

# ACTION PLAN SAMI AURORA



### **CONTENT**

01	COMPANY	05	BUSINESS MODEL CANVAS
	introduction to company		Value propositions and key activities based on that
02	CASE OBJECTIVES		
	Task 1 and Task 2.	06	BENCHMARKING
			Ideas and details based on interviews
03	TARGET AUDIENCE		
	Defining and interviewing customer segments	07	CUSTOMER JOURNEY MAP
04	MINDMAP		Final customer journey map
	Defining pains, gains, challenges and opportunities	80	CONCLUSION

#### 01. COMPANY

& Anders S. Buljo

Anders S. Buljo is a traditional reindeer herder. He and his family live in Guovdageaidnu, in the Norwegian language Kautokeino. With its 3000 inhabitants, it is one of the largest Sami communities in the Arctic Tundra in North Norway.

Anders is an active politician in his municipality. Earlier in his life, he ran an artisan business and for many years he produced beautiful Sami handicrafts. Now, long since back again to the family's core business, Anders plans to enter the tourism market.

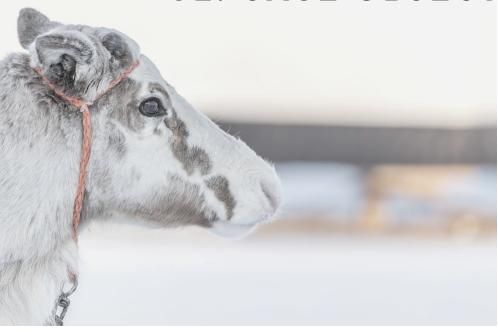


#### "STAY OVERNIGHT WHERE NOBODY HAS EVER STAYED BEFORE"

He designed a portable hotel situated upon a sled that tolerates even the toughest arctic conditions. The idea already drew attention from larger international tour operators who encourage him to develop a complete tourism product. Together with his son and with the cousin to his wife, Anders established the company Sami Aurora. Target customers might become younger

Japanese tourists due to the upcoming development of air connections between Japan and Northern Norway. The prototype saw the light of the day in 2019. Three sled hotels have been built by the end of 2020. Snowmobiles will be transporting the hotels to the camp, which itself will be moved two-three times during the winter. From November till January it is in the forest area, after that on the Vidda, the Arctic plateau. 15 reindeer are trained to draw sleds with tourists.

#### **02. CASE OBJECTIVES**



#### TASK 2.

Having created one or even varying customer journey maps, take the part of the producer. At each of the points in the customer journey map, we must go to a specific action. All action requires preparation, implementation, and post-processing. It's important to think of the whole range of activities, which we must perform on the front stage as well as backstage, both visible for quests and invisible. Starting from the reception, to when and how to offer the food, the frame for storytelling, to the moment we must get the food delivered, at what time we have to change the bed linen, refill the gas tanks for the mobile polar sled hotel, to maintenance and cleaning of the sanitary facility - as a few examples. Consider whatever it needs to quarantee a highly satisfied customer.

#### TASK 1.

Put yourself in the position of a customer who has booked the Polar Light Sledge overnight package and develop a script, a customer journey map. The concept of mapping a journey means primarily a step-by-step plan that contains all 21-hour experience points from the moment we will pick up our quests at the hotel in Kautokeino to the time of their return there. The main points of the program of this day-long journey can be found in the product description. They are as important as the smallest details that can influence an overall experience. Beyond the mapping perspective, the screenplay approach emphasizes the lines of dramatic tension, excitement and relaxation. The main objective is to create a rich as well as a dramatic 21-hour adventure together with our quests.



# 03. CUSTOMER DEVELOPMENT

/ TARGET AUDIENCE

Our target group includes high-end customers all over Europe and Norway, but including Japanese and Asians as well due to the possibility of direct flights in the nearest future. Therefore, we created a questionnaire for the Japanese to answer, which helped us in shaping the target group.

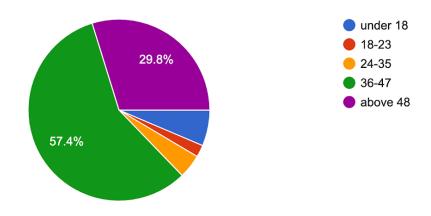
The idea was to find out if Japanese tourists are a suitable target group for Sami Aurora, what Japanese tourists want from their vacation, how to prioritize the resources and attention used to plan the trip, and what kind of Japanese people are as tourists.

#### **Survey insights:**

 There were 47 responses from our target group. The majority of the age range is 36 to 47 and have bachelor's degrees and have not been to Norway. In general, most of them are having a good education and stable financial status.

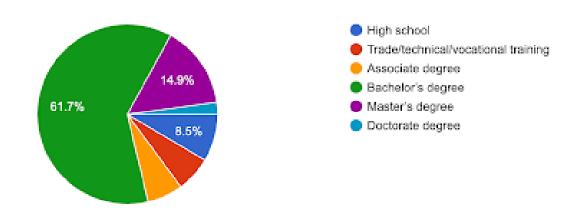
#### Please select your age

47 responses

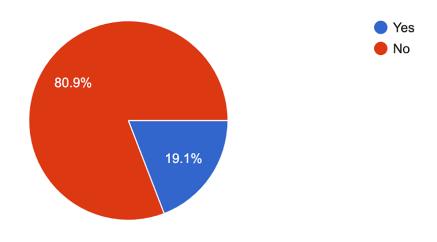


#### Please select your level of education

47 responses

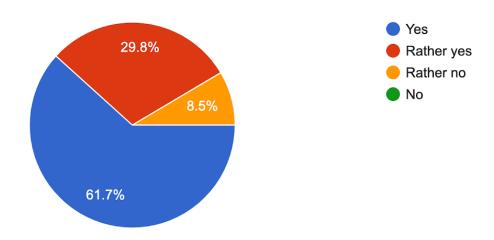


Have you ever been to Northern Norway (Troms and Finnmark)? 47 responses



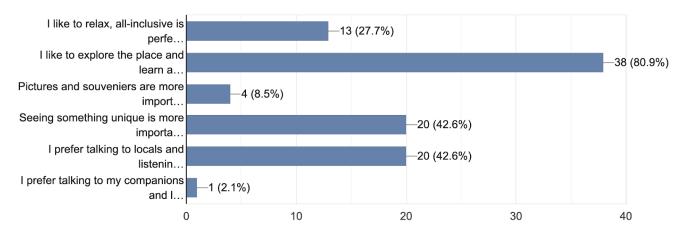
#### Would you like to visit this place?

47 responses

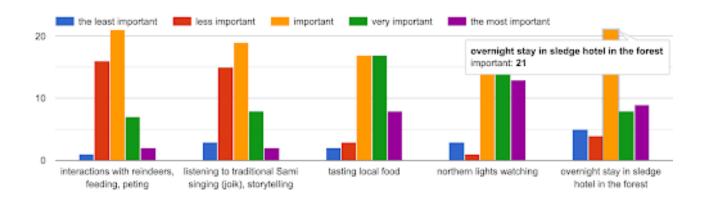


#### Please select what describes you as a tourist

47 responses



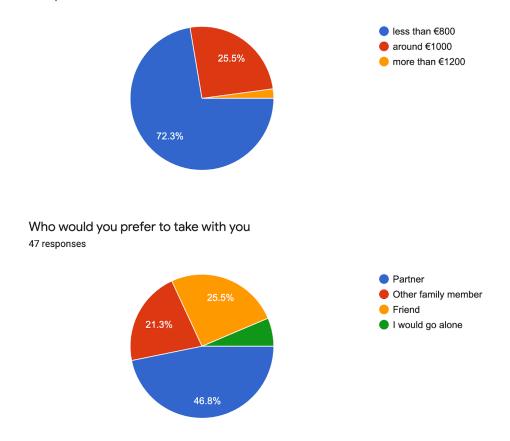
Please select how important for you would be the following during your stay in Sami Aurora (from the most important to the least important)



As a tourist, they mainly prefer to explore the place, food, and language. They value *uniqueness* the most.

Uniqueness, authenticity are the reasons for Japanese tourists coming to Norway. They are expecting to explore a new land that they have never experienced before. Based on this, one of our biggest factors driving our work is to provide them the most authentic and enjoyable trip with Sami Aurora.

How much are you willing to pay (per person) for such 21-hour experience (included: transfer, fully guided trip with immersion in Sami culture, 3 meals...ingredients and staying overnight in sledge hotel) 47 responses

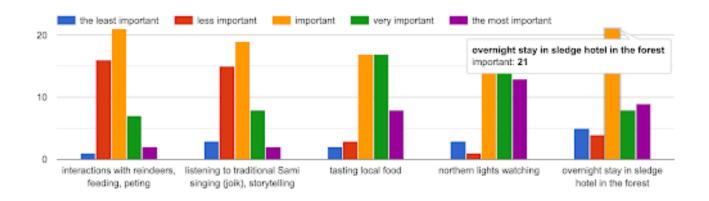


Most of the respondents answered that they are interested in visiting Norway and taking a Sami Aurora trip. Also, they mainly want to spend the time with partners, family members, and friends.

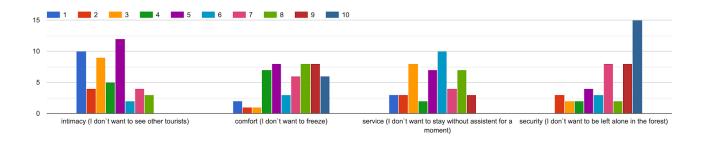
It was interesting that Japanese tourists are not willing to pay more than 800-1000€ for the 21-hour experience. However, we had a very small group of people (not representative sample), and adding value to the appeal and attraction created by advertising and the small details within the trip will certainly have a big impact on customers' decision to pay more. Nevertheless, we suppose that unaffordability of the trip will slow down the development of the project.

We have been trying to add as much value as possible in only a 21-hour trip to ensure that the customers will get a great value for money and stay satisfied after the trip.

Please select how important for you would be the following during your stay in Sami Aurora (from the most important to the least important)



Please select how important for you would be the following during your stay in Sami Aurora

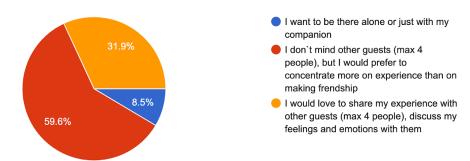


Respondents were also asked on what is important to them during their trip with Sami Aurora. As a result, tasting local food and ability to see the Northern Lights are the key drivers for their interest. Moreover, they consider the cold and safety of this trip to be the most important factors for their stay.

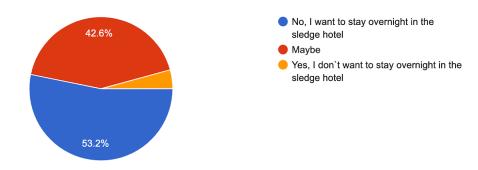
Therefore, we were paying attention to quality and authenticity of food, hunting Northern Lights, keeping customers comfortable, and safety while developing Customer Journey Map.

Details on the enrichment of guests' experience can be found in the Customer Journey Map in Section 7.

### What are your views on the privacy of Sami Aurora trip 47 responses



### Would you choose shorter trip to Sami Aurora rather then 21 hour experience? 47 responses



In the last part of the survey, we raised an issue of staying with other guests in the camp. The results indicate that they do not mind staying with others. Again, they value having more experience than making more friends during this trip. In addition, more than a third of respondents are willing to share their emotions and feelings with others and build new connections during the trip.

Also, the survey showed that more than a half of them would choose a 21-hours experience instead of a short trip, which proves the fact that the sledge hotel for staying overnight is the main selling point of Sami Aurora.

#### **04. MINDMAP**

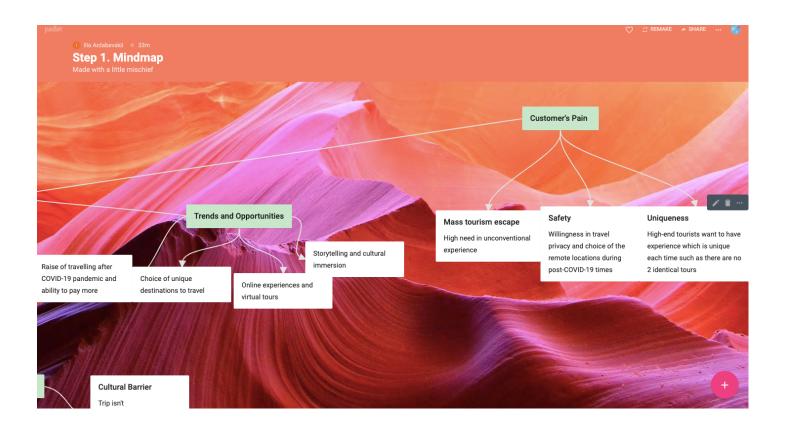
#### / OVERVIEW

To improve the understanding of the company's structure and the assignment, we conducted the Mindmap and Business Model Canvas.

Our Mindmap shows the way how all the existent Sami Aurora resources are connected with each other. It contains the current customers' pains and challenges as well as trends and opportunities.

Please see the mindmap here.

https://padlet.com/iardabevskii/rmsj3mft5c5ume76



### 05. BUSINESS MODEL CANVAS

/ OVERVIEW

#### **VALUE PROPOSITIONS**

- Unique and unforgettable encounter with the indigenous way of life
- Educational storytelling in an authentic, unique environment
- "Stay overnight where nobody has ever stayed before"

#### **KEY ACTIVITIES**

- Engagement of local professionals to guarantee the authenticity of the trip and shared knowledge
- Maintenance of the camp and all its facilities
- Technological improvement of Portable sled hotel to guarantee the best conditions
- Promotion of the 21-hour package created to provide everything you might need: transportation, meals, storytelling, security system, to attract the high-end customers



### "VISITORS ARE OUR GUESTS, NOT JUST CUSTOMERS"

#### **CUSTOMER RELATIONSHIP**

- Best-in-class customer service for an immersive journey
- First-hand knowledge and stories about Sami
- Treating every customer as a guest, intimate and cozy camp environment
- "Visitors are our guests, not just customers"

#### **KEY RESOURCES**

- Local staff, their life experience, and stories
- Nature, arctic animals, and unique Sami culture
- Camp, Portable sled hotel, snowmobiles
- Translator (Some local youngsters?)

### 05. BUSINESS MODEL CANVAS

/ OVERVIEW

#### **KEY PARTNERS**

- Local community; Sámi reindeer herders, singers, and services as restaurants, security service, etc.
- Luxury tour companies
- Government (i.e. local tourism development programs)
- Japanese tourism magazines and influencers

#### **CHANNELS**

- Social media (proprietary blog, Instagram page)
- Local journalism and cooperation (Nordic countries, Japan)
- Pipeline & networking
- SEM

### "WE PROMISE THE AUTHENTICITY OF THE CULTURE AND EXPERIENCE WITH USING LOCAL GUIDES"

#### **CUSTOMER SEGMENTS**

- Young and middle-aged couples
- Japan (new air lane)
- Tourists from Nordic Countries and Norway
- Customers with interests of cultures with a rather high level of income

#### **REVENUE STREAMS**

- Pay per product (short, and 21-hour trips)
- Online experiences?

#### **COST STRUCTURE**

- Business processes: salaries, marketing, sales & administration
- Maintaining resources, as portable hotels, snowmobiles, insurance, etc.

#### **06. BENCHMARKING**

/IDEAS AND DETAILS

We've been focusing on developing a customer journey map by benchmarking. Basically, we asked our target customers and tourism companies to see what they are expecting, then created a list of new ideas to implement in Sami Aurora business:

**Shuttle transportation:** If the customers wish, we can collect them from the airport so we can start talking with them and perform ice-breaking activities right from the start. It is advisable for Sami Aurora to include this feature for those who chose the 21-hours experience.

Laser-heated glass-roof to warm up everything inside. The other idea is to have air-through holes if customers don't feel cold to make the temperature balanced so the windows will not be frozen. But it requires a lot of technical practices so we need to consult our commissioners in the future.

**Extra helmets and first-aid kits and equipment** to make sure that our customers are totally safe and feel safe.

**Ability to learn by doing**. For example, when we have dinner at lavvu, the fireplace, customers can grill sausages. That way they not only eat the food that we serve but also make food themselves and **learning surviving skills.** 

#### **06. BENCHMARKING**

/IDEAS AND DETAILS

**Kick-sledges.** The customers can just play with them and have fun. It's also very authentic because kick-sleds are very common in Nordic countries.

**Ice-swimming and sauna** are very authentic in the arctic way of life.

**Small details,** as making coffee by a kettle on a fire, not showing the coffee package to customers. Every food served by dishes, not showing the original packages.

**Safety assets.** To take care of customers safety, and their feeling of safety, "Walkie-Talkie" radiophones can be used, so customers can feel safe in the nature in case they get lost. Also, at night, when going to the toilet, the route should be litten with candles or lights, and a rope pulled from the hotel door to the toilet door, for example, so that the customer has an "idiot-safe" and safe route to the sanitary facilities. Every customer could have a headlamp during nights, in case they need to enter outside the cabin.

A minibar and "essential bags". Who doesn't want to have fun and enjoy life when on a vacation? It doesn't need to be alcohol but good vibes and a couple of drinks if the guests want. Also, what we mean by "essential bags" is the kit of essential items such as premium quality toothbrushes, toothpaste, comb, lotions because the weather is relatively dry.

Since we are targeting high-end customers, we need to make sure that they have the **best comfort and quality**. For instance, beds need to be the most comfortable for them to sleep, sleeping cabins need to smell nice, we can put a bit of scent there and the sheets good quality. Some led-candles and cozy pillows for comfort.

		СОМЕ	PANY		IDEAS
TIME	GUESTS	EMPLOYEE 1	EMPLOYEE 2	CHALLENGES	
14:00 PICKING UP	-Guests feel very welcome, and they will get the information about what's going to happen.  -Guests will have clean and warm clothing.  -Guests have their luggage transferred to the sleeping cabin.  -A chance to use the restroom before the transportation.	-He will welcome people in English and give schedules and info as a form of brochure.  - He will give a few words about the company and about himself.  - He'll give people their winter clothing. If it's not a fit, there are other sizes available, and the guide will make sure everyone is comfortable. Guide tells about the weather in general and what kind of clothing is needed.  - He will call customers by their names and make them feel comfortable.	-Prepare the sled when the guests are being greeted. So, everything should be ready when the guests are ready to go outside and take the sled trip.	-Language barrier -Not fitting- clothes	-Brochures with different languages (biggest target groups) -Customers provide clothing size while booking.

		COMPANY			
TIME	GUESTS	EMPLOYEE 1	EMPLOYEE 2	CHALLENGES	IDEAS
14:30 LEAVING THE REINDEER FARM	-Depart by sled.  -During the trip, the transport person should entertain the guests by talking with them by headphones.  -Stop at Ántte Áddja Siida. Customers have a chance to greet and feed the reindeers and listen to the Sami reindeer husbandry/histor y about Sami reindeer husbandry culture.  -Leaving from farm to the camping area. (Make sure that everyone is on board)	-Talk with the guests so they do not feel bored. If possible, stop the sled once so the customers can take some photos.  -Before arriving at the reindeer farm, telling the customers about the stop, and giving some safety instructions if needed.  -While visiting the reindeer farm, the guide will ask how customers are feeling, talk about the reindeers and take the pictures of customers.  -Scraping the frozen windows from the sledge if needed.	their luggage and transferred to the sleeping cabin.  He will go to the camping area earlier, and make sure that the heating is on, everything looks clean, and he will drop the luggage to the customer's hotels. (Make sure that the luggage's is in the right room)  This employee will write the customer's name on a tag outside of the sleeping cabin so we know who		-If headphones do not work, when stopping by, we can provide them some hot drinks before continuing the sled trip and having some small-talk.  -Scrape the window's snow whenever possible.  -Name tags in front of the sleeping cabins.

		COMPANY			
TIME	GUESTS	EMPLOYEE 1	EMPLOYEE 2	CHALLENGES	IDEAS
15:30-16:30 ARRIVING TO THE SLED HOTEL	Customers arrive at the mobile hotel. They are given information about sleeping cabin, safety instructions. They are also provided some snacks and drinks.  -Customers can have a chance to ask questions.	Staffs give information about safety and instructions about sleeping cabins and related information to the guests. Also, we can answer their questions.  -Guide will introduce safety locker for valuable items if needed  -When the customers are getting used to the sleeping cabin and take a break, staff prepare for the upcoming outdoor activities.  -Staff Is always there helping the customers if they have any type of problem or issue. Walkie-talkie will help with getting and giving help.		-Customers feel cold.	-Items should be available inside cabin: -Traditional gift or sweets/snacks -Sparkling wine availableLed candles -Cosy blankets and pillows -Water bottles -A bunch of flowers -Walkie talkies -Customers can leave their valuable belongings in the safety locker.

		COMPANY			
TIME	GUESTS	EMPLOYEE 1	EMPLOYEE 2	CHALLENGES	IDEAS
16:30-18:30 OUTDOOR ACTIVITIES	Different options: 1.lasso throwing courses and learning surviving skills 2.Snowshoe walk. 3. Ice-fishing 4. Playing in the snow and taking pictures. They can use small wooden sleds.  This can be modified based on the weather conditions, customers needs and equipments	Employee 1 gives detailed instruction with the guest. Make sure that everyone understands so it can minimize the chance of accidents.  -If activities are cancelled, staff will make a fire inside the tent and do Sámí handicraft.	-Employee 2 should pre- prepare the dinner and get all the necessary items ready for heating.  -He will make some hot drinks and maybe some snacks and serve it outdoors during the activities.  -Employee 2 has a walkie-talkie and if employee 1 needs anything, he will help .	-Customers might get hurt, feel cool, and exhausted.  -Weather is not enjoyable or is preventing activities  -If there are many options, we need more staff in case couples don't choose the same one.	-First-aid kits should be available in every sleeping cabin and places where they can be easily accessed.

/ DETAILED SCHEDULES

		СОМЕ	PANY		IDEAS
TIME	GUESTS	EMPLOYEE 1	EMPLOYEE 2	CHALLENGES	
18:30-19:00 RELAXING TIME	Time to relax in the cabin.	Employees will prepare dinner and other night activities (make sure that projector works, and everything is ready for customers) Also, employees can take a short break during this time.	Employees will prepare dinner and other night activities (make sure that projector works, and everything is ready for customers) Also, employees can take a short break during this time.		
19:00-21:00 DINNER AND TALK		Leading people to dinner in the tent, making sure they are comfortable and he will introduce the menu in english  -Employee makes sure that everyone is having a good meal and tries to have conversations and gets to know everyone more deeply. He should pay attention to guests' allergy and references.	Employee 2 will serve the food.  -If the food is running out, the guide will warm and bring it more.  -Employees eat at the same time with customers  -Joiking and introduction to Sámi culture.  -Both employees will make sure that the fireplace is safe and doesn't go off.	-Guests do not understand the storytelling. Language barrier.	Small tables inside the tent so customers can use them while eating. (we prefer the dinner in tent and not in the breakfast area)  -We suggest having extra food at dinner Some appetizers, and extra fruit which are nicely served.  -Sami story should be translated in English beforehand.

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		COMPANY			
TIME	GUESTS	EMPLOYEE 1	EMPLOYEE 2	CHALLENGES	IDEAS
19:00-21:00 DINNER AND TALK	Billiet	Employees eat at the same time with customers.  -After dinner, employee 1 gathers the trash and empty plates away and gives information and plans for the evening in english  -After Joiking, he starts storytelling. It should be interesting, understandable and only from one person. Customers should be able to ask questions.  -A small Northern Light show in the end.  -Both employees will make sure that the fireplace is safe and doesn't go off.	-Employee 2 will serve the food.  -If the food is running out, the guide will warm and bring it more.  -Employees eat at the same time with customers  -Joiking and introduction to Sámi culture.  -Both employees will make sure that the fireplace is safe and doesn't go off.		-Equipment's and example products help with storytelling and language barriers. Demonstration.

		СОМЕ	PANY		
TIME	GUESTS	EMPLOYEE 1	WATCH-MAN 21:00-7:00	CHALLENGES	IDEAS
21:00-07:00 NIGHT AND SLEEPING (OUTDOOR ACTIVITIES IF POSSIBLE)	Snowshoeing     in the camp's	-Employee 1 needs to give very clear instructions in English before bedtime how to behave in the dark (how to contact the guide, how to go to the toilet etc) He will show how to use head lambs and walkie-talkies.  Employee 1 and 2 will sleep 21:00-7:00	Security guy will take care that the area is safe  -If wanted, customers will be woken up in case of Northern Lights with a knock on the door. They should properly ask the guests after dinner if the customers want to be knocked at the door or not so the watch-man knows what to do.  -Guide needs to know all the time where customers are and how to contact them	-No northern lights  -If there are many options for activities, we need more staff in case couples don't choose the same one.  -Customers can get lost in the dark	-A good headlamps, extra batteries and extra lamps. Walkie-talkies  -Large outdoor- candles or fire lightning to show way to sanitary- areas  -Lights or candles outside? A rope from hotel door to toilet door?

		COMPANY			
TIME	GUESTS	EMPLOYEE 1	EMPLOYEE 2	CHALLENGES	IDEAS
07:00-09:00 BREAKFAST	Guests are having breakfast in the dining tent and share their experience after staying overnight in a sledge hotel.	- BEFORE THE BREAKFAST: prepares the wood to set up the heater, opens up the storage and picks the appropriate food with respect to guests' preferences. Then checks the temperature inside and maintains the comfortable temperature for the rest of the breakfast by adding wood / bringing some fresh cold air from outside.  -DURING THE BREAKFAST: speaks on the schedule and activity options, collects the feedback on the sledge hotel	-BEFORE THE BREAKFAST: Cleans the tent, change linen since employees sleep in the same tent where customers have breakfast. Then serve the table with spoons, knives, blankets, etc.  -DURING THE BREAKFAST: arranges 20 mins Sami language class - basic words and sentences, shows old pictures of Sami, and speaks on what has changed the last 50 years in their community	- Dry and nearly cold food - Cold or hot inside the tent.	- Purchase restaurant food in thermal bags - Heat the gamme in advance to reach the comfortable temperature

	CUESTS	СОМЕ	PANY		15.546
TIME	GUESTS	EMPLOYEE 1	EMPLOYEE 2	CHALLENGES	IDEAS
09:00 - 10:00 GUESTS CHECKING OUT	Guests are preparing to leave the sleeping cabins, pack their bags and have some free time to go around the camp and take some pictures.	Cleans the gammen after breakfast and prepares the equipment for sightseeing  -Gathers all the guests in gammen and talks about how tundra plateau and Northern terrain overall effects on the Sami lifestyle	-Helps the guests to take pictures if needed  -Locks the hotel rooms and goes to the sledge, which will take the customers to the plateau, to make sure the sledge seats are dry and temperature inside is normal	Bad weather, snowstorm, etc Too much free time because guests don't have many clothes (some of the clothes are left in the hotel which was the starting point)	- Create other activities such that the guests don't worry about their time (ex. ice skating on the lake nearby) - Even though the weather is nearly unpredictable, check the forecast in advance and pick the day with less chances of snowstorm
10:00 - 11:30 EXTRA ACTIVITIES OPTION 1	Guests explore the picturesque tundra plateau with 1 guide and take pictures.  The transportation will be with the sledge.	Transports the guests to the tundra plateau with the sledge  -Takes group pictures and cold-resistant professional camera  -Cives the introduction on which kinds of animals inhabit this area, how Sami ensure safety in their community, etc.	Cleans the hotel rooms and toilets. So, they will be almost ready for the next group.  -Preparations for the lunch are being made. Heating the food and making tables ready. He will have his own lunch at the same time.	- Long walks may feel too cold for the guests -Employee 2 doesn't have enough time to eat.	- Prepare special extra-warm gloves/hot drinks and distribute them among the guests

		COMPANY			
TIME	GUESTS	EMPLOYEE 1	EMPLOYEE 2	CHALLENGES	IDEAS
10:00 - 11:30 EXTRA ACTIVITIES : COMMUTIN G TO THE ÁNTE ÁDDJA SIIDA OPTION 2	snowmobiles.  During the trip.	-Prepare the sled in advance when they are checking out. So, everything should be ready when the guests are ready to go outside and take the sled trip  -Talk with the guests so they do not feel bored. If possible, stop the sled once so the customers can take some photos  -While in the reindeer farm, guide will ask how customers are feeling, tell about the reindeers and take the pictures of customers		-Headphones do not workFrozen windows inside the sled	-If headphones do not work, when stopping by, we can provide them some hot drinks before continuing the sled trip and having some small-talk -Scrape the window's snow whenever possible.

		СОМЕ	PANY		
TIME	GUESTS	EMPLOYEE 1	EMPLOYEE 2	CHALLENGES	IDEAS
11:30 - 12:45 LUNCH IN LAVVO	Guests are having lunch in the Lavvo tent and share their experience after the reindeer rides.	-Asks what impressed the guests during Sami Aurora experience the most  -Suggests the guests to share their thoughts on what can be improved in the experience and kindly asks to spread the word about Sami Aurora, tag in SM	Serves the natural herbal tea or other local drink  -Serves the food and afterwards clean up the tent with employee 1.	- Dry and nearly cold food - Bad quality of wood Cold inside Lavvo	Purchase restaurant food in thermal bags - Have gas heater in case of any problems with wood - Heat the Lavvo tent in advance to reach the comfortable temperature
12:45 LEAVING	Guests are given a quick feedback sheet to fill in. After that, they will leave.	The guide gives out feedback sheets to the customers. Also, thank you them for choosing SAMI AURORA	This guide cleans everything and prepares for the next customer group		

#### 08. CONCLUSION

The biggest goal from the results, ideas and our dedication is to create the **best value for Sami Aurora.** We hope that our work will be paid off by Sami Aurora's success.



"It's been a great journey working with you, all of the hard-working people. A special thank to our amazing coaches, without you, we would have not explored our potentials" \_Nhi

" It was amazing to work with you, I wish you the best of luck in the future!" \_Veera