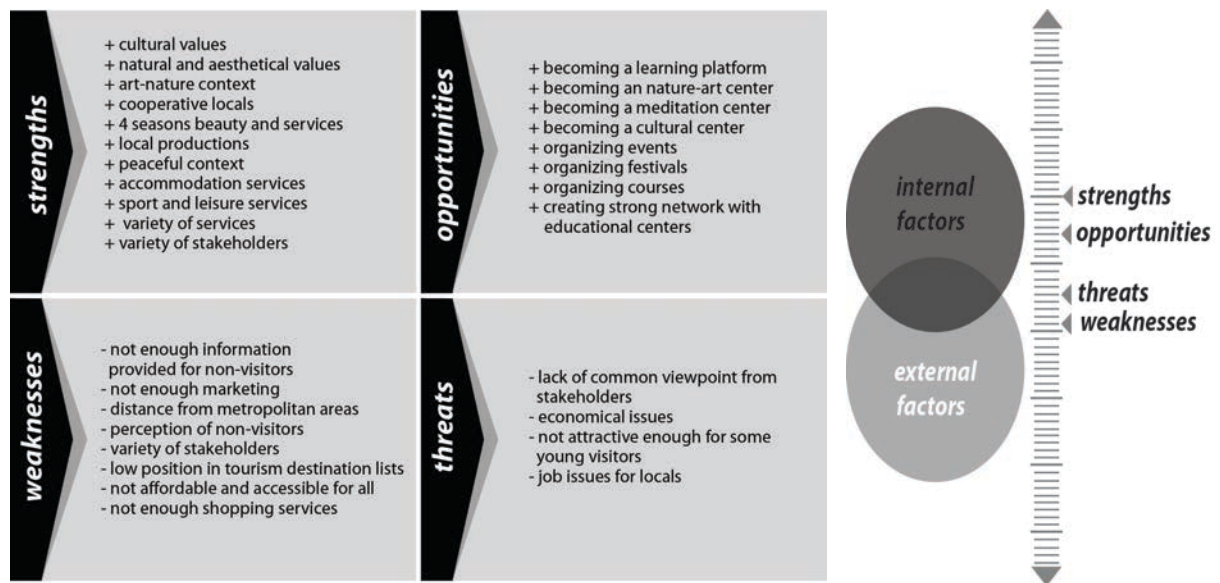


Figure 12. SWOT analysis of Koli brand and identification of SWOT factors' positions (internal/external)

Design-led positioning

For the aforementioned reasons in the analysis part, we concluded that positioning Koli brand entails more effort on two aspects: *accessibility and communication*. In this paper we propose a number of design-led services for Koli brand, which include easier access to Koli for Finnish visitors, social communication with potential visitors as well as non-visitors and educational communication.

Accessibility

According to our survey, lack of information and easy access to Koli are the main influential factors on the position of Koli among other tourism destinations in Finland. In addition, during our visit from Koli (April, 2013) we discussed with our team (Hanna-Maria Ollila, Hanna Vesanäki, Laura Isomäki and Hesam Pakbeen) about accessibility to Koli. Currently, the public access to Koli is moderately fragmentary. Visitors need to come to Joensuu mostly by train and find Koli transportation (Koli bus) to reach Koli. We believe that it can have negative influence on potential visitors' motivation. The team suggested the concept of "one ticket to Koli" meaning that customers can purchase a single ticket package to Koli including

a train to Jensuu and a bus to Koli. In fact the whole trip is exactly the same as before, while customers perceive it as more planned, organized and direct access (Fig.13).

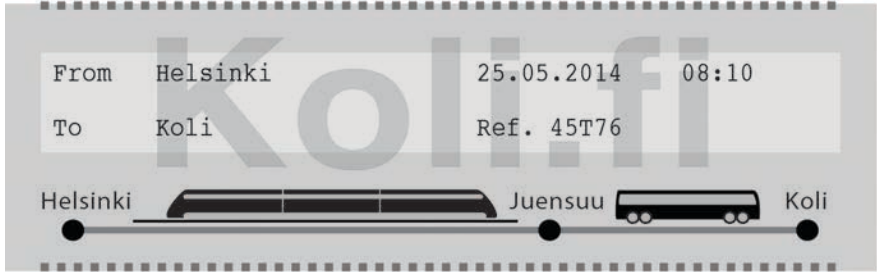


Figure 13. Single ticket concept

The concept of “one single ticket” to Koli is developed in this paper by proposing the cooperation between VR (Finland main railway system) and Koli transportation. In addition, we suggest a sub-brand for Koli namely Koli Backpack which, consists of a planned package for potential visitors. As a result of VR and Koli cooperation, Koli Backpack can be marketed directly in VR webpage (Fig.14).



Figure 14. Placing Koli single ticket in VR webpage (sketchy concept)

To extend the concept, we propose a service design illustrated in Fig.15 that shows the user’s journey from receiving information, purchasing ticket, booking accommodation and selecting sport/leisure activities. The service journey begins with user, visiting VR webpage or Koli

webpage, which are linked to each other. In other words, if the user has already thought about Koli for vacation, s/he will receive information directly from Koli webpage. Otherwise, through visiting VR webpage s/he can possibly think about Koli as a place to visit. Information regarding ticket will be provided in VR website, while information about accommodation and activities will be served in Koli website. Additionally, ticket can be purchased through VR and accommodation as well as activities can be booked from Koli webpage. These two websites transfer users to the other one for suitable services. It is worth mentioning that although the majority of services are currently provided, they are not completely combined. This will considerably affect the user experience and motivation.



Figure 15. User's journey in the accessibility service process

Social communication

As the majority of the respondents in our survey reported, they have not been properly informed about Koli and its services. Consequently, they have never considered Koli for vacation. We translated it to the lack of Social communication. To tackle the problem, we developed the concept of Koli backpack (Fig.16) and embedded it into the idea of social communication, in which Koli backpack will be directly introduced to people in different cities of Finland (Fig.17). Koli backpack consists of two packages: Winter package and summer package. Each package includes information about seasonal activities, access and accommodation. This concept can be delivered by a Koli van, which goes to cities and provides information about Koli backpack. Information about the backpack includes a

seasonal brochure as well as a video, which shows Koli's attraction in that specific season. The video is presented on a screen inside the Van.



Figure 16. Koli backpack concept

We believe that showing the values of Koli can have a remarkable influence on non-visitors' perception. In fact, this concept can provide a direct and considerably affordable communication with society, which leads to motivating more visitors to Koli. Koli van concept not only provides information for potential visitors as well as non-visitors, but also helps people to book their trip to Koli in person at the same time.

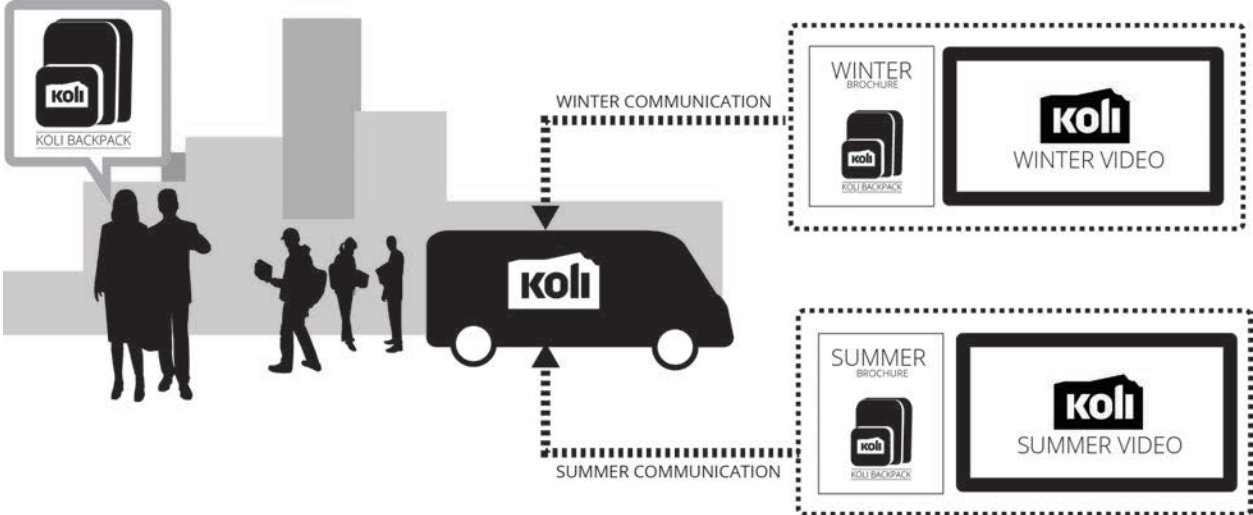


Figure 17. Koli's social communication concept

Educational communication

One of the basic ideas about developing Koli brand consisted of creating a learning platform in Koli. Admittedly, due to the cultural and natural values of Koli, it benefits from remarkable potentials in terms of becoming a learning platform. On the other hand, our observation from Koli revealed that educational services in Koli in terms of space and facilities are noticeably prepared. We concluded that educational network of Koli need to be extended constructively. For this reason and by referring to the handbook of tourism learning area (European commission, 2006), we divided possible educational networks into four categories including schools, universities, fine art centers and spirituality/mind/body centers (Fig.18).

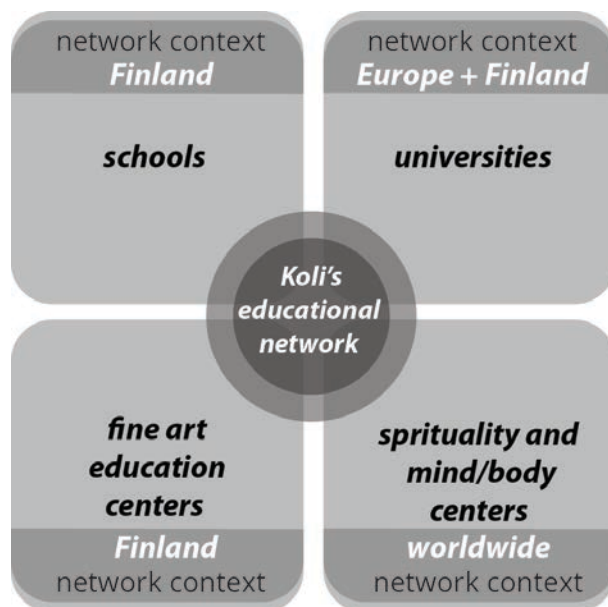


Figure 18. Koli's educational networks concept

The context of network differs in each category. While Finland is the main network context, some networks can be extended to Europe and Worldwide. For example, we emphasized Finland as the network context for schools and fine art centers. This is due to the iconic role of Koli in Finland, as a national sign as well as artistic symbol. Therefore, we aim at re-valuing Koli by education Finnish youngsters and re-blowing the art spirit in the region. On the other hand, since Finnish universities have a strong network in Europe, Koli can find its position in the network as the old icon of Finland. As a result, not only Finnish universities

can run courses in Koli, but also their partner universities can join them. The last but not the least, due the environmental characteristic of Koli that has been reported as extremely peaceful, it can be a suitable place for spiritual and mind/body trainings.

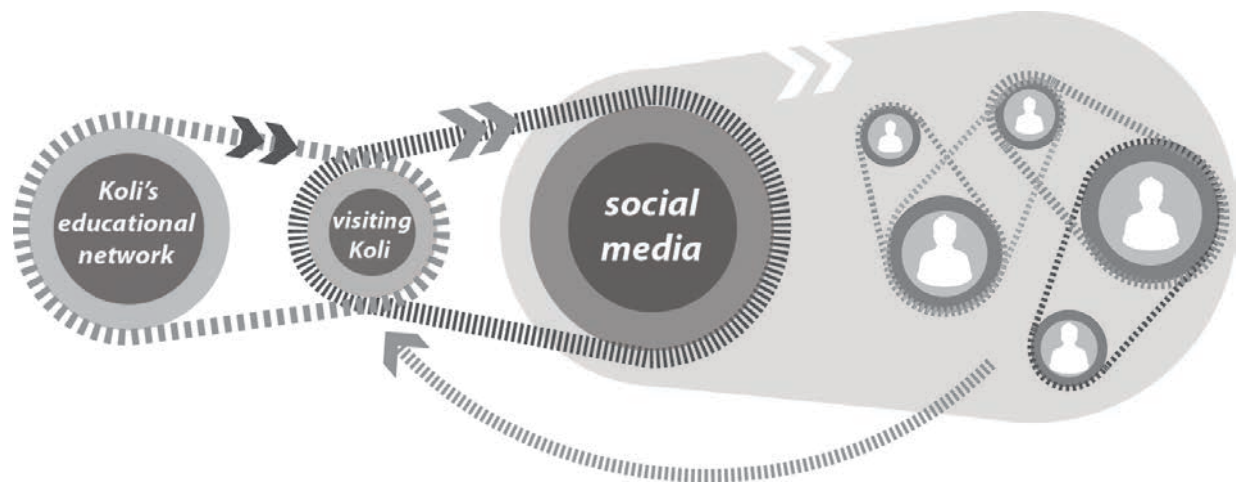


Figure 19. Koli's educational communication model

Therefore, Koli can widen its network to educational centers, which are involved with the mentioned activities. As for the network context, we believe that Koli has the potential to serve educational centers in global scale. Fig.19 explains how educational network of Koli leads to a sustainable process of visiting Koli. Since social media was reported as one of the most influential factors on customers' behavior in our survey, we suggest a process in which Koli visitors through educational network, influence non-visitors to choose Koli as a tourism destination for their vacation or learning purposes.

Conclusion

Koli brand re-positioning entails a revision in service process provided by the brand in external context and network. The service process includes three aspects namely accessibility, social communication and educational communication since non-visitors reported the lack of information about Koli and accessibility as the main influential factors on not choosing Koli for vacation. Regarding accessibility, we concluded that while the distance from metropolitan areas to Koli cannot be changed, the perception of access could be improved considerably

through a design-led service approach. The next proposed service process includes Koli's communication with the society as well as educational networks. As presented, in order to create a sustainable social communication, Koli Backpack was proposed as a basic concept that could be introduced to non-visitors as well as potential visitors through the idea of Koli van in the city. As a result, the perception of non-visitors who have never experienced Koli will change and lead to more motivation for visiting Koli. Finally, we studied the educational potentials in Koli and proposed a model in which Koli can extend its educational network, in national scale, European region and worldwide. Developing and expanding educational network results in creating individual networks through using social media, which in turn leads to more visitors in Koli. The design-led service approach to re-positioning Koli brand has the potential to be developed and extended in other aspects such as internal service developments in Koli. We hope that our study will be valuable in the sustainable development of Koli as one of the most national, cultural and natural iconic destinations in Nordic countries, located in Finland.

References

Aaker, D. A., 1995. *Building strong brands*. New York: Free press.

Abbing, E. R., 2010. *Brand-Driven innovation*. Lausanne: AVA publishing.

Ateneum, 2013. *Koli*. [online] Available at: <<http://www.ateneum.fi/fi/koli>> [Accessed 10 May 2013].

BuildingBrands, n.d. *Brand definition: what is brand?* [online] Available at: < [Accessed 16 May 2013].

Clifton, R., 2009. *Brands and Branding*. New Jersey: Bloomberg press.

Davis, M. S., 2000. *Brand asset management: driving profitable growth through your brands*. California: Jossey-Bass.

Davis, M., 2009. *The fundamentals of branding*. Lausanne: AVA Publishing SA.

de Chernatony, L., 2006. *From brand vision to brand evaluation: the strategic process of*

European commission, 2006. *Innovation in tourism: how to create a tourism learning area, the handbook*. Available at:

http://ec.europa.eu/enterprise/sectors/tourism/files/studies/learning_areas/handbook_learning_areas_en.pdf [Accessed March 17, 2013].

Finnish Tourist Board, 2013. *Tourist attractions in Finland in 2007*. [online] Available at :

[http://www.mek.fi/w5/meken/index.nsf/\(Pages\)/Tourist_Attractions?opendocument&np=F-10](http://www.mek.fi/w5/meken/index.nsf/(Pages)/Tourist_Attractions?opendocument&np=F-10) [Accessed 12 May 2013].

Gad, T., 2000. *4D Branding: Cracking the cooperate code of the network economy*. Angered: Bookhouse publishing AB.

Kolb, B., 2006. *Tourism marketing for cities and towns: using branding and events to attract tourists*. Oxford: Routledge.

Konu, H., 2009. *Asiakastutkimus matka 2009 – Messuilla: Matkamessukävijöiden mielikuvat Kolistaja Itä- Suomesta ja Kolilla käyneiden matkailijoiden profiilin erot ei Kolilla käyneiden profiilista*. [online] Available at: <

http://www.uef.fi/documents/1145891/1362857/MATKAMESSUK%C3%84VIJ%C3%96IDEN+MIELIKUVAT+KOLISTA+JA+IT%C3%84-SUOMESTA_8.4.pdf/eb7549f7-e119-4ab1-9fae-71918dbe507d [Accessed 21 May 2013].

Kotler, P. and Armstrong, G., 2013. *Principles of marketing. 15th ed*. London: Prentice Hall.

Lury, C., 2004. *Brands: The logos of the global economy*. New York: Routledge.

Metsähallitus, 2013. *Koli Tourism History : From Periphery to the Tourism Flagship of the Region*. [online] Available at:

<http://www.outdoors.fi/destinations/nationalparks/koli/history/kolitourismhistory%E2%80%>

93fromperipherytothetourismflagshipoftheregion/Pages/Default.aspx> [Accessed 7 May 2013].

Moilanen, T. and Rainisto, S., 2009. *How to brand nations, cities and destinations: a planning book for place branding*. Wiltshire: Cromwell Press.

Moor, L., 2007. *The rise of brands*. New York: Berg.

Morgan, N., Pritchard, A. and Pride, R., ed., 2012. *Destination Branding*. Oxford: Tylor and Francis.

PK media service Oy, 2007. *Koli Finland*. [online] Available at:

<<http://www.pkmedia.fi/Koliesitteet/PKmedia2007Englanti170707.pdf>> [Accessed 21 May 2013].

Prahalad, C. K. and Ramaswamy, V., 2000. Co-opting customer competence. *Harvard Business Review*. 78 (January). p.79–90.

Prahalad, C. K., 2004. The co-creation of value. *Journal of Marketing*. 68(1):23.

Ritchie, B.W., 2002. *Managing educational tourism*. Sydney: Channel view publications.

Vargo S. L. and Lusch, R. F., 2004. Evolving to a new dominant logic for marketing. *Journal of Marketing*. 68(1) p.1–17.