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Benefits of Tourism to Regional Airports and Businesses: Case Tampere City and Tampere-Pirkkala Airport

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Abstract

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Researching a destination is crucial for tourism-based companies operating in competitive environments. Whether the travel industry companies operate directly or indirectly in the tourism sector, it is beneficial to recognize how tourism affects one's business. Therefore, the main objectives were to analyse the main tourism products of Tampere city as well as to measure the characteristics of visitors and their primary purpose of travel. In addition, the thesis examined the operations of Tampere-Pirkkala airport. This thesis was commissioned by the Stopover company, which is a leading service provider, focusing on tours and activities across Finland.

The thesis consists of the combination of theoretical background as well as mixed-method research. The main data was collected with qualitative methods, in addition to various literature sources such as books, articles, reports and e-resources. Additional methods supporting the research are SWOT analysis, benchmarking and catchment area methods. The thesis design consists of a summary of the aviation industry in Finland as well as analysis of Tampere as a tourism destination.

Tourism creates a large impact on Tampere's economic state as well as the employment rate. Moreover, tourism supports local communities and encourages civic involvement and pride. Tampere city offers a wide diversity of both natural and built tourist attractions; therefore, it attracts thousands of visitors each year from which domestic visitors overtake the international ones. As the city is known to be one of the best places for business events, trade fairs and congresses, the largest share of international inbound travellers come on business purposes rather than leisure. Additionally, Tampere-Pirkkala airport plays an important role in the development and support of tourism to the city. Its role as an airport is to serve both outbound/inbound travelling as well as the Finnish Defence Forces. The main international incoming air traffic to Tampere comes mainly on business purposes.

The final data collected benefits the commissioning party by providing them with significant information on the current tourism products of Tampere city and the characteristics of the main visitors. The knowledge aims to assist the client to expand their tourism products into the destination and become accurate with the main travel purposes to the city.

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List of Terms

Definition of terms and abbreviations

ACI – Airports Council International

ACRP – Airport Cooperative Research Program

AED – Automated external defibrillator

APG – Air Promotion Group

DEA – Data Environment Analysis

DMO – Destination Management Organization

EU – European Union

FAA – Federal Aviation Administration

FIT – Free Independent Travellers

GDP – Gross domestic product

GSA – General Sales Agency

IATA– International air transport association

ICAO – International Civil Aviation Organization

IHLG – Industry High Level Group

MICE – Meetings, incentives, conferences and exhibitions

RPKs – Revenue passenger kilometres

SAS – Scandinavian Airlines

TKU – Turku airport code by IATA

TMP – Tampere-Pirkkala airport code by IATA

UNWTO – United Nations World Tourism Organization

WTTC – World Travel & Tourism Council

1 Introduction

The tourism industry has a significant role and importance to any host country. The industry contributes numerous benefits and advantages in terms of economic value, employment, socio-economic benefits as well as increases growth and development of a country. According to the latest data published by WTTC in 2019, the direct, indirect and induced impact of travel and tourism accounted for 10.3% of the world's GDP, becoming one of the largest economic sectors worldwide (Council, Economic Impact Reports, 2019). With a contribution of 8.9 trillion US dollars to the world's GDP, tourism is currently one of the fastest-growing industries. According to WTTC, Travel and tourism growth reached 3.5% in 2019 due to the continued rise in the numbers of middle-class households, sustained low unemployment rates and visa relaxation in many countries around the world (Council, Global Economic Impact & Trends 2020, 2020). Furthermore, the number of jobs generated, in the travel and tourism sector in 2019 was 330 million jobs, 1 in 10 jobs around the world.

Tourism is an important sector and contributor to the Finnish economy and development. As the travel industry is growing rapidly, Finland has major potential to become the most attractive travel destination among the Nordic countries. The industry is compared to have the same size as the forest industry as well as overtaking the food industry. In 2019, travel and tourism accounted for 7.5 % of Finland's GDP. The revenue generated by tourism for the same year was €18.2 billion and international tourists spent approximately €4.5 billion (Council, Finland 2020 Annual research: Key Highlights, 2020). Additionally, the sector created a total of 240 000 jobs (8.1 % of total employment). The most of the people employed in tourism were in the catering service, followed by transportation service, accommodation, culture, sports and recreation (Council, Finland 2020 Annual research: key highlights, 2020). In 2019, Finland reached a total of 7.0 million foreign overnights. Moreover, the overnight stays have increased by 3% compared to the previous year. Finland's main market area is Europe, with 49% share of overnights, followed by Asia 18%, Russia 12% and Americas 6% (Finland B. , Foreign overnights in Finland 2019, 2020).

1.1 Research background

The research topic was suggested by the commissioning party, after a series of discussions between the author and the client. The main purpose of the research is to benefit the commissioning party with valuable information and allow the author to grow professionally in the area of their interests. As the author has been interested in the aviation in the first place, she had a great opportunity to expand her knowledge about the industry. Additionally, the author has previous experience in living in Tampere and she is familiar with the city as a destination. Therefore, both circumstances inspired the author to investigate Tampere city as a tourism destination, as well as to examine the operations of regional airports.

1.2 Purpose, objective and research question

The main purpose of the study is to gather detailed knowledge about the current tourism situation in Tampere along with examining the operations of Tampere-Pirkkala airport. Furthermore, the study identifies specific benefits that tourism contributes to the city and the airport in terms of revenue generated, employment and new developments. Therefore, the goal, this study sets to achieve is to answer and explain to the readers the following research question:

- “What are the benefits from tourism to regional airports and businesses in Tampere city and airport?”

In order to find out the answer to the above research question, this thesis investigates in detail the following sub-questions consecutively:

1. How does Tampere-Pirkkala airport operate?
2. How strategic is the location of the airport and from where it attracts the main travellers?
3. Who are Tampere-Pirkkala airport’s major competitors and how do they differ from each other?
4. What is the current tourism situation and what are the tourism products of Tampere city?

5. What are the current strengths, weaknesses, opportunities and threats of Tampere as a destination?

With conducting this research, the author aims to gather detailed knowledge about the Tourism industry in Tampere as well as the operation of the airport. Therefore, the main objective of the research to the client is to gather valuable data about Tampere, as well as create a better understanding of the destination. As for the author, the primary objective of the study is to grow professionally in the area of their interests and expand the author's knowledge. The main benefits of the thesis are the usefulness of the data collected for the commissioning party as well as the professional growth of the author. In order to attain the goal of finding the benefits of tourism to Tampere city and airport, the thesis will be divided into five sections.

Section 1 - Introduction – describes the research background, objectives and research question of the thesis. In addition, this chapter provides information on the commissioning party and their business.

Section 2 - Theoretical Foundation of the Research – describes in detail all theories used to support the research. The chapter is divided into two main parts: airport industry and tourism destination. The beginning of the chapter is focused on studying the airport industry in general, continuing with explaining the term and definition of “airport catchment area”. Additionally, the operations of TMP airport as well as its catchment area are discussed in this chapter. A brief benchmarking is also conducted between TMP and TKU. The second part of this chapter illustrates Tampere as a tourism destination along with the impacts of tourism to the city. At the end of this chapter, the current tourism situation of Tampere is examined using the SWOT analysis method.

Section 3 - Methodology – presents the main research methods used in the thesis. It is qualitative research using online interviews as a primary source.

Section 4 - Empirical Data Analysis – represents the primary findings of the study. In this chapter, the author analyses and represents the data retrieved from both the primary and secondary sources such as interviews, online articles and publications.

Section 5 - Conclusion – this chapter draws the general conclusion for the thesis. Additionally, it answers the research question along with providing recommendations for the commissioning party and suggesting further studies on the topic.

1.3 Commissioning party: StopOver

The client of the thesis was Airtouch travel industry partner. The contact person for the thesis was the owner Pekka Mäkinen together with Liisa Niemi, project manager and partner. Airtouch is a privately-owned general sales agency (GSA) founded in 2008 by Pekka Mäkinen. The company works closely with travel industry partners in Finland on sales and marketing as well as operates B2B services for inbound and outbound travel. Airtouch is a member of the Air Promotion Group APG Global Associates organization which is a world-leading service provider that works with more than 200 airlines globally. In addition, Airtouch provides consultation on destination management services such as highly customized itinerary planning for any type of group and FIT travel in Finland, Russia, Nordic and Baltic countries. However, Airtouch is not a travel agency. Additional services provided by the company include information and relations with authorities and decision-makers; tailor-made consultation services and supervisory tasks; expertise on Stopover concept development and supporting technology. Airtouch operates as a distribution platform for StopOver company which was launched in 2019. The main operations of StopOver company emphasize on providing tours and activities for tourists travelling to Finland. The provided travel services are available through diverse thematic categories such as adventure, nature, culture and wellness tours. Moreover, the services are segmented in different locations across Finland, for example in Helsinki, Lapland, Lakeland and Archipelago. The company operates as a distributor in partnership with local entrepreneurs that provide tourism-based services. Additionally, StopOver company enables customers to access online a variety of travel services and book them prior to arrival by using digital payment methods. The company's main customer segment includes, for example, stopover travellers as well as general tourists travelling in Finland. The main source of generating revenue for the company is through commissions, media advertising, consultation and training (StopOver, 2020) (Airtouch, 2020). The data collected from this research aims to provide a clear conception of Tampere's tourism products as well as the role of the airport to tourism. The gathered knowledge seeks to help the commissioning party expand and focus their operations on Tampere as a destination. An additional objective of the thesis is to provide recommendations to the client of the main visitors to the city and their main type of transportation to the destination.

2 Theoretical Foundation of the Research

This section concentrates on the main benefits of aviation and airport industry. The theoretical study starts by defining airports and their purposes in order to gain a deeper understanding of the topic. Second, the study discusses the economic and social benefits of airports as well as possible disadvantages. Additionally, this section analyses the operations of Tampere-Pirkkala airport and defines its catchment area. Third, the tourism destination as well as tourism impacts are discussed in this part. Finally, this section analyses Tampere city as a destination as well as describes the city's current tourism products. All the mentioned elements are vital for the research as they contribute to the significant and deeper understanding of the topic.

2.1 Airport industry

Evolution of airport and aviation

Airports have developed significantly over the last century starting from a grass field where aircraft can take off and land transforming into a great city. During World War One, the airports were mainly used by the military as a field to help fighter planes take-off faster as well as provide better landing possibilities. In addition, during that same period, many aircraft were developed to be much faster along with adapting better navigation systems. While the only buildings in the field were mainly hangars, later after the war ended, civil aviation increased and started building additional facilities to accommodate the needs of the passengers. After the war, the commercial airlines increased along with the construction of better facilities. For instance, concrete runways, "air stations" or as called nowadays terminals. Additionally, in 1920 the first air traffic control tower was built in Croydon airport London, the main purpose of which was to provide information about traffic, weather and location data to pilots. (Kaminski-Morrow, 2020). The year 1950 was the period of the civil aviation revolution when the first jet aircraft, as well as the first charter flights, were introduced. On October 4th, 1958, the very first transatlantic jet took flight. The British airline flew two de Havilland Comet aircraft on the same day - one from New York to London and one from London to New York (Update, 2018). During the 1970s the price of flying had a huge change due to the development of a larger aircraft that had a greater passenger capacity as well

as offering lower prices. Therefore, the air traffic increased rapidly which led to the development of better facilities at the airports. For example, more runways needed to be built along with minimizing the noise created by the airplanes. When the aviation industry just started its development, numerous unpleasant events led to crisis situations that changed the airports and flying completely. During the 1970s the airport industry had drastic traffic drop due to the financial crisis and increased oil prices leading to huge financial losses for many airports. Furthermore, from 1969 until the end of 1970, there were 118 incidents such as the unlawful seizure of aircraft, sabotage and armed attacks against civil aviation. During that time the airport security did not exist at all. After the 9/11 incident, the air security changed dramatically leading to the establishment of the Aviation Transportation Security Act in 2001. At that same time, the first security checking, x-ray machines and metal detectors were created (Lydiawerner, 2016).

Another major development that changed the aviation industry was the creation of low-cost carriers such as Southwest Airlines in 1970, Ryanair and EasyJet in 1995. The concept of low-cost airlines led to an increase in passenger traffic as well as the development of commercial airport businesses (Peterse, 2011). Today airports have another purpose different from being simply a transport terminal where passengers transfer from a ground-based form to an air-based form of transport. Instead, airports are major integrated transport hubs with extensive routes by public transport and sorted roads directed towards departing flights. Moreover, they are expensive businesses with massive facilities as well as other functions including retail, car parking facilities and cargo functions. Furthermore, airports are vital as well as a beneficial part of the region or country they serve. For instance, airports contribute to the host country, by providing substantial employment opportunities as well as urge economic and infrastructure development of the region.

Defining airport

Federal Aviation Administration (FAA) defines an airport as “any area of land or water used or intended for landing or take-off of aircraft including appurtenant area used or intended for airport buildings, facilities, as well as rights of way together with the buildings and facilities” (Administration, 2020). Airports can be classified according to their main type of activities. For instance, commercial services, cargo services, primary, reliever and general aviation airports. Additionally, airports that serve general aviation can be divided into five categories: national, regional, local, basic and unclassified. According to IATA guidance booklet, “Regional airport is a mid-sized, regional airport serving a city and surrounding area in a mature market with medium

level demand growth and a medium level of market power. There is limited available government funding and short-term government budget constraint.” Domestic economic diversification, connectivity and growth are examples of strategic objectives for regional airports (Reece & Robinson, *Airport Ownership and Regulations*, 2018).

The airport includes a wide range of services and facilities that enables passengers to transfer from surface to air mode. Therefore, it is a crucial part of the air transport system. The basic airport structure consists of runways, taxiways, apron space, gates, passenger and freight terminals, as well as ground transport interchanges. (Graham, 2014). Additionally, airport amenities such as traffic control, security, fire and rescue in the airfield are a vital part of its structure. Each airport consists of an airside (area around the aircraft, after passing the security checking) and landside (open to the public) area. Airport commercial services such as retails, food and beverage, hotels, and conference services will be discussed in detail during this chapter.

Ownership

As airports differ from one another so does their type of ownership and way of operations. According to IATA, the three most common types of airport ownerships are government-owned, government-owned with private sector participation and privately-owned or operated airports (Reece & Robinson, *Airport Ownership and Regulation*, 2018). Government or public owned airports are usually operated through ministry such as the ministry of transport, or through the municipal and regional government. In addition, government-owned airports can be partially or fully owned. The second type known also as an autonomous airport entity is a common form of ownership and organization which is partly owned by the state and the private sector. The third category of airport ownership is the privately owned or operated airports that are under concession or leasing agreement by the private sector (Aviation, 2008). Most of the European airports are public owned 78%, 13% are partially owned by the public and private sector and the rest 9% are fully privatized (International A. C., 2010). For example, most of the Finnish airports are owned or operated by the public; however, there is one privately owned airport (Seinäjoki) and one municipality-owned airport (Mikkeli), which serves the commercial traffic in Finland.

Furthermore, airports can also differ by their types of funding. For instance, the USA’s major funding source for federal aviation is financed by “The Airport and Airway Trust Fund (AATF). European

airports, for example, can receive funds from EU funded Airports. An additional source of funds for airports includes passenger tickets, fuel and cargo tax paid by airlines and passengers.

According to ACI's economic report, the global aviation industry grew by 4.3 % over the years, reaching \$178.2 billion in 2018 (International A. C., Airport Economic Report, 2020). That airport revenue can be divided into two main types: aeronautical or aviation and non-aeronautical or commercial revenue. Aeronautical revenue is directly related to the operation of aircraft consisting of passenger charges, aircraft related charges such as landing and parking fees, terminal rentals, security chargers and others. A non-aeronautical or commercial source of income includes activities not directly related to the operation of aircraft such as retail concessions, car parking, property revenue/rent, car rental and food and beverage (ICAO, 2015) (Graham, 2014).

Commercial operations and facilities of airports

The non-aeronautical or commercial source of income has made up almost 40% of total airport revenue for airports in 2018. It consists of retail, food and beverage, car parking, advertising, property revenue/rent and car rental. It is important to distinguish the differences between different airports and their commercial capabilities. For example, major airports that have multiple terminals, high passenger numbers and long-haul flights usually lead to increased retail and transport opportunities. Hence, the duty and tax-free retailing remain the number one revenue source for larger international airports. According to Generation research, airports around the world generated around \$79 billion in gross sales for 2018 (Holland, 2019). On the other hand, regional airports consisting of a single terminal and European/domestic flights have limited commercial capacity. According to Groot and Schölvnick, car parking is the number one revenue within the non-aviation business for regional and smaller airports (Groot & Schölvnick, 2017).

2.1.1 Economic and social benefits of air transportation

The aviation industry is strongly important for the development of global business and tourism. In 2018 aviation contributed with the US \$2.7 trillion in economic activity, 3.6 % of GDP, as well as provided 65.5 million jobs worldwide. Moreover, there were 3759 airports offering 48,500 routes worldwide with 38 million scheduled flights and 1303 commercial airlines. Aviation also carried 4.3 billion passengers and 58 million tons of cargo with a value of \$6 trillion. Additionally,

the industry provided the most rapid transportation network worldwide, as well as facilitated the development of international trade and tourism (IHLG, 2019).

The tourism sector is known to be the industry that relies most heavily on aviation. For instance, in 2018 air travel comprised the largest share of inbound tourism with 58% (Figure1). Additionally, in 2018 there were approximately 1.4 billion international tourist arrivals abroad and over half of whom travelled to their destination by air (UNWTO, International tourist arrivals reach 4.4 billion two years ahead of forecast, 2019). Furthermore, air transport facilitates the tourism industry worldwide as well as contributes significantly to tourism employment, GDP and alleviates poverty. In particular, including the direct, indirect and induced input, air transport supports over 36.7 million jobs within tourism, contributing around \$897 billion a year to world GDP (Borders, Tourism enabler, 2019).

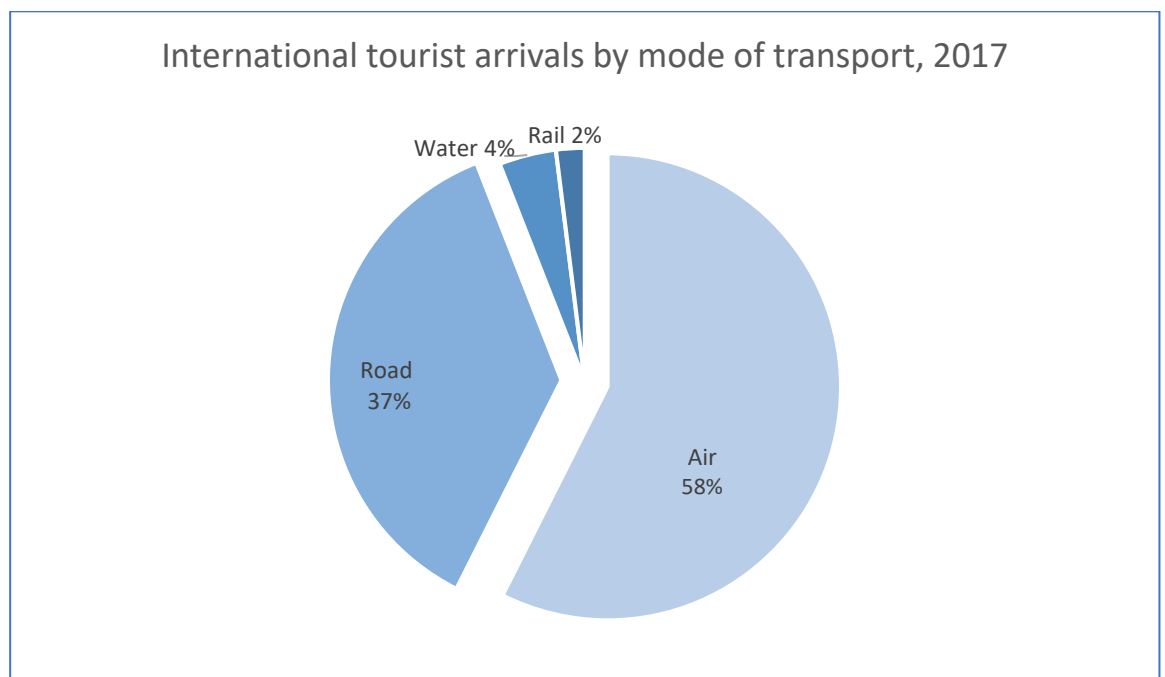


Figure 1. International tourist arrival by mode of transport, 2017 (IHLG, 2019).

International tourism (travel and passenger transport) accounts for 29% of the world's services exports and 7% of overall exports of goods and services in 2018 (UNWTO, World Tourism Barometer, 2019). In addition, air travel has a significant influence on business travel, especially meetings, incentives, conferences and exhibitions (MICE). Business tourism and air travel, for example, generate substantial economic impact as business travellers tend to spend more per day

than leisure visitors do (IHLG, 2019). Along with the economic benefits, the aviation industry contributes significantly to society as well. The industry plays an important role in promoting social causes and satisfying needs around the world. For instance, aviation allows people to access remote destinations, improves livelihoods, responds to crises and provides humanitarian aid. Additionally, it is “the world’s safest and most efficient way of long-range transportation” which enables the transportation of health care and food supplies as well as the delivering of urgent humanitarian aid to many remote communities. Moreover, aviation is an essential service that enables lifeline connections, educational opportunities, as well as improving quality of life. As aviation is one of the fastest growing and developing industries, both air passenger and traffic are expected to increase in the next two decades. In addition, ICAO forecasts that by 2045, passengers’ traffic will reach over 22 trillion RPKS which will provide 98 million jobs and generate USD 5.7 trillion in GDP (IHLG, 2019).

However, airports and air transport carry certain disadvantages too. The air transport industry has a significant impact on the environment and society. Examples of the main environmental impacts of aviation include energy consumption and emissions of greenhouse gases contributing to climate change. In 2018 the air transport generated 895 million tons of carbon dioxide [CO₂], which is around 2% of global CO₂ emissions (Borders, Aviation's impact on the environment, 2018). Examples of negative impacts on society include local noise around airports, land use by airports, air and ground traffic congestion and airline and air passenger delays, and air traffic incidents/accidents. Due to the growth of air traffic volumes, the aviation industry has started to limit its emissions by investing in new technology and implementing new operational procedures. Moreover, different sectors in the industry such as manufactures, airports, airlines and traffic management are also focusing on limiting their greenhouse gas emissions (Janic, Greening airports: advanced technology and operations, 2011). For example, the Finnish state-owned company Finavia that maintains the airports in Finland has developed its own environmental responsibility system. It includes high protection of watercourses at airports, reducing emissions from Finavia’s operations using renewable energy and fuels. Additionally, Finavia has implemented aircraft noise control measures at Helsinki-Vantaa airport in cooperation with airlines and air navigation services as well as reducing the use of plastics at airports. Despite the increased passenger volumes, Finavia’s carbon dioxide emissions have decreased to 15,000 tonnes for 2019 as reviewed in Figure 2 (Finavia, Responsibility report, 2019).

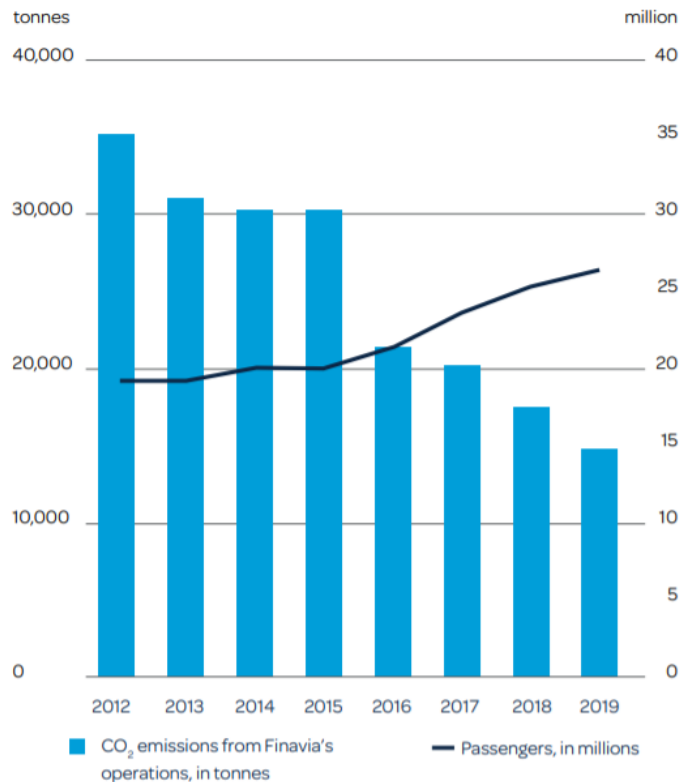


Figure 2. Carbon dioxide emissions from Finavia's operations and passenger volumes (Adopted from Finavia responsibility report, 2019)

2.2 Evolution and history of the Finnish aviation industry.

Finnish aviation industry started to evolve back in the early 1910s when the first flight with an airplane was recorded. The first flight to take off in Finland was achieved at the end of "Aviation Week" held in Helsinki in 1911. The pioneering flight lasted successfully for 1,5 minute and 600 metres, operated by the Danish pilot Robert Svendsen with a Voisin biplane (Newsroom, History of Finnish aviation: 1910s – the Takeoff, 2017). Furthermore, the pioneer era of Finnish aviation was in the early 1920s after Finland became independent. During that time, the first airplane factory, as well as first airlines, was founded. It all started when the major Arne Somersalo, who was the Finnish Air Force's commanding officer during that time, began expanding the aviation yard in Santahamina to become an airplane factory. According to Valeri Saltikoff, an exhibitor manager at the Finnish aviation museum, the main purpose of the factory was to prepare an aircraft for the needs of a newly formed air defence branch. During the years of its operation,

Suomenlinna aviation factory-built hundreds of planes representing several different types of aircraft. Ten years later, after it was first created, the factory moved to a new purpose-built premises in Härmälä, Tampere (Newsroom, The history of Finnish aviation industry part 1: it all began in Suomenlinna, 2018).

During the 1920s, an important creation contributed significantly to the development of the aviation industry in Finland. The first Finnish commercial airline Aero (today known as Finnair) was founded in the fall of 1923 by Consul Bruno Lucander (Finland A. , 2020). Aero's first flight was operated in March 1924 from Helsinki to Tallinn on a Junkers F-13 aircraft carrying 162 kilograms of airmail. In its early years, the airline had flight routes only to Tallinn and Stockholm carrying around 270 passengers per year (Newsroom, History of Finnish Aviation: the 1920s – Commercial airline Aero founded, 2017). During the Winter War and Continuation War in 1939-44, civil aviation along with Aero was placed under military control, changing the flight operations from Pori and Vaasa. After the war in 1946, Aero became officially owned by the Finnish state along with running its first domestic flights to Kemi and Kuopio. Aero started using the name Finnair officially in 1968. During the same year, Finnair carried one million passengers for the first time. Additionally, Finnair started to expand its routes outside of Europe in 1969 when the first flight to New York via Copenhagen was introduced. Several years later in 1976 Finnair entered the Asian market with its first direct flight to Bangkok and opened new routes that are still an important growth factor in the Finnish aviation industry today.

Furthermore, the airline continued its expansion by becoming the first operator to fly non-stop from Western Europe to Tokyo, Japan in 1983 along with opening new routes to Seattle and Los Angeles in 1987. Moreover, during the 1980s, air travel in Finland grew rapidly together with the Finnish economy. For instance, Finns began travelling abroad more frequently as many new connections from Finland to the world were opened. Additionally, travel agencies started to concentrate on marketing campaigns as well as special offers and loyalty programmes to attract more travellers. In addition, during the 1980s Finnair employed its first commercial female pilots (Newsroom, The History of Finnish Aviation: 1980s – Economic boom boosts air travel and Finnair employs first female pilot, 2018).

Throughout the 1990s, the Finnish air travel, as well as the rest of the world, was affected by a deep recession. Finland's economy sank into a deep depression due to the unification of East and West Germany as well as the fall of the Soviet Union in 1991. The economic crises influenced air

travel by a significant decrease in the number of passengers travelling to and outside of Finland. Additionally, during that time budget airlines entered the markets creating an additional competition to traditional carriers. The low-cost carriers took over routes from a minor airport to larger hubs as well as decreased the value of ticket prices. In 2000, Buzz airline was the first budget airline to enter the Finnish market offering routes from Helsinki to London (Newsroom, History of Finnish Aviation: the 1990s – recession affects Finnish travel and new competition enters the market, 2018).

However, by the end of the decade, passenger numbers started to increase again along with Finnair expanding its network to the Middle East, South-East Asia and North Africa. At the beginning of the 2000s, airport security in Finland tightened after the September 11th terrorist attacks in the United States. For instance, security measures such as strict limits on liquids in cabin luggage as well as passenger access to aircraft's flight deck were implemented. However, those measurements did not prevent Finnish air travel from growing. In fact, between 2000 and 2009 the passenger numbers at Finnish airports increased from 13.8 million to 16.2 million passengers. Several legacies and low-cost carriers such as KLM, Flying Fin, SAS and Ryan Air started operations in Finland and contributed to the growth of passengers by offering low-cost airfares. Therefore, flying was truly accessible for both Finns travelling abroad and international travellers visiting Finland. Additionally, during that same period, online bookings were introduced which allowed people to make their own travel plans instead of using travel agents. Furthermore, in 2000 Helsinki-Vantaa airport handled over 10 million passengers leading to significant growth and expansions for the airport. For instance, self-service check-in kiosks were developed, the third runway was completed, and the international terminal was again expanded with the new shopping area. At the end of the decade, Helsinki-Vantaa airport became an international hub and an important gateway between Europe and Asia (Finavia N. , 2018).

Today, Helsinki-Vantaa international airport is the busiest airport in Finland and the fourth busiest in the Nordic countries in terms of passenger numbers. In 2019, the airport handled a total of 21,861,082 million passengers in total. Furthermore, Finnair is the sixth oldest airline still in operation. It is listed as one of the safest airlines in the world with no fatal or hull-loss accidents since 1963. Finnair network consists of 100 European, 21 Asian and 8 American destinations. In 2019, the airline increased its passenger number with 10.3 % and flew almost 15 million passengers as well as transported 173,282 tonnes of cargo. Additionally, during that year, the airline

generated revenue of 3,097.7 million euros as well as employed an average of 6,771 people (Finnair, 2019) (Finavia, Annual Review, 2019).

As shown in figure 3, the air transport industry plays an important role in Finland's economy and development. According to the IATA report, the air transport sector supported 69,000 jobs in Finland for 2018. Moreover, the air transport industry, including airlines and its supply chain, is estimated to support US \$4.5 billion of GDP in Finland. Spending by foreign tourists supported a further US 1.6 billion of the country's GDP, totalling to the US \$6 billion. In addition, considering the current trends, the air transport market in Finland is forecast to grow by 25% in the next 20 years. Which will result in supporting additional 2.5 million passenger journeys, almost 70,000 jobs and approximately US 7.5 billion of GDP (IATA, 2018).

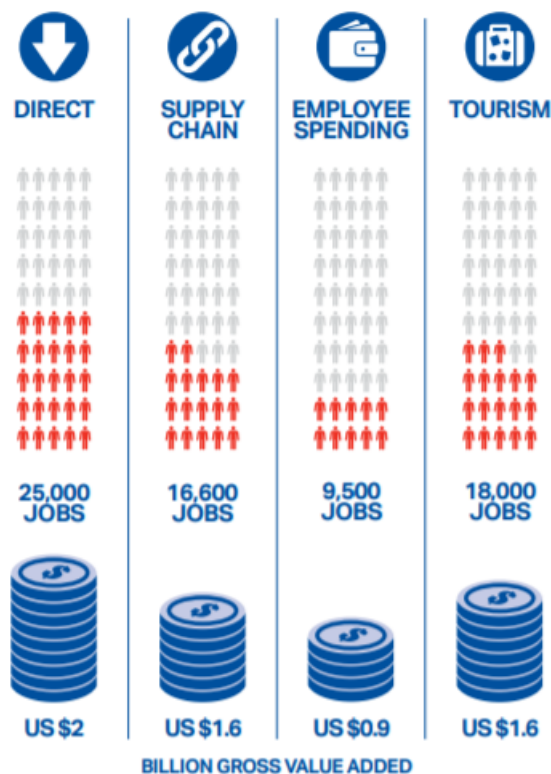


Figure 3. Breakdown of job supported by the air transport sector in Finland (Adopted from IATA, 2018)

2.2.1 Catchment area

The term catchment area is broadly used in different industries and meanings. According to Schuurman, “catchment area is a geographical area delineated around an institution or business that describes the population that utilizes its services” (Schuurman, Fiedler, & Grund, 2006). This definition applies to a variety of services such as hospitals, schools and other businesses. An airport catchment area, however, can be defined as the surrounding area from where an airport attracts its main customers. The area's surface and population, as well as the density of the population within the region, are the two main factors determining the catchment area of an airport. According to Janic 2019 “The surface of an airport catchment area generally depends on the performances of the available airport landside access modes and their systems such as the access distance, speed, and their relationships – time” (Janic, *Landside Accessibility of Airports: Analysis, Modelling, Planning, and design.*, 2019).

Additionally, Marucci and Gatta suggest that the surface of an airport catchment area can be measured by drawing a concentric circle around the airport with radii of approximately 2 hours of access time (Marucci & Gatta, 2011). However, this model has a downside, because the distance to the airport is not typically the main reason for passenger's airport choice. Furthermore, different driving factors behind passenger airport choice are not considered in the model. Due to the increasing number of regional airports, their catchment areas have started to overlap. Therefore, airports begin to differentiate themselves by the service offering. For example, low-cost carriers offering low ticket fares can attract travellers from a wider region and compensate for the cost of the extra distance as well as access time.

Further considerations used to determine the airport choice include air connection offered, choice of carriers (traditional, low-cost), accessibility of the airport (duration and cost of travel to and from the airport) and quality of service (Trzepacz, 2016). Hence, the airport catchment area cannot be fixed within 2 hours of access time, because it can expand and evolve depending on different factors and the service offering of airports as well as destinations (Lieshout, 2012). Moreover, the size of it differs at various airports and can be measured by either the accessibility distance and/or the accessibility time. In European airports, for example, the range in terms of scheduled passenger services is usually between 15-100 km and 0,5 to 2h access time. While the catchment area of origin-destination cargo can range up to 700 km from the airport (Commission,

Study on Competition between Airports and the application of State aid rules, 2002). As a matter of fact, the European court of auditors defines an airport catchment area as " The area of influence of an airport to attract visitors and customers, depending on the population nearby and the surface transport possibilities" (EU, 2014).

Catchment area of Tampere-Pirkkala airport

Tampere-Pirkkala Airport is located in Pirkkala, southern Finland. Tampere is the third-largest city in Finland that has a population of 238 140 with the urban area for 2019. Additionally, Pirkanmaa also known as Tampere region holds a total of 517,666 inhabitants in an area of 14,469.39 km² (Tampere, 2019). The airport is accessible within the 2-hour travel range from the following major cities of Finland: Jyväskylä, Lahti, Helsinki Turku, Pori, Rauma and Seinäjoki. The catchment area of the airport is defined according to the accessibility distance and time of approximately two hours of travel time as well as 170 km radius, as shown in figure 4. In addition, the catchment area of the airport covers approximately 65% of Finland's population which is around 5.3 million (Finland S. , Population, 2019). The two nearest airports are in Jyväskylä (150 km from Tampere) and Pori (110km from Tampere). However, according to European commission study, both airports do not share the catchment area with Tampere due to their limited annual traffic (Commission, Finland- Financing of airport infrastructure at Tampere-Pirkkala airport T2, 2013). For scheduled domestic and international traffic, the catchment area overlaps with a few neighbouring airports such as Helsinki-Vantaa and Turku. The primary competing airport is Helsinki-Vantaa, which is Finland's southern capital. The competing market segments include domestic, European and wider international destinations. The secondary competing airport is Turku, located on the south-west coast of Finland where the competing market segments include domestic and European destinations.

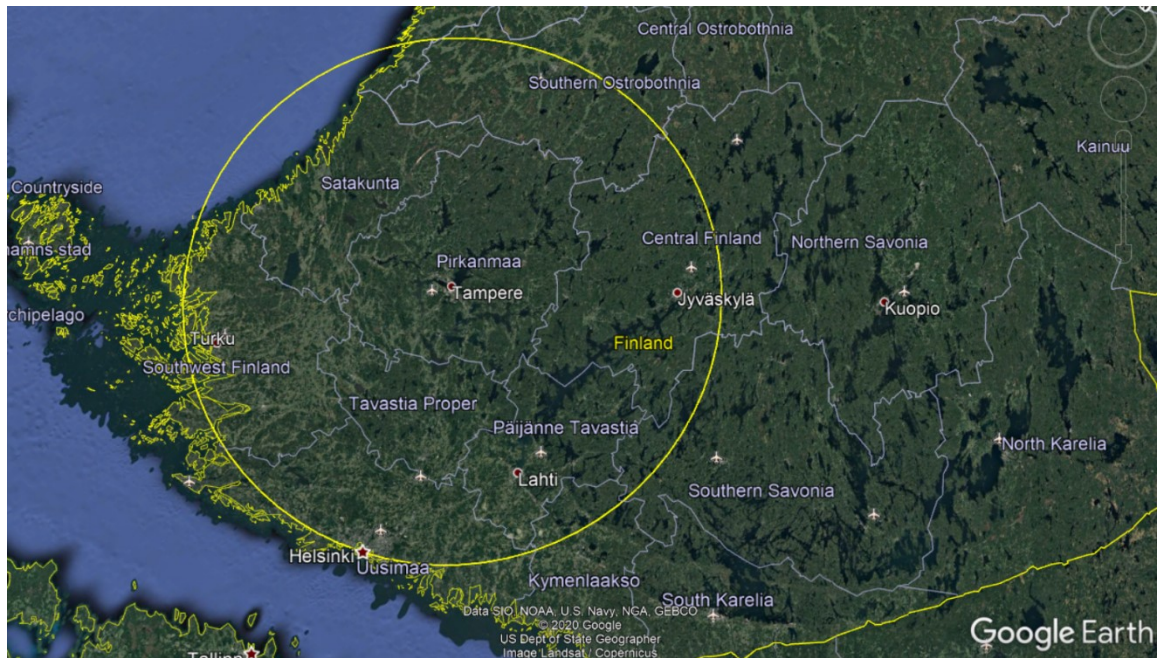


Figure 4. TMP Catchment area (Google Earth, 2020)

2.2.2 Tampere-Pirkkala airport (TMP)

Tampere-Pirkkala Airport, airport code TMP (IATA) and EFTP code given by ICAO (International Civil Aviation Organization), is in Pirkkala which is a municipality of Tampere. The airport is approximately 17 kilometres away from the centre of Tampere and 4 kilometres from Pirkkala. The airport serves national and international flights, being the 9th biggest airport in terms of passenger numbers. It was built in 1979, in order to replace the previous airport Tampere – Härmälä Airport. Seven years later Terminal 1 has been completed. Since then the airport has been operating with 2 Terminals: Terminal 1 is the main terminal, which is operated by Finnair, SAS and Air Baltic along with several charter flights run by different airlines. Terminal 2 is used primary by Ryanair airline passengers and company. There are two buildings and the runway of the airport is 2,700 meters long. In 2007 the airport's new air traffic control tower was completed. TMP is state-owned and part of Finavia airport network. Additionally, Tampere-Pirkkala airport serves civil and military aviation. There are regular daily flight connections to Helsinki, Stockholm Sweden, and six days a week flights to Riga, Latvia (Tampere V. , Tampere-Pirkkala Airport , 2019). Furthermore, Ryanair ran direct year-round flights to Budapest, Hungary and seasonal flights to Bremen, Germany. In

In addition, travel agencies such as TUI are offering direct holiday flights from Tampere-Pirkkala airport to Gran Canaria Island, Tenerife and Rhodes (TUI, 2020). Ikaalisten travel agency is offering similar direct connections to Riga (Agency, 2020). There are new routes under negotiation to London, Amsterdam and Munich which are vital destinations for both leisure and business travel. The airport is easily accessible by public transportation, taxis, airport shuttles and car rental. Bus route number 1A departs from the train station and arrives in front of Terminal T1. Additionally, bus timetables are available on the website of "Tampere City Public Transport". The taxi rank is in front of Terminal T1 and a taxi can be booked either in advance with no prepayment or by using the free taxi phone station located at the airport. There are also bus shuttles available for Ryanair flights, between Tampere railway station and Terminal T2. Additional free bus shuttles are available from the airport to the city centre or hotels during major events. Travellers arriving at the airport with their own vehicle can use the paid parking located in front of the terminals. There are several car rental companies located at the airport such as Avis, Budget and Europcar.

Once travellers have reached the airport, they can use numerous services and facilities available to use within the terminal's opening hours. The number of attractions and variety of shops is limited due to the airport's size. Examples of services available are ATM machines, an automated external defibrillator (AED) providing audio and visual instructions, mailbox and car rentals. Additional services include meeting rooms, free Wi-Fi connection and food and beverage places. There are 2 meeting rooms located on the terminal 1-second floor. The premises can fit up to 16 people and are equipped with an 80inch TV screen, internet access, and availability of refreshments. There are two Café and shop places located in the check-in and gate area of the airport. Passengers can visit Café Tampere located in the gate area and enjoy refreshments before boarding the plane. Tampere Café and shop is a fully licensed restaurant offering a wide selection of café products, lunch menu as well as sweet pastries and light snacks. The restaurant is located at the check-in area and it is available to the public. Moreover, it provides pre-booked catering services for larger groups as well as take away options. Additionally, newspapers, books and souvenirs are available at the airport shop located next to the restaurant.

Passenger volume

Tampere-Pirkkala airport is the 9th busiest airport in Finland in terms of passengers for 2019. In 2019 altogether 222,390 passengers flew through TMP airport. The total number of arriving passengers to the TMP was 110,000 from which 67,400 foreign, 42,200 from Finland, 26,800 Sweden

and 14,000 from Hungary. However, as revealed in figure 5, the airport witnessed a substantial decrease in the number of passengers in the last few years. In 2011 the total number of passengers for the airport was 657,630 while for 2019 the total passenger number decreased to 222,390. Nevertheless, the airport has an important role to serve the local outgoing travelling, especially business travel. TMP is also home to the Satakunta Air Command base of the Finnish Air Force. According to Visit Tampere, for 2019, TMP was the most international regional airport in Finland as 94% of all its travellers were international.

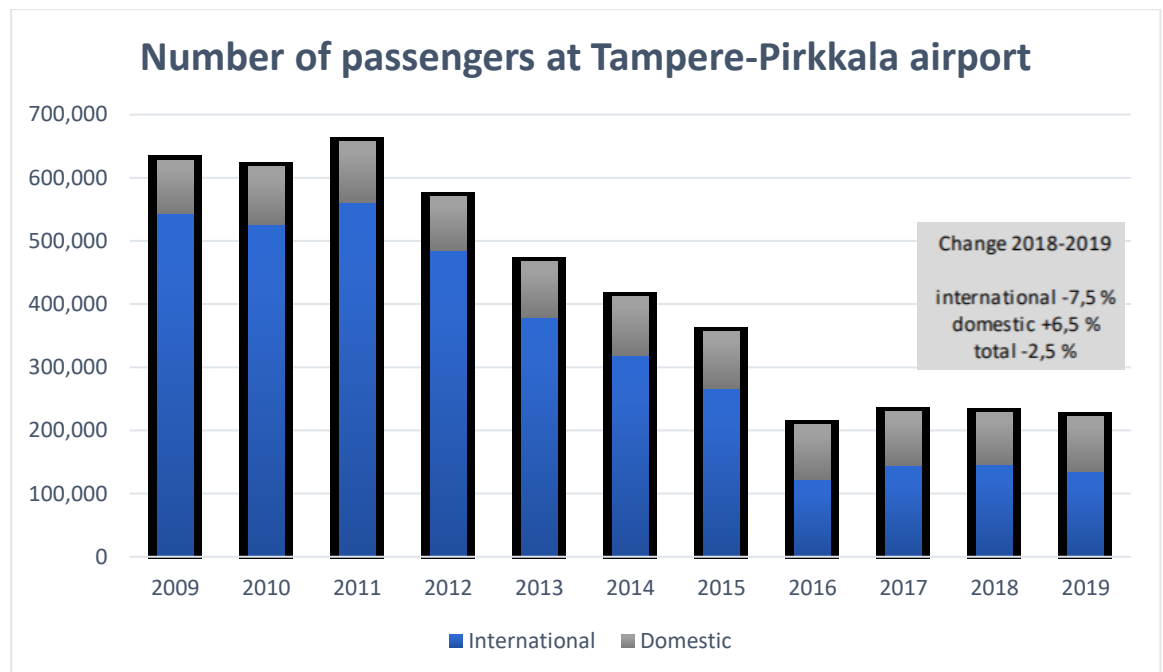


Figure 5. Number of passengers at Tampere-Pirkkala airport (Finavia, 2020)

Finavia

Finavia is a Finnish airport operator that operates 21 of 28 airports in Finland (Figure 6). Nineteen of these airports provide passenger transport services and 2 airports only serve the Finnish Defence Forces and involve general aviation operations. Finavia is a public limited company owned by the state of Finland whose main operation is related to maintaining and developing Finland's airport network. Kimmo Mäki has been President and CEO of Finavia since 1st of January 2018 and the prime Minister's Office is responsible for Finavia's ownership and oversight. Finavia generates

its main revenue from air traffic charges such as passengers and carriers' fees. The main aim of the company is to provide flight connections through the 19 national airports as well as to promote Finland as an attractive and accessible destination. Finavia's main service focus is on airlines and passengers. There are 169 direct connections to international destinations as well as 24 direct connections to Asia from Finavia airports. Additionally, Finavia's related company Airpro Oy is responsible for the maintenance of runways and terminals, ramp handling, security check services and airport services. In 2019, Finavia Group's revenue increased by 3.2 per cent and stood at EUR 389.2 million. In addition, the company employed 2,775 people, of which 2,003 were permanent employees (Finavia, Financial Statements, 2019). In 2019 the total number of passengers on scheduled and charter flights at Finavia's airports reached 26 million, an increase of 4.2 per cent from the previous year. International passenger volume was 20 million, and domestic almost 6 million. Furthermore, 68% of the international arrivals were from EU countries, 15% from Asia and 12% from the rest of Europe. The top three busy airports for 2019 were Helsinki-Vantaa with 21.9 million passengers, followed by Oulu 1.6 million and Rovaniemi airport with passenger total of 661,124. The total carriage of cargo and post for 2019 was 234,462 tons (Finavia, Annual Review, 2019).

Airport	Passengers		Landings	
	Total	Change, %	Total	Change, %
Helsinki	21,861,082	4.09	95,097	1.1
Oulu	1,057,355	-3.6	4,596	12.4
Rovaniemi	661,124	2.6	2,660	4.9
Turku	452,927	22.6	4,379	8.8
Kittilä	363,161	2.4	1,679	0.4
Vaasa	303,911	-3.8	2,892	0.0
Kuopio	243,529	-0.9	2,113	2.6
Ivalo	239,753	-1.1	1,164	0.3
Tampere	222,390	2.5	2,494	-5.5
Joensuu	126,613	4.2	1,491	7.1
Kuusamo	113,993	0.4	767	5.0
Kajaani	87,307	-1.7	1,143	4.4
Jyväskylä	66,572	-7.6	1,083	0.2
Kemi-Tornio	63,579	-4.8	945	-9.1
Kokkola-Pietarsaari	56,113	-18.2	1,092	-36.1
Mariehamn	51,597	-5.6	1,365	-1.8
Enontekiö	27,979	7.4	88	-3.4
Pori	14,415	-18.2	358	-47.2
Savonlinna	10,495	-2.4	462	-0.2
Halli Kuorevesi	0	-100	0	0.0
Utti	0	-100	1	0.0
Total	26,023,895	4.2	125,869	0.2



Figure 6. Finavia network airports and passenger volumes. (Adapted from Finavia, 2019)

2.3 Performance measurement and benchmarking

Benchmarking in the tourism sector refers to the process of comparing one's business products and services to industry standards, known as benchmarks. Usually, benchmarks are examples of best or good practices of the business in a specific sector. The main purposes of benchmarking are to measure performance through comparison as well as to identify areas for strategic improvement. Both the public and private sector are taking part in benchmarking programs organized at a regional or national level in order to identify internal opportunities for improvements. (Lomine & Edmunds, 2007). As the tourism sector, the benchmarking process is vital for the successful performance of airports too. Airport managers are continually seeking ways to improve performance in their airports. Therefore, they have started to adopt airport benchmarking as a tool that identifies the best practices by making process comparison both inside and outside an airport. Example of benchmarking techniques include measuring each other's operating data, identifying the best performer in a group, then adapting the practices that improve their performance the most (ACRP, 2009). According to ACI airport benchmarking process is divided into two types of comparison – internal (or self-benchmarking) where an airport compares its performance with itself over time; and external (or peer benchmarking) where an airport compares its performance against other airports, either at a single point in time or over a period of time (Wyman, 2012). In this research, the author uses the external benchmarking process as well as data envelopment analysis to compare the core performance indicators of Tampere-Pirkkala and Turku airports.

There are several methods to measure airport performance in terms of various categories. According to ACI, airport performance measurements are divided into six categories: core, safety and security, service quality, productivity/cost-effectiveness, financial/commercial and environmental areas (International A. C., Guide to Airport Performance Measures, 2012). This research focuses on core measures such as the number of passengers and operations because they are important indicators of the overall airport activity. An additional method used to measure airport performance is data envelopment analysis (DEA). The method uses descriptive statistics by examining the inputs (runways, terminal, gates) and outputs (passengers, cargo, moves) of airports (Francis & Humphreys, 2005). Additionally, airports contribute significantly to the tourism development of the cities. Therefore, additional aspects such as destination and routes, airlines operating, and passenger traffic will also be compared. By using those methods, the following aspects

of Tampere-Pirkkala and Turku airports will be compared: passenger traffic – domestic/ international, (%) of non-aeronautical revenue, cargo, number of employees, the capacity of runways, terminals, gates, other infrastructure and commercial services, number of passengers on international charter flights, destinations, routes and operating airlines.

Located around 8 km from Turku city, Turku airport was the fourth busiest airport in terms of passengers in Finland with 452,927 annual passengers from which 346,102 were international and 106,825 were domestic for 2019 (Finavia, Traffic statistics , 2019). There are several direct flights to different European cities operated by Wizz Air, SAS and Air Baltic. Examples of some of the busiest destinations are Gdańsk, Helsinki, Stockholm and Riga. Although both airports have a comparable type of ownership, they differ in numerous ways such as location, passenger volumes and air connections. Following table 1 illustrates the most important differences and similarities of both airports.

General information	Tampere-Pirkkala airport	Turku airport
IATA-code	TMP	TKU
ICAO-code	EFTP	EFTU
Address	Tornikaari 50, 33960 Pirkkala	Lentoasemantie 150, 20360 Turku
Contact information	Phone 020 7085521 Website https://www.finavia.fi/fi/lentoasemat/tampere-pirkkala	Phone 020 7084717 Website https://www.finavia.fi/fi/lentoasemat/turku
Airport location	Pirkkala, Finland, 13 kilometres south-west of Tampere city centre.	Turku, Finland, 8 kilometres north of the centre, in Lentokenttä district in the Maaria-Paattinen ward of Turku
Number of inhabitants in 2019 by region	Pirkanmaa -517,666	Southwest Finland 479,341
Build	1979	1995
Runways	<ul style="list-style-type: none"> ▪ Direction – 06/26 ▪ Length – 2,700m/8,858ft ▪ Surface – asphalt 	<ul style="list-style-type: none"> ▪ Direction – 08/26 ▪ Length – 2,500m/8,202ft ▪ Surface – asphalt
Terminals	2	2

Operating hours	T1 Mon-Fri 3.00-1.30; Sat 3.00-18.00; Sun 4.30-1.30 T2 open according to the flight schedule	Terminal is open according to the flight schedule
Ownership	State-owned Finavia	State-owned Finavia
Number of employees	32	32
Total amount of passengers 2019	222,390	452,297
Domestic Passengers 2019	87,006	106,825
International Passengers 2019	135,384	346,102
Operating charter flight companies	<ol style="list-style-type: none"> 1. Apollo 2. Detur 3. Matkavekka 4. Nazar 5. Tui. 	<ol style="list-style-type: none"> 1. Detur 2. Tui 3. NaantalinMatkakauppa
Destination and routes	<ul style="list-style-type: none"> ▪ Riga ▪ Gran Canaria (seasonal charter) ▪ Helsinki ▪ Kittilä (seasonal) ▪ Budapest (seasonal) ▪ Stockholm-Arlanda ▪ Málaga 	<ul style="list-style-type: none"> ▪ Riga ▪ Mariehamn ▪ Helsinki, ▪ Kittilä (seasonal), ▪ Stockholm-Arlanda ▪ Gran Canaria ▪ Tenerife- South (seasonal charter) ▪ Gdańsk ▪ Kaunas ▪ Kraków ▪ Kutaisi ▪ Skopje ▪ Warsaw- Chopin
5 busiest routes by passengers handled	<ol style="list-style-type: none"> 1. Helsinki 89,224 2. Stockholm-Arlanda-52,407 3. London-41,525 4. Bremen-33,125 5. Bergamo-30,106 	<ol style="list-style-type: none"> 1. Gdańsk-117,261 2. Helsinki-100,086 3. Stockholm-Arlanda-86,331 4. Riga-45,536 5. Krakow-26,592 (2019)
Airlines	<ul style="list-style-type: none"> ▪ AirBaltic ▪ Evelop Airlines 	<ul style="list-style-type: none"> ▪ AirBaltic ▪ Air Leap

operating	<ul style="list-style-type: none"> ▪ Finnair ▪ Ryanair ▪ Scandinavian Airlines 	<ul style="list-style-type: none"> ▪ Finnair ▪ Scandinavian Airlines ▪ Sunclass Airlines ▪ Wizz Air
Cargo airlines and destinations	----	<ul style="list-style-type: none"> ▪ ASL Airlines Belgium - Gothenburg, Liège, Tallinn, Riga
Airport landings of 2019	<ul style="list-style-type: none"> ▪ Total landings 22,164 ▪ Commercial aviation 2,497 ▪ Military aviation 3,288 ▪ Other aviation 16,379 	<ul style="list-style-type: none"> ▪ Total landings 13,100 ▪ Commercial aviation 4,384 ▪ Military aviation 206 ▪ Other aviation 8,510
Airport Services	<ul style="list-style-type: none"> ▪ Two Cafes ▪ Two meeting rooms ▪ One souvenir shop ▪ ATM, AED, car rentals, mailbox, Wi-Fi 	<ul style="list-style-type: none"> ▪ Three Cafes ▪ Three lounges ▪ One souvenir shop ▪ ATM, AED, car rentals, mailbox, Wi-Fi

Table 1. Comparison between TMP and TKU airports

Sources: (Finavia, Responsibility report, 2019) (Finavia, Organization, 2020) (Statista, Population of Finland in 2019, by region, 2020)

As both Tampere-Pirkkala and Turku airports are operated by the state-owned company Finavia, the competition between them is low. Instead, it is the Pirkanmaa and Southwest Finland regions that compete. Therefore, following figure 7 is a brief comparison of the tourism statistics of both cities. The purpose of figure is to illustrate in detail the differences between the number of visitors as well as the capacity of both Tampere and Turku cities. However, there is not a massive difference between the numbers of international tourists visiting both destinations.

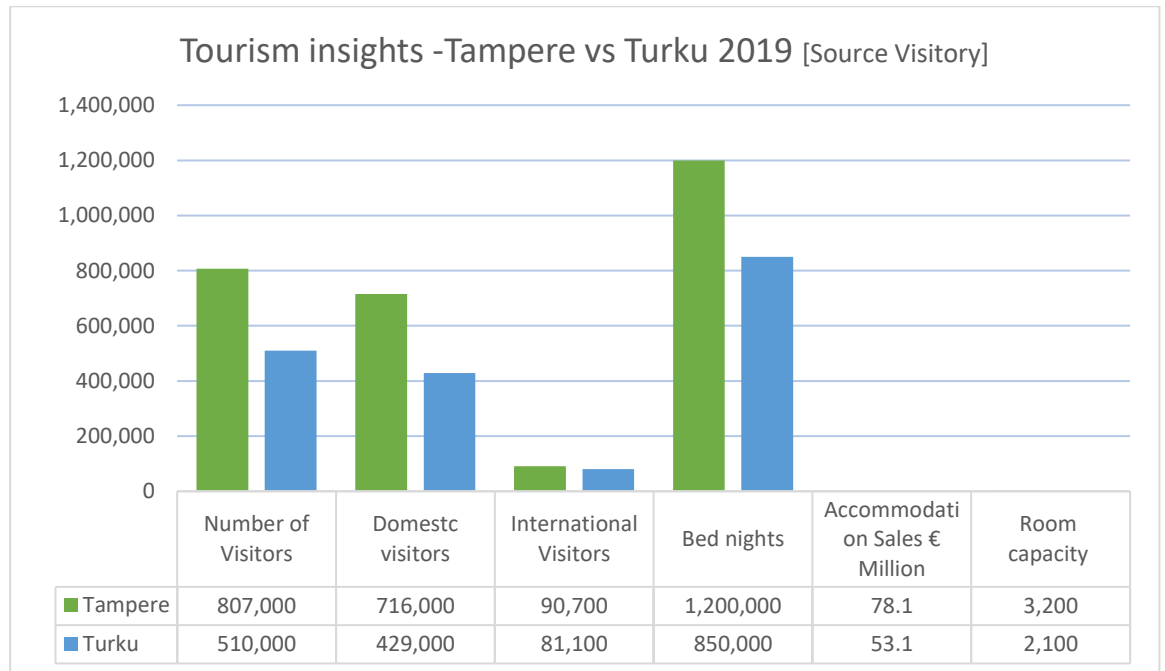


Figure 7. Tourism insights of Tampere vs Turku 2019 (Adopted from Visitory)

Turku city is located on the southwest coast of Finland by the Baltic sea which makes it accessible by cruise ships and ferries. The city itself has plenty to offer in terms of tourist attractions and history, as it is the oldest town in the country. For example, Moomin world theme park and Turku castle, a 700 years old historical monument are one of the city's most popular tourist attractions (Turku, 2020). In 2019 the city received in total 510,000 visitors, 429,000 of which domestic and the rest 81,100 international visitors. Tampere city is described in detail later in this section.

2.4 Tourism destination

According to UNWTO, a tourism destination is: “a physical space in which a tourist spends at least one overnight”. Moreover, it includes tourism products 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 market competitiveness. Local destinations incorporate various stakeholders often including a host community and can nest and network to form larger destinations. 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 a self-contained centre (e.g. Centre Park or Disneyland) (UNWTO, *A Practical Guide to Tourism Destination Management*, 2007). Even though different authors define tourism destinations in a variety of ways, a destination must contain a certain element which attracts the visitor to it. For example, Lomine and Edmunds suggest four aspects which are an important pull factor for visitors: cultural features, physical resources, climate conditions and availability of attractions (Lomine & Edmunds, 2007). Moreover, UNWTO suggests additional elements that influence the visitor’s decision to make a trip: attractions, public and private amenities, accessibility, human resources, image and character, and price. However, all elements are crucial factors for attracting visitors to a certain destination.

Tourism attraction

Tourism attraction is considered as the primary draw of a destination. Therefore, they play a major role in the decision-making process of a tourist. According to the definition by Harris and Howard, tourism attraction as “a physical or cultural feature of a particular place that individual travellers or tourists perceive as capable of meeting one or more of their specific leisure-related needs. Such features may be ambient in nature (e.g. climate, culture, vegetation or scenery), or they may be specific to a location, such as theatre performance, a museum or a waterfall “ (Harris & Howard, 1996). Furthermore, Lomine and Edmund suggest that attractions can be categorised as natural, built or cultural attractions. Examples of natural attractions are beaches, mountains, national parks and weather. Built or man-made attractions can be either specifically built to cater for tourism such as theme parks, or initially built for purposes other than tourism. For instance, cathedrals, historical buildings and monuments. In addition, events such as the Olympic Games are a type of tourist attractions that are part of wider socio-economic plans

along with being a tourism attraction (Lomine & Edmunds, 2007). Additionally, according to UNWTO, tourists can be attracted to destinations by tangible factors such as uniqueness and emotional or experiential triggers (UNWTO, A Practical Guide to Tourism Destination Management, 2007).

Tourism amenities

Tourism amenities combine a wide range of facilities and essential services which support the visitor's stay at the destination. Lomine and Edmunds explain the concept of amenities as “the essential services catering for the needs of tourists” (Lomine & Edmunds, 2007). According to UNWTO, a destination amenity may include basic infrastructures such as public transport, utilities and roads (UNWTO, A Practical Guide to Tourism Destination Management, 2007). Another example is tourist services such as accommodation, visitor information, local banks, shopping and recreation facilities and restaurants. Tourism amenities are a vital aspect for the destination due to their impact on tourist's destination or resort choice. They contribute to the satisfying or dissatisfying experience of the tourists. Additionally, the availability (or non-availability) of certain amenities is a key element of product differentiation.

Accessibility

Accessibility of the destination refers to both virtual and physical access to and within a specific tourism destination. For example, a destination should be accessible to a large population base via road, air travel, rail or cruise ships. Additional aspects of the destination accessibility are visa requirements, ports of entry, and specific entry conditions (UNWTO, A Practical Guide to Tourism Destination Management, 2007).

Image

An image of destination refers to the beliefs, perception and mental attitudes tourists hold about a place. They tend to carry positive or negative judgment that can influence the decision-making process. It is not enough to have excellent amenities if people are not aware of them, therefore, this concept is also vital for tourism marketing. For example, marketing and destination branding, travel media and e-marketing. The characteristics of the destination image include uniqueness, sights, scenes, environmentally quality, safety, service levels and the friendliness of people (UNWTO, A Practical Guide to Tourism Destination Management, 2007).

Pricing

Pricing and costs are an example of other factors that influence a tourist's decision. It usually refers to the costs of transportation, from and within the destination as well as costs of accommodation, food, attractions and other services. Currency exchange is another economic feature related to the cost of the trip (UNWTO, A Practical Guide to Tourism Destination Management, 2007).

Human resources

Human resources are the final element according to UNWTO, which refers to the staff employed in the tourism industry as well as other organizations. Tourism organizations vary greatly across national boundaries where each country has different rules and regulations. A well-trained staff aware of the benefits and responsibilities associated with tourism growth is an important element of a tourism destination (UNWTO, A Practical Guide to Tourism Destination Management, 2007).

2.5 Impacts of tourism

In every discussion of tourism impact, there are three prime areas of concern: the economic effects of tourism, social and cultural effects and the environmental dimension.

Economic impacts

The tourism industry plays an important role in the host country's economy. Moreover, tourism helps and stabilizes the local economy through extra tax revenues from accommodation, restaurant, airport and sales taxes. Additionally, it creates local jobs directly related to tourism (hotel and tour services) indirectly supporting the tourism industry (food production and housing construction). Furthermore, tourism generates business opportunities, attracts an additional service to support the industry and earns valuable foreign exchange. In contrast, there are also variety of costs associated with tourism. For example, tourism development infrastructure (airports, roads, etc.) can be expensive for the government to afford. Moreover, seasonality in tourism services can lead to limited returns on investments, as well as leakage of tourism expenditure from the local economy. In order to define the impact of tourism Page has suggested six key themes which

are: the direct impact of tourism on GDP, tourism expenditure expressed as a percentage of GDP, the level of tourism employment in the economy, the proportion of international travel-related expenditures as a percentage of total travel-related expenditure, domestic personal expenditure as a percentage of the total travel expenditure and domestic business and government expenditure as a percentage of total travel expenditure (Page, 2011).

Social and cultural impacts of tourism

Understanding the social impacts of both host and guest groups is vital to ensure the tourism development of a destination. There are both positive and negative social impacts of tourism to the local community as well as towards the tourists. According to Page, 2011 the interaction between the host-guest groups is dependent upon the following factors: "the nature and extent of social, economic and cultural differences between tourists and hosts; the ratio of visitors to residents; the distribution and visibility of tourist developments; the speed and intensity of development and the extent of foreign investment and employment" (Page, 2011). Example of the social benefits of tourism is the outside funding that supports community facilities and services that otherwise might not be developed. Moreover, tourism encourages civic involvement and pride as well as the preservation and celebration of local festivals and cultural events. On the other hand, the sector has a negative impact on the hosts especially in destinations where the main industry is tourism and the number of visitors is double the number of locals. Example of negative effects of mass tourism includes the increased level of criminal activities such as petty crime, overcharging tourists, prostitution and gambling. In addition, the migration from rural areas to urbanized tourism resorts can often change the population structure and employment of the destination.

Environmental impact

Finally, the major impact associated with tourism is the environmental effect of tourism. One of the most common negative effects on the environment cost by tourism is transport pollution. Transport by air, road and rail continue to increase as a result of the rising number of tourists and their greater mobility. Additionally, noise pollution from aeroplanes, cars and busses as well as recreational vehicles such as snowmobiles and jet skis have a negative impact on both society and the environment (Sunlu, 2015). Furthermore, inappropriate tourism development may threaten specific natural resources such as beaches and coral reefs or historical sites. Additional impacts

include soil erosion, discharges into the sea, natural habitat loss, increased pressure on endangered species and heightened vulnerability to forest fires. As a result of the negative impacts created, many tourism-based companies have implemented environmentally conscious behaviour and activities to preserve the environment. The public sector plays an important role in planning and managing each element of the beneficial relationship between tourism and the environment. For instance, the responsibilities of the government include planning and facilitating of tourism policies and guidelines on how specific problems were to be addressed. In addition, many tourism-related industries have responded with environmental initiatives and management which promotes recycling, sustainability, purchasing more eco-friendly products, and improving standards of energy efficiency.

Tampere as a tourism destination

Tampere is the third-largest city in Finland and the largest inland centre in the Nordic countries. Located in southern Finland, approximately 170km (1,5 hours) away from Helsinki, the city is surrounded between two lakes Pyhäjärvi in the south and Näsijärvi in the north. Tampere has an area of 689km², from which 164km² is water. There are 200 lakes and ponds around the city and a total of 450 in the Pirkanmaa region, which makes it attractive for tourists to visit. Tampere has a population of 238 140 inhabitants in the year 2019, and 517,666 inhabitants in the Pirkanmaa region which is approximately 10% of the Finnish population. The population density of the city is 448 per square kilometre. The city was established in 1779, by Gustav III of Sweden, as a marketplace on the bank of the Tammerkoski rapids. Since then it has been an industrial pioneer as well as the centre of many important political events in Finland. For instance, in 1783 the first paper mill started operation as well as the first paper machine was engaged at the factory in 1842. Additionally, Finland's first cotton factory was established in 1820 by James Finlayson, which also became the country's first large scale industry establishment. Moreover, Finlayson's modern production facilities contributed to the lit of the first electric light in the Nordic countries in 1882. Nowadays, the city is part of the three most developed regions in Finland, as well as being the centre of leading-edge technology, research, education, culture, sport, tourism and business. According to Visit Tampere's studies, the city is the most attractive tourism and residential city as well as the most popular city for studying. Tampere is also known for its dynamic cultural life. Hence, the city is applying to become the European capital of culture in 2026. There are 24 mu-

seums offering varied themes including history, culture, modern art, technology, fashion and natural sciences. Examples of the most well-known museums in Tampere are Vapriikki museum centre which consists of ten different museums and exhibitions, the world's only Moomin Museum displaying illustrations by Tove Jansson, as well as one of the last museums dedicated to Vladimir Lenin. The city is also famous as being the theatre capital of Finland due to its variety of performing and dance arts. There are around 25 theatres facilities in the city that offer a vast variety of music, comedy, summer and festival theatre experiences. Tampereen Teatteri and Tampere Työväen Teatteri are the two main theatres located close to the city centre. In fact, one of Europe's most important festivals as well a premier event for international theatre is the Tampere Theatre Festival which is organized every summer. Tampere is also known for its symphony orchestras and music festivals (Tampere V. , The history of Tampere, 2020), (Tampere, 2019).

The city of Tampere is known for its magnificent views, lakes, public saunas and variety of museums. The city is part of the Lakeland region, which is the third most popular region in the country in terms of foreign visits for 2019 (Finland V. , Foreign overnights in Finland , 2020). According to the overnight statistics, for the year of 2019 Tampere received in total 807,000 visitors, of which 716,000 domestic and 90,700 international visitors. The top three visitors by country of arrival are Sweden with 12,600 travellers, Germany 8,600 and Russia 5,000 visitors. There were 1.2 million bed nights recorded in Tampere for 2019, of which 1 million nights were spent by domestic travellers and 187,000 nights by international visitors. As reviewed in figure 8, the number of foreign visitors in all accommodation establishments in the Tampere region has decreased with 9,2% in 2019 compared to the previous year. Additionally, the market share of Tampere out of total bed nights was 5.1%, out of domestic bed nights 6.3% and foreign bed nights 2.5%. From those overnight stays, 680,000 nights were spent by leisure visitors and 501,000 nights by business visitors both domestic and international. The accommodation sales sector has increased with 6% generating approximately 78.1 million EUR for 2019 (Visitory, 2019).

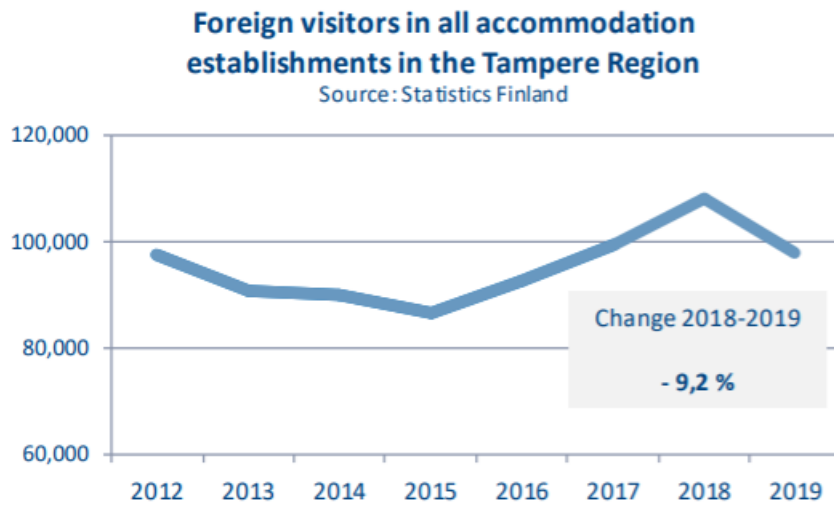


Figure 8. Foreign visitors in the Tampere region (Tampere B. , Companies, labour market and internationality in the Tampere City Region, 2020).

Tourism attractions and activities in Tampere

Tampere city offers a diversity of both natural and built tourist attractions. There are different varieties of cultural and leisure activities available for both local and international visitors. Särkänniemi theme park is considered as one of the main tourist attractions in the city that attracts around 1,100,000 visitors every year. Särkänniemi is also the second most popular amusement park in Finland. It features an aquarium, a planetarium, a children's zoo and an art museum. Additionally, the park includes an observation tower Näsinneula which is the tallest free-standing structure in Finland and second tallest in the Nordic countries at a height of 163 metres. The tower also includes a revolving restaurant which is 124 metres above the ground and a full rotation takes 45 minutes. Example of other sites of interests include Tampere Cathedral, which is a Lutheran church constructed between 1902 and 1907 by Lars Sonck. It is well-known for its frescoes, painted by Hugo Simberg. Additional tourist attractions include Tampere City Hall located on the central square is, Pynikki observation tower and café, Tampere city library Metso (wood grouse), Kaleva church and Tammerkoski.

Furthermore, Tampere city offers a unique tourist activity that cannot be found anywhere else in the country. For example, the Finlayson area has launched the first rooftop walk, where tourists can enjoy and experience the history and landscapes of Tampere from a different perspective. The walk is accompanied by a guide who provides the tourists with exceptional stories about the

city and its features. Additionally, Tampere is currently building a brand-new multipurpose arena that will accommodate different leisure-sports activities, concert and cultural events and business-related events. The arena is to be completed in 2021, along with a new Lapland hotel consisting of 285 hotel rooms and 350 restaurant seats. Moreover, the arena will have the capacity of 15 000 seats as it is estimated that it holds up to one million visitors every year, having over 50 concerts, cultural events and ice hockey games per year. In addition, the new arena is expected to generate up to EUR 13 million in tax revenue and create approximately 600 job places for the Tampere region (SRV, 2020) (Roof walk Finlayson Area, 2020).

Additionally, the city offers a vast variety of outdoor and recreational activities and camping. There are lots of city parks near the centre, where visitors can enjoy the warm weather while having a picnic, jogging and relaxing. For example, Hatanpää Arboretum park, famous for its rose garden, annual summer flowers and spice plants, is easily accessible and close to the city centre.

Accessibility

Tampere is part of the triangle formed by Finland's three major cities: Tampere, Helsinki and Turku. The city's strategic location allows it to be easily reached by different modes of transportations. It is easy to come to Tampere within two hours of travel either by car, bus, train or aeroplane. There are excellent road and railway connections to the city from all directions; for example, Helsinki, Turku, Oulu, Jyväskylä and Pori. Getting around within the city is possible by modern public transportation operated by Tampere city Transport as well as regional busses. Additionally, private car traffic, pedestrian and bicycle traffic are well-functioning and modern. Furthermore, "city-opas-map" is free of charge mobile application for Tampere and its region available in three languages: Finnish, English and Russian. Visitors can access valuable information about map services, tourism service providers as well as events in Tampere. Direct flights are available from major international cities such as Stockholm, London and Bremen. Tampere is ideally located in terms of traffic connections and travelling within the city is easy, which is a key characteristic of a well-functioning city.

Accommodation

Tampere city provides a wide selection of hotels, B&B places, apartments and camping areas. It has the capacity of 27 hotels, 3,200 hotel rooms and 6,800 beds. The average price for a room per night is 107.80 euros. Additionally, Airbnb and HomeAway capacity consists of 500 accommodation establishments, 410 apartments and 640 rooms (Visitory, 2019). In 2019, 1.2 million bed nights were recorded in the city. The variety of hotel includes 4-5 star modern and well-recognized brands. International hotel chains such as Scandic, Sokos and Radisson hotels offer high-class suits located in the centre of the city. Moreover, Courtyard Tampere city is a recently opened business hotel by Marriot which offers modern-designed accommodations with direct access to Tampere hall conference and concert centre.

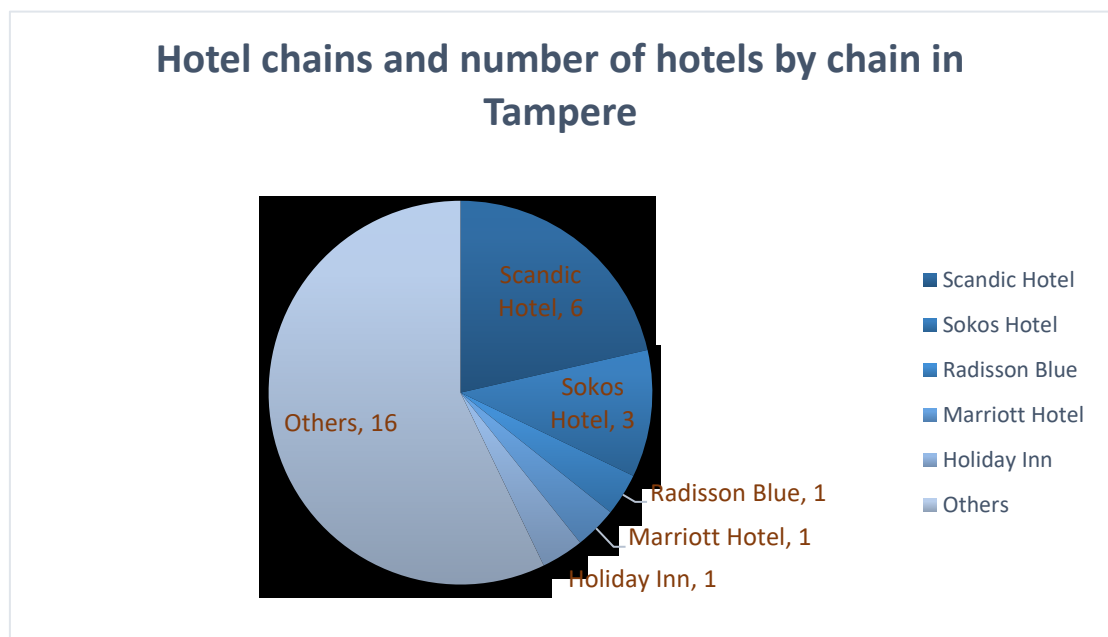


Figure 9. Hotel chains and number of hotels by chain in Tampere (Sources: Scandic Hotels, Sokos Hotel, Marriott Hotel, 2020)

Figure 9 illustrates the largest hotel brands located in Tampere city. According to the figure, there are six Scandic hotels followed by three Sokos and one Marriott Hotel. The section others represent a variety of hotels such as apartment and budget hotels, which facilitate the needs of domestic and international visitors.

Other various types of accommodation in the city are Airbnb places, hostels and B&B. For example, Dream Hostel and Hotel is a home of a world-renown hostel which has won international prizes and accommodates both domestic and international guests. It is located near Tampere Hall, within walking distance of the city centre. Another example is B&B Nostalgia which is in the middle of the countryside around 30 kilometres from the city centre, providing a different atmosphere for its customers. Additionally, there are a vast variety of Airbnb apartments and houses that have excellent location and facilities. Furthermore, the Tampere region offers various possibilities of cottages and camping areas, especially for the summer season. Most of the cottages for rent are located near a lake or in the middle of the forest and are easily accessible by public transport. Tampere is one of the major destinations in Finland for the development of accommodation sectors thus, all places are facilitated to accommodate the needs of the customers.

Pricing

Planning a travel budget is a valuable aspect when travelling to a destination. According to Budget your trip, based on the expenses of other visitors, and the average tourist spends around €118 (\$140) per day in Tampere. On average, past travellers have spent €26 on meals, and €47 on local transportation. Furthermore, the average hotel price in Tampere for couples is €128 per night. Figure 10 illustrates the cost of a one/two-week trip to Tampere for one or two people (Trip, 2020).

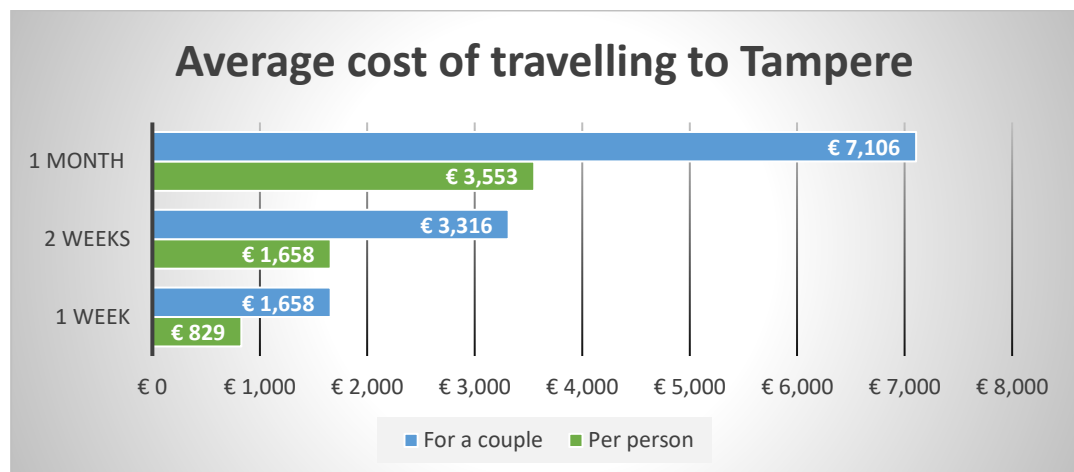


Figure 10. Average cost of travelling to Tampere [Adapted from (Trip, 2020)]

Local tourism businesses

Tampere is famous for the best place for tourism, events, trade fairs and congresses. The business sector in the city is a major factor that increases Tampere's attractiveness for business conferences and incentive trips to Finland. The goal of the city is to strengthen its position as an internationally attractive location for tourists, events and congresses. Tampere Convention Bureau (TCB) is a non-commercial service that promotes Tampere as a congress destination. It is part of Visit Tampere and draws potential international scientific actors to the city. Additionally, it provides information on Tampere as well as assistance in the planning and marketing of congress. Tampere is the second city in Finland after Helsinki in terms of international congresses. In 2019 there were in total 78 congresses organized in the city along with 10,468 participants (Finland B. , Congresses by city 2016-2019, 2019). One of the largest congresses organized in the city was held in 2018, when the Finnish Robotics Association together with Tampere University of Technology, co-hosted the European Robotics Forum. The congress attracted more than 900 participants and in total there were 1,200 visitors. In general, congresses have increased significantly in the city by attracting more than 9,000 participants in 2018 (Tampere V. , Tampere continues to thrive as Finland's second congress city, 2019).

Tampere Hall is one of the largest conferences and concert centres in the Nordic countries. It receives 605.500 visitors per year and organises approximately 900 events. Tampere Hall is also known for providing a home for the Tampere Philharmonic Orchestra and Moomin Museum (Tampere Hall, 2020). Additionally, there are several other congress venues and trade fairs in the city. For example, Tampere Trade fair is the second largest fair company in Finland engaged in organizing trade fairs and consumer events at Tampere Exhibition and sports centre. The first fair was organised in Tampere during 1950 where entrepreneurs presented and advertised their products. Since then It has evolved rapidly by attracting international exhibitors to Tampere as well as organizing huge fairs. Today, Tampere Trade Fair includes over 30 fair annual events, with the average exhibitors over 3,500 and approximately 150,000 visitors (Messut, 2020).

2.5.1 Tampere SWOT analysis

This following part of this research focuses on using the SWOT analysis tool in order to analyse Tampere as a tourism destination (Table 2). The SWOT analysis is a balance tool that aims to systematically map the strength, weaknesses, opportunities and threats of an organization. This specific tool will be used because it covers the present and future aspects as well as includes both positive and negative futures. Finally, the analysis considers the internal as well as external factor. Additionally, analyses are conducted based on the knowledge gained from primary and secondary research.

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Diverse natural and cultural resources • Safety and security • Accessibility • Congresses 	<ul style="list-style-type: none"> • Lack of awareness among international tourists • Air connections • Short stays • Location
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Increase in both domestic and international visitors in Tampere • Sustainability and Digitality • Tampere congresses and events district • Construction of new deck arena and tram 	<ul style="list-style-type: none"> • Competition from other destinations such as Helsinki, Turku. • Decrease in business travel due to covid-19. • Lack of clarity in roles • Rapid market changes

Table 2. SWOT analysis of Tampere

Strengths - According to Business Finland, Tampere has been one of the most appealing domestic destinations. With its various natural and cultural attractions such as lakesides, parks and museums, Tampere attracts thousands of visitors every year. Accessibility and safety are an essential strength of Tampere's attractiveness and tourism. There are smooth flight, rail and bus connections that serve both domestic and international travellers. Moreover, Finland is known to be one of the safest destinations in Europe to travel. Finally, the growing number of convention centres and congress in the Tampere region is a significant strength for the city in terms of revenue and employment impact. Congress delegates have a longer stay compared to the leisure travellers (5

days), as well as they tend to spend double more during their visit (Tampere B. , Strategic Objectives and Operational Guidelines, 2020).

Opportunities - Tampere region and environment are changing and growing rapidly each year. The city's tourism vision aims to become "The most interesting city of events and experiences in Northern Europe, known for its courage and sustainable growth" (Tampere B. , Vision and Mission, 2020). With the construction of the new deck Arena, tram and tourist attractions (cafe Katto), Tampere has significant chances to increase both domestic and international visitors to the city. Lastly, Visit Tampere organization is involved in the search for suitable digital platforms and systems which aims to make the process of booking, payment and e-commerce smoother.

Weaknesses - Short stays and limited air connections are some of the weaknesses that the author has found out. A great part of the leisure tourists arrives at the city by ground transportation and stay from 3 to 5 days. Additionally, travelling in large groups by air is not always possible, since most of the plane seats are booked by business travellers. Furthermore, most of the international tourists are not aware of Tampere as a destination before they arrive in Finland. Therefore, Visit Tampere's mission is to raise international awareness of the Tampere region and help developing tourism companies and communities grow (Tampere B. , Vision and Mission, 2020). By increasing the profile and image of the city, more international tourists will be interested to visit the destination before they arrive in Finland.

Threats - One of the major threats for Tampere is the competition from other destinations such as Helsinki and Turku. The capital city contains various sightseeing, tourist attractions, monuments and historical places that attract both domestic and international tourists. According to Visit Tampere, lack of clarity in roles is another challenge for the tourism management of the destination. The roles of partner companies and other stakeholders need to be clarified among the major changes in tourism and the expansion of the operating field (Tampere B. , Strategic Objectives and Operational Guidelines, 2020). Additional great threat to the tourism industry of Tampere is the impact caused by the coronavirus. The pandemic has affected negatively the cruise, hospitality and airlines industries around the world. Moreover, COVID-19 has led to the implementation of global travel restrictions and national quarantines. During the early stage of the COVID-19 outbreak, many countries have imposed restrictions on travelling and 75% have completely closed their borders for international tourism. According to UNWTO, most destinations around the world (53%) have started easing travel restrictions. Currently, Finland welcomes

leisure travellers from several countries where the coronavirus numbers have decreased. However, travellers are recommended to self-quarantine for 14 days upon their arrival in the country (Ministries, 2020).

3 Methodology

The main objective of this research is to define the benefits generated by tourism to Tampere city and airport in terms of revenue and employment. The research will be conducted by collecting theoretical information on TMP regional airport and Tampere as a destination. The theory part consists of research on airports specifically about their commercial operation and the area from where the main customers are attracted. Furthermore, the theory part reviews the alignment of existing tourism facilities, attractions and visitor statistics of Tampere in order to determine competitiveness and considering the feasibility of new developments.

The main method used in this study is the qualitative research method. It includes two main approaches: (1) case study and (2) action research. The qualitative methods were chosen as the main research method because it provides the opportunity to investigate an issue in-depth as well as researching ideas and feelings by using different approaches. According to Eriksson & Kovalainen (2016), qualitative research methods provide a better understanding of issues that have remained unclear in quantitative studies (Eriksson & Kovalainen, 2016).

Case studies are generally considered as intensive examinations of an individual or a minor number of examples. These examples can consist of a single case can be an event, a festival, an organization, a business, an attraction or multiple cases that focus on two or more individuals, business or organization (Brut & Semley, 2017). Moreover, Yin (2014) defines case study as “an empirical inquiry that investigates a contemporary phenomenon within its real-life context, when the boundaries between the phenomenon and the context are not clearly evident and in which multiple sources of evidence are used.” This research conducts a case study research of Tampere city and its airport.

Additional methods used in the research are measuring an airport catchment area method by Marucci and Gatta. The method was used in order to define the catchment area of TMP airport. Moreover, SWOT analysis methods have been used, in order to analyse Tampere city as a tourism destination. DEA methods are used in order to conduct a benchmarking of the operations of both TMP and TKU airports.

3.1 Primary and secondary data

Personal and in-depth interviews have been typically used as the primary data in case study researches (Eriksson & Kovalainen, 2016). The original idea of this research was to use a semi-structured and unstructured in-person interviews methods to gather data from key tourism industry experts. Due to the current circumstances, in-person interviews were not possible to conduct. Therefore, the author has replaced in-person interviews with online in-depth interviews. Online interviews are usually conducted via email, semi-structured in nature and involves multiple email exchanges between the interviewer and interviewee over an extended period (Meho, 2006). According to Denscombe (2003, p51.), the quality of responses gained through online research is much the same as responses produced by more traditional methods. Semi-structured and guided interviews usually consist of pre-design outline of topics, issues or themes that will be discussed during the interview. However, the interview can still have the possibility to vary wording and order of questions along with the tone of the interview which is conversational and informal. Additionally, it can be used to study both `what` and `how` questions. Probes or follow-up questions have been used in the online interviews in order to elaborate and clarify the question asked or to help elicit additional information. Moreover, unstructured (less structured) interview methods have been used in the research, in order to discover the attitudes and opinions of the expert group. Furthermore, the data has been gathered from specific tourism industry experts in Finland. According to McDowell, expert groups or “elites” are highly skilled, professionally competent and class-specific (McDowell, 1998). Interviewing an expert group method is chosen due to the large amount of valuable information that they can provide throughout their knowledge and experience in the industry. The main source of data is the interviews made with two representatives from Visit Tampere destination marketing organization which promotes Tampere as an attractive travel destination. Additional interviews were conducted with a Finavia/ Tampere-Pirkkala representative as well as a Visit Turku representative. Interviews and questions are further detailed with explanation in section 4 – Empirical Data Analysis.

Secondary data sources used in the research are literature reviews such as books, e-resources, articles in newspapers, statistics and reports. The literature used in the research was collected from the Library of Kajaani University of Applied Sciences, and digital materials from Lakehead University and Cape Breton University’s library sources. Examples of the main sources used are the International Air Transportation Association (IATA) and Airport Council International (ACI).

The main information on Finavia and Tampere was collected from their original webpage www.finavia.fi and www.visit.tampere.fi. Additionally, official and reliable sources have been used in presenting the statistical data, tables and graphs.

Furthermore, there are several methods to analyse qualitative data. The most used methods are content analysis, narrative analysis, discourse analysis and grounded theory (Methodology, 2020). Content analysis methods have been used in this research in order to analyse the data collected. This method is used to analyse documented information in the form of text, media, or even physical items. Additionally, content analysis is usually used to analyse responses from interviewees.

In conclusion, the main research methods used in this research are qualitative research methods, along with the case study approach as the main research strategy selected for this paper. Additional methods used during the research are SWOT analysis, DEA, and defining an airport catchment area. Finally, sources used as primary and secondary data are interviews, questionnaires, books, journals and e-resources.

3.2 Validity and reliability

Validity and reliability are commonly used concepts to evaluate the quality of research. Validity relates to the “accuracy and truthfulness of scientific findings” (Brink, 1993). A valid study should demonstrate that the results truly measure what they are supposed to measure.

Regarding the validity of the thesis, the research measured what it was supposed to measure which is the benefits of tourism to Tampere city and airport. Additionally, the online interviews and secondary data sources were the appropriate tool for this research to measure the contribution of tourism to Tampere’s economy and development. The research has covered significant concepts related to the topic.

Reliability refers to “the consistency, stability and repeatability of the informant’s accounts as well as the investigators’ ability to collect and record information accurately” (Brink, 1993). The measurement is reliable, if the same results, can be consistently achieved by using the same methods over repeated testing periods.

When evaluating the reliability of the thesis, the most appropriate tool to measure the subject of a study was online interviews. In order to increase the reliability of the questions and results, all the questions were verified with the coordinating professor before sending them to the respondents. However, it is important to consider that some of the respondents might not have provided reliable and accurate responses. For example, all the respondents are working in the tourism field, where their main purpose is to promote the destination and attract people to it. Therefore, they might have failed or not noticed the negative effect of tourism to the destination and locals. When evaluating the reliability, it is also important to consider the fact that some of the responses were missing and only four people were interviewed.

4 Empirical Data Analysis

This section covers the empirical research process of this thesis. This chapter also describes the results received from both primary and secondary data through different methods such as online interviews and desk study.

4.1 Primary data findings

This chapter provides the findings from the online interviews sent via email during weeks 26-36 in 2020. The interviews were conducted with 4 experts in the tourism industry in Finland. The data is presented in forms of tables, graphs, figures and explained in detail. The analysis of interview data was conducted during weeks 27-30 in July 2020. The main purpose of the interviews is to collect insightful information about the tourism in Finland from industry experts.

VISIT TAMPERE

The first interview was conducted with an industry expert from Tampere, in order to find out more about the impacts of tourism. The survey was sent via email to Turo Leppänen who is a senior Specialist, business intelligence at Visit Tampere Ltd. The following text is the list of the questions and answers:

Economic impacts of tourism to Tampere

Question 1: How much was the revenue generated by tourism in Tampere for the year 2019? GDP?

Answer: According to the answer of Mr Leppänen, the only reliable and continuously available data in terms of revenue generated by tourism is the accommodation data revenue. Therefore, the following figures 11 and 12 represent the accommodation statistics of Tampere as well as Tampere region/ Pirkanmaa for the last 7 years. As presented in figure 11, In 2019, the accommodation sector generated a revenue of 78.1 million euros which is a 6% increase in sales compared to the last year. The average prices per night are 66.10€ and per room 107.50€. The following statistics are based on registered accommodation facilities such as hotels, motels, guest

houses, holiday villages and campsites. An establishment with fewer than 20 beds or caravans lots with an electrical connection point is excluded.

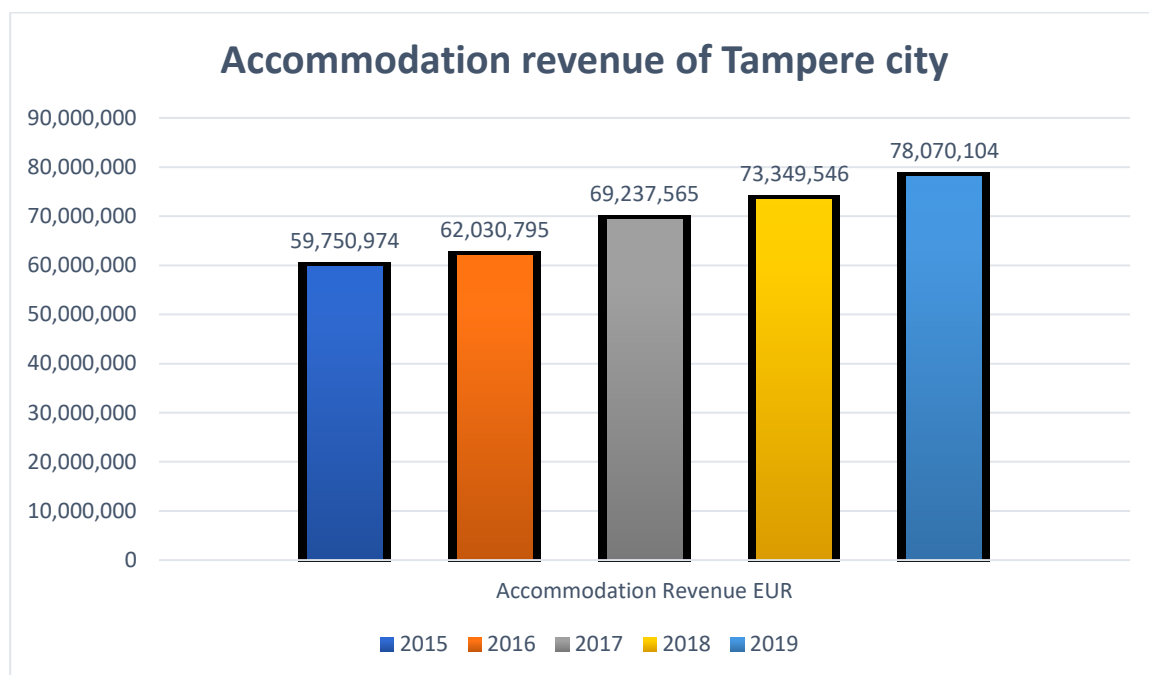


Figure 11. Accommodation revenue of Tampere city (Adapted from Turo Leppänen)

Furthermore, in 2015 the revenue generated by the accommodation sector for the whole Tampere region/Pirkanmaa was 15.2 million euros (Figure 12).

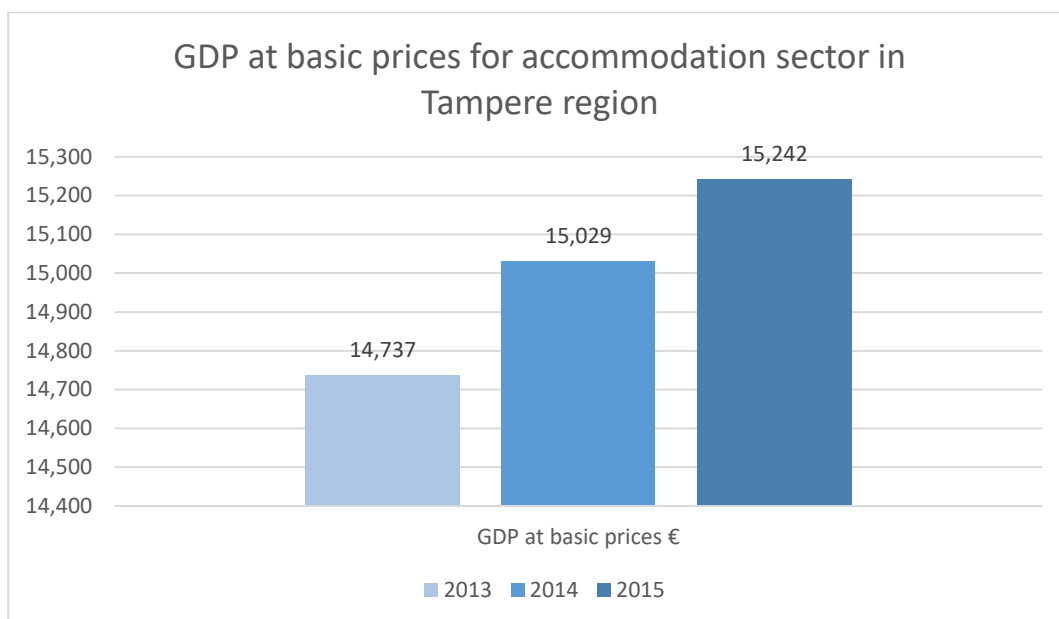


Figure 12. GDP at basic prices for accommodation sector in Tampere region 2013-2015
(Adapted from Turo Leppänen)

In addition, table 3 illustrates in detail the revenue generated by tourism for the Tampere region in 2017. The total revenue generated by the tourism sector in the region for 2017 was €668 million. The accommodation and food services sector generated the highest share of €340 million, followed by the fuel sales and retail, and the recreational sector.

	Tourism income	Person /year	Salary income	Personal tax revenue
Fuel sales and retail	261 M €	762	23 M €	3,3 M €
Accommodation and food services	340 M €	2 245	65 M €	9,3 M €
Transportation Services	23 M €	171	7 M €	1 M €

Recreation and other services	43 M€	227	7 M€	1,1 M€
Total	668 M€	3 406	102 M€	14,6 M€

Table 3. Direct tourism income, employment rate and tax income of Tampere region/Pirkanmaa

Question 2: What is the estimated average spending of tourists while visiting Tampere? For example, average spending per visitor for lodging, restaurant, groceries, gas and oil, recreation and other.

Answer: According to “Budget your trip”, the average daily price that tourists spend in Tampere is around €118. The data is based on the expenses of past travellers to the city. A vacation to Tampere for one week usually costs around €829 for one person and €1,658 for two people. (Trip, 2020). Table 4 illustrates the estimated travel costs in Tampere in terms of accommodation, food, transportation and other sectors.

Accommodation Hotel or hostel for one person	Accommodation Typical double-occupancy room	Food Meals for one day
 €64	 €128	 €26
Local Transportation Taxis, local buses, subways, etc.	Entertainment Entrance tickets, shows, etc.	Alcohol Drinks for one day
 €47	 €19	 €8.83

Table 4. Estimated travel cost to Tampere (Trip,2020)

Social impacts of Tourism

Question 3: Employment rate and number of jobs created by tourism in Finland and Tampere?

Answer: In 2018, the tourism industry in Finland employed 142,100 people, which is 5.5 percent of all employed people. Tourism also provided employment to young people, who account for 30% of the sector's employees. Food and beverage-serving industry accounted for 50% of employed people, followed by passenger transport (25%), cultural, sports and recreational industry; travel agencies (14%) and accommodation for visitors (11%).

Regarding Tampere, the tourism industry employed a total of 3 406 people in 2017. On the other hand, the number of people employed by the tourism industry in the whole region in 2015 was 12,250 persons.

Question 4: Is there a change in household income?

Answer: According to Finland statistics, there has been an increase in the economy in Finland in 2018. The gross value added (GVD) has increased in most of the provinces, especially in Central Finland. The economy of the Tampere region/ Pirkanmaa has increased by 2% for 2018. Moreover, the service industries including, for example, retail trade, accommodation, food services, financial and insurance activities, public administration and healthcare in Finland generated the most GVD. Finally, employment development in 2018 was positive for all provinces. The strongest employment growth was in the three largest provinces Tampere/Pirkanmaa, Uusimaa and South-west Finland (Finland S. , Economy grew in most of Finland's provinces, 2019).

Question 5: What is the residents' attitude towards tourism?

Answer: According to Mr. Leppänen, the overall attitude of the residents in Tampere towards tourism is positive. Additionally, there have not been any problems with over-tourism in the city so far.

Business vs. Leisure tourism in Tampere

Question 6: Which one of them (business or leisure travel) is more profitable and receives more visitors?

Answer: According to the information provided in table 5, the total share of leisure overnight stays in the Tampere region/ Pirkanmaa, was 62.4% and the share of the business overnight stays was 37.6 % for 2019. In general, for the past 5 years, the domestic leisure travel in Tampere has generated the most profit and visits for the region in terms of domestic visitors. For example, in 2015 domestic leisure tourism generated 547 million euros and other domestic tourism demand such as compensated business trips generated a profit of 122 million euros. On the other hand, from the international visitors' side, the most profit, as well as overnight stays, have been generated by business travellers with 57.2% share.

Pirkanmaa RE All Establishments	Total		Domestic		Foreign	
	Leisure – share of nights (%)	Business – share of nights (%)	Leisure – share of nights (%)	Business – share of nights (%)	Leisure – share of nights (%)	Business – share of nights (%)
2015	61.8	37.1	64.8	34.0	41.8	57.4
2016	59.7	40.3	63.2	36.8	37.6	62.3
2017	61.3	38.7	64.4	35.6	42.3	57.7
2018	60.3	39.7	63.9	36.1	40.6	59.4
2019	62.4	37.6	65.6	34.4	42.8	57.2

Table 5. Business and leisure share of overnight stays in Tampere region 2015-2019 (Adopted from Turo Leppänen)

Question 7: Could you tell me more about the business tourism part (meeting, congresses, events)?

Answer: According to Visit Tampere DMO the business part of tourism has a great impact on the city. The congresses, meetings and events are particularly significant to the international reputation of the city as well as the image of the local university. As Tampere is the second-largest congress city after Helsinki, the congresses held there bring in a great number of participants and

profit. According to a study by the Finland Convention Bureau, the revenue generated by congresses in 2018 for the city was more than 12 million euros. Moreover, each congress visitor leaves the city with an average of 1,340 euros which is five times more than the revenue impact of leisure tourists. Additionally, congresses bring benefits to the local researchers and top experts by giving them the opportunity to present their work internationally as well as create an international network.

Environmental impact of tourism to Tampere.

Question 8: What is the environmental impact of tourism on the city? What measures does Tampere city take to minimize the negative impact of tourism? Are there any wildlife and human/wildlife conflict monitoring?

Answer: According to the answer, Visit Tampere is developing a data hub or bank that would help the local tourism companies to reduce their carbon footprint. Additionally, there is a sustainability program for the partner companies of Visit Tampere.

Market demand analysis

Question 9: Could you suggest an example of future tourism trends in Tampere?

Answer: According to the answer of Mr Leppänen, an example of future tourism trends in the city is sustainability, digital transformation, rising demand for trips in the own region and elsewhere in Finland. Moreover, many international events are predicted for the future as the new arena starts operating.

Question 10: Do you have any forecasts and analysis of the demand for the destination?

Answer: According to the answer, Tampere is one of the most popular places in Finland. Moreover, the position of the city will most probably be strengthened in the aftermath of COVID-19 crises when people are looking for a safe destination that combines nature with vibrant city life. Additional post crises predict includes an increase in international visitors due to the new arena and many other ongoing projects.

The role of Tampere-Pirkkala airport to tourism

For this part, the questions were sent via email to a second representative of Visit Tampere. An interview was conducted with Marja Alto Senior Specialist in aviation. The following questions were asked:

Question 1: What is your opinion about low-cost and traditional carriers flying to Tampere such as Ryan Air, Air Baltic and SAS? Do they bring in many tourists (what type of tourists -leisure/business?)

Answer: According to the answer, TMP airport has an important role in serving local outgoing travelling and special focus on business travellers. Annually, over 300 destinations can be reached from TMP with only one transfer flight. Around 65-70% of all seats are sold to Finnish travellers. The main international incoming traffic to the city comes mainly from Sweden and Germany and most of those travellers are travelling on business purposes (Figure 14). Due to the lack of a valid border survey, there is no exact information on how many international air travellers arriving in Tampere by air are travelling for leisure purposes. However, it is sure that the vast share is by business travellers. Ryanair is the only real low-cost carrier flying to TMP out of the mentioned airlines. Along with marketing actions, Visit Tampere has managed to raise the share of incoming travellers with Ryanair flights up to 4% of Ryanair total carrier passengers. Additionally, Air Baltic and SAS are traditional network carriers, whereby Air Baltic may be considered partly as a hybrid airline, as they do offer lower price airfares for leisure purposes.

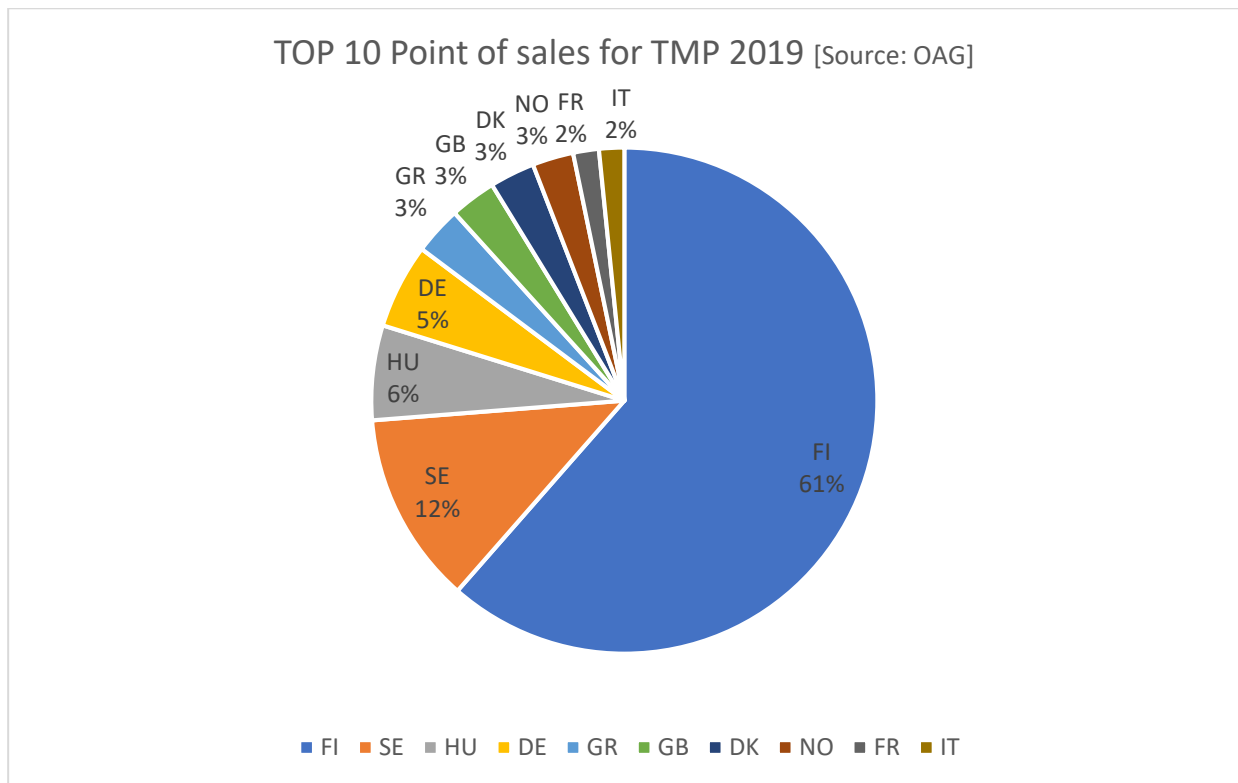


Figure 13. Top 10 point of sales for TMP in 2019 (Adapted from OAG, 2020)

In addition, TMP airport differs from other regional airports in Finland with its services and strategy. Selection of its traffic is based on HUB-strategy where three main carriers are offering services to their networks via Helsinki-Vantaa, Riga and Stockholm Arlanda (Figure 15). This strategy serves best to the economic life and companies in the region. It is vital for the local businesses that TMP airport offers easy and quick access to the airline's network. According to recent statistics, 71% of all carried passengers at TMP are travelling via HUB airport and 29% are travelling directly to their destination (Figure 16). Tampere-Pirkkala airport is the most international regional airport in Finland with 94% (2019) of all its travellers being international.

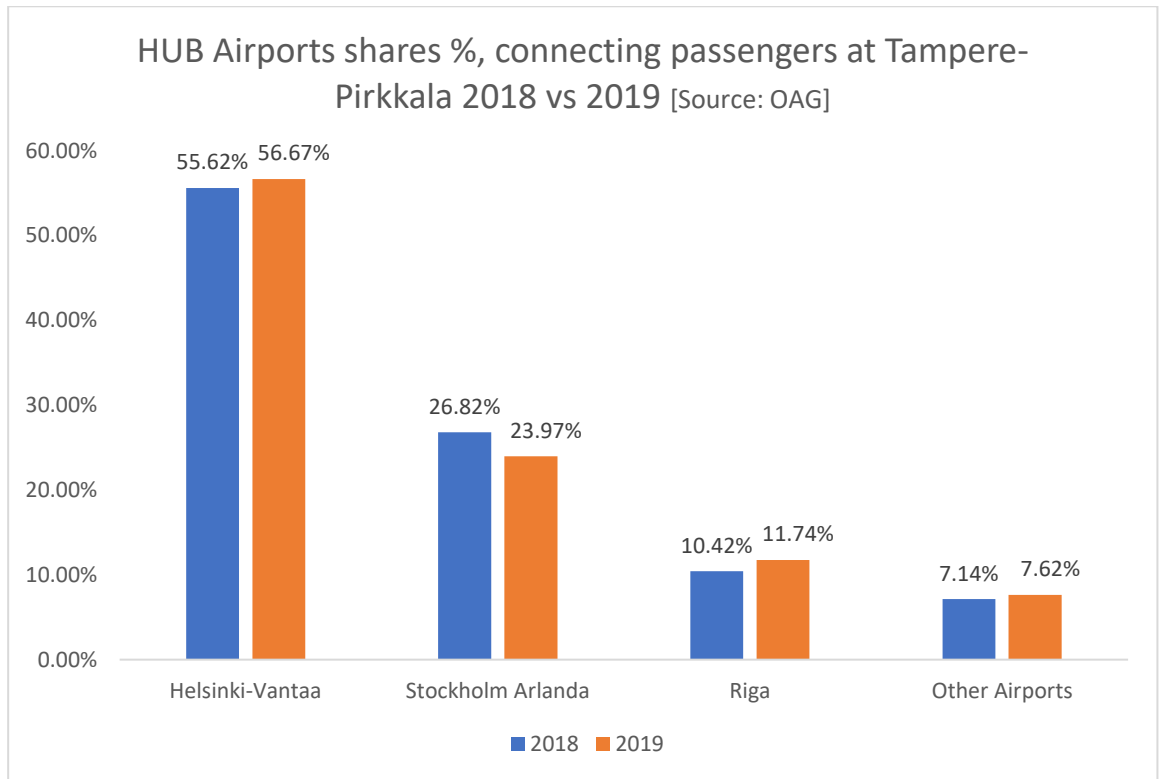


Figure 14. HUB airports %, connecting passengers Tampere-Pirkkala 2018 vs 2019 (Source: OAG)

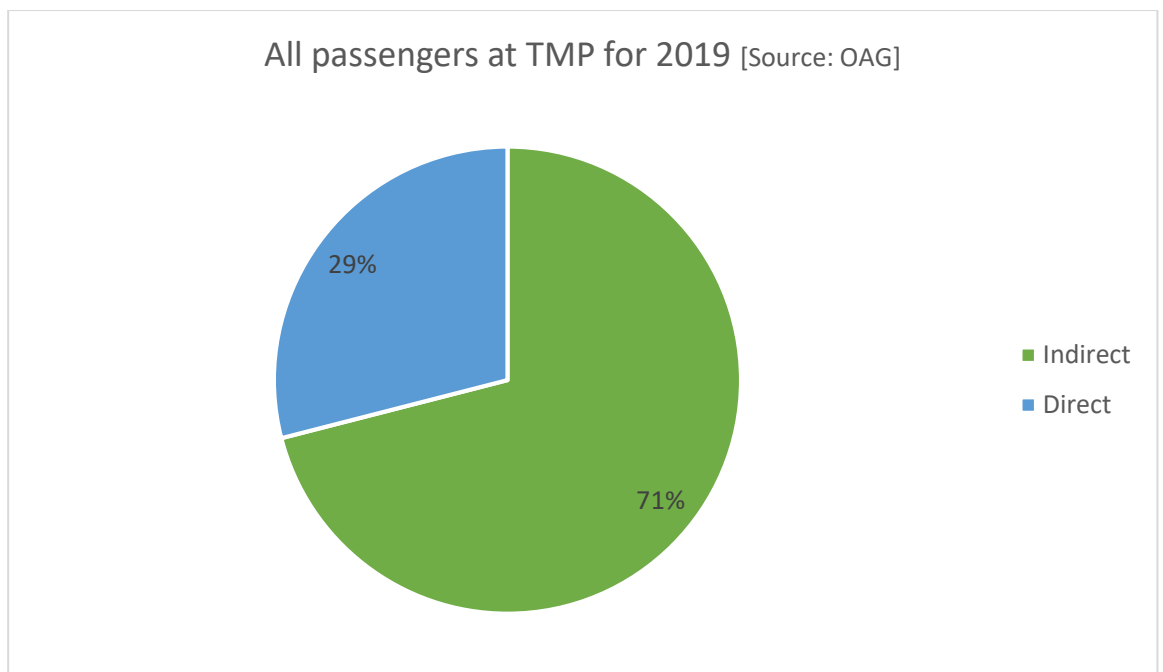


Figure 15. All Passengers at TMP for 2019 (Adapted from OAG)

Question 2: Do you have information if Finnair brings many international tourists (from Asia, Europe, MEA) on Finnair flights?

Answer: According to the reply, Finnair carries most of the Tampere region international tourists globally. However, most of these tourists are flying to Helsinki first and visit Tampere by ground transport (train, bus, rental car). Moreover, the Visit Tampere organization is working on attracting more passengers to fly directly to Tampere via Helsinki. Yet, many of the tour operators are planning their Finnish packages based on flights to Helsinki and bus transportation to Tampere. Additionally, it is difficult to reserve seats on HEL-TMP flights especially for groups, because most of the seats are taken by business travellers.

Question 3: Does Tampere have any marketing co-operations with those carriers?

Answer: According to the answer, Visit Tampere is doing marketing co-operation and campaigns together with all airlines operating to TMP airport. Moreover, marketing campaigns are mainly under the regional development umbrella. When Visit Tampere DMO is doing regional destination marketing, they take all air connections under consideration as well as mention them in a proper context. Additionally, the organization is using airline channels for destination marketing such as inflight magazines articles as well as international print media (Appendix 1). Furthermore, currently due to the COVID-19 situation there are much fewer collaborations with airlines. However, they predict to have more marketing co-operations once the situation improves as well as the flights are re-launched.

Interview number three was conducted via email with a representative of TMP airport. The questions were sent to Teemu Soininen who is a service manager at Finnair and expert in the Tampere region. Following is the list of questions and answers.

Question 1: Could you tell me how many people are employed at the airport?

Answer: currently Finnair has employed 32 people

Question 2: Could you tell me about passengers' figures in detail? For example, passengers per destination, share of Finnish vs. International passengers. Business/Leisure travellers.

Answer: Before the pandemic, TMP airport had around 70% business and 30% leisure travellers.

Question 3: What is the catchment area of Tampere-Pirkkala airport?

Answer: According to the answer, TMP airport attracts passengers from approximately 350-400km around it.

Question 4: Has/will the closure of Helsinki-Malmi (EFHF) impact EFTP/TMP?

Answer: According to Mr. Leppänen, two aviation training organizations have already moved all or some of their operations and staff to EFTP.

Question 5: What is the competition between TMP and TKU airports? (Attracting low-cost carriers etc.)

Answer: According to the reply, TMP and TKU airports are offering similar services, therefore there is no competition between them. In fact, it is the regions that are competing in order to attract low-cost carriers and traditional carriers.

Question 6: Anything else you want to say about TMP/EFTP?

Answer: It is important to distinguish the three customer segments that the airport is serving:

- Passenger aviation
- Pilot training and aviation education
- Military aviation

Finally, interview number four was conducted with Olga Henriksen representative from Visit Turku DMO. In order to analyse and compare Turku versus Tampere, the following questions were asked:

Question 1: Business vs Leisure travel in Turku. Which one (business or leisure travel) is more profitable and receives more visitors?

Answer: According to the answer from Olga Henriksen, both business and leisure travel are important for the city as they both bring many international visitors. However, leisure tourism has a major share than the business one due to the variety of attractions in the region. Yet Turku attracts several business travellers every year due to large international companies such as Meyer

shipyard and Bayer pharmaceutical company which organize international congresses. In addition, large scientific congresses are organized annually in the city that attracts additional business visitors.

Question 2: What is your opinion about low-cost carriers/ hybrid flying to Turku such as Wizz Air and Air Baltic? Do they bring in many international tourists (leisure or business)?

Answer: According to the answer, Air Baltic and Wizz Air low-cost carriers are doing successful cooperation with the Turku region already for years. Moreover, before COVID-19 pandemic the number of flights from Turku was constantly growing. Flights such as Turku-Gdansk have been operating for 10 years and brought many leisure travellers. Moreover, Wizz air has recently started to operate a new route between Turku and Larnaca, Cyprus which is a popular summer destination. The overall experience and opinion of Visit Turku about both low-cost carriers are positive and satisfying.

Question 3: Finally, I would like to ask about the surrounding areas, for example, the archipelago. Are there any international visitors who do not come with their own boats, but by plane? Especially about Naantali.

Answer: According to the answer, most of the travellers arrive by plane, train and by car. Many of them combine visiting Turku and the Archipelago in the same trip. Usually, the first stop will be in Turku, travelling later to the Archipelago by bike or car. Additionally, there are several boats/ships operators such as Ukkopekka, that brings visitors from Turku centre to some of the islands. The famous Naantali town located just 16km from Turku is easily accessible by car, boat, bus or bike. In general, visitors do not need their own boat in order to visit the archipelago, even though there are some international visitors who visit the place with their own boats from abroad.

5 Conclusion

Tampere is an attractive destination that offer variety of natural and cultural tourism attractions. Moreover, Tampere is the second-most growing region in the county, as well as a capital of culture, theatre and congresses in Finland. Every strong growing economic area needs excellent air connections and accessibility. Hence, the main purpose of Tampere-Pirkkala airport is to provide both outgoing and incoming air traffic as well as improve the region's competitiveness and growth.

The main research question in this thesis was: What are the benefits of tourism to regional airports and businesses in Tampere? The sub-questions were: How does TMP operate? How strategic is the location of the airport and from where it attracts the main travellers? Which is TMP's major competitor and how do they differ from each other? What is the current tourism situation and what are the tourism products of Tampere city?

This study was qualitative case study research about Tampere city and airport. The main method used in this study was the qualitative research method. The primary data was collected via online interviews, while the secondary data was retrieved from books, articles, reports and e-resources. The collected data was used for comparing the performance of Tampere-Pirkkala airport with a similar regional airport – Turku airport. Additionally, the data collected was used to conduct a SWOT analysis of the current tourism situation and products of Tampere city.

The results of the study on Tampere display that tourism has been beneficial to the city's economy in recent years. The total revenue generated by tourism has amounted to about €668 million for several successful years. The most revenue was generated by the accommodation and food sector, followed by fuel sales and retail. Furthermore, the tourism cluster in Tampere provided employment for 3,406 people in 2017, and for the whole region, the total employment reached 12,250 people. Additionally, tourism has a significant effect on other sectors, such as construction, transportation and commerce. In 2015, the direct gross added value generated by tourism was approximately €15 million. In 2019, there were 1 million overnight stays of domestic tourists and 178,000 foreign tourists in Tampere. Sweden was still the most important market. The major growth was reported from the German market (+14%).

In addition, the results of the study show that the business share of international travellers to Tampere is larger than leisure. The reason behind it is the fact that Tampere is the second city in Finland with regards to international congresses. Therefore, the revenue and employment impact of the congress and business-event sector is significant for the city. In 2019 there were in total 78 congresses organized, which attracted around 10,468 participants. Visitors to a congress have a long stay relative to leisure travellers, and a congress delegate spends around €1,340 during the visit.

Furthermore, the results of the study on Tampere airport illustrate its importance to the region's economy. The airport is a major connection point to Europe, providing a significant travel experience. Moreover, the airport is a joint airfield, which serves both civil and military aviation. TMP airport is the 9th busiest airport in terms of passenger numbers in Finland. The total number of passengers at the airport in 2019 was 222,930, from which 87,006 were domestic and 135,384 international passengers (Finavia, Passengers by airport 1998-2019, 2019). It is located approximately 17km from the centre of Tampere and is easily reached by different transportation connections. The main carriers at the airport – Finnair, SAS and Ryan Air offer services to their networks via Helsinki-Vantaa, Riga and Stockholm Arlanda.

Additionally, regional airports contribute significantly to the local travel experiences. For example, it is easy and flexible to travel from the nearby airport because the distance from traveller's home to the airport is significantly short. Travellers can spend more time at home and less time travelling to the airport. Moreover, security checks, as well as other queuing at the airport, are shorter than at national airports. By flying through regional airports, passengers also minimize their negative impact on the environment because of the reduced road traffic.

Data interpretation and recommendation for further study

According to the author, it is exciting to gain extra knowledge of the tourism insights of Tampere. Therefore, the author recommends conducting surveys/interviews with both leisure and business travellers to Tampere in order to find out why they choose to visit the city in first place. Additionally, it will be interesting to investigate the impacts of COVID-19 on tourism and business travel in Tampere. As the pandemic crushed the global economy, political, and socio-cultural system, it will be interesting to find out how Tampere has reacted to the pandemic, and what type of measures have been adopted.

Recommendations to the commissioning company

According to the data collected from the primary and secondary sources, the domestic leisure travel in Tampere is higher than the international one. In terms of international travel to the city, most of the travels are made for business purposes. The revenue and employment impact of congresses and the business-event sector is significant for Tampere. Business travellers stay longer compared to leisure travellers (5 days) and spend more money than average tourists. According to FCB Delegate Survey 2016, a single congress delegate spends EUR 1,340 during the visit. While a leisure traveller's average spending is around EUR 824. Therefore, the author recommends the commissioning company to cooperate with ground transport providers such as bus and train companies when focusing on leisure travellers to Tampere. Leisure tourists who prefer flying to TMP are mostly FITs. While on the other hand, huge groups of tourists usually arrive in Tampere by bus/train from Helsinki. Therefore, having cooperation with VR and bus companies will be beneficial since most of the international visitors arrive in the city by ground transportation. Moreover, another recommendation to Airtouch will be to increase its focus on the business segment, as it has a huge impact on the economy of Tampere, and it is the main segment that uses air transportation.

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Appendix 1

TAMPERE. FINLAND

Destination Tampere Region – the gateway between Europe and Finland

2nd international airport in Finland
Over 300 connecting flights via Helsinki, Stockholm and Riga
The new city district, Tampere Deck, will further improve the excellent connections to the rest of Finland
Tampere will apply to become the European Capital of Culture 2026

2h
3h

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TAMPERE. FINLAND

Destination Tampere Region - A dynamic city of growth

Meet us at Routes Hannover.

Constantly growing
The sun's favorite city, Tampere, is one of the fastest growing regions in Finland – it attracts an average of 4,000 new residents every year. The number of people living in the Tampere region is 360,000, and the area has already attracted an impressive 24,000 companies. In 2040, the Tampere city region is expected to have half a million residents.

New Arena
Finland's largest multipurpose arena will be completed in 2023. A world-class arena, dedicated to sports and culture, is being built in the heart of Tampere. The arena will offer entertainment for up to 15,000 people, only 3 minutes from the railway station. The arena, along with its restaurants, bars, hotel and casino, will offer unforgettable experiences all year round.

Easy Access
25 of direct flights within a 300 km radius of Tampere and the new city district, Tampere Deck, will further improve the excellent connections to the rest of Finland. Tampere is also globally reachable: Tampere-Pirkkala airport, only 17 minutes away, offers over 300 connecting flights via Helsinki, Stockholm and Riga.

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TAMPERE. FINLAND

Destination Tampere Region – Experience the magical Midsummer

Nightless night
Midsummer ("juhannus") is celebrated for the light, summer – and nightless night. It is the longest day of the year, and Tampere has virtual daylight around the clock. The best place to experience the nightless night is a cottage near the forests and lakes. For example, Mökkiavain and Lomarengas offer cottages for rent all around the Tampere Region.

Myths and bonfires
Midnight Sun mythology is a well-known part of Finnish folklore. A popular belief has to do with a young maiden collecting seven flowers under her pillow on Midsummer night, resulting in her future fiancé appearing in her dreams. In the olden days, bonfires ("koko") were lit during Midsummer to keep evil spirits away. In Tampere you can see a bonfire on Vikinkaari Island.

City festivals
Many events are held in Tampere during Midsummer weekend, for example Valtteri city festival. Parties often stretch into the wee hours, simply because it's hard to tell when the night ends and a new day starts. Another reason for spending Midsummer in the city is the unique atmosphere: cities are virtually empty, and roaming the streets all alone is an exceptional feeling.

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VISIT TAMPERE BUSINESS TAMPERE

TAMPERE. FINLAND

Destination Tampere Region – where the mind relaxes

Coffee and Chocolate
As the nights are getting colder, we Finns need something warm and sweet. Luckily, the Tampere-based roasting factories create amazing coffee. Catch the local taste in coffee shops like Tampereen Paistinos, Mokka-kammarit, or Pirkanmaan Paahtimies. Dammberg Chocolate Shop is situated in Lempäälä, 17 km from Tampere. They produce more than 800 different articles of chocolate.

Sauna and Swimming
After a sauna bath and winter swim you'll almost feel born-again. Enjoy the dim light, hot steam – and then dip yourself into cold water. Paradoxically coldness warms you up. There are over 30 public saunas in the Tampere Region for anyone to enjoy this relaxing combination of hot and cold. Be careful though – you might end up totally hooked to the hormone boost and the afterglow of winter swimming.

Lights and Views
From October until March, the streets of the Tampere city centre are illuminated with hundreds of lights. The best – and most romantic – place to admire the illuminated city is the landmark of the city, Niborenda Observation Tower. Rising to 168 meters, from the tower you get to enjoy the view over the two surrounding lakes, most of the city and some of the neighbouring towns, too.

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