



Hämeenpuisto as a Tourism Destination

Operational Development

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ABSTRACT

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The purpose of this research was to examine Hämeenpuisto as a tourism destination in the framework of UNWTO's definition of a tourism destination. The objective was to study its capabilities of operating as an independent destination and then give development suggestions on how to make it a successful destination. The aim was to create an interesting development model for Hämeenpuisto that would respond to current issues in Hämeenpuisto and its surrounding environment and to contribute to development of the local businesses and tourism in Tampere.

Tampere City has initiated a development project Minun Tampere 2040, which aims to develop the city master plan by 2040. The aim of the project is to develop Tampere into more attractive city and to improve the absorbing capacity of a growing city. The purpose is to create a development plan in co-operation between all the participants, the citizens, students, entrepreneurs as well as the policy-makers allowing the citizens to take part in the planning process. As a citizen of Tampere, the initiative for the topic derived from author's interest on local businesses, city attractiveness and development of tourism in Tampere and the opportunity to innovate in co-operation with the Minun Tampere 2040 project. Hämeenpuisto as a culturally and historically significant area for the citizens of Tampere was a special area of interest to the author and commonly claimed as an area in need of development by citizens and entrepreneurs in researches of the City of Tampere. The potential of Hämeenpuisto as a destination and the growing need of services and businesses by the growing population and increasing tourism in Tampere were acknowledged and considered as key factors for the development plan in this research.

The data for the destination profile was collected through reports, and researches, statistics and a field research conducted in 13.4.2015. The purpose of the field research was to have a comprehensive image of the destination environment and its operations. A list of the operations was collected and visualized in a graph. Based on the field research and reports the destination was analysed with SWOT analysis method and a development model for Hämeenpuisto, inspired by Shopping Tourism and Experience Economy was suggested. Shopping tourism is a growing segment in tourism industry that effects on multiple destinations' operations and can be used to revitalize less popular destinations. Experience Economy is big part of tourism effecting on consumer behaviour and is essential to consider in shopping tourism as well. Considering these two growing tourism segments, a model of a shopping village destination model was suggested.

Key words: destination development, shopping tourism, consumer behavior, experience

CONTENTS

1	INTRODUCTION.....	5
2	RESEARCH PLAN.....	6
2.1	Hämeenpuisto as a Tourism Destination	6
2.2	Operational development.....	10
2.3	Concepts and theory.....	11
2.4	Working methods and data	13
2.5	Thesis process	14
3	HÄMEENPUISTO	15
3.1	Defining a Tourism Destination	15
3.2	Destination Profile	16
4	DESTINATION ANALYSIS.....	22
4.1	Strengths	22
4.2	Weaknesses	24
4.3	Opportunities	24
4.4	Threats	27
5	SHOPPING TOURISM	29
5.1	An Occurring Trend.....	29
5.2	Defining Shopping Tourism	30
5.3	Hämeenpuisto Shopping Village	33
6	EXPERIENCE ECONOMY	40
6.1	The Experience Production.....	40
6.2	Hämeenpuisto as performance stager - analysis	41
6.2.1	Aspects of Meaningful Experiences	42
6.2.2	Experience Pyramid	44
7	CONCLUSIONS	49
	RESOURCES.....	50
	ATTACHMENTS	53
	ATTACHMENT 1 Overnight Stays in Tampere -Tilastokeskus.....	53
	ATTACHMENT 2 Operational Contents Of Hämeenpuisto.....	54

SPECIAL VOCABULARY

UNWTO	The United Nations' World Tourism Organization
Market	With the term market in this research it is referred into a set of actual and potential buyers of a product or visitors of a destination who share a particular need or want that can be satisfied through exchange relationships.
Product	In hospitality industry the term product does not only refer to tangible goods but also to intangible such as customer service and experiences.

1 INTRODUCTION

An ever increasing number of destinations worldwide have opened up to, and invested in tourism, turning tourism into a key driver of socio-economic progress through export revenues, the creation of jobs and enterprises, and infrastructure development. Over the past six decades, tourism has experienced continued expansion and diversification, becoming one of the largest and fastest-growing economic sectors in the world... (UNWTO Tourism Highlights 2014, 2)

The competitive and constantly transforming nature of the fast growing tourism industry makes the industry very complex. Many exterior factors effect on the operations of tourism and the quality of the experience provided with the operations. The destinations have to adjust to current trends on consumer behaviour to be able to retain the competitive status and to provide the highest quality of experience to the customers.

In a human driven field like tourism, the experience economy plays a big role and it is reflecting in the consumer behaviour. Ever more conscious and aware tourists have increasing demands and desires. From the traditional demand of commodities and goods the consumption form has developed to the desire of unique unforgettable memories and experiences. To be competitive the destinations have to provide tailored services and deliver the expected experiences and beyond to its visitors. Developing the destination resources and ways of operating according to the new trends is essential. (Walder, Weiermair & Sancho Pérez 2006, 8-9.)

This research focuses on Hämeenpuisto, which relies in the heart of Tampere, the city that has a strong industrial history and is formed around the rapids of Tammerkoski, a city of more than 200 000 residents in Finland (Statistics Finland: Largest Municipalities 2014). Hämeenpuisto is a beautiful old park avenue with a lot of history and significance for local residents. In this research it is examined and analysed as a tourism destination. It will be properly introduced providing information about the current operational and cultural contents. The contents of Hämeenpuisto will be examined in order to identify if all the elements required to fulfil the definition of a tourism destination can be found and hence can it operate as an independent tourism destination. Based on the analysis, a development model inspired by the current trends of tourism will be suggested to make Hämeenpuisto a successful destination.

2 RESEARCH PLAN

This research examines Hämeenpuisto as a destination and introduces a development model that aims for invigorating the destination contributing to the growing demand of services in Tampere. Destination development is essential in the competitive field of tourism where the trends and type of demand transform constantly. When the development is well planned it brings more life to the destination area and surrounding environment. It improves the quality of local services and facilities and strengthens the local economy benefiting both the tourists and local residents. (Borg, Kivi & Partti 2002, 49; Sancho Pérez, Walder & Weiermair 2006, 8-9.)

2.1 Hämeenpuisto as a Tourism Destination

Hämeenpuisto is an old park avenue with significant cultural and historical value. It is in a prime location in the heart of the city of Tampere and covers a big land area - significant as an important recreational area for the city. The location, size and natural resources of Hämeenpuisto add up the potential to build up the image of Tampere as a travel destination and its own image not only as an attraction in Tampere but as a destination itself. Hämeenpuisto has potential for a large business area and a concentration of culture and services. The attractions and location specific elements create the brand for the destination of Hämeenpuisto, but these resources cannot be reinvented, thus the operational contents should be the flexible adjustable resource that allow the destination development. (Sancho Pérez, Walder & Weiermair 2006, 62.)

The city centre of Tampere provides good educational, health and social services but also versatile cultural services and events, attractions and free-time activities and facilities. There are two big universities - the Tampere University of Applied Sciences and the University of Tampere, architecturally and culturally significant buildings such as the main library Metso and multiple museums, cinemas and parks. The centralized services serve residents of the whole Tampere region and attract both international and domestic tourists from outside of Tampere. (Tietoa Tampereen keskustan toimintaympäristöstä 2013, 6.)

The versatile supply of services in Tampere city centre serves people of all ages and has created a good image of a safe and vibrant living environment and interesting travel destination. The landscape of the red-brick factories by the rapids of Tammerkoski surrounded by the greenery of the central parks represent the identity of the city and has strong iconic significance for its residents. Especially the parks of the epicentre enliven the whole city image. They are culturally valuable in the city history and image but are also highly significant for the local residents as recreational areas of the city centre, spaces to spend free time, to do sports and to relax. (Tietoa Tampereen keskustan toimintaympäristöstä 2013, 10-11.)

Tampere is also a popular travel destination, among other reasons for its cultural events and environment. Indicators of the popularity are for example the numbers of railway traffic and overnight stays in Tampere. The railway station of Tampere is the second busiest in passenger traffic in Finland and when measured in accommodation operators' overnight stays, Tampere is the second most visited municipality in Finland. (Five Star City Centre 2013, 18; Attachment 1.)

The good image among the current residents as well as people outside of Tampere area is wanted to maintain and improve. The significance of the structure of the city centre in vitality and wellbeing of the population of whole Tampere area has been highlighted in the latest urban city development plans and central structure master plans of Tampere city as also mentioned in the Tampere Council Seminar held in 2013 (Tietoa Tampereen keskustan toimintaympäristöstä 2013, 3). The importance of sustainable development is acknowledged and in past few years many development plans are initiated on the infrastructure of epicentre. Tourism and population growth are expected in epicentre in future and new business areas, hotels and residential areas are being constructed (Five Star City Centre 2013, 4).

Tampere city centre is the most significant employment and trade concentration of the whole Tampere region. In the Operational Environment of Tampere City Centre -information report (Tietoa Tampereen keskustan toimintaympäristöstä), of the Tampere Council Seminar held in 2013 of strategic development of Tampere, it is announced that 30 % of the whole trade in Tampere happens in the epicentre, the area between Hämeenpuisto

and Kalevan puistotie where the main road Hämeenkatu is also located, as shown in Figure 1. Around the same area, in 2, 5 km radius from Hämeenkatu are half of the jobs in Tampere and inhabit 30 % of the whole population of Tampere (Figure 2).



FIGURE 1. Hämeenpuisto, Hämeenkatu and Kalevan puistotie (Google Maps: Tampere city 2015)

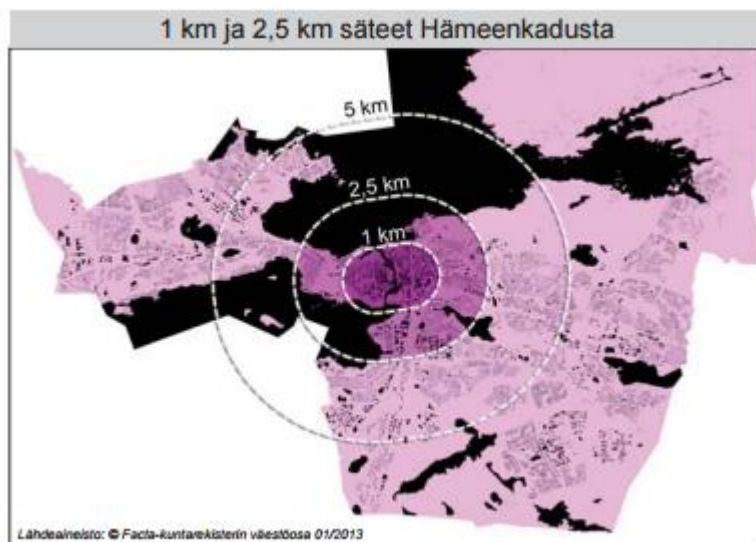


FIGURE 2. Areas of 1 km and 2,5 km radius from Hämeenkatu, Tampere (Tietoa Tampereen keskustan toimintaympäristöstä 2013, 8)

The problems of the city centre of Tampere have been discussed among decision-makers, local organizations and residents in order to identify the areas in need of development. It is noted that biggest problems are in the infrastructure, the lack of integration between

traffic solutions and the lack of pleasant areas for running errands and shopping. These issues were aroused in the surveys done for the residents of Tampere city centre and in new development projects the local residents and entrepreneurs have been brought closer to the decision making by allowing them to participate in the planning stage. (Five Star City Centre 2013, 6)

According to the informational report for the Council Seminar 2013, trading, specialized stores and restaurant in Tampere has been concentrated in the epicentre (Tietoa Tampereen keskustan toimintaympäristöstä 2013, 5). By the current trend however new big market centres, hypermarkets, which are easily accessible by car are constructed outside city centre in Tampere. This trend is challenging the epicentre's absorption capacity and competitiveness. It is important to note that majority of the households in city centre do not have a car (Tietoa Tampereen keskustan toimintaympäristöstä 2013, 9). Moreover, the population of the city centre is estimated to grow from year 2010 to 2030 and the purchasing power, of the inhabitants of the Tampere Central Region, directed at commercial and other services are estimated to almost double in next twenty years. (Five Star City Centre 2013, 4)

More services are needed in the centre as the population and purchasing power are growing. The current residents have requested the epicentre development to concentrate besides on traffic arrangements, to develop the epicentre as a place for running errands and shopping. More cafés, events and non-commercial space have also been requested. Hämeenpuisto could be unique and functional location to host these services for both local residents and for tourists.

The tourism statistics indicate that the number of both domestic and international visitors and overnight stays in Tampere and sub-regions has been gradually increasing during the past decade (Attachment 1). Increasing number of both domestic and inbound tourists creates demand for more services, improved facilities and attractions. Hämeenpuisto covers a large land area in city centre and is one of the major central parks in Tampere epicentre. The land area and unique location encompass potential for many functions. By developing the operational content and supply, the value and motivation for tourists' visits could be added. By the development Hämeenpuisto could not only improve the image of Tampere as a destination but to operate as an independent destination inside another.

2.2 Operational development

The objective of this research is to propose a development idea for Hämeenpuisto as a tourism destination by means of operational development. Hämeenpuisto provides at the moment historical monuments, cultural services and attractions, beautiful natural resources, restaurants and specialized shops (Attachment 2). The purpose of this research is to examine Hämeenpuisto as a destination rather than as an attraction aiming to study its capacity of operating as an independent destination and to suggest a development model that enables it to be identified as a destination especially on the operational aspect.

The definition of a destination will be familiarized first to identify the required elements of a destination. The contents of Hämeenpuisto will be described and examined presenting a destination profile that provides accurate information on the history, functional purposes, and operational contents such as services and businesses of Hämeenpuisto. Through the destination profile Hämeenpuisto will be analysed as destination to identify the elements and qualities of a destination and the missing elements on which the development should be focused on.

Shopping Tourism is a phenomenon of tourism that has grown to the extent that it can be defined as its own branch of tourism. It can be used to invigorate less popular tourism destinations and their economy. (Global Report on Shopping Tourism 2014, 6.) The Shopping Tourism in this research is the motivation for the development model for Hämeenpuisto. To increase shopping tourism, the development has to be focused primarily on development of business and services of the destination, which invigorates the operational environment of the destination and contributes to local well-being too. The objective is to propose a development model where new jobs would be created in a new business area and shopping and leisure-time facilities would be provided to local residents and tourists in a safe and easily accessible environment in the heart of the city in a Shopping Village of Hämeenpuisto. The development model could also make the whole city more attractive and give it a better competitive position compared to other popular urban destinations in Europe.

In the model of Hämeenpuisto Shopping Village – Hämeenpuisto would operate as a destination itself, providing all the needed services and cultural attractions for tourism while invigorating the whole city and making the epicentre more attractive to local residents

and tourists. Hämeenpuisto as a Shopping Village destination would provide meaningful experiences, unforgettable memories, cultural events, and versatile supply of specialized high quality services such as specialized boutiques, restaurants and cafés.

The aim in this research is to answer to questions such as: Can Hämeenpuisto be identified as destination? How to develop Hämeenpuisto as a destination in means of operational continents? What kind of services and businesses should Hämeenpuisto provide to its visitors in order to operate as an attractive and successful tourism destination?

2.3 Concepts and theory

As human oriented field, tourism is complex industry on which the transforming trends and consumer behaviour have big effect on. People are every day provided with more knowledge and goods leading to ever increasing desires and wants. The constantly transforming nature of consumer behaviour also transforms tourism and challenges the businesses around the world. Tourism employs many people around the world directly but also involves many businesses in its environment by tourists that bring income to the destination as consumers. Tourism introduces new trends constantly and to remain the competitive position, the tourism destinations must develop along with new trends.

The consumer behaviour has changed along with increasing knowledge by constantly easier access to information and the supply of goods and services that exceed the needs. These changes have created a new breed of tourist, ‘the New Tourist’, who are more experienced and thus more critical tourists with more knowledge and reaching for hedonist experiences. People have more options to choose from and the expectations rise accordingly. Whereas commodities used to satisfy the needs of the consumers, now higher value is expected, the consumers are seeking for unique and unparalleled experiences. This is all part of the Experience Economy which sets great challenges for the tourism industry as well as for other industries too demanding for new kind of creativity and supply. (Boniface & Cooper 2009, 30-31; Gilmore & Pine 1999, 5-6.)

The Experience Economy by Gilmore and Pine takes a look on the service business from new angle in which the work is a theatre and the business is a stage. This means that the business should be seen as a theatre stage in which the act of the service is played and

guests rather than a market visit for experiences rather than for consuming commodities. The Experience Economy concept explains what are the different aspects and basis for the destination for providing memorable experiences to different types of consumers who experience in different ways. The Experience Economy concept is closely related to the phenomenon of Shopping Tourism as an important factor in understanding the transformed consumer behaviour. Examining these as concepts supporting each other is important when considering a destination development and what kind of value the destination will offer to its visitors in order to apply the Shopping Tourism concept in the destination in the optimal way. The transformed customer behaviour and type of demand strongly guide the desires of the tourists and their decision making when it comes to choosing destination in the first place and the shopping in the destination.

Shopping Tourism is examined as one of the main concepts in planning the development model for Hämeenpuisto in this research. Shopping is becoming an increasingly relevant component in tourism and rising position as a motive in choosing the destination. The behaviour of a consumer is studied to be different when being on the daily environment than being tourist in new environment, outside the everyday environment (Global Report on Shopping Tourism 2014, 46). Acknowledging the spending potential of the tourists - a development model that encourages the tourists for shopping activities can rise the attractiveness of Hämeenpuisto as a destination and bring more economical benefits to it. Shopping tourism gives an opportunity for the destination to gain great economical benefit, if the destination is well developed to provide unique shopping experiences that add value to the destination's touristic offer. The aim is to strengthen the shopping destination model by constructing the operations of specialized small businesses from Tampere in order to support the local design and quality and encourage the guests for more sustainable consumerism. By the development Hämeenpuisto can be branded as shopping destination, where the shopping is the core motivation and the surrounding attractions are supporting motivations. (Global Report on Shopping Tourism 2014, 13)

With the Experience Economy as a supporting concept, the development of the continents of Hämeenpuisto will be planned in this research into a theatrical shopping environment, a Shopping Village that provides unforgettable memories for its' guests. By acknowledging the new type of demand and consumer behaviour, by examining the operational structure of the destination and rearranging it to a more fluent and attracting form for the visitor and by considering the elements of a theatrical shopping environment - a unique ensemble

can be planned for developing Hämeenpuisto. The services and elements in the destination should make the destination easily accessible and attractive, so that it welcomes the guests to enter. The contents of the destination should be provided in high quality performance to engage the guests and to make them want to stay.

Before applying these theories and concepts to the destination, the capacity of Hämeenpuisto to operate as a destination will be analysed and evaluated using the SWOT –analysis model. With SWOT –analysis the current strengths and weaknesses are pointed out to have a clear image of what needs to be developed and where is the potential and opportunities. The Experience Pyramid –analysis model will be used to support the analysis when considering the experiences. The elements of a meaningful experience will be considered in order to identify the weaknesses and potential of Hämeenpuisto for providing high quality experiences. The Experience Pyramid –model analysis supports the theories of Experience Economy and defines the elements that create an environment where meaningful experiences can be delivered to the guests. It considers the experience through six elements of a meaningful experience – on five different levels, defining what level of value the elements provide to the guest (Kylänen & Tarssanen 2009, 11). Development suggestions will be provided for improving each element in order to reach the highest level and to make the entity of the destination a successful shopping destination.

2.4 Working methods and data

This research will be carried out as a case study. Case study allows the examination of a specific target area through the key elements of a tourism destination providing a comprehensive image of the situation of a destination and enabling the applying of theoretic concepts in the development. Here the case study will be done of Hämeenpuisto, observing the current situation of the operational content and its opportunities for development arrangements. Based on the observations, theories that support the potential of the chosen destination will be applied.

The observations and data will be gathered in multiple ways. The destination analysis will be performed in basis of Tampere City's researches and reports as well as a field research that familiarizes the operational content of Hämeenpuisto. By field research the operations such as specialized shops and restaurants, that can be of interest for a tourist in

Hämeenpuisto will be recorded in to a categorized list (Attachment 2) and illustrated in form of statistics to give a comprehensive image on what is the operational structure of Hämeenpuisto, what kind of operations are available and how they are spread around the destination. Data for the phenomenon of shopping tourism and its effects on tourism destinations will be collected through reports and literature. Data used for the destination profile is collected from recent researches and reports by Tampere City.

2.5 Thesis process

The destination will be introduced properly through destination profile on chapter 3. Detailed information about the destination, its history and cultural significance and operational context is provided. Statistical information about the tourism will be included to give a comprehensive image of Hämeenpuisto as it is at the moment. The destination description will continue with destination analysis in chapter 4, where the destination analysis will be implemented with SWOT analysis model. The destination analysis will focus especially on the destination elements of Hämeenpuisto and the definition of a destination will be familiarized.

Based on the analysis a development model of a shopping destination for Hämeenpuisto is planned and the concept of a Shopping Village as well as Shopping Tourism will be explained in chapters 5. In chapter 6 the concept of Experience Economy will be introduced and its importance in shopping tourism. Hämeenpuisto's elements for providing meaningful experiences to its visitors will be analysed through Experience Pyramid – analysis model. The destination development plan will be improved in basis of the Experience Pyramid analysis.

In chapter 7 the conclusions are drawn to give a comprehensive idea of how this new suggested model of Shopping Village would be executed in Hämeenpuisto and how it would work in practice. Also the benefits and possible disadvantages of this kind of development are considered.

3 HÄMEENPUISTO

In this chapter Hämeenpuisto is introduced as a destination. First the definition of a destination is familiarised. The destination constructs of different elements, which will be also introduced in this chapter. When defining a destination, Destination Management should be mentioned, it has great role in the effectiveness of the elements and the experiences the destination offers to its visitors. Destination Management however, includes a lot of content as its own entity and will not be thoroughly examined in this research as the focus is on the contents of a destination rather than on the management of those.

3.1 Defining a Tourism Destination

UNWTO's Practical Guide to Destination Management (2007) describes the tourism destination as:

..a physical space in which a tourist spends at least one overnight. It includes tourism product such as support services and attractions and tourist resources within one day's return travel time. It has physical and administrative boundaries defining its management, and images and perceptions defining its marketing competitiveness. Destinations could be on any scale from a whole country (e.g. Australia), a region (such as the Spanish 'costas') or island (e.g. Bali) to a village, town or city or self-contained centre (e.g. Center Parcs or Disneyland).

The definition is reinforced with definition of six destination elements. The six elements defined in UNWTO's Practical Guide to Destination Management (2007) are: attractions, price, accessibility, amenities, human resources and image. In a competitive field like tourism, the destination has to include basic elements in a unique form to deliver high quality experiences and high value to the guests in order to maintain competitive status. The elements have to be interesting enough to attract the guests to visit in a first place and provide content that makes the guest want to stay and visit again.

To compete effectively, to deliver unforgettable memories to the visitors - a destination must be well managed. The conditions of each element of a destination have a great effect on the quality of experience the tourist gains from the moment of arrival until leaving from the destination. Delivering excellent value will depend also on the co-operation of local communities and organizations.

By Destination Management all the elements that make up a destination are linked to each other to foster the co-operation and more effective management of a destination. Destination Management is needed to plan the infrastructure and to develop technology, systems and human resources as well as to promote the destination. Destination Management should organize and advice development and starting of destination products and events, strategies, education and training as well as to advice in business. Different stakeholders, local authorities and organizations, restaurant and accommodation operators, intermediaries and media for example are responsible of the Destination Management. (A Practical Guide to Tourism Destination Management 2007, 2-8)

3.2 Destination Profile

Attractions is the first important element in the destination's competitiveness with other destinations. Attractions are one of the most visible elements that the destination is compared to other destinations with. They can also be the main motivational element, the pulling factors for choosing a specific destination (Edmunds & Lominé 2007, 154-155). The attractions can be categorized in natural, cultural and built attractions. They are not always tangible, they can be for example a culture or lifestyle, weather or unique and emotional experiences that the destination provides (A Practical Guide to Tourism Destination Management 2007, 1-2).

Hämeenpuisto is known for its natural resources and culturally significant tree plantations. The 140 year old trees as well as the recently renewed plantations are a characterizing natural attraction of Hämeenpuisto. Näsinpuisto and Eteläpuisto parks at the ends of Hämeenpuisto provide a continuum to the natural park attraction and beautiful unique views to the lakes. It is surrounded by many impressing natural attractions that support the destination, the lakes Näsijärvi and Pyhäjärvi and Pyynikki ridge, the world's largest ridge, also selected as nationally valuable landscape attraction in 1993 (Pyynikin Näkötorin Kahvila 2015). (Hämeenpuiston puistohistoriallinen selvitys 2014, 38; Tampere City: Hämeenpuisto 2015)

Most significant built attractions are the main library Metso built in 1986 and the sculptures and statues from different decades along the park avenue. Metso is architecturally

special, the shape is inspired by Capercaillie bird as the name Mesto - Finnish for Capercaillie - says. There are culturally significant sculptures like the Statue of Liberty by Viktor Jansson (1921), a memorial for Minna Canth by Lauri Leppänen (1951) and the fountain of Näsinpuisto by Emil Wickströmin (1913) (National Board of Antiques: Hämeenpuisto 2009). Näsinpuisto park also hosts a themed play area for children, Tiit-
iäisen Satupuisto, that was constructed in 2013 and a castle called Milavida which was constructed for Peter von Nottbeck in 1898 and was newly opened for the public as restaurant and museum in 2015 (Tampere City: Näsinpuisto 2015).

Hämeenpuisto has also many cultural attractions. Tampereen Työväen Teatteri –theatre with roots of workers theatre tradition was founded in 1901 and is one of the biggest theatres in Finland. (Tampereen Työväen Teatteri 2015) Other significant buildings alongside the park are school buildings from 1800-1900 turn of the century, a Neo-Gothic Aleksanteri’s church from 1881 and protected buildings like Klingendahl factory building that is the only factory building in Hämeenpuisto, Tuulensuu building and the Little Palace of Finlayson (National Board of Antiques: Hämeenpuisto 2009).

Since the early history of Hämeenpuisto events have been arranged in the park. After new traffic arrangements in 1959 when the Ratina - bridge was opened, the tradition of getting together and hosting events in Hämeenpuisto decreased, but was again revitalized in recent years. For example European food market and Puistofiesta have been hosted in Hämeenpuisto for few years participating local and visiting businesses and organizations. (Hämeenpuiston puistohistoriallinen selvitys 2014, 14, 17)

Another element that is often regarded as important factor affecting the decision on traveling destination is price. The price of the transportation to and from the destination as well as in the destination, the price of accommodation, food, services and attractions in the destination can vary highly between different destinations and are often well considered by the tourist in the planning stage of the travel. To make a destination attractive and competitive, it should be also accessible for the tourist and there should be well managed versatile amenities to serve the tourist’s needs and beyond. A versatile supply of integrated services and facilities make the visitor’s stay more pleasant and fluent. The facilitating amenities are part of the destination infrastructure, the local transportation methods and connections, accommodation services, tourist information supply and shopping and catering facilities. Not only should the traveling in the destination be easy for the tourists

by means of transportation, the destination itself should be accessible to a big public, large base of tourists in common connections like via road, air or cruise ships or by railway. (A Practical Guide to Tourism Destination Management 2007, 1-2.)

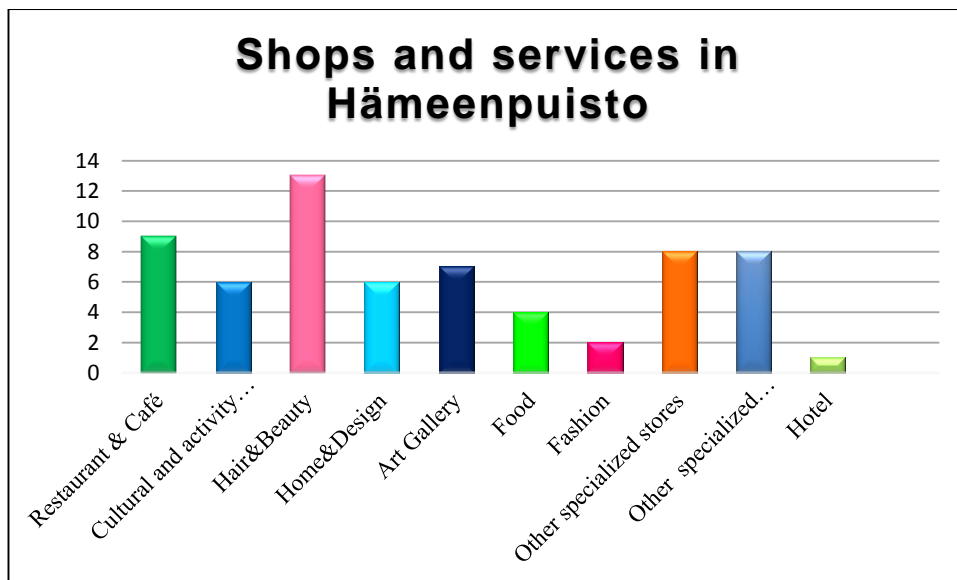
In the 1290 meter long Hämeenpuisto there are bus connections but the most convenient means of transport is by walking as the whole area is only 8 hectares (Tampere City: Hämeenpuisto 2015). Lines number 3, 20, 27, 28 and 47 pass by the park and can be used for moving inside the destination, the cost of a single ticket for a tourist will be 2,60 € (Tampereen joukkoliikenne: Linjakartta 2015). Means of public transport are very effective in Tampere as there are many operating lines that operate frequently and access to the destination by bus from any area of Tampere region is fluent.

Tampere has an operating airport in Pirkkala that has flight connections to several countries. From airport bus connections and taxi enable the transportation to city centre. Also railway station has frequent connections to other Finnish cities and from railway station bus lines connect to Hämeenpuisto as well. Whole Hämeenpuisto is surrounded by drive way which enables the moving by car and connects the destination to other parts of the city by car and bicycle. Bicycling in the destination is possible but there are no specifications between pedestrian and bicyclers' area. (Finavia: Tampere-Pirkkala 2015; Hämeenpuiston puistohistoriallinen selvitys 2014, 17, 32)

No ticket or pass is required to enter to Hämeenpuisto or its bordering parks Näsinpuisto and Eteläpuisto but some of the services require a ticket. The library entrance is free as well as reading inside the library. Watching a theatre play requires a ticket of which the price varies according to the play. The gym GoGo is accessible for customers of the Hotel Cumulus with 7, 50 € fee but is not available for one time visitors that are not hotel customers or members of the gym. Guided tours in the Little Palace of Finlayson are arranged once a month and cost 16 € per person including the tour and coffee with a pastry (Yleisökäynnit – Pikkupalatsi, 2015). The Aleksanteri church is open for visitors every day from 11 am to 18 pm free of charge. There is also a guide in the summer months of June, July and August. (Tampere Libraries: Fees 2015; Tampereen Työväen Teatteri 2015; Hotel Cumulus Hämeenpuisto: Services 2015; Aleksanteri's Church - Evangelical Lutheran Parishes)

In a field research carried out by the author in 13.4.2015 the operational contents of Hämeenpuisto were examined and recorded in to a list as shown in Attachment 2. The field research resulted in showing that at the moment there are several real-estate related operations, art galleries and hair and beauty related operations, few restaurants and facilities providing cultural or activity services, limited supply of specialized shops of which majority is related with home and decoration, art and specialized food products. The Moominvalley Shop a significant souvenir product provider for international tourists, the Moomin museum's own shop, is located in the underground floor of the Metso library but the exhibition is located in Tampere Art Museum. Accommodation services in Hämeenpuisto are provided only by one company, Cumulus Hotel in Southern side of Hämeenpuisto.

The operations were gathered as a graph (Graph 3) to illustrate the operational situation of Hämeenpuisto. Services that were considered not benefiting the tourist directly or being in their interests by being consumable on the venue during the travel time, such as the architecture offices, physiotherapy-, real estate-, interior design-, or house building related services, were excluded from the statistics.



Graph 3, Shops and services in Hämeenpuisto

In order to maximize the effective use of the destination resources, the management of destination image and human resources is crucial. Big part of the tourism experience is the interaction with local culture and communities, it can affect the experience in negative and positive ways. Tourism is labour intensive and can contribute positively in many local

businesses in the destination bringing income. In order to the destination to gain the positive effects of tourism, the tourism workforce should be well trained and the local residents should be well equipped and aware of both the benefits and responsibilities related with the increasing tourism. A positive attitude of the local communities contributes positively on the tourism experience. Finnish people in general have a reputation as warm, open and sincere people who do not like to disturb or interrupt others. By globalization Finland has gained more international ambience which has made the people too more open to new cultures, especially in Tampere where the universities attract many foreign students to the city. (A Practical Guide to Tourism Destination Management 2007, 1-2; Visit Finland: What Are The Finns Like? 2015) For an independently operating destination it is essential to form a destination management organization. As Hämeenpuisto is not yet considered as a destination it does not have a specific authority as such. Hämeenpuiston Ystävät is an active project community co-operating with local companies and organizations of Tampere aiming to invigorate Hämeenpuisto with events and activities. By the operations of Hämeenpuiston Ystävät many events have already been arranged in Hämeenpuisto and they should be supported in future too for co-operation with the new destination management of the developed destination model. (Hämeenpuiston Ystävät 2015)

No matter how well maintained and organized the human resources, amenities and other elements in the destination are however - the destination must be visible, notable and attractive for the potential visitors. Efficient marketing strategies should be taken to practice to bring the destination in awareness of the people. The destination has to have a unique character or image that consist of all the functional elements, attractions, scenes, environmental quality, accessibility, safety, levels and variety of services, and the friendliness of people. (A Practical Guide to Tourism Destination Management 2007, 1-2)

Hämeenpuisto is an over one kilometre long park avenue in the heart of Tampere, the biggest inland city of Scandinavia (Tampere Region EU Office: Visit Tampere Region 2015). Hämeenpuisto is one of a kind with its unique attractions and special location. The location and the structure of the park have a big significance in the structure and image of the whole city centre as it invigorates the factory landscape and provides a green area in the epicentre for the citizens. It has historical value and is also highly valued by the citizens as a major central park.

Hämeenpuisto is a nationally significant built cultural environment and valuable for the residents of Tampere as a recreational area and as historically significant area. First drafts of Hämeenpuisto were brought up in the city plans of C. L. Engel in 1830. Until 1936 Hämeenpuisto was called Esplanadi, referring to the 1800's structural planning model when esplanades were introduced to the city plans in Finland as barriers protecting the cities, constructed of wooden houses, from burning. Tampere city centre however also faced a destructive fire in 1865 when part of Hämeenpuisto also was burnt. After the fire Hämeenpuisto was renewed by making it wider and safer. (Hämeenpuiston puistohistoriallinen selvitys 2014, 5, 7; National Board of Antiques: Hämeenpuisto 2009.)

The historical and visual urban landscape structure of Hämeenpuisto are grounded by the four rowed deciduous tree plantings that form a unique over one kilometre long park avenue for pedestrians. It is the longest continuous park axis in the Northern countries. The culture historical value is added by sculptures of known artists and the evolution of architecture that is visible in the surrounding buildings of different decades. The first trees were planted 140 years ago and some of them have still remained in the central part of the park. (National Board of Antiquities: Hämeenpuisto, 2009.)

An important element of the individuality of Hämeenpuisto is the location. Tampere is located in a ridge scenery on an isthmus between two big lakes Näsijärvi on the northern side and Pyhäjärvi on the southern side. Hämeenpuisto, located on the western side of the city centre, together with two significant parks Näsinpuisto in the north end and Ete-läpuisto in the south end form a park entity that provides a direct promenade between the two lakes in a natural environment. The location creates an interesting contrast on the eastern side where the monumental industrial history is more visible. (Hämeenpuiston Puistohistoriallinen Selvitys 2014, 39; Tampere Region EU Office: Visit Tampere Region 2015)

4 DESTINATION ANALYSIS

In order to develop a destination it must be analysed to identify the existing problems and future potential to focus the development on right issues and find a sustainable development solution that contributes to the current issues in profitable way. Profitable in this case does not refer only to economic benefits but to the well-being of the local people and businesses of Tampere that is intended to support by tourism in the development model in this research. In this chapter Hämeenpuisto is analysed as a destination with SWOT – analysis based on the given destination profile and current city development projects run by Tampere City. SWOT analysis framework is used to chart the Strengths, Weaknesses, Opportunities and Threats of an operation or a destination. In this research it is applied on Hämeenpuisto to identify what factors construct the potential for Hämeenpuisto to be a successful tourism destination and which are the issues in need of improvement. (Edmunds & Lominé 2007, 180-181)

4.1 Strengths

The natural and cultural resources are the major strengths of Hämeenpuisto as a destination. The location gives Hämeenpuisto a strong competitive position among Finnish destinations as it is located in the centre of the second most visited city in Finland (Tietoa Tampereen keskustan toimintaympäristöstä 2013, 6). Tampere was also recently ranked as Finland's most popular city in Finland in a domestic tourism survey carried out by Taloustutkimus (YLE News: Finns rank Tampere as top tourism city 2015).

The lake scenery on both ends of Hämeenpuisto reinforces the unique features that especially international visitors might find exotic and attractive, not to mention that Hämeenpuisto is an 8 hectare park area with natural elements in a city centre of the third biggest city in Finland (Tampere Region EU Office: Visit Tampere Region 2015). Location close by to popular tourism attractions such as Särkänniemi amusement park and Pyynikki ridges support the destination. Both Särkänniemi and Pyynikki ridges are easily accessible from Hämeenpuisto within one hour by public transportation, walking and bicycle and by car. Both attractions also provide an exceptional opportunity to view the city from above, from Pyynikki Observation tower and Näsinneula.

The unique cultural and natural environment that Hämeenpuisto provides as a destination has historical and cultural significance and make the destination special. Natural elements in the tourism environment contribute to the well-being of the tourist bringing the recreational forces closer to the tourist and symbolizing the purity and freshness of nature and ecological values of the destination (Borg, Kivi & Partti 2002, 73, 90-91). In Hämeenpuisto the tree plantations and closeness of the lakes invigorates the ambience and contributes to the minds and mood of the tourist. There are many attractions that are historically significant, like the sculptures for example - and attractions that provide activities for the tourist, for example the main library, the theatre and occasional cultural events. Natural resources are botanically and historically significant and form together a unique entity. An example indicating the natural uniqueness is the topographic fact of altitude difference between the two ends of Hämeenpuisto. The altitude difference between Näsijärvenkatu and Eteläpuisto is 15 meters (Hämeenpuiston Puistohistoriallinen Selvitys 2014, 38). Näsinkallio, north from Näsijärvenkatu, highlights and increases the altitude difference with the cliff from where the most of Hämeenpuisto can be seen in a beautiful view and a majestic view towards lake Näsijärvi can be admired.

Two new facilities in Tampere, which are important especially from tourism point of view are Näsilinna and the new hotel Tornii. The opening of Näsilinna as restaurant and museum to public can be significant increasing factor of visitors in Hämeenpuisto as it is located in Näsinkallio which could be included to the borders of Hämeenpuisto as a destination. It provides a new and unique attraction in Tampere with an extraordinary location and lake view on top of the cliff of Näsinkallio. Tornii hotel on the other hand is an important amenity regarding the tourism of the whole city of Tampere contributing to Hämeenpuisto as well only less than two kilometres away from Hämeenpuisto (Google Maps). Tornii hotel is 88 metres tall tower hotel that provides an exceptional view from the Sky Bar with a terrace on top of the hotel (Sokoshotels: Tornii 2015). Hämeenpuisto provides also conference facilities by Tampere Congress and Culture Centre Puistotorni, which enables the combining of business and shopping tourism in the destination (Puistotorni 2015).

4.2 Weaknesses

Weaknesses of Hämeenpuisto, pointed out by the local people, are related with the traffic arrangements and the utility of the park. In surveys by Tampere City, the citizens have pointed out that Hämeenpuisto is a big beautiful park area which has not been utilized or developed up to its potential. Especially the southern end is found lifeless. The current traffic arrangements cause problems in the functionality and recreational possibilities of Hämeenpuisto. (Hämeenpuiston Puistohistoriallinen Selvitys 2014, 40.)

The only paved area in the park is the central square, the ‘Liberty Square’ where the Statue of Liberty locates. Rest of the passage is stone ash covered alley which also is the recreational area and the fairway for pedestrians and bicyclists without any lanes organizing the traffic of the two. The cross streets of driveway along Hämeenpuisto disconnect the continuity of the avenue for pedestrians where as for the motorists the problem is blocked traffic and expensive and scarce parking facilities in the destination. The passing traffic is also considered to disturb the recreational possibilities in Hämeenpuisto due to traffic noise, pollution and the direct visual contact to the motor traffic from the park. (Hämeenpuiston Puistohistoriallinen Selvitys 2014, 33.)

From a destination point of view a significant weakness is the lack of services, especially on accommodation services. There is only one hotel operating in Hämeenpuisto, Hotel Cumulus which provides altogether 178 rooms of which each can accommodate maximum of three people (Hotel Cumulus Hämeenpuisto 2015). There are nine restaurant operations in Hämeenpuisto of which seven have catering and two serve only beverages. There is only one café which is the library café inside Metso library. The variation of restaurant services supply is relatively scarce when considered Hämeenpuisto as a tourism destination.

4.3 Opportunities

There is a lot of potential in the big land area that Hämeenpuisto encompasses. The opportunity that this research is especially focused on is the potential for Hämeenpuisto to operate as a destination of its own inside another popular destination Tampere. Hämeenpuisto is a physical space, with physical specified boundaries, that could have the capacity

and potential to host everything required to be a self-contained centre with support services, attractions and tourist resources within one day's return travel time (A Practical Guide to Tourism Destination Management 2007, 1). A specific theme that continues uniform through the whole destination and creates a unique image with high quality content to strengthen the competitive status must be developed.

More cultural and invigorating events could be arranged in Hämeenpuisto that is perfect setting for market places for example. More food related events, musical events and even exhibitions or fashion shows could be arranged in Hämeenpuisto to attract tourists from all around. The environment is attractive and the best potential could be brought to life with adjustments on lighting and properties for example. Streets of Spain, a four-day event arranged by Campo Viejo in 2015 in London is an example of an event with a unique idea, interesting implementation and attractive environment that could be of an inspiration to Hämeenpuisto. The event provided to its visitors Spanish street food and wine, music, art, wine tasting and wine blending opportunities. (Campo Viejo: Streets of Spain 2015)

Another example of type of events that Hämeenpuisto could be suitable environment for is a fashion events. Vogue Fashion's Night Out, arranged by Vogue in Madrid in 2014 joined more than 180 shops, hotels and restaurants in the two most known fashion districts in Madrid in a fashion event that provided fashion, promotions, fashion runways, photoshoots, music and more to its visitors (VOGUE Fashion Night Out 2014). What could be more interesting and invigorating scenery for urban fashion show than a park avenue in the heart of the city? Fashion district events can be found in Finland too. In summer 2015 for example an event called Design District Market will be held in Helsinki. The event takes place in an urban park in the capital of Finland providing design clothes, jewelry and accessories, art and music (Design District Helsinki 2015).

In many European cities park avenues similar to Hämeenpuisto, are utilized providing pleasant shopping environment and restaurants as well as attractive recreational areas that all together form a welcoming attractive ensemble where the local people as well as tourists can go shopping, spend refreshing leisure time and meet friends and family. For example Via Dante in Milan, Laisves Aleja in Kaunas and Champs Élysées in Paris are internationally known park avenues that have an attractive atmosphere, variety of shops,

restaurants and hotels and an environment that attract visitors for shopping as well as for a walk to enjoy the culture and the urban scenery.

In Finland, Esplanadi in Helsinki is a good example of a park avenue that is utilized up to its potential. Esplanadi is attractive for both citizens and tourists as a shopping environment with high quality shops and as a recreational space to meet with friends and family. The facilities and amenities provided by Esplanadi enable recreational and cultural activities. There is enough recreational space for relaxing, possibly sunbathing or having a picnic or just watching people walking by. The natural settings, trees and fences block the noise and pollution of the traffic going by creating a pleasant environment inside the park. (Green Hearts: Esplanade Park 2013)

In the urban development plan it is estimated that by 2030 there will be 90,000 more inhabitants in Tampere region than today. There will be need for basic services, new means of jobs, increase of traffic and according to the trade impact assessment report by Tampere City, the purchasing power of inhabitants of Tampere region will nearly double in next twenty years which means new businesses and services are needed in city centre to serve the local residents and tourists. (Five Star City Center 2013, 4)

The ongoing and future development projects of the epicentre of Tampere will increase tourism, business and trading in city centre whereas Hämeenpuisto has an opportunity to become very popular as attractive destination close by. At the moment there are plans for developing a practical entity around the Railway station constructing the Tampere Deck and Arena which is expected to upgrade the city centre and its' attractiveness as a destination and living environment (Five Star City Centre 2013, 18). The increasing numbers of visitors and population in Tampere create demand for more services and events for people of all ages. Hämeenpuisto has great potential to function as a setting for cultural events, massive markets, specialized shopping environment, restaurants and recreational activities.

4.4 Threats

The increasing traffic in the city centre of Tampere by the growing tourism and population could bring more visitors to Hämeenpuisto, but can cause disturbance to Hämeenpuisto's recreational facilities and safety affecting the attractiveness as well. There is an ongoing project by Tampere City to develop the epicentre of Tampere into pedestrian-focused area. The biggest transformation in the implementation regards Hämeenkatu, the main street of Tampere which joins to Hämeenpuisto in the western end. Hämeenkatu is intended to turn into a pedestrian and public transport street to strengthen the position of Hämeenkatu as the main shopping street, to reduce the traffic noise and to promote the image of Tampere as safe pedestrian and cycling environment. (Five Star City Centre 2013, 19.)

From Hämeenpuisto's aspect as a destination the car-free Hämeenkatu -project can have both positive and negative effects. If the positive image for Tampere is managed to create with the project it could also increase the visitor numbers in Hämeenpuisto as a continuum to Hämeenkatu. On the other hand, the private transport traffic which is moved from Hämeenkatu might block ever more the traffic in Hämeenpuisto and increase the disturbance by pollution and noise in the destination.

Another threat considering Hämeenpuisto as a destination is the transforming structure of the city and commercial supply. New hypermarkets are constructed outside the central area, challenging the business and trade in the city centre (Five Star City Centre 2013, 4). With increasing number of residents and tourists in the city centre the demand of business, services and trading increases in the city centre. Also the growing trend of online shopping can be seen as a challenge for a shopping destination but a concrete shopping environment has the competitive edge in the significance of customer service and customized unique products and services. The e-commerce can also be integrated with the shopping destination it can introduce a new market to the destination but requires further development in the individual operations' strategies and does not necessarily support the number of concrete visitors in the destination as the shopping is enabled via internet without actually visiting the physical space. (Kuusela & Neilimo 2010, 138-139)

An important threat to be acknowledged in planning an operational development for Hämeenpuisto is the restricted opportunities for rearranging the operations on behalf of

the built structure. The business oriented premises in the destination are not available in every building in the destination as some of the buildings are entirely occupied by apartments and the residents should not be disturbed with the development in order to maintain a positive and authentic ambience. Constructing new amenities such as a hotel can be very challenging by the structural capacity of the destination.

5 SHOPPING TOURISM

Shopping is becoming an increasingly relevant component of the tourism value chain. Shopping has converted into a determinant factor affecting destination choice, an important component of the overall travel experience and, in some cases the prime travel motivation. Destinations have thus an immense opportunity to leverage this new market trend by developing authentic and unique shopping experiences that add value to their touristic offer while reinforcing, and even, defining their tourism brand and positioning. (Taleb Rifai: Global report on Shopping Tourism 2014, 4)

5.1 An Occurring Trend

Shopping Tourism is a growing trend in tourism field. The position of shopping as a side activity of the trip has developed into a primary motivation for choosing a destination. The growing trend on shopping as a primary motivation for travel transforms the nature of tourism in many destinations and requires adjustments in the policies and supply of the destinations in order be competitive (Global Report on Shopping Tourism 2014, 5).

Cities provide ideal environment for shopping activities and facilities and for that shopping tourism is especially important element in the urban destinations. Shopping Tourism provides great opportunities for regeneration for urban destinations that are less visited. If the retail services and supply are developed, the value and attractiveness of a whole destination can be increased by means of new operations and more motivations for the tourists for choosing the specific destination (Global Report on Shopping Tourism 2014, 6).

Increased shopping attractions and facilities do not only increase the appeal of a destination but also support the economic growth and generate income to the destination. Tourism has become one of the largest and fastest-growing economic sectors in the world. Inbound tourism especially has a big significance in the whole industry as it has become one of the world's major trade categories. The overall export income generated by inbound tourism accounts for 9 % of global GDP when direct, indirect and induced impacts

are accounted. Globally inbound tourism creates a lot of employment and development opportunities. (Global Report on Shopping Tourism 2014, 10)

An important segment of tourist's expenditure, which represents a significant source of income for national economies is shopping. It contributes directly as well as through the many linkages to other sectors in the economy. Calculating the expenditure specifically on shopping tourism is difficult as it is difficult to separate the spending by tourists from spending by non-tourists. In a tourism income and employment research 2012 (Manka & Wallenius 2012), the expenditure of tourists in Tampere was examined through a tourist survey conducted in popular tourism attractions in Tampere. The results are analyzed based on responses of a random selection of 843 participant's during June, July and August in 2012. That indicates the difficulty in reaching comprehensive results on overall expenditure in a whole destination, rather than selected group of respondents in specified time and location.

53 % of the respondents claimed to be on a day trip without an overnight stay. Responses collected in the defined season and locations indicate that in Tampere region the overnight visitors spent an average of 147 euros per day and day visitors spent an average of 65 euros per day. The tendency for expenditure among overnight visitors was higher compared to day visitors due to the time spent in the destination and spending opportunities in the time range. Among day visitors the top three purposes on expenditure by rate were cultural and recreational services, food and beverages and shopping. For overnight visitors the primary expenditure purposes in turn were accommodation services, food and beverages and shopping. The amount of spent money on shopping per day was claimed to be an average of less than 50 euros per day. This is a relatively low rate as 60 % of the respondents claimed not to use any money on shopping per day. The expenditure rates indicate that the local trading businesses are not the main sector benefiting of the tourism and development is needed in order to gain competitiveness with the occurring trend of shopping tourism. (Manka & Wallenius 2012, 17-27)

5.2 Defining Shopping Tourism

Defining Shopping Tourism as a concept requires attention to the changing consumer behaviour of tourists. Shopping tourism is a trend derived primarily from the tourists who

set shopping as the primary motivation for traveling instead of regarding it as a complementary activity. The decision on a destination might be based entirely on shopping facilities and opportunities by the current trend and yet there are different types of shopping tourists too with different motivations for shopping.

The shopping behaviour of an individual has been studied by many authors. Special attention has been paid on the behaviour when on holiday and how traveling away from the everyday environment impacts individual's shopping habits. It is observed that when a domestic and foreign customer are offered the same retail environment, not only do the foreign customers often purchase more items while spending more per item too, they also tend to focus the shopping on different time or day than generally the domestic customers. The differences from the conventional norms of consumption indicate that shopping while on holiday is seen more of a leisurely activity compared to the average purchases done at home. (Global Report on Shopping Tourism 2014, 13.)

It can be defined that as the status of shopping as an activity has developed from a casual chore into a leisurely activity comparable with the more traditional driving activities for tourism such as sightseeing, culinary experiences or participation in events, shopping has become one of the driving force behind tourism, "...a contemporary form of tourism fostered by individuals for whom purchasing goods outside of their usual environment is a determining factor in their decision to travel.." (Global Report on Shopping Tourism 2014, 13).

There are various affecting factors on consumer behaviour that influence as driving motivations for shopping tourism too. Idealists reach for intangible elements, materialists are attracted by status related goods and tangible goods while tourists appreciating primarily ecological or cultural heritage aspects aim for authenticity and closeness to nature. Often the motivation to travel for shopping is related to cultural ideals of tourist's own culture. Traveling abroad itself in some cultures is seen as a symbol of wealth and defines one's personal taste. Shopping as the primary activity or attraction of a vacation can be seen luxurious and giving a higher status for the tourist in their own culture. (Horner & Swarbrooke 2007, 86-88.)

Depending on the chosen destination, different types of shopper tourists can be identified based on the shopping behaviour and purposes. Chinese travellers are a significant segment of tourist spenders and contributing vastly on shopping tourism. The shopping behaviour of Chinese travellers has been studied and some key groups have been identified: the Traditionalists that travel to achieve a life-long dream, The Wenyi tribe that reach high quality of life and uniqueness and third, the Hedonists that travel for pleasure and trends (Global Report on Shopping Tourism 2014, 34-35). Shopper categorizing has been done in New York too. Having over 10 million international visitors per year and widely known as a shopping destination, specification on shopping behaviour of tourists is important. NYC & Company has sorted the city's visitors into three kind of shoppers: the Souvenir Shoppers, the Purpose-driven shoppers and shoppers for whom the specific city is essential to the shopping. (Global Report on Shopping Tourism 2014, 18-19.)

There are tourists that travel to a destination that is commonly recognized as desired place to visit in one's own culture. For this category shopping usually focuses on souvenirs and brands or items related to the destination and can be identified as Souvenir Shoppers or the Traditionalists. The motivation for souvenir shoppers is to retain a symbol as evidence and memory of the stay in the destination. The items purchased are rather symbolic and not always expensive. For this segment Hämeenpuisto should obtain a unique strong image that makes it desired among tourists and provide souvenirs that are closely related to the image. (Global Report on Shopping Tourism 2014, 18-19, 34-35.)

Purpose-driven shopping, the shopping that aims for a certain goal for a specific item, is claimed to have the greatest economic impact in the study by NYC. This segment is studied to spend more, on more items in more places and by more people. The Wenyi tribe – kind of shoppers also have a goal but it is not as specific as for purpose-driven shoppers. They seek for experiences, uniqueness and self-realisation which in shopping behaviour reflects as desire to buy unique products that tell a story, design products, music and books. For these types of tourists especially the supply of operations should provide specialized local boutiques from Tampere that provide unique high quality products. (Global Report on Shopping Tourism 2014, 18-19, 34-35.)

The Hedonists travel for pleasure, not putting the importance on a specific destination as much as for being stylish and obtaining luxury goods. The decision on travel destination

is often based on the shopping facilities provided by the destination. The contrary category for Hedonists is the tourists for whom the destination is the most valued motivation of the trip and an environment which will be explored through by the activity of shopping. (Global Report on Shopping Tourism 2014, 18-19, 34-35.)

The development of shopping tourism is a phenomenon that has effected on the perception of several destinations' images and on the tourist amenities provided. By the phenomena many independent stores or malls, shopping districts and markets have developed their status and become attractions or even destination of their own. Several elements can build the motivation to visit a destination or an attraction with shopping as the main activity in mind. The destination, a city like New York can have strong image of a destination with significant shopping culture. New York for example has a long history as a shopping destination due to the well comprehensive and various supply on shopping facilities which strengthens the image further more.

The destinations can also be known of specific shopping districts like Barcelona Shopping Line in Barcelona or the Grand Bazaar in Istanbul. The reputation of these districts has grown and they have become attractions that are desired to visit even as the main activity of the trip and a primary motivation for the destination selection. The motivation for shopping tourism in a specific destination can be also driven by the scenery or history of the destination and desire to do the activity of shopping in the specific location. Some destination also arrange massive campaigns or events that involve local retailers, hotels, visitor attractions and restaurants to promote the shopping environment and its offers to visitors and to create more shopping tourism in the destination.

5.3 Hämeenpuisto Shopping Village

Shopping tourism can refresh the destinations and invigorate their operational environment by bringing a new segment of tourists in to the destination. New tourism segment challenges the tourism destinations and pushes them for development and competitiveness which encourages for improvement in destination's operational supply. New businesses and services are needed, customer service must be developed up to date and facilities have to be improved. The developments increase the attraction of a destination to shopping tourists and strengthens the local economy contributing to local citizens' well-

being. Small businesses support destinations with uniqueness and by circulating the economic income in the local community and destination. As a contrast to hypermarkets and mass production – local growing innovations, quality and values should be supported. In Hämeenpuisto development the operational content should be improved by growing the variety of high quality supply, by bringing more small specialized local businesses to Hämeenpuisto. (Borg, Kivi & Partti 2002, 67.)

Hämeenpuisto has already interesting historical and cultural elements, beautiful view and good location, but by citizens it is seen as an area that has not been utilized up to its potential. Even though Hämeenpuisto encompasses many interesting elements it is missing a factor that would make it a ‘must-see’ attraction and amenities that would make it an independently operating destination. It should have a binding theme that would be the base on a uniform and unique entity in which the shops and restaurants provide the primary motivation for the visitors and supporting activities entertain them. Shopping tourism could be a revitalizing factor for Hämeenpuisto and a kick-start to develop it into a business environment, a concentration of quality services and retail. Through the developments Hämeenpuisto could function as an independent destination as a Shopping Village, that would upscale the image of the whole city and provide a pleasant attractive shopping environment to citizens and to both domestic and international visitors.

One of the world’s pacemakers and innovators, Value Retail, has developed a new ground-breaking concept on shopping tourism that has captured all the essentials of the segment and become a business model that has never seen before. Value Retail is pioneering with the creation of luxury outlet shopping Villages that generate consistent growth and are recognized as the best performing shopping centres in the world, in terms of sales densities. Value Retail has at the moment eleven shopping Villages of which nine are located in Europe and two in China. Each Village operates as a theatre, they are unique shopping environments with a specific village character reflecting the destination’s local culture and heritage. They are consisted of high quality boutiques with globally recognized brands, high quality customer service and an attractive collection of restaurants and cafés that all perform a theatrical play that create a unique shopping experience for the visitor. (Value Retail 2014.)

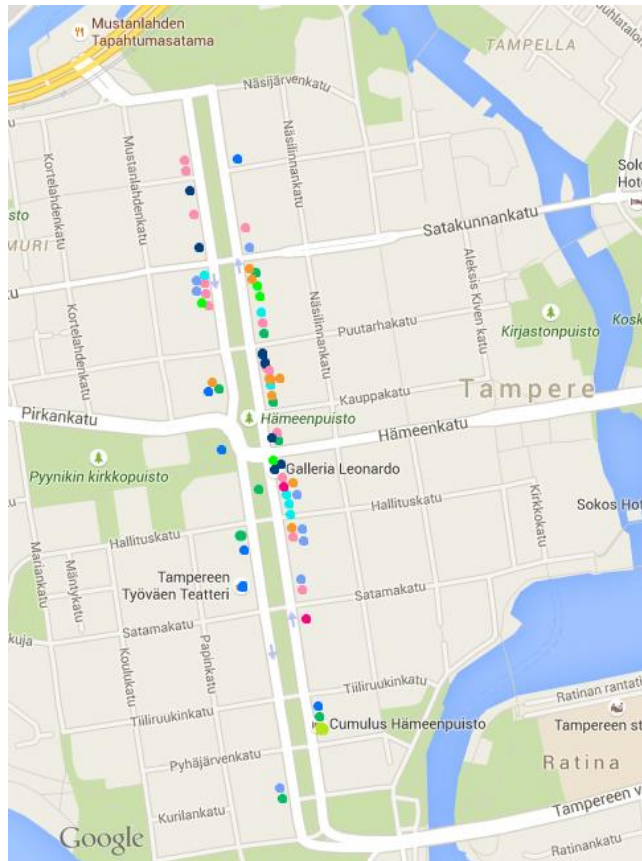
Each Village operated as an independent destination in which the guests’ shopping experience has is the driving motivation and in a strong partnership with high quality brands.

The Villages offer their brands access to new markets and new customers offering the brands exceptional growth, while the guests are treated with high quality boutiques and hospitality services such as coach service for shopping, personal style consultants, valet parking, tourist information centres, restaurants and cafés. (Value Retail: Hospitality and the Experience 2014.)

With a concept similar to shopping Village a new market segment could be introduced to Hämeenpuisto. The structure of Tampere city centre is very unique and challenges the structure of business environment. Hämeenpuisto is situated on the edge of the epicentre and a scarce variety of high quality services makes it rather inattentive. It is however a significant land area with great potential and pleasant environment. By improving the variety of services, shops and restaurants and by improving the environment to more pleasant place to spend leisure time, Hämeenpuisto could be developed into a themed shopping destination.

To create a destination attractive to the maximum of potential visitors, the variety of services has to satisfy and exceed the needs of the visitors and the services have to be performed in an unforgettable way. The environment has to be improved by restricting it from the direct connection with surrounding traffic to create more pleasant ambience. The challenge for the capacity is in the variety of shopper tourists. Each type of shopping tourists must be considered when creating the collection of businesses in the village. The operations as such are not enough to create a successful shopping destination. To make the destination unique it should have a particular theme or branding that strengthens its image, giving the motivation for the tourist to choose exactly the specific destination.

The structure of properties in Hämeenpuisto is interesting but challenging for creating Shopping Village. The structure gives limited opportunities for operational development as part of the properties are accommodations and buildings significant to cultural heritage such as schools for example, and they should be remained - developing the environment with respect to those. The current operations, shops and services are presented on a map to demonstrate the distribution of the operation by service categories in Graph 4 that refers to the Graph 3. The business concentrations visualized in the map illustrate the areas where the properties for business purposes are located and the deviation of services of different categories. The development should be based on the terms of the property structure and in respect to the current environment.



GRAPH 4, The deviation of current operations in Hämeenpuisto.

The destination should have a theme that makes it unique and defines its brands and reflects the destination heritage and culture. Tampere has a long history as industrial city with creativity, innovations and unique ambience. There are an interesting variety of specialized stores in Tampere city centre providing good quality products of unique design with expertise customer service and sustainable values. The specialized stores are often small retail businesses that operate independently and have relatively less resources in order to be compete with big market concentrations like commercial chains and hypermarkets. Businesses operating in a chain or in a mall have often strong co-operation and joint marketing with higher purchasing power. A concentrated business environment where the small businesses are networking with each other, such as a shopping village, can introduce a new market to small operations, strengthen their image and support their business. Hämeenpuisto as a shopping village for specialized stores and trade businesses would create an interesting and unique environment and brand for the destination. (Borg, Kivi & Partti 2002, 67.)

The operations in Hämeenpuisto Shopping Village must include the essential basic services that are available through the year, such as a tourism information office with complementary services, an ATM and a food store operating in convenient hours. Complementary services of the tourism information could be tourist guide services, booking service for attractions in the destination and selling tickets for transportation as well as providing all the information needed for the tourist to have a pleasant stay in the destination. The operations should include well-known brands that attract purpose-driven and brand conscious tourists as well as strengthen the image of the whole destination. For domestic tourists the collection should provide products and services that are not available in their own cities, for example internationally recognized brands that are not accessible around Finland as well as products and services related to the local culture of Tampere like design products of local designers. Keittiö&Kattaus, specialized in kitchen items, for example provides international brands that are limitedly available in Finland and attract domestic brand conscious tourists, whereas Nagual Design, specialized in designing jewellery for instance represents local design that is not available around the country or abroad.

Foreign tourists can be attracted by international brands depending on their own culture of origin but products and services closely related to Tampere and Finland should be provided. At the moment there is a souvenir shop Qii that is specialized in Finnish souvenirs and Moominvalley shop that sells Moomin products that are popular among international tourists. More variety of souvenir types could be provided by including one or two souvenir shops more. Considering Hämeenpuisto shopping village primarily as a tourism destination the products sold should be mainly transportable or in case of domestic tourism, home delivery should be available. For example Boknäs specialized in traditional Finnish furniture and quality provides complementary items, decoration products that are attractive and transportable to both domestic and international visitors, but the main product category, the furniture which most probably attracts domestic tourists is provided with an opportunity of home-delivery.

The services provided should support the shopping experience. Not only should the customer service be high end but there should be a variety of services that serves as big market as possible. For example visitors with children should be considered. Shops specialized in children's ware or toys could be included as well as restaurants that are focused for families. More design stores and specialized boutiques should be included to provide

an attractive variety of supply to the visitors. The services should engage the visitor and make them want to spend more time in the destination. More trendy and attractive cafés should be included, as well as variety of restaurants and more accommodation services.

Hämeenpuisto Shopping Village of specialized stores could divide the destination into themed segments by the categories of the operational offering of the businesses. If the operations of same field are located in same area the customer can easily have a clear image of the supply of the field of their interest and enable them to have easy access to all products or services from the same category. This also stimulates impulse purchasing as the variety of supply exceeds the initial demand, while searching a specific item the customer is attracted by supporting items. The suggested themed districts are: Family village; Home & Décor; Beauty & Wellbeing; Design clothes & accessories; Art, Music & Literature; Restaurant and recreational zone and Culture & Entertainment zone.

Näsinpuisto already hosts a themed play area for children and Näsilinna restaurant, café and museum with lake scenery. As a continuum in the northern end of Hämeenpuisto a Family Village could be a theme. Next to the former playground a small restaurant designed for families and visitors traveling with children could be constructed. In the winter the former playground area is transformed into small ice skating area for children and a restaurant next to it would make it more attractive as the visitors could have hot drinks in cold weather and have dinner after outdoor activities. Also boutiques specialized in children's wear and toys could be located in the nearest operational block.

The west side of Hämeenpuisto is mainly occupied by the cultural and historical buildings and attractions, such as the library, school buildings and the church. The theme of the west side could be strengthened by locating the art galleries and boutiques specialized in music and literature in that side. The mid-section, the park area of Hämeenpuisto which should provide an attractive view on both west and east side of Hämeenpuisto in a pleasant ambience should contain more restaurants and trendy cafés. The attraction such as the sculptures situated along the park give the cultural continent to the area but there should be engaging services where the visitors could spend their time, more than park benches or grass area right next to driveway. There is already a terrace that is an attachment to one of the restaurants in east side of Hämeenpuisto and a grill but both of these operate only seasonally. There should be cafés that are accessible around the year and that fit into the environment. For example a restaurant like Kappeli in Esplanadi in Helsinki complements

the environment with its appearance and gives pleasant view to the park from big windows in all seasons of the year. In Eteläpuisto a pavilion like park restaurant café could be constructed inspired by the former performing stage pavilion that was in Eteläpuisto in place of current memorial of Wäinö Aaltonen which together would form an impressive entity with the Pyhäjärvi scenery on the background.

The southernmost operational area on west and east side of Hämeenpuisto could be the design blocks creating an urban design area together with the Klingendahl factory scenery. There should be design boutiques providing variety of design clothes and accessories for men and women by local designers. There could be also pop up stores introducing new creative designers to new markets and giving opportunity especially to young innovative designers. Increasing small interesting businesses in the southern end would invigorate the southern end of Hämeenpuisto that by the citizens is currently seen quiet and in need of development.

The design blocks would have a continuum by home and decoration theme towards the north on the east side of Hämeenpuisto as the supply of the some of the stores is very much related to the design products, for example Kehystarina, specialized in framing service and art also has design jewellery in their collection. Boutiques selling home design products, decorative items and furniture would form the Home & Décor themed area beside the design blocks. And coming around the whole destination, the northern operational areas between the Family village and Home & Décor, would be forming the Beauty & Wellbeing segment that would provide hair salons, beauty treatment services and boutiques specialized in wellbeing products.

6 EXPERIENCE ECONOMY

The phenomena of shopping tourism has been examined for decades. Already in 1991 Jansen-Verbeke aimed to define the elements of shopping environment and its connection to tourism as a major motivational factor for traveling. Instead of a viewing shopping destination as a concept defined by its borders and operational supply, she suggested the focus to be drawn in the shopping experience as a cornerstone of the branch (Global Report on Shopping Tourism 2014, 13). The tourist consumer behaviour has transformed from the traditional need of goods and services to the modern desire of experiences, stories and trends. Shopping tourism itself does not become a successful phenomenon with supply of goods and services, the goods and services must be performed right in order to deliver a high quality experience to the tourist.

Whereas the fifth chapter and the development plan focused on the operational continent of Hämeenpuisto, in this chapter improvement of the value of travel, provided by the operations in the destination, is the centre of focus. For Hämeenpuisto to become a successful shopping destination it also has to provide more meaningful continent than goods and services, it has to perform high quality experiences and unforgettable memories to its visitors. To develop Hämeenpuisto as a destination, that provides meaningful experiences, its experience performance must be analysed. This way the existing factors contributing to the performance can be identified in order to focus on the ones in need of development.

6.1 The Experience Production

Improving technology and communication possibilities have enabled an easy access to increasing amounts of information to consumers. The consumers have become more acknowledging and conscious on the opportunities and supply which has created increasing demand and desires. The transformed nature of desire, from a basic need to demand for more, delivered in unforgettable way, is constantly challenging the businesses to differentiation, to be more innovative on how to provide more value to the consumers' purchases. The needs are a part of a human makeup, necessities and physical or social pre-

requisites for life. Wants are the form human needs take when they are shaped by individual personality and surrounding culture and with increasing purchasing power, the wants have developed into demands. Pine and Gilmore have introduced a concept of Experience Economy about differentiation, where work is seen as theatre and business as a stage. The basic services of a company are used as a stage on which the experiences are performed by customizing the service and its delivery up to a memorable experience to satisfy the demands of a new tourist. (Gilmore & Pine 1999, 4-5; Bowen, Kotler & Makens.)

Pine & Gilmore's (1999) concept makes a clear distinction between commodities, goods, services and experiences. Commodities are explained as the initial products, materials that trader provides to market. The commodities are needed for their characteristics, whereas goods are tangible items produced from commodities that are standardized and inventoried by companies. Furthermore services are intangible activities that are provided on demand and customized to the individual request of known clients. As the initial commodities develop into goods and services, the key attribute becomes more personal. Experiences are memorable theatre productions performed by the operators, using the services as a stage and the goods as props to engage an individual who is seen as a guest rather than an anonymous consumer of a market segment. (Gilmore & Pine 1999, 5-15)

6.2 Hämeenpuisto as performance stager - analysis

It might be easily imagined that staging an experience is all about entertaining the customer. However, there are more aspects to be considered in order to reach a holistic experience. The challenge in staging an experience is in each individual experiencing differently depending on cultural background, previous experiences and expectations. Each individual performs differently as participant of the delivery of the experience. Thus the destination development should consider the different aspects of an experience performance, to provide with its operations content and value that engages different types of participants and enables them to develop as individuals. (Gilmore & Pine 1999, 30-31.)

6.2.1 Aspects of Meaningful Experiences

Pine and Gilmore (1999) have identified two different dimensions and their four subcategories in a meaningful experience. The other dimension defines the level of activity in participation, whether the participant is physically participating in an activity or rather watching from the side. Other dimension deals with the level of absorption, whether the participant is immersed or absorbed in the situation. These two dimensions form the four aspects of a meaningful experience: entertainment, educational, escapist and esthetical. In an ideal product, reaching the 'sweet spot', all these four aspects meet. (Gilmore & Pine 1999, 30-40.)

From the entertainment aspect an experience is the kind that is absorbed through senses, while passively participating in the situation, whereas the educational experience involves the individual's active participation in addition to absorption. Escapist and esthetical experiences involve much more immersion than the entertainment or educational experiences. In escapist experiences the guest is an actively involved participant and entirely immersed, which means the participant is able to affect the performance of the experience by becoming part of the act themselves. Finally in the esthetical experiences the individuals, the guests, immerse themselves in an environment or event without significant or any effect on it, leaving the environment essentially untouched. The significant difference in the key features can be generalized: educational experiences are about learning, escapist experiences about doing, entertainment about sensing and esthetical experiences about passively being in the experience. (Gilmore & Pine 1999, 30-40.)

In shopping tourism, as well as in the whole tourism industry the experiences play a big role. To make the development model for Hämeenpuisto successful in order to provide meaningful shopping experiences to the guests, the development should aim for the 'sweet spot', covering all four aspects of a meaningful experience. The first essential focus of development is the aesthetics. The aesthetics attract the guest to visit in the first place and make the destination more inviting and interesting. Next the other aspects affecting the guest's experiences during the stay have to be considered.

The citizens have claimed, in the surveys by Tampere City regarding Hämeenpuisto, that the atmosphere is dull due to lack of activities and safety while disturbed by the surrounding traffic which creates traffic noise, pollution and disconnections along the park avenue

entity. The respected aspects of the park are the natural elements such as the tree plantations and the destination's location close by lakes. The natural elements should be highlighted to create an attractive outlook for Hämeenpuisto and a unique ambience of a shopping village embraced by natural recreational elements in contrast to the surrounding industrial city ambience. A planting of greenery fences along the whole length of Hämeenpuisto would create a shed around the peaceful ambience, a barrier between the pedestrians doing their shoppings in the village enjoying the recreational space and the motorized traffic around while still remaining a fresh urban feel. (Hämeenpuiston Puistohistorialinen Selvitys 2014; 33, 36, 40.)

The stone ash coating along the park avenue could be changed in to the same paved coating as already exists on the liberty square to unify the outlook of the environment. The stone ash coating is not aesthetically appealing for a shopping environment and the dusting creates a problem that affects the air quality in the destination as well as the cleanliness of the shops along the park. When it comes to the role of the shops in the aesthetic experience in a shopping village, the appearance of the shops and businesses should agree with each other to create a uniform ambience that supports the theme to strengthen the sensual experience. Different themed districts in the shopping village, like the Design Quarter and Home & Decor for example, could have their own specific characteristics to highlight them from others but remaining the compatibility in the theme of the whole entity of the village. For example the marquis as well as the outdoor advertisements of each shop can be used to highlight and decorate the façade of the shops.

In case of events, like food market for example, it is essential that the event is arranged considering the aesthetic entity, the booths along the park should be uniform, fresh and trendy, complementing the environment. In many destinations white tents are preferred to create a fresh ambience with a light structure that doesn't disturb the aesthetic experience. In winter in Finnish weather conditions heavier structures has to be used but the light inviting visual design must be remained with a uniform lighting throughout the selling booths. In dark winter lighting the trees along the over one kilometre long park would create an exquisite display outside the park and a cozy inviting ambience inside the destination.

The aspect most closely related to the shopping experience is the escapist aspect of an experience. By providing a variety of interesting boutiques and services in a shopping

destination, the guest is immersed to the activity of shopping and supporting leisure activities. There should be more restaurants of different specialisations and themes and greater variety of shops with unique and high quality products to serve bigger market. To add the entertainment aspect for the experience in the shopping village of Hämeenpuisto, theatre, library and events provide the entertainment that makes the guest want to stay in the destination. Events should be arranged regularly to provide more entertainment for the guests and to introduce new innovators, designers, entrepreneurs or products to new markets.

The shopping itself is mainly an escapist aspect of the shopping tourism experience in Hämeenpuisto, whereas the educational resources makes the setting for the shopping environment unique and interesting. Hämeenpuisto provides many cultural and historical attractions, the sculptures, cultural buildings and architecture, that give the educational aspect to the experience and determines the positioning of Hämeenpuisto as a destination.

6.2.2 Experience Pyramid

The Experience Pyramid –model represents an ideal product and can be used to analyse the experience content of a product. With Experience Pyramid the elements of a meaningful experience can be analysed in different levels that together build the highest value of an experience. The meaningful experience cannot be guaranteed for the guest because of the difference in each individual's way of experiencing but the product or destination can be developed to include elements that effect the experience significantly. In this research, based on the framework of Experience Pyramid where Hämeenpuisto as a shopping village is the product being developed, the capability of Hämeenpuisto to provide the experiences to its visitors is analysed aiming for suggestions for development. (Kylänen & Tarssanen 2009, 11.)

The Experience Pyramid views the meaningful experience to construct from six elements: individuality, authenticity, story, multi-sensory perception, contrast and interaction. Individuality refers to uniqueness, customer orientation and flexibility and potential of customization of services and products in the destination. Authenticity stands for the credibility of the product, the existing lifestyle and culture that the product is related with.

Closely related to the authenticity element, story is the element that adds social significance and content to the product. Multi-sensory perception refers to a design where every sensory perception strengthens the theme of the destination. The ideal product must provide also difference and exotic, a contrast to the customer's everyday life. Interaction refers to the successful communication between the individual and others involved in the operation of the product, the other customers, service providers and product producers. (Kylänen & Tarssanen 2009, 11-14.)

The guest's experience is examined on five levels of each element: motivational level which is the initial stage, physical level participating the guest physically, intellectual level challenging the guest, emotional level involving the guest emotionally and mental level which is the ideal and desirable level and reaches for personal change - for a permanent development in the individual. From the bottom of the pyramid the value of the experience grows while reaching for the top. (Kylänen & Tarssanen 2009, 11, 15-16.)

On the motivational level the value proposition of the destination, the set of values and benefits it promises to deliver to consumers in order to satisfy their needs, must be introduced to the potential customers through marketing. The value proposition differentiates the brand from others and marketing of the value proposition creates the expectations for the product (Bowen, Kotler & Makens 2013, 15; Kylänen & Tarssanen 2009, 15). For marketing Hämeenpuisto as a shopping destination a website, connected to social media such as Facebook and Twitter, for the whole destination should be created. To promote the individuality of the destination the website should provide information on the attractions, boutiques and restaurants and other facilities in the destination that make the destination brand: the cozy winery of a unique ambience bringing the Central European ambience in the middle of Hämeenpuisto next to a unique boutique specialized in imported traditional high quality kitchen ware and modern kitchen innovations - and a furniture shop showing passion and dedication to traditional values and high quality customer services and products only few blocks away from the unique little boutique selling exquisite innovative handmade jewellery and accessories. To customize the marketing, an opportunity to receive e-newsletter or a concrete newspaper representing the shopping village theme. There could be individual news and stories of each boutique and entrepreneurs to make the marketing more personal. Each marketing channel should bring out the shopping theme, representing equally each business in the destination. That would make the marketing authentic in respect to the culture and lifestyle of the destination that in

Hämeenpuisto would be formed by the specialized businesses and the sustainable consuming values through high quality products. The story of each business in the destination forms the story for the whole destination supported by the historical elements and should be brought up in the marketing by introducing each entrepreneur and their boutique or restaurant individually on the website for example.

To add sensual perception to the marketing, introduction video of the destination should be provided in the website to give a glimpse of the ambience in the destination, attracting the interest but not creating too big expectations that can create false images and spoil the experience. The contrast element in the marketing should be implemented by highlighting the uniqueness of the shopping environment, the contrast of the specialized boutiques in the urban park destination in contrast to the increasing amount of hypermarkets and mass consumption culture. Interaction in the marketing should be enabled with feedback forms and contact details on the website as well as enabling the entrepreneurs of the destination to comment and advertise on the website to bring them closer to the consumer already in the marketing stage.

On the physical level the customer should be able to experience the product through senses. As a shopping destination including several specialized boutiques and restaurants and hosting cultural, gastronomical and entertaining events, Hämeenpuisto would allow the multi-sensory perception through tastes of local and international gastronomical specialties, through sounds of the surrounding visitors chatting and music performed in the events or played in restaurants and shops along the park, through smells of delicious foods and a delicate breeze of natural scents of the surrounding nature, and through the visual attraction of the uniform themed ambience. The statues and architecture as well as the tree plantations along Hämeenpuisto are visible elements of the authenticity and story of the destination and providing contrast to an everyday shopping environment for the tourists. When the destination is seen as a theatre and the businesses as stages, the workers, the customer service are the actors. To strengthen the story element in the level of sense perception and to deliver a complete theatrical setting, there could be an individual costume design for each business personnel and props in the park supporting the theme of the theatre production. The personnel of each business would represent their operations in more distinct features with a unique dressing style and themed props such as park benches and street lights reflecting the history of the destination would make the experience more memorable for the guests.

The intellectual level provides the guest with the perquisites to learn something new. Hämeenpuisto as a historically and geographically unique setting for the shopping destination provides many interesting attractions and natural phenomena that gives the potential for learning experiences, but the accessibility for the educational element should be improved. In the themed props like the park benches there could be small informational tiles telling about historically significant persons that had influence on the destination, for example the architectures, small fun facts that make the learning easy and giving more content and value to the experience. The educational aspects could be improved by touch screen info boards along the destination introducing the history of the sculptures and natural elements. An application for smart phones and tablets, specially designed for Hämeenpuisto shopping village, could be also created to enable easy customized learning from one's own appliances where and when wanted. Interaction with the local entrepreneurs enables learning about the products sold and about the history of the businesses, which often include interesting stories and family business backgrounds. Interacting with local residents in the destination the guests can learn about the destination from more personal perspectives.

A successful destination should reach the guest on the emotional level with its elements and operations evoking positive emotions on the guest. Interacting with the service providers, entrepreneurs, other customers and local residents the guest can experience a variety of emotions. Providing more events and entertainment with live performances the positive emotions can be evoked. The unique ambience and content of the destination can strengthen the enthusiastic and interest emotions towards unique pieces of design clothing or products and demand for more. If the destination provides activities and shopping opportunities for a large market, the guest can enjoy the experience with friends and family as the community spirit affects the individual's way of experiencing – if the traveling company is unsatisfied with the experiences it is harder for an individual stand for an opposing decision (Horner & Swarbrooke 2007, 73).

The ideal product reaches for the personal change in an individual, to have such influence on the individual that results permanent changes on way of thinking or in lifestyle. In Hämeenpuisto the guest can find new personal interests on clothing and accessory design, handicrafts or interior design for example as well as inspiration for cooking new dishes tried in the destination. The primary motivation in the Hämeenpuisto shopping village

for the mental level of experiences is to influence the consumer behaviour and the individual's demand. The theme of the Hämeenpuisto shopping village respects the local culture by supporting small local businesses and designers, specialized boutiques and restaurants of high quality products and services. If these services together in a theatre like ambience can reach the consumer in the mental level, the consumer's personal values and principles steering the purchase decisions can be influenced to support more sustainable consuming.

7 CONCLUSIONS

The aim of this research was to examine Hämeenpuisto as a destination and its capabilities in operating as one. The object was to suggest a development model that would contribute to current issues in Tampere and especially in Hämeenpuisto to support well-being of local residents and increase the destination attractiveness to grow the tourism in Tampere and Hämeenpuisto. The purposes to reach the objective were to examine the operational content of Hämeenpuisto to see the structure and variety of current supply in order to identify what is missing from Hämeenpuisto to be an attractive and successful destination and suggest a development model that would enable the destination to provide meaningful experiences to its guests. The research and analysis show that Hämeenpuisto has big potential for hosting events as well as a shopping village and to operate as an attractive destination. There is a hotel, shops, attractions and supporting attractions in one-day visiting distance but all these should be brought out in a more attractive form. The services have to be more in order to give the guests a reason to come in the first place, accommodate more guests in the destination and make them want to stay and visit regularly.

Development should be focused on aesthetical aspects and to make the variety of operations more comprehensive to provide the guests versatile meaningful experiences. The suggested development model of a shopping village does however require findings and destination management expertise. The structure of the destination also presents challenges as the operative areas can only be rearranged to certain extent. The goal of the shopping village of Hämeenpuisto is to create an inviting, comfortable and trendy shopping environment for local people and for tourists aiming for strengthening values of sustainable development both for the environment and its businesses but also in the guests' consumer behaviour. The aim is to strengthen the recreational aspects of the destination benefiting the local community and tourists – not to disturb or damage the local culture and heritage.

In the development implementation the most important aspect is the uniform ambience that provides variety inside but not overpowering the binding theme. Every park bench, street light, boutique window and street stone have an influence on the overall experience of the guest and should be well considered to create a unique and attractive entity, a theatre –like ambience in Hämeenpuisto.

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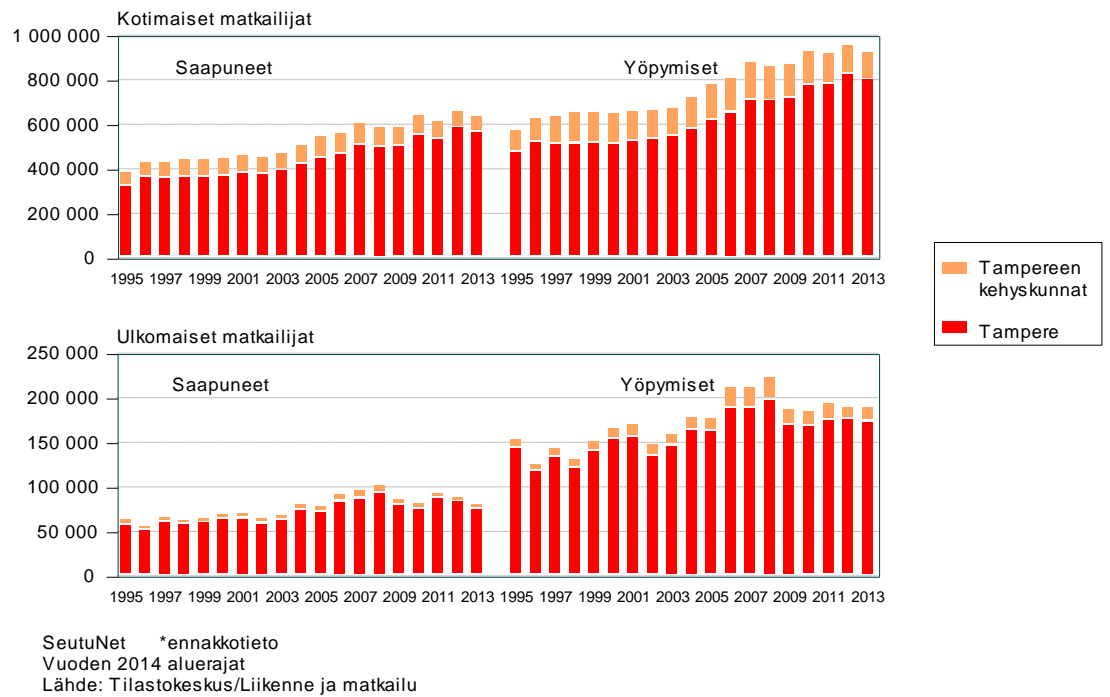
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ATTACHMENTS

ATTACHMENT 1 Overnight Stays in Tampere -Tilastokeskus

Saapuneet vieraat ja yöpymisvuorokaudet 1995–2013*



Tilastokeskus. 2014. Saapuneet vieraat ja yöpymisvuorokaudet 1995–2013e.

Updated 13.05.2014, Read 23.4.2015, http://tilastokeskus.fi/tup/seutunet/tampere_matkailu_fi.html

ATTACHMENT 2 Operational Contents Of Hämeenpuisto

Restaurant & Café	O'Hara's Gastropub Tuulensuu Ukkometso + terrace Rotwalli Rrillinki Teatterinkulma Grilsson (Cumulus hotel) Lähiruokala (Klingendahl) Café Metso (Library)
Cultural and activity services	Pikkupalatsi Metso Tampereen työväen teatteri Aleksanterin kirkko GoGo Lenin museum
Hair&Beauty	Terveyskeidas Glohair Kauneussalonki soma Parturi-Kampaamo Sateenkaari Innan salonki Parturi-Kampaamo Tyyli aika Bellana Syyrialainen parturi Parturi-Kampaamo Paula Vuorinen Kauneus -ja hiusstudio Yours Flow Kampaamo Annin salonki Studio loisto
Home&Design	Arttelipuu Taidetakomo Jurkka Boknäs Keittiö&Kattaus Kehystarina Kuva kehystämö
Art Gallery	Rajataide Galleria Vitriini Galleria Kapriisi Galleria Koppelo Art partners Galleria Leonardo Galleria
Food	Viron herkkukauppa Kakkuateljee Halal liha Punitse&Säästä

Fashion	Nagual jewelry design Asuste nieminen
Other specialized stores	Antikvariaatti Ensipainos Souvenir shop Qii Sanasato ja savukeidas kirja Wanha wiljami Hyvinvoi Opuntia flowerstore Abong Moominvalley Shop
Other specialized services	Stefanien Salonki Mansen sexshop Tattoo Studio 52 Suutari R-kioski Hot girls Amatsoonit Oivauni
Hotel	Hotel Cumuls