

Saimaa University of Applied Sciences
Business and Culture, Imatra
Faculty of Tourism and Hospitality
Degree Program in Tourism and Hospitality Management

Onishchenko Daniil

BUSINESS PLAN OF ACTIVITY PARK

Thesis 2015

Abstract

Onishchenko Daniil

Business plan of activity park, 48 pages, 01 appendix

Saimaa University of Applied Sciences

Business and Culture, Imatra

Faculty of Tourism and Hospitality

Degree in Tourism and Hospitality Management

Thesis 2015

Instructors: Mr. Pekka Mytty, Senior Lecturer, Saimaa University of Applied Sciences

Mrs. Virpi Ristimäki, Managing Director, Saimaa University of Applied Sciences

The purpose of this business plan based thesis was to develop a plan for a recreational activity park on the territory of Russian Federation in challenging crisis conditions. Another objective was to investigate how to write business plan in general and to refresh author's knowledge, gained during the studies at Saimaa University of Applied Sciences.

The thesis is comprised of two parts theoretical research and empirical part. Theoretical part consists of basic principles of writing a business plan and company foundation in Russia, while empirical part is focused on business plan of the activity park itself.

The final result of the thesis was that author achieved his goals and found out that it is possible to create the described company under given conditions on the territory of Russia. Also, author hopes that this thesis will help young entrepreneurs, who seek to develop their own business plans or open similar businesses.

Keywords: business planning, hospitality, activity park, marketing, recreation

Table of contents

| | |
|--|----|
| 1 Introduction | 5 |
| 2 Theoretical Framework | 6 |
| 2.1 Analysis of the Current State and Prospects of Development of the Industry | 7 |
| 2.2. Features of the Regional Tourism Market | 8 |
| 3 Business Planning | 11 |
| 3.1 Description of the Company | 12 |
| 3.2 Business Idea | 12 |
| 3.3 Customer Analysis | 13 |
| 3.4 SWOT Analysis | 15 |
| 3.5 Legal Format | 15 |
| 3.6 Strategic Planning | 17 |
| 3.7 Risk Analysis | 21 |
| 4 Company Description..... | 22 |
| 5 Mission, Vision and Values | 23 |
| 5.1 Mission | 23 |
| 5.2 Vision of the business | 23 |
| 5.3 Values | 24 |
| 6 Products and Services | 25 |
| 6.1 Sport activities | 25 |
| 6.2 Recreational activities | 28 |
| 6.3 Accommodation..... | 31 |
| 7 Location | 32 |
| 8 Marketing | 33 |
| 8.1 Analysis of Competitive Environment | 33 |
| 8.2 Competitive Advantages..... | 37 |
| 9 Disc Golf | 39 |
| 9.1 Implementation of Disc Golf | 39 |
| 9.5 Construction process | 42 |
| 9.6 Location | 42 |
| 9.7 Supply | 43 |
| 9.8 Target segment..... | 43 |
| 9.9 Human resources..... | 44 |

| | |
|-----------------------|----|
| 10 Conclusion | 44 |
| Appendix..... | |
| Map of the park | |
| References..... | 45 |

1 Introduction

The objective of this thesis is to develop a business plan for an activity park "GreenVald", where the special part is allocated to the disc golf part of the park. In my thesis, I am going to make a deep research on various aspects: theoretical research on the process of writing business plan, aspects of the Russian market, business plan instruments; the main objective is to understand how the industry operates. How to write a business plan in general? What are the perspectives of Activity Park in Russia during the crisis? What are the main competitors in the same area and type of business? What is the best way of organizing the courses on the given terrain? These are some of the questions that I am going to rise up in my thesis and provide the resolution in the main body text.

Business plan of Activity Park is an ambitious project, the purpose of which is to solve the problem - lack of recreational and hospitality services in the Leningradskaya region and close to the major cities in Russian Federation. The offer of holiday and recreational activities in the segment of high-quality accommodation facilities does not meet the growing demand from the population. Particularly during the summer and holiday seasons the lack of affordable, high quality hotels and hospitality facilities arises. At the same time, in the last decade the wealth rate of Russian population has significantly increased.

All of the above mentioned create preconditions for the construction of the network of country hotels and recreational activities with proven European business models, which corresponds to the strategic objectives of GreenVald. Main ones are - creating the network of country park hotels under the new eco brand - Russia's mass recreation brand in the country segment, targeted on the middle class and middle-aged people and the possibility of combining active and relaxing holiday in harmony with nature, family and friends.

2 Tendencies of Tourism in Russia

2.1 Forms of Tourism

There are numerous amounts of different forms of tourism that are present nowadays on the market. Generally people tend to distinguish two major types of tourism: international tourism and domestic tourism. Domestic tourism involves residents travelling only inside of their country. While international tourism could be divided into two sub categories – inbound and outbound tourism. Inbound tourism involves non-residence travelling within a country and outbound tourism refers to residence travelling within another country.

(Hkhk.edu.ee/)

Tourism could be categorized in specific types based on the purpose of the visit, age, transportation, social status and other factors. In this section though, author is going to focus on purpose of the visit. There exist 4 different purposes of the visit: Leisure, Business, Education and Special Interest. Based on the purpose of the visit tourism is categorized into: leisure tourism, cultural tourism, religious tourism, family tourism, health tourism, sports tourism, educational tourism, business tourism and alternative forms of tourism.

(oer.nios.ac.in/wiki/index.php/Forms_of_Tourism)

In Russia one of the most popular forms of tourism is considered to be leisure and recreational tourism. There are specific reasons for this phenomenon. Due to the fact that most of the middle class people tend to spend most of their time doing office job for long hours in the closed office buildings and considering Russian climate, people prefer to go to some warmer countries and relax. If people lack money, in order to go abroad, they still tend to stick to leisure and recreational activities inside of the country. In the next sub-chapter I am going to focus on the changes that are happening on the market right now and the tendency of future development of the industry.

2.2 Analysis of the Current State and Prospects of Development of the Industry

The share of "travel and tourism industry" in Russia's GDP, according to an analysis World Travel and Tourism Council (2012) is 5.9%, which corresponded to 137 in 2014 in the global ranking of the organization at the average rate of 14% (see Table below).

Given the rising incomes of Russians and social factors listed below, the Russian market should grow significantly in the quest for world average including strengthening of domestic demand.

However, experts point out that throughout the world there is a tendency to weaken the transcontinental tourism and there is transition to a regional or even national tourism.

| Influence of tourism industry in GDP | | | | | |
|--------------------------------------|-------------|----------------|-----------|------------------------------|------------------------|
| Country / Index | GDP % | Growth in 2015 | Rating * | The growth forecast for 2022 | Expected rating 2022 * |
| Armenia | 8.0% | -0.4% | 146 | 1.5% | 174 |
| Azerbaijan | 6.7% | 7.3% | 21 | 7.5% | 5 |
| Kazakhstan | 5.0% | 5.5% | 46 | 5.4% | 40 |
| Russia | 5.9% | 4.6% | 66 | 3.8% | 107 |
| Ukraine | 7.4% | 2.6% | 99 | 3.9% | 103 |
| Average for the world | 14% | 2.5% | | 4.1% | |

Table 1. World Travel and Tourism Council, 2012; *WTTC leads the ratings of 181 countries

Despite such conditions, market players point out that "... the development of domestic tourism in Russia (Krasnodar region), active tourism (Karelia, Altai), as well as "Weekend tourism" (the city "Golden Ring of Russia") inhibits the high cost of hotel services and low level of service compared to conventional foreign resorts. The growth in this sector can take place only if hotels reduce prices, improve service levels and increase the effective demand from the population, as well as the development of tourism infrastructure. «Our proposed business model and long-term strategy designed to remove many of the existing barriers to the internal recreational tourism. At the same time, it is worth noting that the percentage of Russians traveling to Russia with tourist and

business purposes are not high enough. In 2014, it amounted to about 82% of the total number of trips (see table "Sources of income in the tourism industry," below).

Sources of income in the tourism industry

| Country / Index | Domestic vs International | | Tourism vs Business | |
|-----------------|---------------------------|------------|---------------------|------------|
| | | | | |
| Armenia | 25% | 75% | 68% | 32% |
| Azerbaijan | 66% | 34% | 70% | 30% |
| Kazakhstan | 71% | 29% | 87% | 13% |
| Russia | 77% | 23% | 82% | 18% |
| Ukraine | 47% | 53% | 95% | 5% |

Table 2.

HVS 2012, WTOC 2012

Thus, the economic, social, geopolitical, and even the typical industry factors mentioned in various industry studies indicate the likely continued growth of the tourism industry in Russia and demand for suburban hotels to iconic destinations for consumers.

Thus it is the regions of Russia, that are the most in demand of domestic tourism because of their remoteness from international resorts, expensive air and rail traffic, relatively low incomes and historical commitment to rest in a favorite place near home.

2.3. Features of the Regional Tourism Market

A distinctive feature of the Leningrad Region is a combination of rich cultural and historical heritage with good natural resource potential, which makes the region attractive for the development of almost all types of tourism – cultural, educational, business, event, pilgrim, water, active, agriculture, environmental and so on.

According to the Committee for Physical Culture, Sports and Tourism of the Government of Leningrad region, each year an area with a population of about

1.7 million people visited by more than 1.6 – 1.7 million tourists. Among the most visited districts - Vyborg (more than 300 thousand people), Volkhovsky (more than 200 thousand people) and Priozersk (more than 100 thousand people). Recreational demand from both foreign visitors and by the Russian visitors (20% and 80% respectively), mainly related to the monuments, cultural heritage and the various forms of outdoor recreation. It is also becoming a more popular conferencing services area, in conjunction with the congress events of various levels outside St. Petersburg.

Vyborg district, where it is planned to build the first park-hotel of the GreenVald chain – is the most visited area of Leningrad region (1st place). This is one of the most popular areas of the Leningrad region for outdoor activities, recreational and health tourism. Due to its proximity to the Russian-Finnish border and highway Scandinavia, the area is very popular among Finnish tourists. Due to its proximity to the Russian – Finnish border and highway Scandinavia, the area is very popular among Finnish tourists.

Rural collective accommodation facilities of the Leningrad region are divided into five groups according to their orientation and profile leisure travelers:

1. Pensions and models (recreational, medical tourism)
2. Tourist centers and cottage settlements (recreational tourism, corporate tourism, family tourism, weekend tourism)
3. Rural hotels, country clubs (recreational tourism, spa tourism, corporate tourism, family tourism, weekend tourism)
4. The tourist centers of active recreation: ski resorts, fishing and hunting facilities and so forth. (Active and sports tourism, tourism of “special interests”).
5. Children’s bases, camps (children tourism).

The number placements of higher level of comfort (hotels and some cottages) is about 25% of total collective accommodation facilities (CAF) the load factor is quite high due to their comfort and the possibility of year round operation (60% on average for the year and for the projects, according to some – up to 80%). Number of recreation and tourist centers is over 50% of total CAF, in the

summer period, the occupancy rate is committed up to 100%, but due to the low comfort of the CAF and the inability to operate all year round - occupancy rates are lower. From stated it can be concluded that in the Leningrad region there is a need of reconstruction of existing and construction of new comfortable accommodation facilities with the possibility of year-round operation, and therefore to GREENVALD there is a real opportunity to enter an emerging market of high-quality accommodation facilities of the Leningrad region, offering leisure and recreational services throughout the year.

The occupancy rate of rural collective accommodation facilities (CAF), according to the Committee for Physical Culture , Sports and Tourism of the Government of Leningrad region, an average of 60% a year, given the lack of space on the weekends and holidays, high load in the summer season and Christmas holidays and low demand in the off-season. Market of suburban recreation is developing rapidly with the growth of incomes of population. Demand is growing faster than supply. Many cottage villages use “package” approach: rent a cottage is possible only on weekends, the most popular summer period is sold by weeks and so on. GREENVALD concept suggests more flexible approach to the formation of the proposals in the best interests, comfort, and financial capabilities of guests, offering accommodation services cottages, guest houses and hotels of various categories and prices. From the point of further development of tourist and recreational area, Leningrad Region is one of the most promising regions of Russia, which in turn is caused by the presence of the following favorable factors:

- The unique geopolitical situation in the region (the proximity of one of the world’s largest market – European Union);
- The proximity of Saint-Petersburg – the second largest city in the Russian Federation, one of the largest cultural, political, tourist, industrial, scientific and financial centers of the country;
- A high level of political, social and economic stability;
- Relatively high potential of the effective demand;
- A well-developed transport infrastructure (an extensive network of roads and railways, international airports, sea and river ports);

- The richness and variety of flora and fauna, abundance of natural water reservoirs;
- A significant number of historical and cultural heritage (in the region there are more than 4700 monuments, preserved almost all variety of formations and historical heritage of the country);
- The presence of major research and industrial innovation, defining the prospects of the business, convection and VIP tourism;
- The lack of linguistic, cultural, climatic and economic barriers (domestic tourists);
- The presence in Saint-Petersburg modern system of training and retraining of personnel for the tourism industry (40 schools).
(www.hotelexecutive.ru)

3 Business Planning

The purpose of a business plan is to structure the thoughts of the author and to analyse the whole idea of opening business, its prospects and future development. To be effective the business plan must detail what is possible for the business, how it will be done and the reasons it will be successful. An effective business plan consists of the same crucial information needed to effectively operate an existing business or evaluate its performance.

Business plan helps author analyze and categorise specific ideas, to investigate if the business idea is worth of implementation, advance the approach and attract potential investors.

Figure one, below, exemplifies one of possible business plan structures:



Figure 1. A possible business plan structure

(www.marsdd.com)

3.1 Description of the Company

The business plan essentially starts from an idea. This part of the thesis covers general information about the future project, name of the company, premises and location where it will be situated, size of the company, amount of money needed in order to start the project and information where to get this money, ownership, company mission, vision, legal status, short-term and long term goals.

3.2 Business Idea

In this chapter of business plan main information is covered. The questions such as : “What is the product?” , Who are the target customers?” and “How to actually make it?” – are raised in this part.

In order to create a successful business plan various aspects and fields must be researched. Business idea is a key stone of all business plan and company in general. It is starting point and core structure on which the entire company is built. (www.entrepreneur.com)

First of all, author must come up with the product or service or several ones, which are going to be sold and generate profit for the company. To be successful in this choice, the product must meet certain requirements. One of the fundamental ones is demand. Demand ensures that there is a need on the market for a service or a product, which leads to generation of customer flow. Then, it is crucial for the product or service to bring novelty to the market. On the other hand, quality improvement of the existing product is much safer way to attract customers and position the brand favorably among the competitors.

The next step is the analysis of potential customers and identification of target customers. Target customers are those who are most likely to buy from you. Some of the factors that a business man should consider, while determining target customers are: gender, age, geography, occupation, salary (especially if your product is expensive and luxury) and other aspects, which intersect with customer's buying decision. Consumer market place has become very differentiated, that is why entrepreneur should clearly understand his target market. Even though diagnosing the market so narrowly takes a little extra effort, entrepreneurs who aim at a small target are much more likely to make a direct hit.

(www.entrepreneur.com)

3.3 Customer Analysis

Customer analysis in business plan is one of the most important chapters. If a company does not know, who its customers are or what their customers need, it cannot fulfill customer's demands.

"Failure to do market research before you begin a business venture or during its operation is like driving a car from Texas to New York without a map or street signs". (William Bill of Wealth Design Group LLC)

Nowadays, in order to provide quality marketing research business man has a range of options either online or offline to collect relevant data. One can use following methods to research the market (www.entrepreneur.com) :

- Interviews. Usually involve two people having a one-on-one conversation, with one person acting as an interviewer and another in a role of interviewee. Interviews could be handled either by telephone, conferencing software or face-to-face.
- Surveys. Even though telephone surveys are often abandoned by the customers, some online surveys which are handled in polite way show very good results in data collection.
- Questionnaires. Another instrument of gathering information about clients. Questionnaires usually consist of a range of questions printed on the paper or on-line. Questionnaires have advantages over some other types of surveys in that they are cheap, do not require as much effort from the questioner as verbal or telephone surveys, and often have standardized answers that make it simple to compile data
- Focus groups. Focus group is a form of qualitative research of gathering a sampling of potential clients or customers and getting their direct feedback about a product, service, concept, advertisement, idea or packaging. This provides valuable information about the potential market acceptance of the product.

3.4 SWOT Analysis

SWOT analysis (alternatively SWOT matrix) is an initialism for strengths, weaknesses, opportunities, and threats—and is a structured planning method that evaluates those four elements of a project or business venture. A SWOT analysis can be carried out for a product, place, industry, or person. It involves specifying the objective of the business venture or project and identifying the internal and external factors that are favorable and unfavorable to achieve that objective. (Wikipedia.org)

Strength: features of the business, which makes it superior over competitors.

Weaknesses: aspects of the project, that positions the project at disadvantage comparing to others.

Opportunities: characteristics for future development of the business.

Threats: possible conditions and external factors that might cause trouble to business.

SWOT is an important part of the business plan, which helps to predict and analyze the market and find a competitive advantage. In order to do that each part should ask relevant questions to generate essential information for every category (strengths, weaknesses, opportunities, and threats), which will help the business man to develop outstanding company and capitalize on favorable factors, while negating detriment ones.

3.5 Legal Format

There are several matters to handle, depending on which field the business is going to be opened and where. One of the first and main will be determining a legal format for a company. There are several options for company to choose a legal format, depending on the country, where the business is going to be

opened. In this case I am going to be focused on Russia, as the company is intended to be in this particular country. Following are some of the most important business entities according to legal format:

- Limited liability company (LLC). Limited liability companies (LLC) are usually founded by one or more legal entities and / or individuals as business entity whose charter capital is divided into shares. Members of the Company are not liable for its obligations and bear the risk of losses associated with the activities of society and company, within the value of their shares, or shares in the authorized capital of the company. This type of legal format is one of the most popular in Russia.
- Joint Stock Company (JSC) - one of the types of business entities. Joint-stock company is recognized as a commercial organization whose charter capital is divided into a certain number of shares certifying the liability rights of shareholders in relation to the company .Shareholders are not liable for its obligations and bear the risk of losses associated with the activities of JSC, within the value of their shares.
- General partnership. When two or more partners decide to set up a company that is co-owned, they shall form a partnership. General partnerships have general partners who can be involved in the management of the company. They are all equally liable for the company's obligations and are bound by the actions of all the other partners.
- Limited Partnership. This type of a company, contrary to the general partnership, must have at least one general partner with right to manage a company and full liability to the extent of his contribution. There must also be at least one limited partner who is not liable for the company's obligations. Both types of partnerships are set up on the basis of a

signed agreement, where all rights and obligations of the partners are stipulated.

(Legal format.)

(www.companyformationrussia.com)

3.6 Strategic Planning

Strategic planning is an organizational management activity that is used to set priorities, focus energy and resources, strengthen operations, ensure that employees and other stakeholders are working toward common goals, establish agreement around intended outcomes/results, and assess and adjust the organization's direction in response to a changing environment. It is a disciplined effort that produces fundamental decisions and actions that shape and guide what an organization is, who it serves, what it does, and why it does it, with a focus on the future.

- **Porter's Generic Strategies.**

Porter wrote in 1980 that strategy target either cost leadership, differentiation, or focus. These are known as Porter's three generic strategies and can be applied to any size or form of business. Porter claimed that a company must only choose one of the three or risk that the business would waste precious resources. Porter's generic strategies detail the interaction between cost minimization strategies, product differentiation strategies, and market focus strategies of porters.

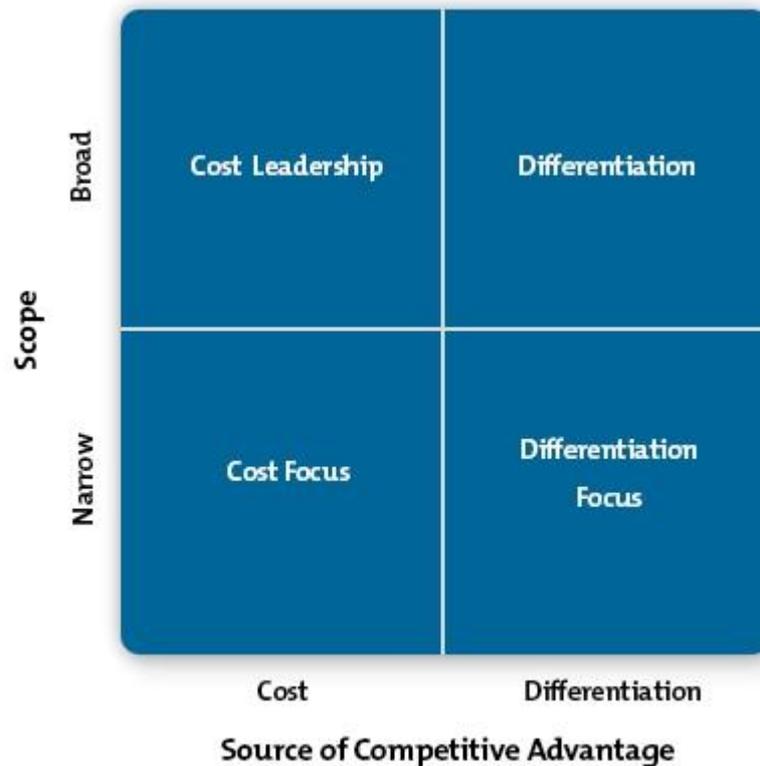


Figure 2. Source of Competitive Advantage (porter 1980)

- Ansoff (Positioning Strategy)

Igor Ansoff was a Russian/American mathematician who applied his work to the world of business. His most famous work is the Ansoff Matrix. The purpose of this matrix is to help managers consider how to grow their business through existing or new products or in existing or new markets.

This matrix suggests four different marketing strategies:

1. Market Penetration - focuses on expanding sales of your existing product in your existing market. This can be achieved through price reduction or increased promotion or better routes to market.
2. Product development – introduction of a new products or services to existing market.

3. Market Development – an existing product is taken into entirely new market. Can be done by finding a new use for a product or adding new features to it.
4. Diversification – development of new products and bringing them into entirely new market. Diversification is acknowledged as the most risky strategy, due to the fact that organization is expanding outside its core activities.



Figure 3. Ansoff Matrix (Ansoff 1957)

- BCG: Portfolio Analysis

BCG growth-share matrix was created by Bruce D. Henderson for the Boston Consulting Group in 1970. The BCG matrix aims to identify high-growth prospects by categorizing the company's products according to growth rate and market share. By optimizing positive cash flows in high-potential products, a company can capitalize on market-share growth opportunities.

There are four categories:

1. Stars – products that generate the most cash and have the best market share. Stars have high growth rates, which leads into consumption of large amounts of cash. Star can become cash cow when the market growth declines, if it can maintain large market share.
2. Cash cows – are leaders in a market and generate more cash, than they consume. Cash cows provide the cash required to turn question marks into market leaders, to cover the administrative costs of the company, to fund research and development, to service the corporate debt, and to pay dividends to shareholders.
3. Dogs – units or products that have low growth rate and low market share. They neither consume nor generate cash, generating barely enough to maintain business's market share. These business units are often considered to be candidates for divestiture.
4. Question Marks – businesses that operate with a low market share in a high growth market. They usually consume a large amount of cash, but give little in return. They have a potential to become stars, if they gain market share and eventually cash cows, when the growth of the market slows. Question marks must be analyzed to determine if there is a potential for the growth. In that case it is advised to invest in such companies.

(Henderson 1970)

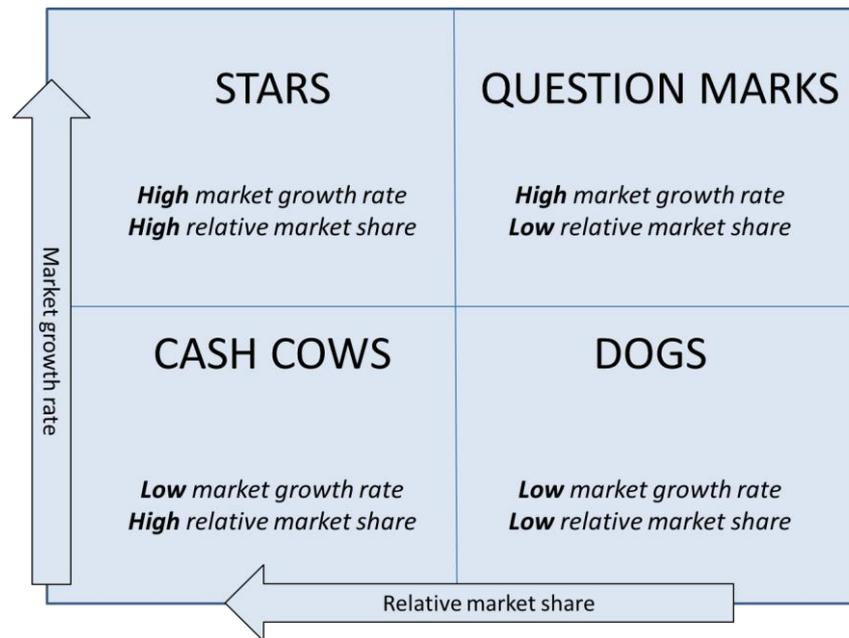


Figure 4. BCG Matrix (Henderson 1970)

3.7 Risk Analysis

Risk Analysis is a process that helps you identify and manage potential problems that could undermine key business initiatives or projects. Risk analysis is an important part of business plan, as it helps an entrepreneur to predict possible risks and challenges and mitigate their potential impact on business operations. These threats could be classified in three broad categories: general business risks, industry-specific risks and company-specific risks.

- General business risks

Most of the businesses are more or less connected with general business risks, which significantly vary on the company. For example, a company on the early stages of development may face some managing operational, marketing and other possible threats, such as distribution,

quality control, promotion and other areas. Even though most of the companies are dependent on general economic environment, some of the enterprises could be less sensitive than others. At the end, companies should be prepared and have strategies to stabilize their business and continue to succeed despite unexpected changes in the economic environment.

- Industry Specific risks

Risks analysis section of the business plan should involve industry-specific risks. Industry competition is one of those risks. In the marketing plan and competition section these things are usually analyzed in precise details.

(www.infoentrepreneurs.org/)

4 Company description

Realization of the project “GREENVALD Scandinavian Park” is planned to be implemented in Vyborg district of the Leningrad region. The land, where the enterprise is going to be built has been acquired on lease for 49 years with recreational permitted use and approved for this purpose of forest development plans. The concept of the project is focused on creation and maintenance of recreational complex of class economy and comfort for active suburban families and corporate leisure of middle-aged and middle-income people.

Eco Activity Park is going to include a range of various activities and recreational services to satisfy the demand of our customers and provide a unique experience for all segments of customers, visiting our destination. On the territory of the park it is planned to build: a rope course, from 5 to 7 individual cottages, one guest house divided into 4 separate sections, small hotel with 25-35 rooms and with a conference room, a restaurant with capacity for 120 guests with large terrace, tent for handling mass events, sauna complex of two separate bathhouses, rental point of sport inventory, dormitory house for

employees, household unit, artificially imported sand beach, two playgrounds for children, six or more roofed pavilions for paid fishing and eleven equipped grilling places on the both sides of the lake, parking places with the capacity of 100 car places and other administrative and ancillary facilities.

5 Mission, Vision and Values

5.1 Mission

In author's opinion, the key mission of the company should be focused on creation of the high quality brand, which will provide first-class vacations in the key economic and cultural destinations of the CIS (Commonwealth of Independent States) - all year round.

5.2 Vision of the business

The Vision of the business and key aspects of it in the author's eyes are:

- Brand and business model of GREENVALD will be designed to provide guaranty of safe, comfortable, affordable and entertaining vacation in close contact with nature among friends and family;
- GREENVALD brand will comply with high quality standards in service and innovational decisions for Russian market in organization of active recreational holidays;
- GREENVALD brand will create a solid basis for rapid business growth and high return on invested capital for investors and business partners of the first and subsequent projects;
- GREENVALD will be a trademark, which together with unique business and operating model will allow to take a significant share of the market by rapid deployment of an effective network of recreational parks;
- GREENVALD will be the first mass recreational brand in country segment, targeted on middle class and middle-aged people;

- GREENVALD – is going to be a team of professionals with large experience in land and business development, management of hospitality businesses, marketing and branding, construction and maintenance and Information Technologies.

5.3 Values

One of the keys to a successful fundament of the enterprise is development of values of the company, which will be a solid structure in the minds of employees and customers, which author sees as:

- Safety – Ensuring the safety of all activities and operations our employees and guests.
- Balance – Taking a proactive stand to create and maintain a healthy work-life balance for workers.
- Creativity – Encouraging creativity in the workers and organization. Freedom of speech and expression of ideas.
- Innovative – Taking new products and experiences to the market on the highest level.
- Adventurous – Appreciating the individuals with “burning fire” in the eyes open for new experiences.
- Ecological – Being close to the nature, respect it and take care of it.
- Empowerment – Encouraging employees to take initiative to lead and make decisions.
- Diversity – Respecting the diversity and developing the equity program.

6 Products and Services

Important factor in success of recreational activity parks is a wide range of activities and amenities for leisure pastime. That is why GREENVALD parks and resorts are going to provide distinctive amount of services and activities to satisfy demands of our customers.

According to the book Principles of Marketing: *Products are a key element in the overall market offering. Marketing-mix planning begins with building an offering that brings value to target customers. This offering becomes the basis on which the company builds profitable customer relationships.* (Kotler & Armstrong 2012, p. 224.)

6.1 Sport activities

GREENVALD is going to offer its guests a range of sport activities during the summer and winter period. Starting from April until November the complex will operate a range of different activities.

One of the essential parts of the park will be the rope park itself, being the core structure of activities, available in the park. From 4 to 6 different routes of various difficulties (from child to expert) will be built in our park by the hired professionals, who have worked in this area for more than 8 years. The highlight of the park will be the flight on the cable over the lake from the top of the tree on one bank to the other bank, which will be than 200 m long. Also 15 meters high quick jump will be one of key features of our activity park, which will end the “black route” (the hardest one of all available). This route will require high physical and mental preparation.

- Disc golf

From the first season one route of 9 baskets is going to be implemented. In the future it is planned to implement from 2 to 3 different routes to suit different skill of the guests

Sets of discs for different distances will be available for rent.

There will be discount for customers, who come to our park with their own discs.

- Cycling

Mountain and cross bicycles will be available at rental.

The routes for cyclists will be developed by our team.

- Nordic walking

Nordic walking sticks can be rented as well. Nordic walking is a very healthy type of sport and most important every generation, including the older ones can participate in it. Leading a healthy and full life is one of the core principles of our company. That is why we encourage people to care about their health even when they are spending their vacation.

- Table tennis

Tables for tennis will be installed in several places, this as the Nordic Walking will be one of the activities that will allow grannies and granddads spend a fun time at the same time as their grandchildren are playing on the playground or climbing on the rope route for children. As with all the activities it is possible to rent the equipment at rental point, but if you bring your own rockets we will not mind as well.

- Volleyball fields

Volleyball is a favorite game of many people in the summer that is why we will arrange two volleyball fields for our guests to fulfill the need of competitive gaming. Volleyball balls can be brought to our park or rented at the rental point.

- ATV or quad bikes

Quad bikes are a fun for all ages and genders. In our park professionals will develop special routes and test them for safety reasons. Instructors of the park will introduce different route options, which will be a great way to check out the park and nearby lands of untouched nature. Helmets and ATVs will be available at rental point, after a quick education from our instructors guests can go on the route of course under control of the professional.

- Fly boards

Probably you have heard about this amazing sport, which is rapidly gaining popularity in Russian Federation nowadays. At GreenVald Park Scandinavia our guests will have an opportunity to experience this unique water activity. We are planning a partnership with an already famous fly board point in Saint-Petersburg. They will provide the equipment for the bigger events and corporate events held in our park. The principle is that this company will provide the equipment and their instructor for a special day or two and in return we will share the profits, gained from customer flow.

- Aqua bikes

Aqua bikes are planned to pair with the previous activity that I presented on the top fly board. It is essential, because aqua bike is the generator of the high pressure of water, coming through the special tube connected to the fly board. However, it will be possible to rent aqua bike separately if desired. The partnership will allow us to cut the costs on the equipment significantly.

During the winter period of time, which starts from late November up to end of March GreenVald park guests will enjoy:

- Cross country skiing

Skis, ski poles, ski boots and all needed equipment will be available at our rental point. Routes for cross country skiing will be developed in advance by our team to provide our guests the most beautiful landscapes and challenging distances.

- Mountain skiing and snowboarding

From the second year of park operation, we are planning to lease land area of 12 hectares, which is a mountain and one of the highest points in Leningrad region. It is perfectly suitable for these activities.

- Snow tubing

The special route will be developed on the mountain side for snow tubing. In terms of safety reasons several trees must be removed and soft walls on the both sides of the slide will be built. As with all of our activities – all needed equipment could be rented at our rental point, but

also it is possible to come with one's own. In this case a discount will be provided.

- **Snowmobiles**

In the winter season, which is considered the down fall for our type of park, we will try to fulfill our range of services with winter types of activities in order to keep or guests entertained all year round.

Snowmobiles, same as quad bikes will be stored at rental point. All the instructions and equipment could be acquired there as well as from our professional instructors.

6.2 Recreational activities

For those, who prefer quiet pastime to noisy activities – we provide a range of amenities that will suit all ages, genders and preferences.

Fishing will be available all year round in summer and winter. During the summer period of time boats will be available for people who prefer deeper places of the lake. During the winter our team will arrange drilling holes in the ice and seats nearby. Also for those, who want to eat fresh fish, but don't want to wait several ours to catch one – fishponds are available with several species of fish. Equipment can be rented at rental place.

On the both benches of the lake special places for grilling will be organized. After a successful fishing time in the middle of the lake, our guests can cook their dish on the open fire, which makes the whole process amazing and natural. Also it is possible to bring barbeque meat and use arbors of the park for grilling.

According to the author's vision it is important to build on the territory of the park a sauna complex and two separate traditional Russian bathhouses. Sauna complex will include several types of saunas and features: traditional, Turkish (steam sauna), salty sauna and such refreshing things like middle sized

swimming pool, ice basket, small cold pool and a bar full of refreshments. The bathhouses will be made in a traditional Russian style, from the wooden logs, without using a single nail or screw. The temperature will reach much higher limits, comparing to saunas. Also during the winter period of time it will be possible to swim in the ice-holes, made in the lake.

Of course, in this kind of park a restaurant is a must, in my opinion. After all those activities the guests would love to have a place, where they can drink a cup of tea or order a full course meal for a family. The restaurant will provide up to 120 seats in the main area and around 100 places will be available on the glazed terrace for guests of GreenVald. Cuisine mostly will consist of Scandinavian dishes, but provide a choice of other options available for the guest. (Some of Italian and traditional Russian dishes will be available as well)

To suit our corporate clients, who would definitely enjoy the opportunity to organize meetings corporate meetings, presentations and other events, the author is planning to implement a Conference Hall in the resort. It will be situated on the second floor of the restaurant or in the building of hotel. It will be implemented in the second part of the project on the second year of operation. By that time we will think through of the best location. Corporate events will build up large percentage of resort's profits and help park in low season a lot. To suit these larger events the author is considering to build wooden platform on the right bank of the lake and set a large tent on top of it for mass (weddings, birthday celebration, etc.) and corporate events.

Rental point is going to be a heart and key to all activities in the park, because all equipment and information about services is located in this place on the left bank of the lake "Radujnoe". Starting from the Nordic walking sticks, up to the equipment to the core structure of our activity park – Rope routes, guests of the park will find all equipment needed to provide them with interesting and entertaining time spending. Instructors, who will work in the park will present the services and activities, provide the needed education and safety rules and control the process if needed.

In order to ensure satisfaction of all the future guests of the activity park it will be good idea to build up a playground. For families with kids it will be a life

savior, a quick breath of fresh air in quietness, a time to spend separate from the kids. At the playground park will provide a special service of leaving the kids under control of our nanny for a couple of hours. While happy parents could enjoy a well done or medium rare steak with a nice bottle of red wine in our restaurant, or participate in one of sport activities of their choice, provided by the complex, or just enjoy the quite moment of fishing in the center of the lake. Another thing, that would occupy the kids' attention is - Mini-zoo. Some small creatures like rabbits and hedgehogs, will inhabit a small zoo, situated nearby the playground. It will be possible to feed animals for the small price.

Due to the fact that the business plan of the park focuses on the location around the lake, equipped beach is certainly a must in the project. Guests of the Park Hotel will be able to swim in the lake and soak up the sun on a specially equipped sandy beach with sun loungers, a pier for diving and "bungee". Wonderful covered Pergolas are planned to be situated around the lake, which will provide a private moment for you and your family, eating freshly grilled fish straight from the lake. What can be better? If it happens that the rain drops start falling on your head, this will be a place to wait for the rain to stop, enjoying a nice cup of tea.

For people, that don't like sitting around on the beach, doing nothing - a boat station is going to be located on one of the benches of the lake. At the boat station it will be possible to rent a rowing boat or a motor one. Fishing becomes more interactive and if a person has professional spinning fishing rod then he would prefer going to the middle of the lake, as it reaches up to 7 meters in the deepest point.

6.3 Accommodation

In terms of accommodation our recreational complex will provide several options, which will differ by price and type. If our guest is a fan of camping and leaving close to the nature camping area is the option for him. For a small price the park will provide you with an organized place for a tent or a camper. If it happens, that he does not have a tent but he desires to try out a new experience, then for a fair amount of money it will be possible to rent it in our rental place.

Tipi - universally accepted name for the traditional portable dwellings of the nomadic Indians of the Great Plains. These Tipis will be built up on the special wooden platforms, raised up from the ground to level the surface and prevent floods. In the middle of the Tipi the wooden heater is installed with a stovepipe coming out in the middle of the tipi, through the hole. These heaters will allow our guests to feel warm, even at the end of the summer season. (Tipis are only for summer)

From the second year of operation of the park it is planned to build cottages in Scandinavian style. In total the author is planning to implement 5 cottages of different categories: "comfort +" – one cottage with three bedrooms, sauna, fireplace and a terrace will accommodate from 6 to 8 people at once (about 104 sq. m.) ; "comfort" - two cottages with two bedrooms, sauna, fireplace and a terrace will accommodate from 4 to 6 people at once (about 94 sq. m.) ; "economy +" – two cottages of lower price, that will accommodate from 2 to 4 people.

Hotel is an essential part of any recreational park, because certain guests prefer to stay in comfortable warm rooms rather than tents or other outdoor premises. That is why the author is considering to implement it in this business plan as well. Small hotel will consist of 25 apartments and will be able to accommodate from 30 to 40 people at once. The Hotel of economy class will provide bed and breakfast; minibars will be available in each room. Basic service for affordable price is a short resolution for this Hotel.

One of other accommodation types, which is essential for recreational park are guest houses. Each of the guest houses will be divided in the four separate parts of the building, allowing four families or couples to feel privacy on the shared living space. There will be two of the guest houses in the park and each of four sections of the single one will be around 47 sq. m. and will be able to accommodate from 2 to 4 people at once.

At the end, in the forest there is not much place to leave a car, so construction of a parking area will be essential. Guarded parking area will be available for guests of our park. Up to one hundred cars will be possible to leave there in safety of closed parking lot and our security organization.

7 Location

Common knowledge in tourism industry teaches us that location is one of the most important factors for business competitiveness and high market influence. In this section author is going to justify why “GREENVALD Eco Parks and Resorts” has large competitive advantage over opponents in location.

The plot of land where our first project is going to be built is located 48 km from the cultural capital, Saint-Petersburg, on the magnificent lake shore “Vysotskoe” in the Vyborg district of the Leningradskaya region. Mineral springs, supplying the lake “Vysotskoe” are enriched with radon in small concentration, whereby the water in lake has healing properties and is so clean and pure that it is widely inhabited with valuable species of fish, even a sensitive to good environmental conditions as the golden trout. This will allow us to breed fish in order to supply fishing demands of our customers and support ecological condition of the lake. The combination of clean water and air saturated with the scent of pine trees creates a special microclimate in the territory of the park, where you can spend time with benefits for health and soul.

8 Marketing

8.1 Analysis of competitive environment

Competitive analysis made by the author, showed that the market of high-quality accommodation facilities in the segment of country hotels, cottages and park-hotels in Leningradskaya region remains far from saturation and is very promising, considering the growth of income and interests of the residents and guests of St. Petersburg to the suburban and active rest.

As the closest competitors of GREENVALD Park Scandinavia the author has considered country hotels presented in Appendix 1.

The sample for analysis includes suburban complexes and resorts of the Leningrad region, located at a distance of 100 km from Saint – Petersburg and offering services for the hotel accommodation and / or cottages of various categories (from budget hotel rooms to cottages of higher comfort).

It should be noted that the sample does not involve health resorts and sanatoriums, recreation centers and some private cottages, as well as the hotels that offer exceptional accommodation services. Listed CAFs are not direct competitors of the brand GREENVALD, focusing on different segment of customers and cannot compete with the Park-Hotel GREENVALD be the type and quality of services provided.

| № | Name of the company | Description | Distance from KAD | Number of rooms |
|---|---------------------|---|---|-----------------|
| | GREENVALD | Country complex offers accommodation in cottages, apartments and hotel rooms of various categories (Comfort +, Comfort, Economy +) on the lake "Vysotskoye" with a restaurant, tents for mass events, private beach, fishing, sauna complex, rope course, sports and children playgrounds, and other recreational facilities. | 48 km (5 th place among competitors) | 39 (5%) |
| 1 | Igora | The complex of hotels and cottages "comfort +" category in the ski resort of "Igora" with a restaurant, meeting rooms, swimming pools, an indoor ice palace and entertainment center with a bowling alley, curling, billiards, movie theater. | 55 km | 76 |
| 2 | Forest Rhapsody | Country complex of hotels and cottages "comfort +" category on the shores of Lake "Bolshoe Simaginskoe" with restaurants, a conference room, a spa, fishing, sport fields and routes. | 37 km | 74 |
| 3 | Korkino Lake | Cottage complex of "comfort" class on the banks of Lake Korkino with a restaurant, banquet hall, rope courses and recreational center. | 17 km | 38 |
| 4 | Old Mill | The complex of villas and hotels on the shores of the Gulf of Finland with | 16 km | 43 |

| № | Name of the company | Description | Distance from KAD | Number of rooms |
|----|---------------------|--|-------------------|-----------------|
| | | restaurants, sauna complex, an outdoor swimming pool. | | |
| 5 | Green Village | Complex of villas and hotels on the shores of the lake "Sukhodolskoye" with its own private beach, a restaurant, swimming pool, tennis court and a mini-golf course. | 75 km | 59 |
| 6 | Golden Valley | The complex of cottages and hotels in the ski resort with restaurant, bar, banquet hall, sauna complex, ropes park and paintball. | 77km | 49 |
| 7 | Seven Lakes | The complex of villas and townhouses on the shores of the lake "Krasnogvardeiskoe" with a restaurant, sauna, conference room, entertainment center and mini-zoo | 71 km | 66 |
| 8 | Trava | Club hotel with sauna complex, a bar, equestrian club, near the resorts of "Snow", "Golden Valley", "Red Lake". | 84 km | 19 |
| 9 | Fishing bowery | Country complex of "economy class" on the shore of the lake "Monetka" with café, fishing, rope park, paint ball, ATV and bicycle rental. | 51 km | 19 |
| 10 | "Orekh" | Country complex of economy class on the lake with a restaurant, bar, café, "Norwegian" rope park | 52 km | 23 |
| 11 | Good moose | Budget holiday village 800 meters from the rapids of Losev with a restaurant – | 82 km | 33 |

| No | Name of the company | Description | Distance from KAD | Number of rooms |
|----|---------------------|--|-------------------|-----------------|
| | | tavern, water-body wellness, mini-cinema, tennis | | |
| 12 | Raivola | Budget country hotel with a restaurant, conference facilities and a mini-spa | 46 km | 170 |

Figure 5. Competitive Analysis (Igora, Forest Rhapsody, Korkino Lake, Old Mill, Green Village, Golden Valley, Seven Lakes, Trava, Fishing bowery, "Orekh", Good moose, Raivola)

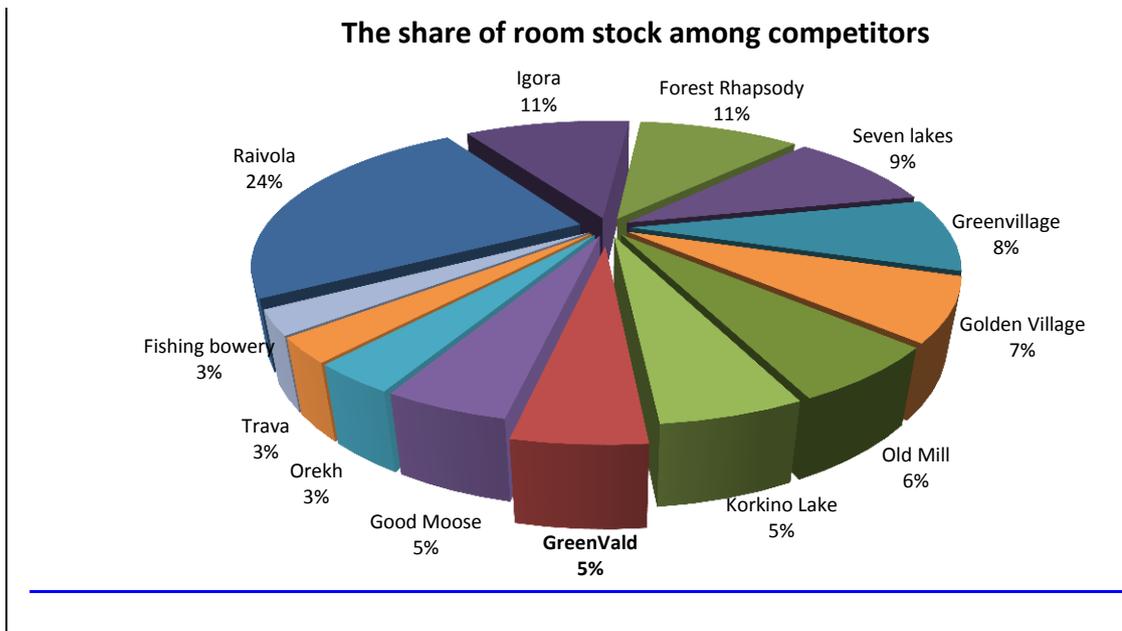


Figure 6. Market share of GreenVald Park Scandinavia among the closest competitors will be about 5 %.

Positioning:

- GREENVALD Park Scandinavia will focus on the market segment of consumers with middle-income, including the young, middle-aged people and families with children, living on the territory of Saint – Petersburg and Leningrad region, as well as tourists visiting the city.
- Park hotel with a modern, high-quality and safe infrastructure, recreation and entertainment will be enjoyed by the people, tired of the city rush and dream of quiet holiday in the nature. Walking through picturesque woods and swimming in the cleanest lake will help them to restore spiritual harmony. As well a bath complex and a restaurant with a panoramic terrace will operate for them.
- Fans of outdoor activities will not get bored, as well. At any time of the year rope routes, hiking trails, fishing, hunting and sport activities for specific season (from cycling, beach volleyball, table tennis, diving and quad bikes in summer to skiing, sledding, ice skating and snowmobiling in the winter) will be available for them.
- Special attention at the Park Hotel will be given to families with children and especially young guests, with providing special infrastructure, including playgrounds, a mini-zoo, children’s room, as well as animation, various educational and training programs, thematic festivals, holidays and children’s activities.

8.2 Competitive advantages

GreenVald Park Hotel will have the following competitive advantages compared to existing country hotels in Leningrad region:

- *The Unique location*

Land for construction of the Park Hotel is located on the first line of pure forest lake “Vysotskoye” surrounded by picturesque pine forest.

The natural wealth and beauty of the site are perfect to conduct a rich and relaxing vacation in nature with your family, friends and colleagues.

Location selected for the construction of the Park Hotel is the best site in

terms of its distance from the city, as the balance of clean and environmentally friendly natural environment is maintained, combined with the proximity and easy access to Saint Petersburg, as well as to the Finnish border.

- *Good transport accessibility*

Location is relatively close compared to many competitors (just 48 km from S. Petersburg on the highway Scandinavia), the availability of convenient access to the territory of the park. At present time, the entrance to the territory of the Park Hotel from virtually any northern district is 30-60 minutes and after the expansion of Scandinavia highway to 4 lanes will be even less.

- *High-quality and modern infrastructure, recreation and entertainment*

Hotel operator GREENVALD spends careful selection of suppliers and contractors in the construction and launch of the Park Hotel, as well as quality control of the project, in order to guarantee the comfort and safety of the constructed object and meeting the standards of GREENVALD.

- *Rich sports-entertainment program*

The territory of the Park Hotel will have all the necessary conditions for a comfortable, rich, exciting recreation in harmony with nature for children and adults for every taste, for those wishing to relax and for outdoor enthusiasts.

- *Flexible marketing policy*

GREENVALD concept is designed for people with different levels of income and preferences, so GREENVALD follows flexible marketing strategy, offering modern, comfortable cottages, apartments, guest houses or hotel rooms at reasonable prices. Not all country hotels, unlike GREENVALD can offer their guests a choice of accommodation in a cottage, apartment or hotel room. Prices for accommodation in PARK Hotel GREENVALD will be adjusted to seasonal demand. Using a system of discounts, bonuses, promotions, and other methods to increase sales will allow to attract guests during the low seasons. AS the Park Hotel has additional sources of generating revenue and attracting a customer flow (such as year-round rope park, as well as the tent for

mass and corporate events), the seasonal decline in demand should not significantly affect the revenues of the hotel complex.

9 Disc Golf

9.1 Implementation of Disc Golf

In this part of the theses author intends to plan the implementation of Disc Golf inside the GreenVald Park Scandinavia. This topic was chosen for several reasons: Disc Golf is a unique sport activity, which is currently not as popular in Russia as in Scandinavia for example; due to this fact it will attract more visitors in the Park to try out this new activity in the region; to describe the whole park in detail it would take five times as much work and calculations and in the end would bore the reader. Also Disc Golf is a unique sport, which all generations from the youngest kids to older grandparents could participate. And in the end the personal interest of the author in this topic takes place as well.

9.2. What is Disc Golf?

Disc golf, (also known as Frisbee golf) is a flying disc game, as well as a precision and accuracy sport, in which individual players throw a flying disc at a target. According to Paul Ince of the Professional Disc Golf Association, "the object of the game is to traverse a course from beginning to end in the fewest number of throws of the disc." In just 8 years (2000–08), the number of disc golf courses doubled. The game is played in about 40 countries around the world.

(Professional Disc Golf Association)

9.3 Rules of the game

- Objective of the game

Disc golf is played like a traditional golf, but instead of balls and clubs flying discs are used. One point is counted each time the disc is thrown and when a penalty is incurred. The goal is to play each basket in the fewest throws as possible. The player with the lowest total throws for the entire course wins.

- Teeing off

Play begins on the each hole with every player throwing from designated area. This area is usually signified by a rubber (or cement) tee pad. At least one foot should be in contact with the tee at the moment of release.

- Establishing position

A thrown disc establishes position where it lands and comes to the rest. A disc is considered at rest once it is no longer moving. If it happens that the disc breaks into pieces, the largest piece establishes position.

- Lie

The lie is the spot where the player's previous throw has landed. Mark lie with a mini disc or turn over the thrown disc, directly towards the hole or designated fairway. The player's subsequent throw is made from directly behind the marked lie.

- Throwing from a stance

To throw from a correct stance when the disc is released, a player must have one supporting point in contact with the playing surface on the lie. You may also not have any supporting points out of bounds, touching the marker or an object in front of your lie. After the disc is in the air, supporting points may come in contact with a player, except when putting. Putting is considered within 10 meter radius of the target. In that case all supporting points must not come in contact until the throw is complete and the player has established balance. All stance violations are punished with a one stroke penalty and a re-throw.

- Holing out

There are two types of targets in disc golf; there is an object target and a basket target. TO hole out the basket target the disc must come to rest in

the bottom cylinder in the basket or within the chains. A disc on top of the basket or wedged into the side of it is not considered holed out. In case of the object target, disc must hit a designated point area to be considered holed out.

- Out of bounds

A disc is considered out of bounds if any area is visible between the out of bound area and the disc. In this case a player can choose between throwing the disc from the previous lie or one meter from the out of bound area perpendicular the point where it went out, as well he receives one penalty stroke.

- Throwing order

The player with the least amount of strokes on the previous hole is the first to tee off on the next hole. After teeing off, the player whose disc is farthest from the hole always throws first.

- Courtesy:

- Remain quiet and avoid unnecessary movements while others are throwing.
- Stand behind the player who is throwing until throw is complete.
- Remove disc from Disc Pole Hole® after completing the hole.
- Help new players learn the rules.
- Allow faster groups to play through when possible.
- Pick up trash and put in proper receptacles.
- Do not alter the course (trees, bushes, etc.) in any way.

9.4 Equipment

For construction of the disc golf the following equipment is going to be needed:

- Basket targets – target where the player is supposed to hit with the disc
- Tee Pads – Starting platform of every phase
- Discs – Frisbee flying discs of different kinds (long and short distance)

- Tee Signs – Mini maps in front of all stages with distance from the tee pad to the basket and trajectory of the disc flight
 - Message board – Map of the park with all phases, starting points and routes
- Additional:
- Trash cans
 - Concrete
 - Locking collar assembly – used for installation of the basket
 - Anchor assembly – used for installation of the basket

9.5 Construction process

Construction of the Disc Golf Fields will be implemented in the GREENVALD project in two steps. The first route, consisting of 9 baskets is planned on the first year of operation. This way it would be possible to analyze the demand of the customers on the new type of activity and decide on the best possible ways of creating the second route in terms of difficulty, design, positioning in park hotel. First year of operation will help to introduce the new sport to our customers and at the same time cut the costs in order to invest in other activities presented in the park.

9.6 Location

The best location for the first route, consisting of nine basket targets would be on the left bank of the lake. Starting from the restaurant, near the entrance and going along the main trail through the park hotel it will definitely attract customer's attention and arouse interest, due to the novelty and unusualness of this activity. In author's opinion, it is crucial to arrange the routes the way, that it is far from the lake in order to avoid the possibility of the flying discs falling in to the water. In that case it would make it difficult to catch the disc from the lake every time it flies there and create inconvenience for the customers.

9.7 Supply

As a supply we intend to use foreign internet platforms as e-bay, amazon and such for the first period of time in order to provide maximum quality of the products in the Park Hotel. For the later development it will be more beneficial to arrange a contract with a steel manufacturing company in Saint- Petersburg, provide them with blueprints and drawings of the equipment needed in order to ensure the production of the same quality. That way it is possible to cut down the costs significantly, as well as the delivery time. Arrangement of the supply directly from Russia will be a beneficial move in the long term perspective. When the new parks of the brand will be opening in the territory of Russian Federation it would be significantly easier and faster to construct the same features, using the knowledge and contacts acquired before.

9.8 Target segment

The target segments of the Park Hotel GreenVald in whole are people of the middle class and income and overall all active people, who prefer sports to watching a television on the weekends. Disc Golf as part of the park would be ideal for the whole family activity. It will allow all ages play the same sport with no limitations and provide the huge amount of fun for everybody. In author's opinion that is a great way to unite families together in one activity. The second route, which is planned on the second year of operation is intended to be a more difficult in order to be challenging and have a possibility to attract professionals in disc golf industry. Creating a challenging route will help people test themselves and at the same time watch professional showing high skill of the game, which will make the additional promotion of this sport in Russia and attract new followers.

9.9 Human resources

In order to provide exceptional customer experience in activity park the author is planning to provide training, attracting the professionals from the different areas of expertise. In authors opinion it is crucial to attract pro Disc Golf players to train personnel and provide master classes for customers. By looking at the highly skilled players people will be encouraged to play the game and create overall positive impression about the game.

10 Conclusion

This thesis is comprised of two parts: theoretical and empirical. Theoretical part is focused on business plan writing and relevant aspects of this process. Empirical part is the actual business plan of the activity park with a marketing analysis of nearby competitors. In this part of the thesis author presented the whole GreenVald Activity Park idea, featuring all sorts of activities available inside the park hotel, as well as the recreational complex with accommodation.

During the writing process of the thesis work, the author has accomplished several things. First of all, material and knowledge, which were studied during the education in Saimaa University were refreshed. Secondly, the author has developed a business plan, which is an important instrument in company creation and discovered that creation of recreational activity company is possible for execution in the real life. Hopefully, this work will help future graduating students to complete their final projects and create perspective start-ups.

References

Ansoff (Ansoff Matrix)

A.J. Veal, Research Methods for Leisure and Tourism, Accessed on 03 April 2016

Committee for Physical Culture, Sports and Tourism

<http://www.minsport.gov.ru/>

Disc golf

<http://www.discgolf.com/how-to-play-disc-golf/>

<http://www.discgolfcenter.com/>

<http://www.explorediscgolf.com/> , Accessed on 21 August 2015

Disc golf installation

<http://www.discgolf.com/disc-golf-education-development/disc-golf-course-design/disc-golf-basket-installation/> , Accessed on 13 September 2015

E-bay

<http://www.ebay.com/itm/New-Dynamic-Discs-Basket-The-Recruit-26-Chains-Permanent-Version-/371306760608> , Accessed on 16 September 2015

Entrepreneur

www.entrepreneur.com , Accessed on 15 February 2016

<http://www.entrepreneur.com/encyclopedia/target-market> , Accessed on 20 February 2016

Forest Rhapsody

<http://lrhotel.ru/> , Accessed on 13 October 2015

Good Moose

<http://www.bodrylos.ru/> , Accessed on 10 October 2015

Green Village

<http://www.greenvillage.ru/> , Accessed on 29 September 2015

Hotel Executive

<http://www.hotelexecutive.ru/publ.php?numn=4710>

Henderson B.D. 1970

Hutor

<http://www.rhutor.ru/> , Accessed on 27 October 2015

Hvs

<http://www.hvs.com/>

<http://www.hvs.com/Content/3265.pdf> , Accessed on 03 November 2015

Igora

<http://www.igora.biz/#kurort> , Accessed on 07 September

John Fletcher, Tourism: Principles and Practice, Accessed on 29 March 2016

Kotler P., Armstrong G. 2012 Principles of Marketing 14 e ,

Korkino Lake

<http://korkinolake.ru/> , Accessed on Accessed on 08 September

Legal format

www.companyformationrussia.com , Accessed on 17 January 2016

Norway park

<http://norwaypark.ru/park/> , Accessed on 09 October 2015

Old Mill

<http://oldmillspb.ru/> , Accessed on 29 September 2015

Porter 1980 (Porter's five forces)

Raivola

<http://www.raivola.spb.ru/main.php> , Accessed on 01 October 2015

Seven lakes

<http://www.semozer.ru/> , Accessed on 04 October 2015

Trava

<http://trava.tv/> , Accessed on 27 September 2015

Victor T. C. Middleton, Marketing in Travel and Tourism, Accessed on 26 March 2016

Wikipedia

www.wikipedia.org , Accessed on 26 December 2015

WTOC

<http://www.wtoc.com/>

WTTC

<http://www.wttc.org/research/>

Zoldol

<http://zoldol.ru/> , Accessed on 17 October 2015

Appendix

Map of the park

