Tampere - All Bright! Ambassador network – an international place branding tool

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ABSTRACT

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Place branding has become an essential part of regional development strategies and it has been recognized to be a significant part of different international marketing activities of a city or a region. The international marketing activities have been concentrated in investment promotion as well as tourism attraction. In recent years, talent attraction has developed to be a more and more important part of the international marketing strategy of a city and therefore it has influenced the development of new and non-traditional marketing tools and methods. Place branding is no more leaning on traditional marketing but it has introduced the importance of connections and networks as modern marketing methods. Word-of-mouth and relational branding are new phenomenon which could be utilized as a branding tools even to a greater extent. An ambassador of a place gives a face and new a channel for place branding tool box as well as it can be converted to become a regional development tool as well.

The objective of this thesis is to define the most important motivational factors that influence potential ambassadors to join the case company's ambassador network and which are the motives that influence the ambassadors in long term to promote the city region on their own channels and networks. This thesis will provide a clear framework of the motivational factors which can be utilized in strategic planning of an ambassador network in place branding context. In addition to the motivation framework the outcomes of this thesis are the suggestions for the Tampere – All Bright! Ambassador network for its future development process. This study was conducted by using qualitative research and benchmarking methods.

The theoretical part of this thesis consists theories of branding, place branding, network management, social capital and human motivators. These theories are combined to establish a theoretical framework for this study and to provide the possibility for the researcher to analyse the ambassador networks from human perspective as well as from modern marketing perspective. The theoretical part consists of confidential information of a research for the commissioner and information of a development project which results are partly used in this study. With the help of this study, the commissioner has the possibility to develop the Tampere – All Bright! Ambassador network as a long term place branding, international marketing and a regional development tool.

Key words: Place branding, Ambassador networks, International marketing, Marketing, Networks

CONTENTS

1 INTRODUCTION

Building the attractiveness of a city and especially strategic building of a city brand has increasingly augmented its value among the marketing departments of cities and regions. Branding has generally been considered particularly a marketing concept in the business world. At present, city regions all over developing countries try to lift their profiles internationally in order to become more attractive among international investors, tourists and even professional talents. Tightened economic competition between cities has forced the city regions to profile themselves to differ from others and to think about new ways of international marketing. City branding is here to stay and global competition between countries has changed marketing strategies for good. Countries have to think about how to succeed and prosper on global battlefield so that their business environments and tourism attractions are seen as the most attractive ones.

Simon Anholt states that brand value is part of the very foundations of competitiveness in free marketplace, and slight variations are to be found in education, in politics, in industry, in labour market and throughout the public sector. Anholt also suggests that branding is a tool for commercial, cultural and economic development. (Anholt 2005, ix)

Country branding, or nation branding, is infinitely more complex than product or service branding. A country's image influences on people's decisions in relation to purchasing products or services from that country. (Kotler et al. 2012, 547)

With regard to branding a city, a region or a country, networks have become a valuable asset for businesses and brand marketing. In today's world, businesses have much poorer survival chances without networks in changing global business environments. The same paradigm is seen in place branding. Anholt states that country branding occurs when public speaks to public; when a substantial proportion of the population of the country gets behind the strategy and lives it out in their everyday dealings with the outside world. (Anholt 2005, 19)

Marcus Andersson and Per Ekman have explored ambassador networks as a place marketing and place development tool in their research study in 2009. Their findings about using ambassador networks in international marketing of a place were very encouraging and their data offers us tools for branding cities and city regions more efficiently. They

bring out the value of word-of-mouth effect to influence others through their networks and relationships. It is not only a cost effective marketing tool, but also even more effective when it comes to building a positive image and influencing target groups. (Andersson & Ekman 2009, 43)

Anholt has made the same discovery in country branding and he asks: "How often, for example, have we completely changed our minds about a country simply because of one good friend who comes from there, or one clever business associate?" (Anholt 2005, 119)

Ambassadors give a credible testimonials of their countries, cities of origin, their universities, culture, language and even businesses. This thesis will examine how ambassador networks can be used as a place branding tool for Tampere city region in Finland and especially what the motivational factors influencing potential ambassadors to take the role of a brand ambassador are. This thesis will introduce the ambassadors' motivational factors found in the research on becoming a Tampere - All Bright! Ambassador as well as factors which motivate the ambassadors to participate in international marketing activities in long term for the benefit of the city region of Tampere.

This research is done by the request of Tampere Region Economic and Development Agency Tredea Oy (commissioner) which launched the Tampere - All Bright! Ambassador network in May 2015. Tredea Oy is a non-profit organisation which is owned by the city of Tampere and seven other surrounding municipalities (Kangasala, Lempäälä, Nokia, Orivesi, Pirkkala, Vesilahti and Ylöjärvi).

1.1 Background of the thesis

Tampere Region Economic and Development Agency Tredea Oy, hereafter referred to as Tredea, was created in 2009 as a result of a mutual understanding between the city of Tampere and the surrounding municipalities that international awareness of the city-region needs collaboration between municipalities and targeted actions. During the last six years Tredea's strategy has developed into three different categories: investment and talent attraction, development of business environment and tourism attraction. These three strategic focus areas define Tredea's operations in Tampere city region and the topics for the development projects funded by Tredea.

The importance of place branding and international marketing arises especially when we look at the focus areas of investment and talent attraction and tourism. International awareness and place branding are the tools to enhance the attractiveness of Tampere city region in the eyes of investors, talents and tourists.

Between 2013 and 2015, Tredea participated in Nordic city region collaboration of talent attraction tools and methods. This collaboration allowed to benchmark other city regions' methods regarding place branding and learning of their best practices. The Nordic city region network was managed by Swedish consultation agency Tendensor.

The idea of an ambassador network was found to be as one of the best means of enhancing the international awareness of the city regions. An interesting discovery was that an ambassador network could be applied in several ways to activate internationally oriented people in the development of their home city and fostering the international brand of the city. From Tredea's strategic point of view, Tredea's focus areas seemed to match with the concept of the ambassador network which further developed the idea of establishing an ambassador network for Tampere city region as well. Place marketing needs new methods and alternatives to support the already existing marketing strategies of online marketing and traditional media/marketing methods such as television and printed media. An ambassador network can give new methods for marketing which are based on personal recommendations given by the ambassadors.

The goal of this study is to provide Tredea with useful guidelines for developing the ambassador network so that it supports their strategic goals. The study also gives an academic approach on network management as a place branding tool in general and it is therefore a unique study of a subject on a national level in Finland. Other similar studies regarding ambassador networks have been conducted abroad. In Finland, studies on ambassador networks have concentrated on the ambassador networks of the universities on an organizational level.

1.2 Purpose and objectives of the study

Tampere - All Bright! Ambassador network was launched in May 2015 and the first networking event gathered approximately 80 people who were interested in international networking and enhancing the international awareness of the Tampere city region. As a

result of these ambassador networking events and the development of the network's structure it became necessary to understand the motives and personal goals of the potential ambassadors.

The objective of this thesis is to investigate the motives of the potential ambassadors in joining the network and to provide answers on the factors which motivate the ambassadors to contribute further in the network's activities. These results will give essential guidance for Tredea on how to implement the motives into the network management strategy and how network managers should develop the network's processes further. In the big picture the results of this thesis will help Tredea to build a model of an ambassador network which could be implemented in other cities in Finland and therefore enhance the country brand of Finland internationally.

Tredea has already drawn some conclusions on how to establish the ambassador network in the region based on the information gathered from the benchmarking cases from other cities and planning the network activities with a test group of ambassadors. All of these actions allowed the launch of the network which was necessary in order to proceed regarding the company's strategic timeframe. In addition, it offered empirical information for Tredea on the strategic approach with the potential ambassadors and how the network should be conducted.

The importance of this study is significant from Tredea's point of view as there are only a few studies to give guidelines on building a sustainable network which follows their operational goals:

1. Tampere region is an international and attractive operational environment for innovations and new business ideas to develop now and in the future.
2. The international networks of different organizations and operators are systematically utilized to bring benefit and success for the region.
   (Tredea 2015)

Furthermore the present study will open new alternatives for utilizing human capital as a marketing and development tool as well as in place branding. The findings of this thesis can and will be used for future developments of Tredea's ambassador network project

and they can possibly provide help with further actions in finding public or private funding for the ambassador project. The research methods applied are qualitative surveys, interviews and secondary data. The qualitative data collection was executed in the spring of 2015. In addition, the researcher executed an additional study in October 2015 on the first group of ambassadors for the network.

The benchmarking cases were executed during autumn 2014 and the data will be analysed in this thesis to find out the best practices which can give guidelines for further development. The data consists of interviews about two cities (Lyon and Copenhagen) which have utilized ambassador networks as place branding tools. Literature on place branding and branding methods, as previous studies on ambassador networks, as well as web pages will be used as secondary sources.

1.3   Definitions of key terms

The definitions of the key terms that are used in this thesis are described in this section. Defining these key terms helps the reader to understand better the theoretical part of the study and how the study is applied in this particular context.

Brand

"A brand is a name, symbol, logo, design or image, or any combination of these, which is designed to identify a product or service and distinguish it from those of their competitors. A brand is an entity which offers customers added value over and above its functional performance" (Kotler et al. 2009, 467). Anholt concludes that "brand is a multiplier value, and as such, represents a substantial advantage for its owner" (Anholt 2005, 1). According to Moilanen, "a brand is a blend of rational and emotional perception in consumers' minds, resulting from an iterative process of customer receiving messages which he or she relates to the value offering developed and managed by a marketed entity" (Moilanen 2008, 17).

The definition of a brand is worth exploring before proceeding to the phenomena of place branding. In the end, the branding of places follows the same rules as branding consumer goods. The image or sense of added value that is created in the consumers (e.g. visitors) minds creates the brand image of the place.

Place branding

Place branding as a phenomenon consists of country branding and city branding. It is a recent concept which has developed during the last two decades. (Kotler et al. 2012, 547) Even though the strategic management of the country or place brand has developed recently, people have always made traveling or consumer decisions based on the country's image or where the product comes from. The challenge for a country brand is, as Anholt states, that building it is a very slow process. The image of a country has been shaped by history, wars, famous people and religion etc. (Anholt 2005, 116) Place branding strategy plays an important role in shaping the brand of a country or a place. But in the end the same rules apply for place branding as for consumer brands.

Brand management

"A brand image belongs not to a brand - but to those who have knowledge of that brand" (Kotler & Gertner 2001). Strategic brand management should follow this idea of who owns the brand and who has the power in shaping it. Kotler et al. add that brand management includes customers, employees, suppliers and resellers and what is important to remember is that brand management "is the sustained effort by the company to encourage people to see its brand in the light in which it portrays it" (Kotler et al. 2012, 473). In other words, a company cannot create the brand without its stakeholders and most importantly its customers. My definition of brand management in the place branding context is that customers are seen as direct consumers of the place (e.g. tourists or investors) or indirect consumers of a product with a brand image that is partly connected with the brand image of the country. A careful brand management strategy may have a positive influence on increasing the company's profit or the country's economic development in the long term. (ibid)

Brand ambassador

According to Merriam-Webster Online Dictionary, the word *ambassador* is defined as "the highest-ranking person who represents his or her own government while living in another country" (Merriam-Webster Online Dictionary 2015).

In the blog of GC Marketing Services, Cicchetti writes that a brand ambassador is someone who represents a brand in a positive way. He or she takes the role of a messenger to pass the company's message to the consumers. In addition to this, the brand ambassador should appeal to the human aspects of the product. (Cicchetti 2011)

In the context of place branding, "an ambassador is seen by coordinators as constituting a credible testimony of the distinctive character of the place and its attractiveness" (Andersson & Ekman 2009, 43). The role of a brand ambassador in building the consumer brand image can be very effective when it is used in the right manner.

Networks

This study examines networks as tools for strategic management of a brand and brand ambassadors. It defines the concept of network in place branding context as a tool for achieving the set goals. The word *network* itself is used more often in the context of technology where it normally indicates the connection between computers or other electronic devices. The concept of network has then widened its meaning and can also be used to describe a group of people related to a certain context. According to Merriam-Webster a network is "a group of people or organizations that are closely connected and that work with each other" (Merriam-Webster 2015). This study concentrates on using the term network in the sense of referring to the connections between people.

Network management

Networks have the power to shape information and pass-it efficiently from one person to another. In information technology, network management is defined to be operators which concerns the reliability, efficiency and capacity/capabilities of data transfer channels. It includes activities, methods, procedures and the use of tools to administrate and operate. (Janssen 2015) In this previously mentioned context, Janssen refers to computer systems but the same applies to managing networks between people. Nevertheless the concept of network management is nowadays utilized widely in the context of business which can be seen in this definition from the business dictionary: "Within a typical business context, network management can refer to efforts taken by a company to manage groups of connected computers, a sales network, a raw materials supply network or a product distribution network" (Business dictionary 2015). In this study, the concept of network management refers to the coordination of the ambassador network which include marketing and communication, process planning, team building and activation of the network members.

Social capital

This study refers partly to social capital theories which have an obvious relation between networks and network management. Social capital has possesses a central / crucial role

regarding human behaviour inside the networks and which factors the networks are based on. Cambridge Dictionaries Online define social capital as "the value of the relationships between people who work or live together and the knowledge and skills that they have and share" (Cambridge Dictionaries Online 2015). According to many sources, social capital is very much referred to as a part of human capital and economic development which in later on can affect in economic performance. (Dasgupta & al. 2000, 3) In this study, I will concentrate to analyse briefly the influences of social capital in network management context related to economic impacts.

1.4   The research problem / question

The aim of this study is to answer the principal research question:

- **What are the main motivational factors for potential ambassadors to join the network and, in the long term, to promote the Tampere region in the ambassadors' own international networks?**

The secondary research questions are:

- Why is this project necessary?

The objective of the first question is to concentrate on the fact that there is no existing ambassador network in the Tampere region and to find out what kind of benefits would the project offer for Tredea and for the Tampere region. Why should Tredea invest time and effort in establishing an ambassador network and what reasons justify the need for the network?

- What are the best practices from other cities and regions to be implemented in the Tampere - All Bright! Ambassador network?

What kinds of practices are interesting enough to be implemented in the planned network? How have those practices been beneficial for the other cities or regions?

1.5   Limitations and structure

The author of this thesis acknowledges the limitations of the study. The limitations consist of challenges in the timeframe of the study compared to the actual actions of the company, limitations in the availability of theoretical information and benchmarking cases.

The author acknowledges the limitations in the timeframe of the study compared to the operational timeframe of the company. The results of the study would have been more beneficial in the beginning of the ambassador network operations. If the study had been conducted in the operational timeframe of the company, there might have been a possibility for further investigations. The timeframe of the study was limited due to the researcher's operational work in the subject of the study (i.e. ambassador networks).

The availability of theoretical data was also limited in order to conduct the present study in executing the study which came clear already when outlining the research questions. It became clear that there was only a limited amount of previous studies which addressed the subject of ambassador network as a place branding tool. Furthermore there was no literature to be found on networking motives and therefore the theoretical framework which is applied in this study, is variant.

Benchmarking cases of other cities gave useful knowledge and suggestions for the further development in the Tampere - All Bright! Ambassador network. Its limitations were however that they were conducted in a very short timeframe and before the actual research question was confirmed. Therefore only some of the benchmarking outcomes were able to be analysed in this research. Also the benchmarking cases were not similar to the Tampere region which limits the possibility to make conclusions that could be directly applied the ambassador network of Tampere.

The structure of the thesis is divided into five chapters: Introduction, theoretical framework, research methodology, research results and analysis and, finally, summary and conclusions.

The first chapter introduces the subject of the thesis and gives background information on the company's need for the study and presents a general overview of the previous studies conducted on the subject. The purpose of the thesis, key terms, the main research

question and the secondary research questions, and also the structure of the thesis are presented in this chapter.

The second chapter presents the theoretical framework of the study. The main focus of this chapter is to provide an academic approach for the study by emphasizing the focus of the study: The motives of the ambassadors. This chapter will present the most relevant marketing theories in the field of place branding and also theories of motivation are applied.

The third chapter contains information about the research methodology that is used in this study. This chapter presents the relevant research methodologies by using theoretical framework which includes data collection, interviews and methods of analysis. It will also provide information about the validity and reliability of the study.

The fourth chapter consists of the findings of the research. The results of the research and the analysis give a profound overview of the conducted study and analysis. This chapter contains the ambassadors' motivational framework and the recommendations gathered from the two benchmarking cases, as well as compares them with previous studies.

The final chapter consists of the summary and conclusions of the author. It is an overview of the study as a whole and discusses further suggestions based on the information gathered from the study. Chapter five also gives suggestions on how to further develop the ambassador network and presents the researcher's suggestions for future studies on the topic.

2 THEORETICAL FRAMEWORK

The main objective of this study is to examine the motivational factors and the issues that influence the potential ambassadors to become Tampere region's brand ambassadors in order to develop the Tampere - All Bright! Ambassador network and to improve the international awareness of the region.

This chapter consists of theoretical information about branding, place branding, brand ambassadors and networks as tools for fostering the city brand and improving the international awareness of the place. The main goal of this chapter is to outline the theoretical and academic framework for the study especially by introducing marketing theories and theories of human behaviour in context of networking.

We will also analyse the Tampere region in an international context: what internationalisation means to a city region and what the benefits from the point of view of business are. In the last part of this chapter, we will concentrate on human behaviour through different motivational theories and examine how those theories can be applied in place branding and networking contexts.

2.1 Branding

Before moving on to the subject of place branding it is relevant to analyse branding itself. Branding of goods has become an important part of marketing in every company which produces consumer goods. In addition, branding is more and more relevant for business to business (B2B) companies and also for non-profit organisations. Nowadays branding plays an important role in strategic planning and in marketing strategies. The importance of branding has taken place especially when the definition of "brand equity" was formed. (Moilanen & Rainisto 2008, 21) Brand equity refers to the value of a brand to a company, customers or shareholders. By measuring the value of a company's brand, it became easier to estimate the value of the company itself. (Moilanen 2008, 19)

Branding has been a means of differentiating products or services of one company from those of another during centuries. In Europe, the first signs of branding were found in medieval guilds which required to mark their products to separate them from those of inferior quality. (Kotler et al. 2012, 468)

One of the facts about brands that Kotler & Gertner offer is: "It is universally accepted that brands are a company's most valuable asset; yet there is no universally accepted method of measuring that value" (Kotler & Gertner 2001). This disturbing fact that brand value is so difficult to measure leads us to human mind-set. Kotler & Gertner add that "the image of a brand is a subjective thing. No two people, however similar, hold precisely the same view of the same brand" (ibid). Brand value is difficult to measure and the image of the brand differs from one person to another. One has to remember that in the case of branding, human perspective is a critical part of building the brand and seeking to measure the value of the brand. A brand is a set of unique values that are no longer owned only by the companies and shareholders but now also belong to the consumers as they have the power in shaping and evaluating the brands every day. (Norwich business school 2011)

From the brand ambassador point of view, which we will discuss later on, this new concept of customer owned brand is very intriguing. If the customers are becoming more aware that they have the power in shaping brands, how does it influence strategic brand building?

A part of building a strong brand and creating a brand strategy for a company or a product (as well as for a place) is the story behind the brand. A brand can be seen as a holistic entity which is created in peoples' minds and it consists of emotional experiences, testimonials from others, the history of the brand and even the products that are referred to that particular brand. In a way, a brand is a mind-set that is strongly influenced by emotional experiences. Kotler et al. state that "brand knowledge consists of all the thoughts, feelings, images, experiences, beliefs and so on that become associated with the brand" (Kotler et al. 2012, 469).

Emotional branding on the other hand, differing from brand knowledge, is also a mind-set with much deeper emotional influence that neither the consumers nor the businesses can control easily. Emotional branding involves a deep, lasting, intimate and emotional connection to the brand. It creates a holistic experience that delivers an emotional fulfilment which later on develops a bond between product and consumer. (ibid)

In the framework of this study, I consider emotional branding an important part in building the theoretical framework for the ambassadors' motivational factors. These theories are applied further on in the section 2.5.

2.2 Place branding

As a brand develops in the consumers' minds, branding a place does not differ to a great extent from branding in general e.g. a service provider's brand. On the other hand, Moilanen & Rainisto state that branding a place is not similar to branding a product or a firm. They state that consumer product branding differs remarkably from place branding. From the customer's point of view, places (countries, cities and other travel destinations) create one whole entity. (Moilanen & Rainisto 2008, 29)
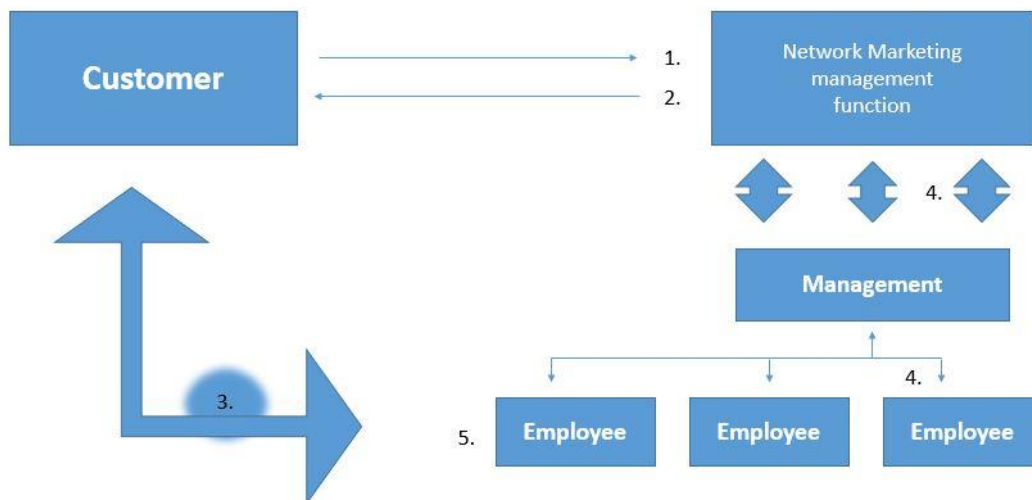
FIGURE 1: Focus in building a place brand (Moilanen & Rainisto 2008, 30)

Figure 1 above aims to demonstrate network based building of a place brand combining several independent stakeholders. (ibid)

What is important to this study is to show what kinds of particular characters place branding possesses compared to traditional branding of goods. Later on, this chapter aims to analyse the need for place branding from the economical perspective.

In 2001, Visit Finland (previously *Matkailun edistämiskeskus*) conducted a study about Finland's touristic image in the country's main marketing areas of that time: Germany,

Sweden, Russia, Great Britain, Holland, Italy and France. The research aspired to find the possible differences in Finland's image between the target countries. Even though this study is quite old, it still gives a perspective on the international image of Finland as a tourist destination. One relevant issue based on the interview data, was that 6% of all the respondents could not at first express any kind of image of Finland. (Moilanen, 2008, 91) The situation has of course evolved considerably during recent years, which is shown in a study by Visit Finland in 2010. The main goal of the study was to analyse the country image of Finland as a potential tourism destination for British, French and German. The study shows a positive development in Finland's image as a tourism destination among these target countries. Yet the study concludes that Finland's cutting edge might be in the emotional aspects which could influence the potential tourists to consider Finland as a travel destination. (Visit Finland 2011)

Tredea Oy also conducted a small-scale international study among 104 foreign ICT companies and completed interviews with nine leading global corporate site selection advisory firms in 2014. The main objective of the research was to find out the current situation of Tampere as an attractive destination for FDIs (foreign direct investment) in the target groups of the research. One of the outcomes of the study was that Tampere is "a well-kept secret" which means basically that Tampere has low visibility and awareness as a business location. Tampere also doesn't have a negative preconceptions among target group. One of the positive outcomes was that Tampere possesses a tangible value proposition for ICT companies based on its skilled workforce and universities, closeness of Helsinki-metropolitan area, availability of applied research and strong ICT cluster with real expertise. (Tredea 2014)

The basic difference in place branding compared to branding of goods is that the nature of the place brand is a very multidimensional and complex entity, which gathers together multiple operators with different interests. (Moilanen 2008, 31) Anholt on the other hand points out that it is not surprising that people want brands to come from somewhere and that consumers are increasingly asking brands where they come from. (Anholt 2003, 144) It is evident that it matters to the consumers where the brand originates from and therefore place branding possesses the power of influencing consumers and businesses.

2.2.1 The need for place branding and international awareness

As discussed in the previous chapter, the origins of brands matter to the consumers and place branding strategy supports companies' efforts in building brands for their consumer goods. Place branding itself is a powerful tool not only from the point of view of export but also increasingly for attracting for example investments and tourists. Regions and countries need international investments in order to survive and succeed in the global competition. Place branding strategy therefore is in great demand as a part of cities' and regions' international strategies. (Moilanen & Rainisto 2008, 19)

Even though the benefits of having a strong country brand are explicit, the challenges in creating a strong country brand must be recognised. Firstly, the integration of a country brand strategy demands collaboration and coordination. Most importantly, it demands political will, long-term investments in the long term, engagement of the stakeholders and collaboration between the public and the private sphere. Moilanen also states that it is necessary to establish a holistic view and analysis of the country brand's identity. (ibid)

Moilanen suggests that there are three different types of place branding that exist: Geographical nomenclature, in which a product is named after a place but without any conscious attempt to link the place to the product. Secondly, product-place co-branding means that the product is intentionally associated with the place assuming that this will influence the marketing of the product in a positive way. And thirdly, place branding (as a form of place management) is the creation of a recognizable place identity and the use of that identity to enhance other desirable processes. Moilanen mentions political capital, changes in user behaviour and financial investments as examples. (Moilanen 2008, 58)

To analyse the need for place branding in Tampere region further, I will now present a brief overview of the international situation in the region.

2.2.2 An international overview of the Tampere region

In the case of Tampere, we have previously recognised the fact that Tampere lacks international awareness and therefore the city has to take measures to build international image from different aspects. Tampere is currently at a turning point where internationalisation is no longer an option, it is a fact. The population in the city region is changing, along

with the Helsinki metropolitan area, towards a more international and increasingly foreign population. This is shown in the figures below.

Figure 2 shows the general development of the population in Tampere during the last 12 years. It shows a steady growth of the population which has now reached the amount of 223 000 inhabitants. Alongside the growth of citizens whose native language is not Finnish and foreign citizens, has accelerated and now the actual number of these citizens is over 14 000, when in 2002 it was only around half of it. This means that about 6 % of the current population of Tampere has foreign roots. The population of foreign citizens and citizens whose native language is not Finnish has doubled within the last 12 years. As immigration to Finland has rapidly expanded during the autumn of 2015, Finland is expecting about 30 000 new immigrants to arrive during the following year. This rapid increase in immigration will influence especially the biggest cities in Finland, including Tampere. (Toivonen 2015)
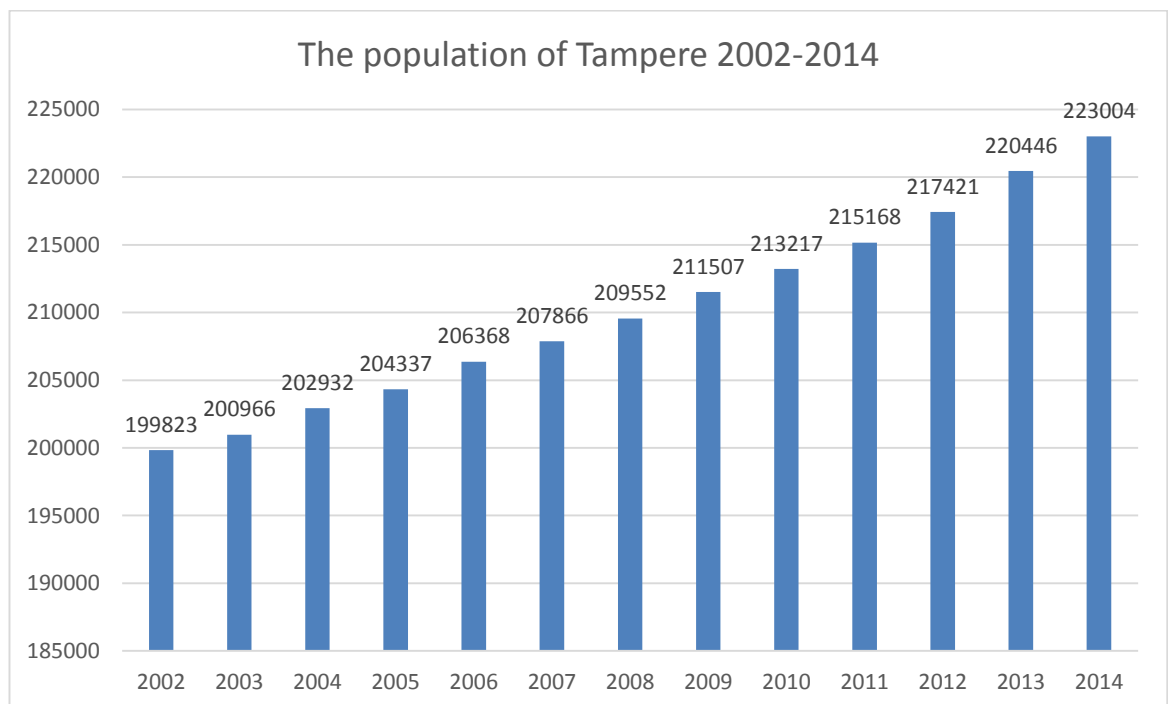
FIGURE 2: The development of the population of Tampere from 2002 to 2014. (Statistics Finland 2015)

Foreign citizens and municipal citizens with foreign language in Tampere 2002-2014

Year	Citizens with foreign language	Foreign citizens
2002	5947	5242
2003	6367	5455
2004	6951	5634
2005	7539	5917
2006	8049	6207
2007	8790	6673
2008	9532	6941
2009	10294	7390
2010	11128	7879
2011	12000	8523
2012	12742	8659
2013	13835	9122
2014	14622	9442
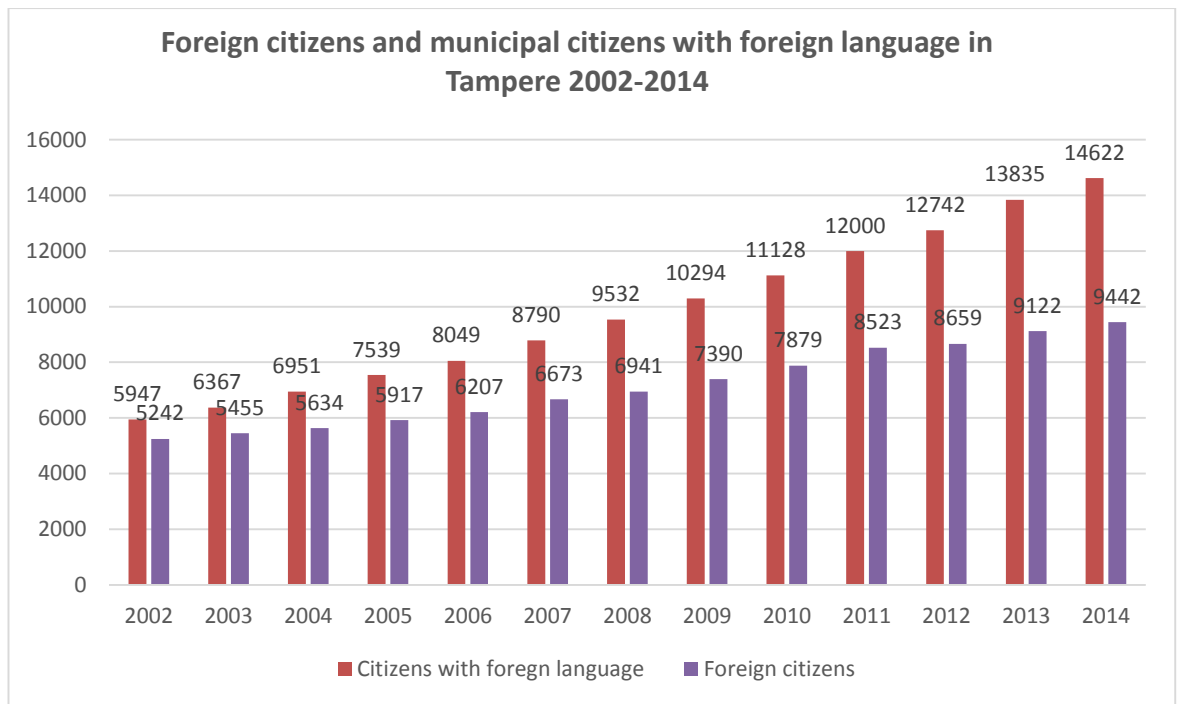
FIGURE 3: The development the population of foreign citizens and municipal citizens whose native language is not Finnish, in Tampere from 2002 to 2014. (Statistics Finland 2015)

Another indicator to measure the internationalisation of the Tampere region is to analyse the local companies with foreign ownership. In Finland, about 15 to 16 % of the workforce works for foreign owned companies and the biggest foreign investor countries are Sweden and the USA (Statistics Finland 2014). As Tampere is the second biggest of the developing city regions in Finland, this development has influenced the internationalisation of business life in Tampere.

Ulkomaalaisomisteiset yritykset

Tampereen kaupunkiseudulla:
2014: 391 yritystä, joilla 671 toimipaikkaa
2015: 380 yritystä, joilla 660 toimipaikkaa

Kaupunkiseudulla (8 kuntaa) on kaikkiaan
25 519 toimipaikkaa.
Ulkomaalaisomistuksen kriteeri on >50 %.

Lähde: Tredea Oy

PIRKANMAA

FIGURE 4: Foreign owned companies in the Tampere city region. (Statistics Finland 2015)

As seen in Figure 4, the number of foreign owned companies in the Tampere city region is approximately 400 which is about 2% of all the companies in the Tampere region (the criteria for foreign ownership is over 50 %). The Tampere city region consists of 8 municipalities, including the city of Tampere. Regarding the number of business posts in Tampere, foreign owned companies have about 2,6 % of all business posts. (Statistics Finland 2015)

Although foreign ownership is not substantial among the companies in the Tampere region, the business environment has powerfully leaned towards the foreign exports and that has also given an international context to the region's business life development. Due to the economic crisis which began in 2009, international export has decreased and the following figure shows the change that occurred in the Tampere region between 2007 and 2012. In addition, it is then compared with the capital area and with the whole of Finland. It can be seen that the economic crisis has especially affected the Tampere region.
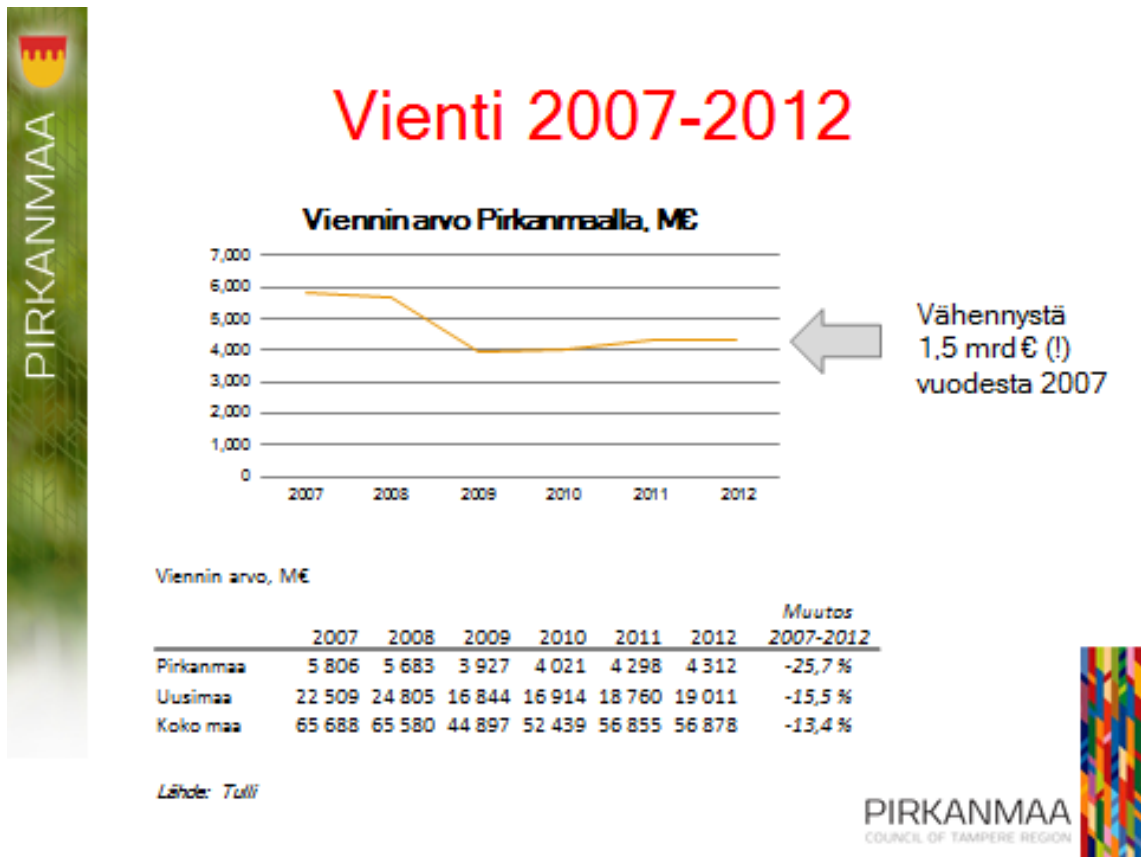
FIGURE 5: The export value in the Tampere region from 2007 to 2012. (Customs 2012)

Along with the business life, the Tampere region has been one of the most popular touristic destinations in Finland among Finnish tourists. Tampere-Pirkkala airport is also the second busiest airport in Finland when measured by international passenger traffic. In 2014, there were 319 296 international passengers at Tampere-Pirkkala airport when in 2010 the number of international passengers was over half of million. (Finavia 2015) The change is partly due to the changes in flight connections. Still, every year there are over 300 000 international passengers at Tampere-Pirkkala airport which influences the region's tourism sector in a positive way.

The positive development in international tourism is shown also in Figure 6. The number of foreign overnight stays at the hotels in the Tampere has been quite steady between 2010 and 2014.

Foreign overnights in Tampere region
2010 - 2014 overnights in hotels

Year	Overnights
2010	169 153
2011	176 048
2012	176 944
2013	171 013
2014	176 777
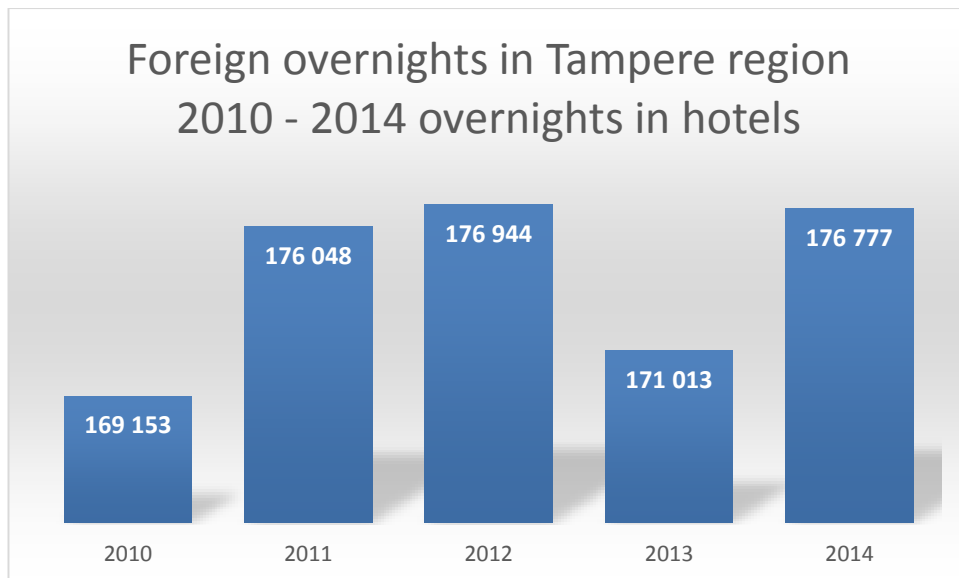
FIGURE 6: The development of foreign overnights at the Tampere region hotels. (Statistics Finland 2014)

Although the development of internationalisation of Tampere has increased regarding these previously mentioned indicators, the general development of the economy demands actions. As mentioned before, the Tampere region is powerfully leaning to international exports.

Besides business and tourism, Tampere is also a notable student city on a national level. Tampere has three universities: the University of Tampere, the University of Technology and also the University of Applied Sciences). In Figure 7 the number of foreign students in Finland is divided by regions. The Tampere region is far from the numbers of the capital area with these figures but it still is the second biggest region measured by the number of foreign students at the universities. Over 1000 new foreign students start their studies at these three universities every year. (Opetushallinnon tilastopalvelu vipunen 2015)

Yliopistojen ulkomaalaiset opiskelijat

Legend:
- Alempi korkeakoulututkinto
- Ylempi korkeakoulututkinto
- Lisensiaatintutkinto
- Tohtorintutkinto
- Muu tai tuntematon koulutusaste

Regions (top to bottom): Etelä-Karjala, Etelä-Savo, Kainuu, Keski-Suomi, Lappi, Pirkanmaa, Pohjanmaa, Pohjois-Karjala, Pohjois-Pohjanmaa, Pohjois-Savo, Päijät-Häme, Satakunta, Uusimaa, Varsinais-Suomi

X-axis: 0, 1 000, 2 000, 3 000, 4 000, 5 000
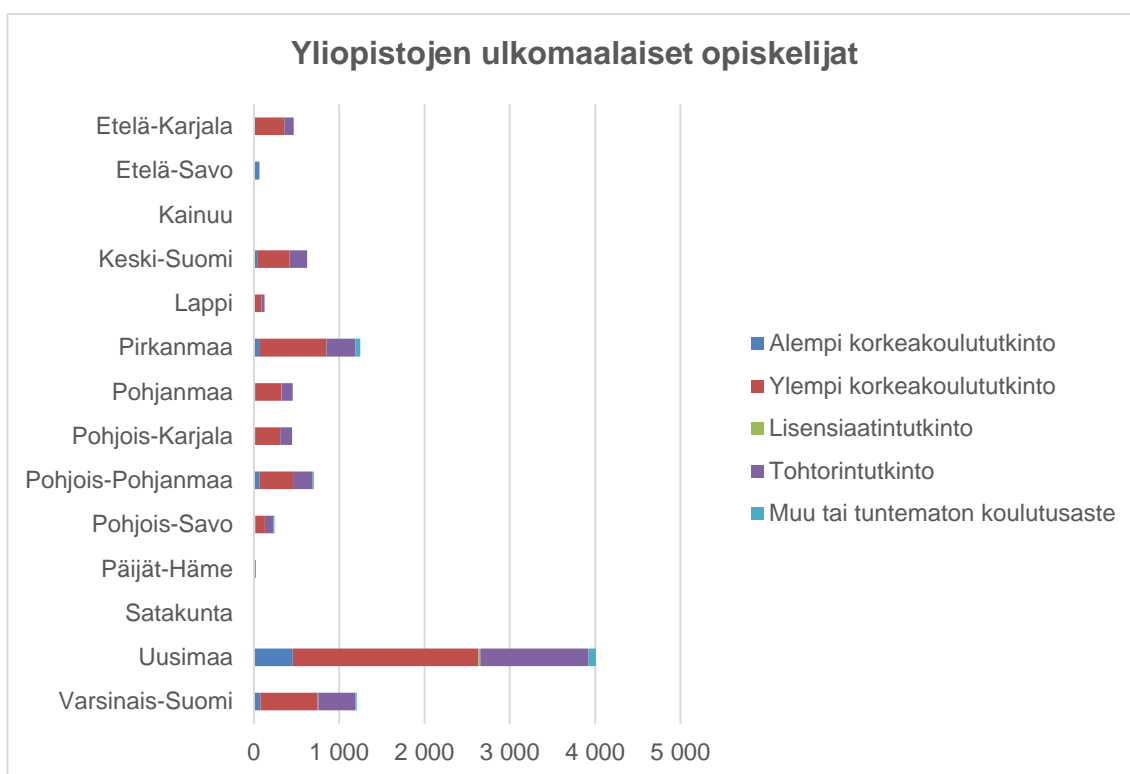
FIGURE 7: Foreign students at Finnish universities in 2015. (Opetushallinnon tilasto-palvelu vipunen 2015)

The Council of Tampere Region has published a figure of the innovation status of the Tampere region. Its basic purpose has been to demonstrate the current situation of the innovation platform in the Tampere region which also indicates the development of business life. The innovation status follows the development of the chosen indicators in a short and medium timeframe. These indicators have been recognised strategically important by Tampere's regional operators. Figure 8 illustrates that the innovation platform of the Tampere Region is currently in a difficult time period and the need for a change is evident. The innovation platform of the region is as much as ever, leaning on the know-how and the capacity of the enterprises to start new ways of doing business. Some points, that are stated in the *Pirkanmaan talous 2015* report concerning the international situation, are the lack of foreign money in the region and the problems to integrate and benefit from the potential that possessed by international talents. On the other hand, the report states it as a strength that there are a great number of international talents in the region and the export business tradition is strong. The image of the Tampere region is solidly based and the region has maintained its position as Finland's number one place. The report also brings forward the importance of networks as great opportunities to connect with

global resources. In Figure 9, the development of internationalisation is seen from different aspects. (Pirkanmaan talous 2015)

Kärkihavaintoja 2015

Kasvuyritykset +14 %	Tutkimus- ja kehitysmenot -0,6 %	Korkeakouluissa ja alustoilla syntyneet yritykset
Kansainvälinen human capital: työvoima, tutkijat	Digitaalisten palvelujen liikevaihto +5 %	Yksityinen rahoitus kasvuyrityksille ja korkeakouluihin
Teollisuuden vienti - 10,9 %	Tekes-rahoituksen hakeminen € +98 %, lkm +105 %	Tekes NIY-rahoitus - 62 %

Lähde: Pirkanmaan innovaatiotoiminnan tilannekuva 2015.

FIGURE 8: The innovation status of the Tampere region 2015. (Pirkanmaan talous 2015)
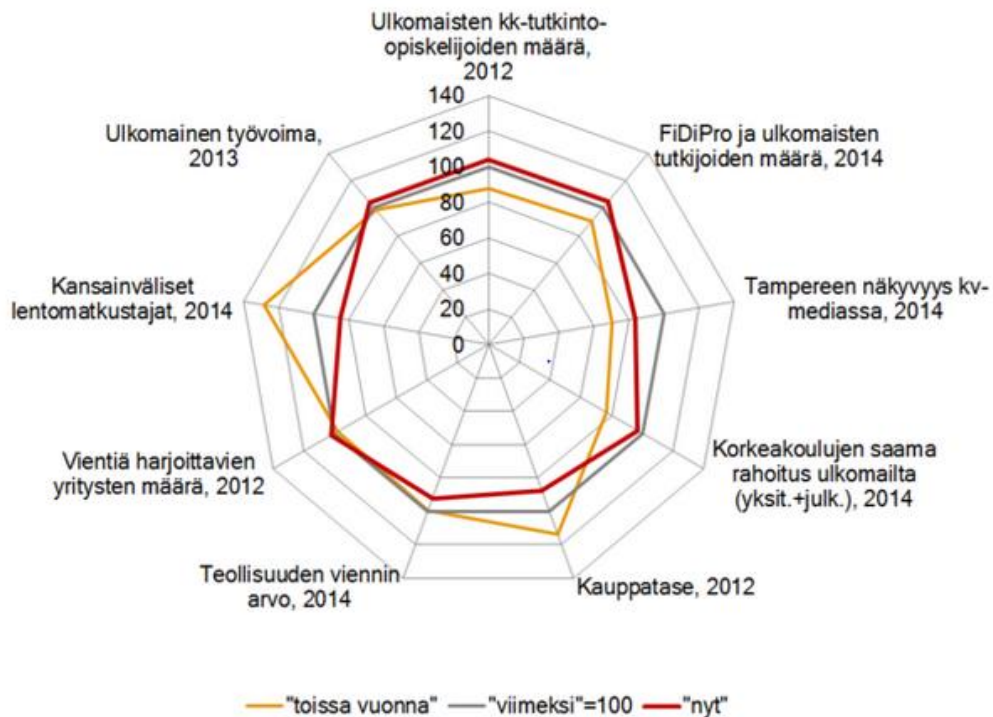
Kansainvälisyys. Pirkanmaan innovaatiotoiminnan tilannekuva 2015.

FIGURE 9: The innovation status of the Tampere region 2015: Internationality. (Pirkanmaan talous 2015)

The report also points out the development of the region's international media coverage which was exceptionally high in 2013. Tampere was linked to new launches of international companies such as Nokia's super camera *OZO*, Jolla and Angry Birds Land. (Pirkanmaan talous 2015)

As the current situation in Finland and in the Tampere region is difficult in the business sector, the situation demands actions also from the point of view of place branding. Place branding is a part of creating an attractive destination for businesses, tourism and talents. The general indicators show that talents attract investments and have a positive influence on tourism and business life. The need for place branding is essential.

As a result of the current economic situation, Tampere needs to take measures in place branding which can positively influence in export products, talent and investment attraction in order to give a new pulse for the business life. Tampere is, of course, far from the Helsinki capital area regarding these indicators but, as previously shown, Tampere has great potential for increasing its attractiveness and reinforcing its place as "the second city of Finland".

2.2.3 Global competitiveness approach to place branding

Tampere is the second fastest growing city region in Finland after the Helsinki capital area. The city has also been recognised as the most popular living and touristic destination in Finland. (Taloustutkimus 2014; Tredea 2015). Although these indicators show the attractiveness of Tampere on a national level, the international awareness has been left behind. From the perspective of global competitiveness, Tampere still remains unknown as a city brand.

Sebastian Zenker analyses the competitiveness of a city or a region: "Size does matter. Regions (like metropolitan regions, or other regions like the Silicon valley etc.) could complement each other to deliver a better place offer. At the same time, complexity is increasing and we need new brand and stakeholder management models to address this complexity" (Zenker 2015).

Christophe Alaux on the other hand brings out a new emerging trend in place branding: "One trend is **co-branding** between cities and regions. This trend is very interesting because local authorities have to think about similarities and where they complement each other, rather than focus on differentiation and distinctiveness" (Alaux 2015). According to Zenker and Alaux, modern place branding of cities and regions means utilization of new tools and out-of-the-box thinking.

Zenker and Alaux point out a few relevant and interesting issues about place branding in global context and and these facts could be applied in the case of the Tampere region. Firstly, Zenker suggests that regions and cities should try to complement each other instead of competing and differentiating. In the case of Tampere, we can conclude that this reasoning applies and it is shown in the regional collaboration and also founding Tredea in 2009. Zenker also points out new means in brand management in order to remain competitive in the future. Alaux puts it differently but the meaning is the same: collaboration in branding is needed and that can lead place branding in a new light in global context. Does out-of-the-box –thinking mean new ways to benefit from the human capital in place branding context?

Simon Anholt has also analysed the benefits of a strong national brand from the point of view of the countries. Anholt refers to John Pantzalis and Carl A. Rodrigues who have proposed that the movement of international capital is influenced by perceptions of countries as brands by investors. Their main conclusion is that managing the country-brand is crucial for attracting global capital. (Anholt 2015, 141) If we think about hard-headed investors, it is curious that they might be influenced by the emotional point of view, without any scientific reasoning, in making their investment decisions all over the world. Anholt also brings forward ordinary people in place branding: "If ordinary citizens are made to feel instrumental in shaping and realizing the international aspirations of the country, this may help to create a stronger sense of national identity" (ibid 142). Anholt's remarkable definition for the need of place branding in order to survive in global competition is that even global policy-makers are partly ruled by their heads and partly by their hearts. (ibid) This definitely influences global markets and how the markets develop.

2.3   Social networks in international context

One of the most natural things in human beings is our need to be connected with each other, to belong to a social community or to have the feeling of belonging to a society through social connections. We value ourselves through our social connections and we build our identity and self-confidence based on social feedback. Kilduff & Tsai even say that social networks are particularly important in reducing mortality and even reducing the chance of getting sick with a common cold. In addition to this health aspect, Kilduff & Tsai refer to previous studies and state that social networks influence results in higher performance, faster promotions and higher salary in the organisation. In the end the right contacts will help you get a job. (Kilduff & Tsai 2003, 2)

The positive effects of social capital can been seen in the development and performance of the company. According to Kilduff & Tsai, social capital can have a positive effects on the community level. (ibid) Regarding the concept of identity and self-confidence in professional life, human beings tend to link themselves themselves to higher positioned individuals, which could give a positive influence on their social status. Social media channels (especially LinkedIn) support these associations to people who have more influence than you. People who are more accurate with their perceptions of an individuals' behaviour in the organisation may gain advantages in the organisation. (ibid, 5)

Companies also benefit from the social networks of their staff. Kilduff & Tsai state that business units that exchange resources with many other units tend to produce a higher number of product innovations and social networks facilitate knowledge sharing. (ibid, 7) Actually, the management of knowledge is a key factor in organisational social networks, which enable every organisation to manage the change (if possible). The power of organisational networks leans on information and Grönroos states that organisations cannot operate in a vacuum. He claims that stakeholders of the company are a part of an the informal network of the organisation. Actually, the corporate management has only very little impact on what potential stakeholders hear from others. (Grönroos 2004, 133) The organisations should also recognise their stakeholder networks (formal networks) and the impact with informal networks should be considered as well. The informal networks are possessed by the members of the organisation. Grönroos states that this is the most chaotic environment of the organisation and the most difficult to manage. However it is the most

important source of information which influences on the innovations of the company. (ibid)

If these informal networks are influenced by the international aspect, they are more likely to gather information more widely and therefore gain more power with knowledge. If the organisation encourages its members in informal networking and in knowledge sharing, the international aspect should also be included.

The networks do not only work for the benefit for the company or the organisation, but they can also positively influence the social status of its members. The ideas and new innovations create respect for the members of the organisation and therefore the value of the network is important not only for the company but also for the individuals themselves. Could it be the secret of the informal organisational networking that people build their social status based on their networks? As Grönroos puts it "everyone would eagerly like to be seen on the winner's side" (ibid).

In international contexts, the possibility of getting new business ideas and creating innovations is of course wider. Grönroos has also discovered that there is a lack of new business ideas throughout the world and the one who comes up with a new idea is the one who will succeed in the future. (ibid, 139) In the global context, we are talking about valuable human capital which is the key factor for every successful business.

2.3.1   Networks as a gateway for international marketing of the place

In the previous chapter we discussed the power of organisational networks and especially the power that leans on the informal networks outside the organisation. We investigated the value of the extrinsic information sharing inside the company by the members of the organisation. But what if the informal networks are utilized deliberately for the marketing purposes of an organisation or a place?

Andersson, Asplund, Byström & Ekman have studied the talent oriented networks as a tool for international place branding. These talent oriented networks are called ambassador networks which main purpose is to give credible testimonials to support the building of the brand of a place. Andersson et al. say that an ambassador can give a credible testimony of the attractiveness and the competitive edge of the place. In fact, the ambassadors'

own personal networks can enrich the social capital of the place and lead to fruitful new global business relations. (Andersson, Asplund, Byström & Ekman 2014, 90) Andersson et al. have made a remarkable discovery that "local networks often capture the pride and creativity of citizens, but miss the potential value of connecting to the outside world through global ambassadors" (Andersson et al. 2014, 97).

The power of the networks is not only in gathering information and sharing it for the benefit of business life, it also provides a window for the outside world to approach the local business life. Having a good dialogue with local interactive and internationally influenced networks can provide a new channel to enhance the international awareness of the place and develop its international brand. "The word-of-mouth effect influences others through their networks and relationships" (Andersson & Ekman 2009, 43). Using this alternative marketing method, the message can be far more effective of the message can be far more effective than leaning on traditional marketing methods. (ibid)

2.3.2 Testimonials as a powerful marketing method

In the consumer world, marketing strategies have been influenced by the power of recommendations, which can be seen for example in marketing food products. Recommendations are everywhere, for example when we see a family eating spaghetti on the television. In this kind of imaginary TV advertisement, the family represents a group of people recommending a specific spaghetti brand above other brands. My question is, if the viewer knew this family personally, would this recommendation be more powerful? My guess would definitely be *yes*.

Andersson & Ekman say that "consumers have far more confidence in the views of friends and acquaintances than in a message that emanates from advertising or corporate spokespeople" (Andersson & Ekman 2009, 43). Testimonials are built of a story and recommendation of the product or the service. Its power comes from the fact that a person recommends the product or the service without getting any compensation. It gives the customer the feeling that the recommendation is personal and sincere and therefore more trustworthy. The same principals of the testimonials apply for the word-of-mouth (WOM). "The word-of-mouth has been defined as an interpersonal communication of products/services where the receiver regards the communicator as impartial" (Kotler et al. 2012, 790). Kotler et al. also point out that markets can be regarded as conversations.

In other words people seek and receive recommendations of the product which influence their decisions to buy or not to buy of the product. Social networks, such as Facebook and Twitter, are now a powerful part of marketing the products and their influence comes from using testimonials and increasing the WOM –effect. (ibid)

David Frey also recommends the utilization of testimonials in modern marketing communication. He adds that testimonials are a powerful tool in helping the company's managers to break down the prospect scepticism and fear. (Frey 2015) Testimonials can give self-confidence in the business life so, in the context of place branding why not influence people's identities and the way how they see and feel the place they are living in? Frey points out that customers are more loyal to the company with the help of the testimonials and therefore it is easier to manage the customer relationship. (ibid) In the place branding context, this could apply to the people in the way that the citizens would then be more committed to the place they are living in.

Derek Gehel lists three things that make testimonials such effective tools in marketing:

1. Testimonials build trust between the company and its clients, which has a positive influence on the future customers.
2. Testimonials aren't a direct marketing message and therefor the clients believe it more easily.
3. Testimonials overcome scepticism and have the power in convincing even a sceptical client about the value of the company's product. (Gehel 2015)

When we put these three things into place branding context, we are able to see that with testimonials the place branding management would have a great power in convincing the potential visitor / investor / talent of the greatness of the place. The recommendation from a third party, with an effective testimonial, has the power to make a difference. In the context of networking, the power of WOM and testimonials are found thoroughly in network marketing.

2.4 Framework of network management

In today's connected business world, it is difficult or maybe even impossible to avoid networks. In the modern marketing management, businesses are facing a new era where networks are no longer something that business managers have to participate in but a new

channel that should be built strategically in every small or big corporation. By understanding the companies' networks, the managers have a greater possibility to target their products and even develop their businesses. Kotler et al. state that customers, employees, marketing partners and financial communities are the four key constituents in network marketing for a company. Kotler et al. also add that developing a strong relationships with these constituents requires an understanding of their capabilities and resources, as well as their needs, goals and desires. (Kotler et al. 2012, 60)

Regarding the concept of network management, one should first concentrate on the findings of network marketing –concept, as it provides information that could be applied in any network management concept. The power of networks leans on the power of WOM as stated in the earlier chapter.

Maybe the best known network market product in the world is Tupperware. The business strategy is very simple; it is based on the distributor's networks and very often the payout occurs on more than one level. Most network marketing programs also ask participants to recruit other sales representatives, which creates a wide distribution channel for the product. (Entrepreneur media 2015) The key competence needed in the network marketing concept is the capacity of building and managing the network.

Other aspect to the networks in business context are the marketing channels of the company. These intermediaries are the networks between the company and the end users and as Kotler et al. state, all types of channels play an important role in the success of a company. In general, the network is built on relationships within which interaction takes place and it can be flexible to a customer's individual value creation. (Kotler et al. 2012, 695)

Network is not only a tool for a company to enhance the performance and sales, it is also a part of value creation for the customer. It makes a difference for the client and it shows that company cares about its clients. With the help of network management the companies create a better understanding of their customers and in the long term they are able to develop their product. (ibid)

In place branding aspect, network management is a difficult but very considerable part of brand creation and expanding brand awareness. One could even ask how to create a place brand without networks?

2.4.1   Finding the right target group and strategic network planning

In the planning stage of Tampere – All Bright! Ambassador network, the main question was to define and find the right target group. To define the target group with a certain mind-set and attitude as well as motivation, it was important to understand these following key issues:

- Target group: Recognise who is our main object? (WHO)
- What motivates potential ambassadors/value creation? (WHY)
- How can we approach? (contact channels and ways of communication) (HOW)
- How this person can act as an ambassador, what could be his/her task? How the network is structured and what is the application process? (PROCESS)
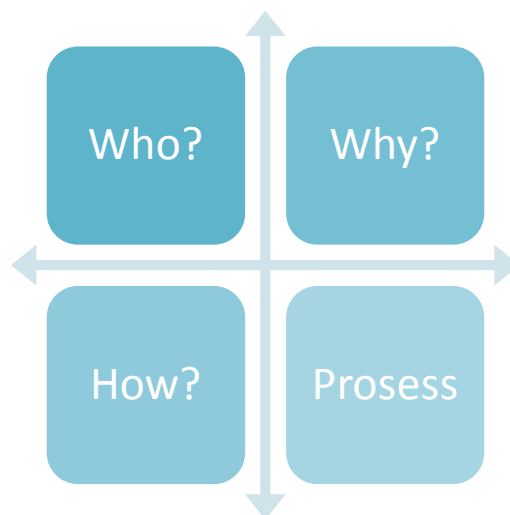

FIGURE 10: The process to examine the right target group.

Figure 10 was formed during the brainstorming process of developing the structure for the Tampere – All Bright! Ambassador project. It is based on the three key questions that the planning team of Tredea defined and, in addition, the definition for the ambassador's process in the network (i.e. defining the tasks and role of the person). I argue that this formula could be utilized in the planning stage of any network and even when evaluating the network's functions.

This four-dimensional strategic framework of network planning could be recognised also from different strategic marketing planning methods. For example, the mission is a part of every organisation and the following questions need to be answered in order to define the mission: What is our purpose? Who are our customers? What value should we offer

to these customers? (Andreasen & Kotler 2003, 66) The customer centred mind-set is a core issue in any organisation and it should be applied in strategic network management as well.

The planning process of a network can be compared to strategic business or project planning in general. The planning process consists of several stages which are all target oriented. A network as well as a business unit has to define its specific mission in the big picture. Kotler shows the need to define the specific mission of each business unit in the broader mission of the company. (Kotler et al. 2012, 111)
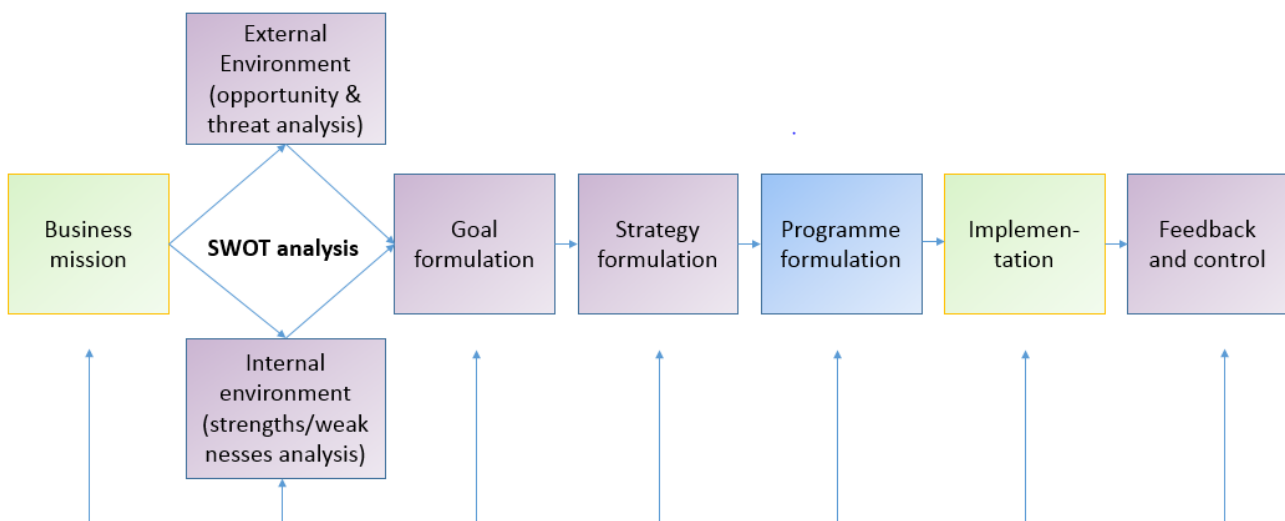

FIGURE 11: The business unit strategic-planning process. (Kotler et al. 2012, 111)

As well as stating that it is important to execute the strategic planning of the network, I want to emphasize the importance of control, indicators and feedback. Network operational management is and should be regarded as a two-way communication between the network's members and the coordinator. To justify the purpose and need for the network, the indicators will help the coordinator to define whether the network follows the planned strategy and if it is heading towards the set goals. The customer centric mind-set sees the value in customer communication and furthermore provides a development tool for the network management. In this context the customers represent the members of the network.

As Andreasen & Kotler conclude, an organisation should strive for a mission that is feasible, motivating and distinctive: The mission should not be "mission impossible", it

should be motivating and people tend to take part in an institution that "does it differently". (Andreasen & Kotler 2003, 67) These factors should definitely be noted in the network's strategic planning.

2.4.2 Social groups, relationships and interactions

According to Kotler et al, social factors such as reference groups, family, and social roles and statuses affect consumers' buying behaviour. These social factors make a difference to the consumer when making the purchasing decisions. Especially reference groups influence consumers' minds: which groups they want to be associated with and which not. (Kotler et al. 2012, 249)

Many social groups and relationships influence consumers subconsciously. People are keen on belonging to a certain reference group, or building their personal status based on these reference groups. Kotler et al. bring forward the existence of opinion leaders in these reference groups. They characterise these persons as highly confident and socially active. Other consumers consider them as valuable information sources. The consumers are however influenced especially by their families. Kotler et al. point out the importance of family relations in consumers' buying habits, as family members constitute the most influential reference group. According to their analysis, family has a role in the consumers' purchase decisions in every part of the consumer's life; whether it is the parents or the spouse. (ibid, 250)

In business life, customers are not only influenced by the advertisement and direct marketing of the product. In marketing management context, one should understand the very essence of human behaviour and psychology. From human perspective, we follow our instincts but, most importantly, we follow the groups we want to be connected to and the ones "who never lie to us" (our families). Our interactions are partly based on how we want to be seen. This has been recognised by Kotler et al. as well: "we can define person's position in each group to which he belongs in terms of role and status" (ibid, 252).

Andersson & Ekman view place brands as relationships between the place and all its stakeholders, including residents, employees of local organisations, key community stakeholders, consumers and the media. (Andersson & Ekman 2009, 45) In fact the stakeholders of the place play an enormous part in creating the place's brand identity. By

recognizing the relevant stakeholders and forming the marketing strategy based on this channel, place branding may get a great kick-off. People's relationships and social networks play a central role in the place branding context.

Besides marketing theories in the social context, we should also take a look on social capital theories and the natural benefits that networking brings to us. According to Fiona Kay, interaction creates trust which makes good things develop further. These are for example the beneficial consequences of networks and trust for democracy. (Kay 2006, 2) She also adds the beneficial effects of health and well-being for the people who are largely influenced by their social capital and networks. She says "people who are open to interaction with others, who believe in the inherent good will of others reap a reward on personal health" (ibid, 11)

An interesting findings from Kay's study is that individuals prefer to interact with others who are similar to themselves in terms of income, race or ethnicity. She concludes that "for participation and development of trust, individual require similarity rather than difference" (ibid, 174). This finding is quite disturbing in the networking context where diversity is highly appreciated as part of development process and learning. In fact, individuals trust more easily on people from their "primary" groups and therefore are influenced mostly by these similar groups. (ibid) This finding is important to acknowledge for this study from the perspective of human behaviour. If people are more likely to network with similar individuals as themselves, should diverse networking be encouraged? Is it beneficial from the point of view of society's development?

According to Fiona Kay, positive social interaction among different individuals contribute more to the development of generalized trust and civic orientation than do similar individuals who share common characteristics, attitudes and behaviour. (ibid, 175) From the point of view of network management, diverse interaction between individuals should be encouraged. The core result for the society could be that society would be empowered with trust and positive interaction between actors with different backgrounds.

Kaj Ilmonen also underlines that trust is the core element in the phenomenon of social capital. And networking is a basic element which opens the phenomenon of social capital. Ilmonen refers to Adam Smith (1933) who emphasized the importance of trust and solidarity in human collaboration. Ilmonen says that Carl Marx also realized the significance

of trust and highlighted that international solidarity is only possible to achieve by political diplomacy. Ilmonen denies this assumption and says that trust cannot be directed from above but instead trust is created when people interact with each other in concrete way. (Ilmonen 2000, 14)

As well as Ilmonen and Kay, Putnam embraces the multiculturalism and diversity in society. He says that for example the USA has benefited a great deal of its diverse citizens, but he also states that in the short term the increased level of diversity can undermine the social capital. He characterises the social capital to be a part of the everyday life of the people and the high social capital is related to economic equality and national cohesion. (Saarikoski 2015)

2.4.3 The influence of social capital in economic growth

The researchers worldwide have acknowledged that social capital plays a crucial role in economic performance. It has been shown that social capital influences economic development positively, which leads to the question of how social capital could be reinforced and generated. Tripp, Payne & Diodorus have interestingly noted that social heterogeneity is also considered a key determinant of social capital. Tripp et al. take an opposite example of Japan as a very homogenous society to investigate how the society's social capital impacts the economy. They present an example of company-supplier relationship which played an important role in post-war industrial development and in fact was especially based on trust regarded as a part of social capital which was a product of a homogenous society as Japan was and still is today. (Tripp, Payne, Diodorus 2009, 270)

As recognized in the previous chapter, Fiona Kay has taken a multicultural perspective into social capital. According to her findings (using Canada as an example) multicultural policies promote social integration and trust. She says that Canada is a good example for exploring dynamics of ethnic diversity and social capital. (Kay 2006, 11)

In general, social capital is found to be positively associated with high levels of education, confidence in public institutions and participation in social, cultural and political activities which then correlate with the quality of life and for example public safety, health and life satisfaction. This will positively influence communities and societies in general. (ibid, 169) On the other hand, she also states that larger community size is a predictor of lower

interpersonal trust, lower propensity to join organizations and less time spent with friends. (ibid, 171)

When we analyse the findings of Kay and Tripp et al., we are able to understand the importance of trust as a key factor in social capital and economic growth. In Japan, the homogenous society was based on trust and relationships between families and that was the main factor which influenced positively in business development and growth. On the other hand Kay discusses the benefits of social capital in Canada in the multicultural context, but she brings forward the same analysis as Tripp et al. that the more diverse and large the society is, the lower the personal ties and trust between humans are. (ibid)

In the context of economic growth, the individual's capacity in utilizing their social capital is a relevant factor. In the context of social capital, this individual capacity is called brokering. Ronald Burt states that "people who have the social capital of brokering connections across structural holes have an advantage in detecting and developing rewarding opportunities" (Burt 2005, 56). In other words, individuals have to take responsibility of managing their own networks in order to regenerate the good things.

Coleman (1986; 1987) mentions the tangible relationship between social capital and economic performance and especially how social organizations affect the functionality of economic activity. According to him, social capital is different from other forms of capital by the structure of the relations between actors and among actors. (Dasgupta & Serageldin 2000, 15) Coleman gives an example of what social capital is in concretely: "a group within which there is extensive trustworthiness and extensive trust is able to accomplish much more than a comparable group without that trustworthiness and trust" (ibid, 19).

To conclude these previous analyses of social interaction between people and the influence of social capital for the economic growth, one word emerges constantly: trust. Trust is the key word for social capital performance in society and it is the key word as regards how social capital influences economics and it is also the key word in network management. Without trust between participants the benefits of the networks slip away, which creates the opposite impact from what was intended in the beginning. The possible conclusion would be that the lack of trust generates tension which can affect economic performance and business life.

2.4.4   The concept of network management in ambassador networks

The previous theories have shown the remarkable connection between networks, social capital in the economic development context and human behaviour in the marketing context. The theoretical section 2.4 outlined the concept of network management and what it basically is, and also how we understand the management of networks in practice and what role do the networks play in the business context.

Returning to the core issue of place branding and networks after analysing the social impacts of networks, we continue in evaluating what is needed for successful network management in the long term, in the context of ambassador networks. There is one thing to keep in mind about networks: networks are built on people, not organizations and the members of the network act like people in normal life; they are influenced by different kinds of motivators. We will go deeper into the analysis of these motivators in the following chapters.

Andersson & Ekman have studied ambassador networks and how they are utilised in different cities and regions. They have discovered that network management and network coordination have a critical role in the success of the ambassador network to reach its targets. (Andersson & Ekman 2009, 45) The previous study of Geobrands in Sweden conducted by Per Ekman emphasizes that the coordination of the ambassador network should come from inside of the coordinator organization and not outsource the coordination to a consultant. According to Ekman, the ambassador network should have a clear coordination as well as a moderator, and it is important to acknowledge the competences needed to coordinate the ambassador network. Ekman mentions competences such as network management skills, brand building knowledge, ICT and marketing as well as communication competence. (Ekman 2008)

Ekman also points out some basic elements of the ambassador network functions:
1. The communication between network members (ambassadors) and communication between coordinator and ambassadors should be as easy as possible.
2. The mutual networking meetings and events are important tools to create and maintain ambassadors' collaboration and ambassadors' identity.
3. The ambassadors tend to take and create for themselves different roles in the network.

4. The coordinator should communicate clearly the expectations and the demands as well as the goals of the network for the ambassadors. (ibid)

Ekman also outlines a challenge which could be generalized in the whole network management context. He has recognized that ambassadors tend to be excited in the beginning when joining the network but later on lose the attachment in the network's functions. The main challenge in this kind of network management is how to keep the members motivated in the long term. (ibid) In conclusion to Ekman's analysis, long term network management demands actions and continuous development in order to keep the network active.

As noted by Ekman, the coordination and coordinator of the networks have an essential role in the success of the network. Later on Andersson & Ekman (based on Ekman's study) present the same discovery that the purpose of the network should be clear and well communicated. In the cases where the purpose has been unclear or too broad, it has been difficult to govern the network and to maintain the motivation in the long term. Andersson & Ekman also suggest that the network management should possess the needed mandate to coordinate the network in order to create legitimacy and credibility for the network itself. (Andersson & Ekman 2009, 47)

As we can see, these core factors of successful long term network management are highly connected with ambassadors' motivators and therefore the scope of the following theoretical parts will concentrate on analysing human behaviour and motivators especially in the networking and ambassador contexts.

2.5 Approach to human motivation factors in networking context

Human motivators have become a key and hot topic in developmental and personality psychology, as well as cognitive psychology over the last ten to fifteen years. Especially the motivation and action-theoretical approach has developed particularly well in Europe. (Heckhausen 2000, 2) According to Heckhausen "individual, biology, and society are the components of a dialectical system that generates patterns of development and life courses" (ibid, 3). In other words, the behaviour and actions of a human being are influenced by biological reasons and the norms set by society but only partly by the individual's determination and conscious actions towards their goal. Motivation on the other

hand is a key element in the part where an individual's decision making and actions influence their future development. As Heckhausen says "motivation can address long-term out-comes of behaviour and, therefore, also one's own development" (ibid, 4).

Also Alsted embraces the importance of motivation theories within psychology. He approaches the topic of motivation from the perspective of the society which he hopes to give more understanding about the society itself. (Alsted 2005, 17) In this theoretical part of human motivational factors, I will concentrate to analyse which motivators drive people to network, to participate in the development of the society and to contribute on a voluntary basis in the society or to help others. The basic guideline in this theoretical part is Maslow's hierarchy of needs which I will concentrate on in the following chapter.

On the other hand, Poli brings forward motives as drivers which fix human aims and activate them. And what is remarkable, humans understand their goals and the reasons behind those goals. As well as Heckhausen, Poli says that "motivation is personal within a context that is neural, social and circumstantial" (Poli 2013, 51). Also, Poli's following analysis leans to Maslow's hierarchy of needs as he claims that basic needs and interests are determinable: each has a range of possible satisfiers though biology, socializations, circumstances, and practical experiences narrow our choices. (ibid)

In my observation, networking, interaction and relationships provide some of the previously mentioned facts that influence in human motivation. Relationships and informal networks provide a framework in which individuals are able to perceive their capabilities, gain social acceptance and push forward their individual goals as well as the goals of the community. Liukkonen, Jaakkola & Kataja's analysis of human intrinsic motives, support this observation. They discuss previous researches where these intrinsic motives are connected with positive emotions, thoughts and behaviour patterns when extrinsic motives have the opposite influence on these factors. Extrinsic motivators mean actions which are influenced by rewards or even punishments. According to Liukkonen et al. extrinsic motivators work when the person (e.g. employee) is under supervision but lose the power when the individual is no longer supervised. (Liukkonen, Jaakkola & Kataja 2006, 28, 85)

My question is, could it be that positive social interaction and networking provides a platform to create intrinsic motivators for individual participants? Liukkonen et al. state that

a person who is self-motivated participates in the operations primarily to satisfy himself. The motivational drivers can be e.g. pleasure, joy and positive emotional experiences which are caused by social interaction and the feeling of belonging. Interestingly, Liukkonen et al. state that the person's long term commitment into action is strongly influenced by his intrinsic motives which also are connected with the feelings of autonomy. (ibid, 87)

Liukkonen et al.'s analysis of the human's intrinsic motives is clearly connected on Harry E. Harlow's (in 1940's) and later on Edward Deci's (in 1969) experiments and discoveries of intrinsic and extrinsic motives. Harlow discovered in his monkey experiments that the performance of the task offers an intrinsic reward which exceeds the motivation that a reward could bring to solve the task. His radical analysis was (which Deci confirmed later on) that the reward could even reduce the desire to solve the given task. (Pink 2009, 3)

Later on researchers started to understand that, in addition to Maslow's theory of the basic needs and Deci's analyse of intrinsic motives, there also exist other intrinsic motives that drive us which are distinctive and unique for every individual. In the 1990's, Professor Steven Reiss developed the Reiss motivation profile in order to analyse individuals' distinctive motivators. (Mayor & Risku 2015, 29)

The basic idea with all these previously mentioned theories is that humans aren't only driven by extrinsic motives, they are more powerfully influenced by their intrinsic motives which they partly know themselves. In the networking context, motivators and drivers are the same which influence humans' behaviour in working environments and everyday life. According to Mayor & Risku, our behaviour in different social situation is dependent of our intrinsic motives and by understanding those motives it is easier to understand the roles that people take for instance in the networking context. The life's basic needs are connected together with the temperament of humans which is known to be a permanent part of human personality. Temperament is the natural way that humans reach for different situations, but the basic needs are also influenced by the environment and education. (ibid, 34-43)

Human motivational factors could therefore be seen as combined partly with the social capital aspect. As Ilmonen stated, trust is the core element in the social capital concept and networking is the key which enables the creation of trust between people (Ilmonen

2000, 14), Maslow's need for belonging is one of the motivators that combines these two elements together: motivation created by intrinsic need of belonging and networks as platforms to accumulate social capital in society. Now we shall look at Maslow's theory before going deeper into the analysis of which drivers influence people.

2.5.1 Maslow's theory

In 1943, an American social psychologist A. H. Maslow developed a theory called hierarchy of needs which has since become one of the most popular theories which consider human needs as a part of understanding human behaviour and motivators from the point of view of management.

Maslow divides human needs into five different categories, which are shown in Figure 12.
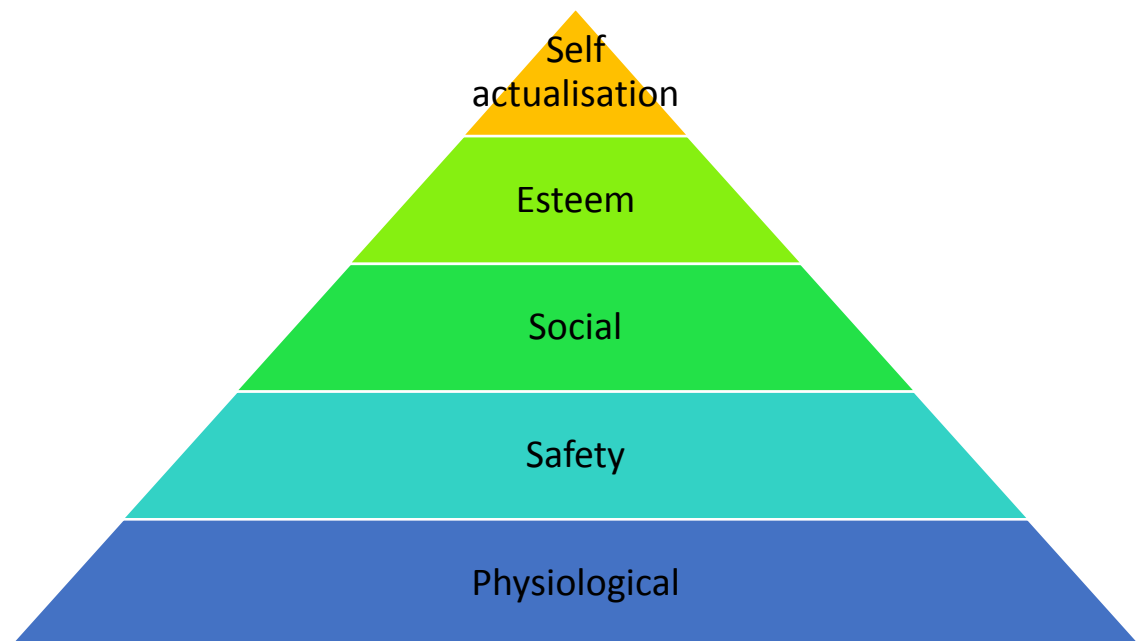

FIGURE 12: Maslow's hierarchy of needs

1. Biological and physiological needs contain food, drink, shelter, air, warmth, sex and sleep.
2. Safety needs contain security, law, order, stability, protection and freedom from fear.
3. Social needs contain especially love and belonging needs such as friendship, intimacy, affection and love.

4. Esteem needs are related to how we visualize ourselves. It contains achievement, mastery, independence, status, dominance, prestige, self-respect and respect from others.

5. Self-actualization needs mean self-fulfilment, experiences, personal potential and personal growth.

(Hokkanen & Strömberg 2003, 23; Timpe 1989, 102; Pink 2010, 20)

In 1960, Douglas McGregor applied Maslow's theories in the business world and disagreed with that people would be stimulated to achieve their objective only when expecting a reward or trying to avoid punishment. He stated that people have other drives which managers could benefit from if they would know how. (Pink 2010, 20)

Maslow's theory was also developed further by Frederick Herzberg who concentrated in his research on work satisfaction, motivation and dissatisfaction factors. He divided Maslow's hierarchy in two different parts. He called them motivational factors and hygiene factors. The idea was that hygiene factors don't contain special motivators but without them, the other part which contains the motivational factors, does not work either. Hygiene factors contained the physiological, safety and belonging needs. Motivational factors contained needs of prestige, self-actualization and the need of knowledge. (Hokkanen & Strömberg 2003, 27)
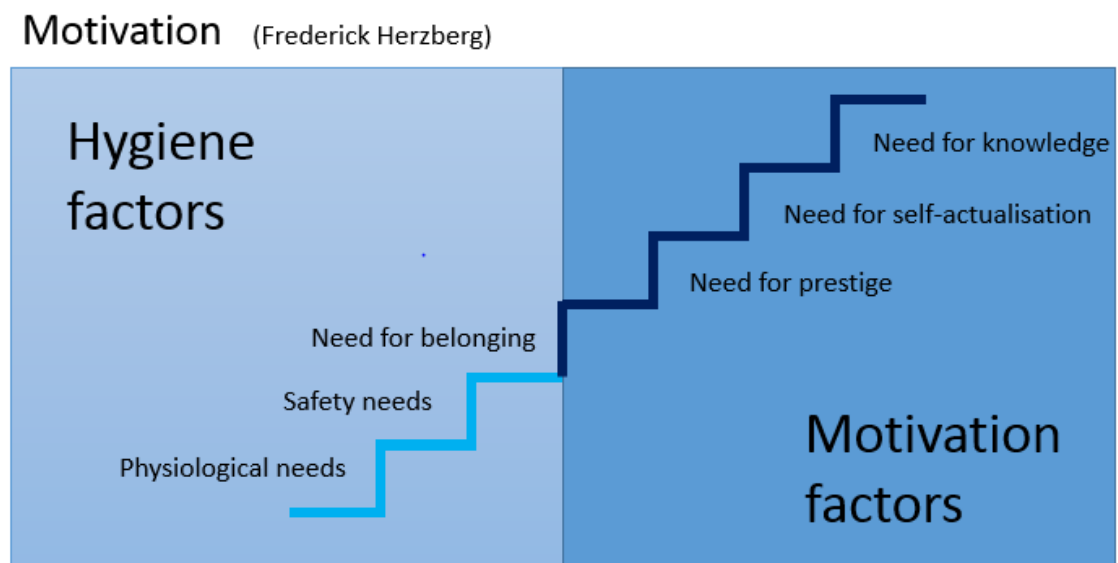

FIGURE 13: Needs and motivational factors (Hokkanen & Strömberg 2003, 27)

The basic theory of Maslow is interesting from the aspect of how our needs can be interpreted as motivators. Maslow's pyramid has too often been criticized on being too hierarchic in the sense that every need should be fulfilled before a human being is able to move to the top. According to Mayor & Risku, Maslow wanted the future researchers to continue on developing his theory of needs towards more dynamic and individual oriented theories. (Mayor & Risku 2015, 28)

Pink also recognizes these individual forces that drive us towards success and accomplishments by linking the motivation to creating open-source products. If masses of people are willing to take steps to create something new for free and without any rewards, the intrinsic motives are clearly a very powerful force that drive us all. (Pink 2010, 22) Maslow's pyramid shows that when certain needs are satisfied, the need of knowledge and self-actualization are the drivers that move us forward in creating new things.

2.5.2 Intrinsic motivators

Our motives are desires, drivers and psychological needs. Motives can explain to us why people act and think the way they do. We do not always recognize what motivates us because our motivators are based on our genes and our childhood. (Mayor & Risku 2015, 38)
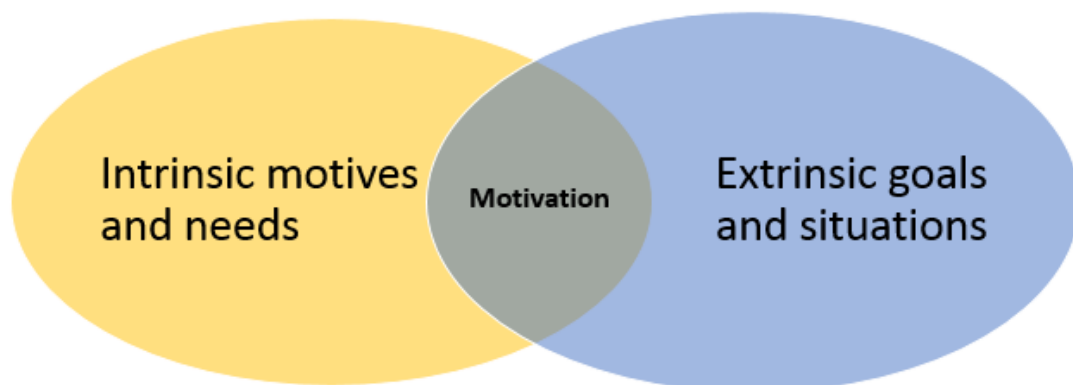

FIGURE 14: How motivation is connected with intrinsic motives and needs and with extrinsic goals and situations. (Mayor & Risku 2015, 38)

When our motives, our goals and our living environment match, we feel satisfaction and are motivated, which leads us to become more efficient and creative. On the other hand,

when we are not motivated, the reason often lies in the difference between our intrinsic motives and with the extrinsic goals. (ibid)

In 2003, Mihaly Csikzentmihalyi developed the so-called "flow" theory which applies to people who have reached a high motivation mode. When the flow mode is on, the person forgets the time and the place and is totally absorbed in the task. In the flow mode we are entirely motivated, energetic and committed to our task. (ibid, 37)

Steven Reiss's developed motivation profile concentrates on 16 different basic needs that influence people's motives. He claims that the satisfaction of our individual needs is one of the most important goals in human life. He divides the feeling of happiness into emotional and value-based happiness. With the emotional side, he means the desire to reach emotional well-being. The opposite for this desire is the value-based happiness which means the feeling that life has a greater meaning and purpose. The Reiss's 16 basic desires give us guidelines of which basic needs motivate us the most in order to reach happiness in our lives. (ibid, 41)

Motives also explain the actions that we take and why we act in a certain way. According to Reiss, we all have the same 16 basic desires but the importance of every desire depends on the person. The strength of the motivation is a centric element in understanding human personality. (ibid, 45)

In the big picture, intrinsic motives can drive us to work with something without any reward or compensation. The feelings of joy and enthusiasm are the main driving forces that motivate us to continue, as Pink explains based on Deci's discoveries. In addition, Reiss's 16 basic needs, help us to go deeper to understand what really drives us individually.

2.5.3 Extrinsic motivators and rewarding

Extrinsic motivation means that we involve ourselves in an action with the expectation of a reward or the fear of punishment. In extrinsic driven actions the person's driving force is connected entirely to external factors which the person has very little power to influence on. (Liukkonen et al. 2006, 83)

Pink gives us a lot of to think about when he states that "carrots and sticks can achieve precisely the opposite of their intended aims" (Pink 2010, 35). The ways and mechanisms which are designed to increase the motivation can, on the contrary, drop the motivation and reduce the creativity. In addition, rewards and punishments can provoke cheating, addiction and dangerously myopic thinking. (ibid) Pink points out seven deadly flaws of carrots and sticks:

1. They can extinguish intrinsic motivation.
2. They can diminish performance.
3. They can crush creativity.
4. They can crowd out good behaviour.
5. They can encourage cheating, shortcuts, and unethical behaviour.
6. They can become addictive.
7. They can foster short-term thinking

FIGURE 15: Carrots and sticks: The Seven Deadly Flaws (Pink 2010, 59)

In the short term the rewards or "carrots" as extrinsic motivators can be effective, but in the long term intrinsic motivation is much more effective. (Liukkonen et al. 2006, 85) On the other hand when we consider punishments as a sources of motivation and the person is under supervision in order that his autonomy is limited, the extrinsic motives determine the behaviour of the person. On the other hand, when the person is self-motivated, he participates in the action because of himself. (ibid, 85-87)

Rantamäki et al. also think that management should not use reward systems because good management or manager cannot be replaced with rewards. They state that rewards often signal what kinds of values and hopes are represented by the company. A person who is driven by extrinsic motivators does not care as much as a self-motivated person about the meaningfulness of the work or action. (Rantamäki et al. 2006, 32-33)

The reward system also presents the paradox that nothing is enough. As Pink points out, in working life people expect to be paid more and more every year to produce more results. (Pink 2010, 79-78) This eventually leads to the result that the roof of the salary has been reached and the intrinsic motivators are not there to fulfil the created motivation gap.

2.5.4   Approach to the key factors that motivate ambassadors

Andersson & Ekman have examined the key factors that motivate ambassadors to join the networks in different ambassador programs in the Nordic countries. The goal of their research, which was conducted in 2009, was to pin down the motivators and expectations of the network members. They discovered that the ambassadors' behaviour in the network and their motivation is influenced by the way they were selected to join the network. According to Andersson & Ekman, those who are selected or appointed tend to see the assignment as being an honorary task and a sign that the person has done good deeds for the locality in the past. (Andersson & Ekman 2009, 42-48)

To show the variation in the motivators, the table below presents the ambassador motivators after joining to the network and it was compiled according to the observations in Andersson & Ekman's research.

Ambassadors' motivators after joining to the network

1. Wish to help out in creating a positive momentum for the place
2. Curiosity of being an ambassador
3. Getting first-hand information and quick updates about the place
4. The opportunity of being involved in the marketing of the place
5. The opportunity of going to meetings and events
6. The possibility to meet new contacts and interesting people
7. The opportunity to get some insight into the work of the local administration

FIGURE 16: Ambassadors' motivators after joining to the network (Andersson & Ekman 2009, 48)

Andersson & Ekman's research brought out a surprising fact that receiving information about the place is seen as the main value of being an ambassador. The communication value is therefore essential. They also acknowledge the fact that the ambassadors' motivators tend to be more connected with the information receiving context rather than in the light of relationship, interaction and dialogue, which have sometimes been considered value-creating factors. The interaction inside the network is important but not as important as the purpose of the network for the ambassadors. Andersson & Ekman emphasize the necessity (in value-creation) the purpose of the network. This purpose creates concrete things for the ambassadors to discuss and to interact with. (ibid, 48)

The following concrete activities were mentioned as being important incentives in the ambassador network commitment:
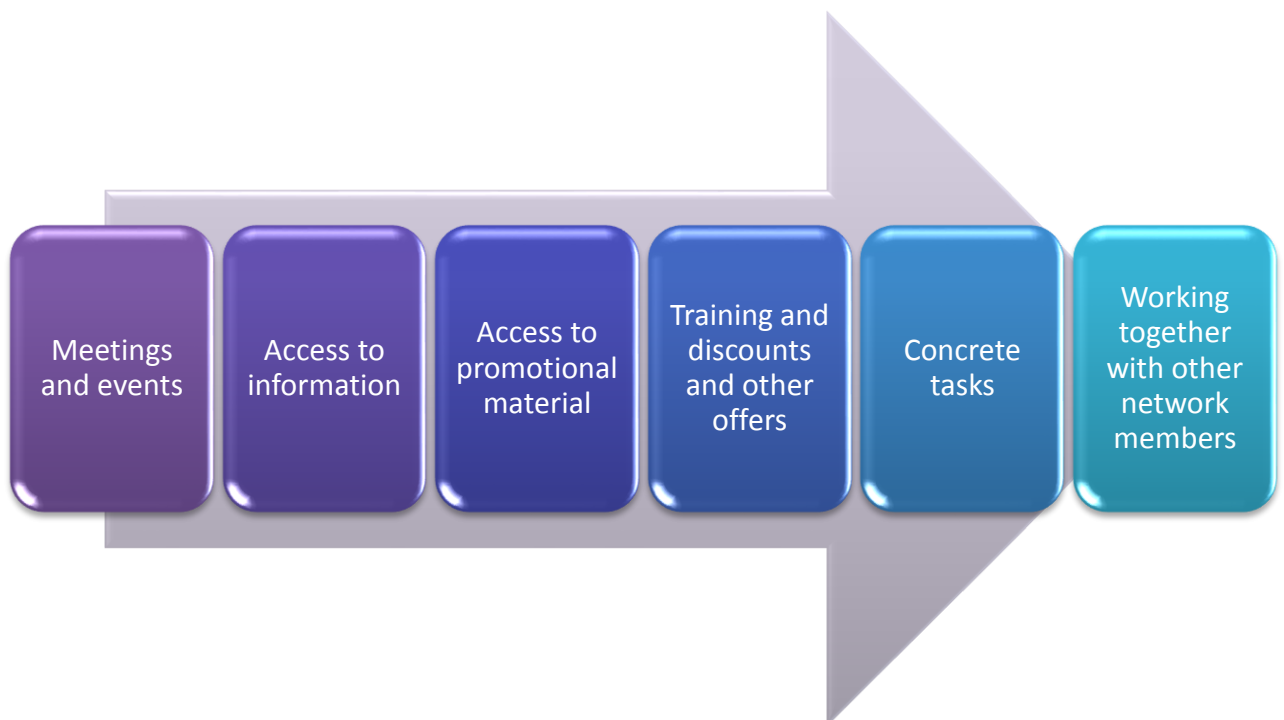
FIGURE 17: Concrete value-creating factors for the ambassadors in the network (Andersson & Ekman, 48)

The important issue that Andersson & Ekman state is that "ambassador networks are seen not only as a communication channel, but also and perhaps even more as a development resource" (ibid, 49). This hypothesis is proven by the motivational factors in Andersson & Ekman's research. According to those previously mentioned facts, people are keen on interacting in a network which serves for a purpose and not only to be connected in the

network for the network itself. The most important observation in Andersson & Ekman's study is that these kinds of communicational networks, represent a potential to constitute an integral component of place brand management. With these findings Andersson & Ekman formulated a typology with four main categories of networks: the citizen focused network, the business-oriented network, the fame focused network and the specialized or niche network. (ibid, 49)

As Andersson & Ekman emphasize the importance of the purpose of the ambassador network with the link of a direct reward to it, the small research of Demola's alumni show that the reward of being a recommender of Demola does not have to be necessarily an extrinsic motivator. The intrinsic motivators are more valuable in the rewarding context when analysing the ambassadors' motivators to act. In this small research conducted by Ilkka Sallinen, the goal was to research if Demola's alumni students were motivated to recommend Demola for other students and what kinds of tools Demola has for this purpose. What is interesting is that according to this small research, many of Demola's alumnis did not recommend Demola with the expectations of a concrete reward of it. The best reward seemed to be a simple expression of gratitude and informing the recommender of the concrete results. Sallinen concludes that the most important motivator of Demola's alumni to act as a recommender is related to intrinsic motivation which is encouraged by autonomy, learning new information and the purpose of the work. Sallinen also mentions extrinsic motivators, which were brought up in his study, which partly accumulated the Demola's alumni motivators: paid reward, study units and a mention in the CV. (Sallinen 2011, 42)

Based on Andersson & Ekman's findings on the ambassador networks, it is possible to make the assumption that the motivators of the ambassadors are primarily based on communication and receiving information rather than in the network itself. According to Andersson & Ekman, the purpose of the network is essential and it should be well communicated to the members. Sallinen's study also points out the importance of the intrinsic motivators when acting as a recommender of a place.

In the ambassador context, the rewarding system has been considered a part of motivating ambassadors into action as well. The commissioner (Tredea Oy) signed up with Demola's student group at the end of 2014, for a planning project of the Tampere – All Bright!

Ambassador network. One of the outcomes of the Demola project, was a rewarding system with points that the ambassadors should collect during the year. The ambassador who collects the most points would be rewarded and notified as a "Diamond of Tampere" at the end of the year. (Tredea 2015) Based on the previous theories about intrinsic and extrinsic motivators, I would argue that, with regard to ambassador programmes, a rewarding system is not a long term motivator which could be considered. My opinion is that a recognition of the work that an active ambassador has committed to could be even more powerful as it relies on the ambassadors' intrinsic motivators such as joy, self-development, social influence and professional progress. Demola project's "hero of the month" system is more appealing from this aspect. Basically, the ambassadors or the coordinator choose an ambassador who has been active and showed a good ambassador example for others every now and then, possibly monthly. I would suggest that this kind of recognition should be considered in an ambassador network structure.

2.5.5 The emotional and cultural perspective

To understand the ambassadors' motivators, we should also try to analyse the complicated behaviour that we humans have. As identified in the previous chapters, people have individual needs which turn into motivators. These motivators influence our behaviour. In addition, our behaviour is influenced by our emotions and cultural backgrounds. In the marketing context, the emotional perspective proposes that consumer affections, like emotional responses are influenced by new experiences which come via consumption. The emotional driver is the need to fulfil a desire and to obtain pleasure in life. (Kotler et al. 2012, 259-266)

Kotler also says that consumer emotions have been shown to have significant effects. They can produce either positive or negative emotions which can lead to action. (ibid, 268) On the other hand Sanders gives us an emotional branding perspective. She says that the success of the well-known brands is about much more than the logo, it is about forming an emotional connection with the customers. Emotional branding has the power in differentiating the products from their competitors and it helps to create a deep intrinsic relationships. Sanders states that "only an insight-based, personalized marketing approach can form a strong enough bond with a brand that evokes a personal, emotional reaction in customer" (Sanders 2012). Sanders presents a surprising idea when she compares emotional branding to creating and maintaining a relationship with a good friend.

According to her, it becomes hard for the person to separate him or herself from a specific brand and create a new relationship with another. (Sanders 2012)

The cultural perspective is likewise an emotional experience and it is related to the feelings that brands or products create in people's minds. Kotler et al. state that people do not become emotional for unimportant things, but for values, goals, intentions and plans etc. (Kotler et al. 2012, 269) Therefor it is obvious that cultural issues influence consumers' minds. Kotler et al. see that marketing simultaneously shapes culture and is shaped by it. They explain that culture is like a prism through which consumers view products and try to make sense of their own and other people's consumer behaviours. (ibid)

As emotions and cultures influence our decision making and our behaviour as consumers, we should also pay attention to how these factors influence ambassadors' motivators or how they are seen in the ambassador networking context. What cultural aspects should be considered in the ambassador networking context?

Holden has taken an international perspective to networking in the company context where organisational learning is in a central role. He says that networking is in fact a cross-cultural knowledge-sharing activity and knowledge is one certain source of lasting competitive advantage that companies can have. It requires knowledge of business communication in global economy and new forms of cross-cultural communication and know-how. (Holden 2002, 43)

Holden refers to Brham and Heimer (1998) who state that global connectivity is a frame of mind that encourages people to take independent action yet feel part of and responsible to a bigger whole from which they derive important competitive benefits and to which, in return, they must add value. According to Holden, globalisation in the twentieth century is creating the need for new ways of understanding and managing cultural differences, whilst creating new kinds of cross-cultural formats such as multicultural project teams. Holden refers to Schneider and Barsoux (1997) who argue that embracing culture in all of its diversity as a resource rather than a threat is essential for responding to the demands of a global market economy. (ibid, 45)

Diverse networks are a key element in order to create a development tool for city organisations as well as for regional organisations. Diversity in the networks brings new knowledge, as Holden stated, and the organisations should encourage their employees

into informal networking within the professional frame. But as discussed in the previous chapters, networks require coordination and purpose. The benefit, on the other hand, of this networking interaction is the development of trust which enables the growth of social capital in society and the same time building the foundation for future economic growth.

3 RESEARCH METHODOLOGY

After the theoretical part of this study, my goal is to introduce the relevant research methodologies by using theoretical framework. The main objective of this chapter is to gather the chosen methods and explain why these methods have been chosen for this study. This chapter will also present the data collection and analysing methods used in this study. In addition, this chapter provides information about the validity and reliability of the study.

The previous theoretical part of this study was necessary in order to identify and analyse management in the network context, the effect of social capital as well as human behaviour and motivators. Chapter 3 formed the theoretical foundation which we will utilize when continuing to the research itself. As Alasuutari points out, the main purpose of the theoretical framework is to give the research a solid foundation and a point of view, according to which data will be analysed. The research demands a theoretical argumentation and justification. (Alasuutari 2007, 81-82)

The basic procedure in the beginning of the research is that the researcher first familiarizes him or herself with the literature and other material related to the study, develops the idea of the goal of the research, its limitations and aspects, and then moves forward to the concrete data collection process. (Hirsjärvi, Remes & Sajavaara 2007, 105)

The research plan has an important role in the beginning of the study. It is relevant to justify why this research is needed. Is the goal of the research to resolve a specific problem or only to identify potential possibilities? (Churchill 1995, 85). Also, Kotler et al. state that formal studies on marketing are often focused on specific problems and opportunities. Kotler et al. defines marketing research to be a process which includes systematic design, data collection, analysis and reporting of data and relevant findings. (Kotler et al. 2012, 2010)

According to Kotler et al, effective marketing research follows the path of these six steps presented in Figure 18 below.
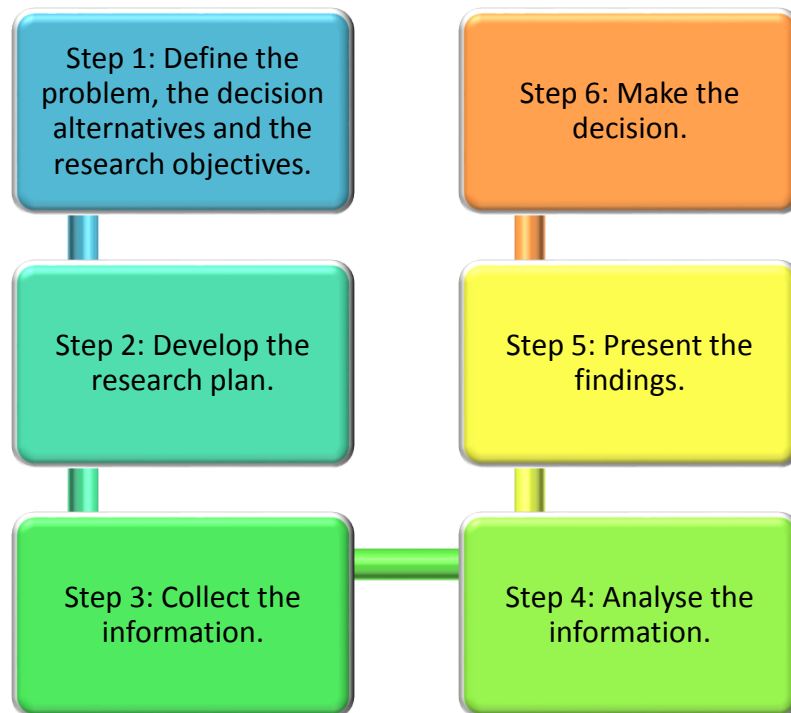
FIGURE 18: Kotler et al. Six steps for effective marketing research. (Kotler et al. 2012, 211-229)

Executing a successful research requires choosing a reasonable target group (basic group, sample) and, in addition to this, choosing the suitable research method. The chosen method should produce reliable, cost-effective and adequate research information. The required and suitable research method is defined based on the research problem, objective, budget and timeframe. (Lahtinen & Isoviita 1998, 62)
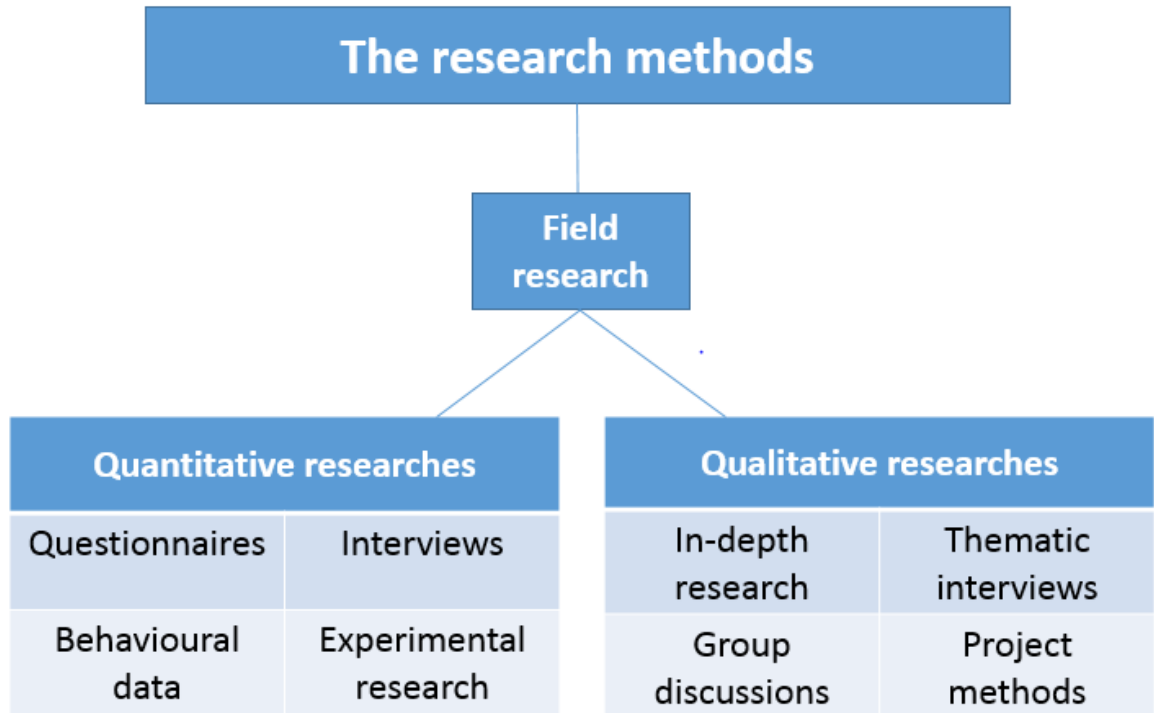
FIGURE 19: The division of marketing research methods. (Lahtinen & Isoviita 1998, 62)

Scientific research is concentrated on analysing the signs and producing new leads actively. Based on the signs and leads, the goal is to analyse and understand something that is not obvious and predictable. The main goal is to try to analyse the collected data systematically and reliably without taking sides or forming an opinion beforehand.

It is also important to separate the observations from the results. The observations are only considered as clues which can be used for helping the researcher to get behind the observations. (Alasuutari 2007, 77)

3.1 Chosen data collecting methods

After taking a short overview on scientific research principles and how the research should be conducted, we proceed to the data collecting methods which are used in this research.

To be able to separate the observations from the collected data, one needs to have a clear research method. The method consists of the practicalities and operations that the researcher applies in order to produce perceptions and with those rules the researcher can interpret and modify, and further on evaluate their value as important clues. (Alasuutari 2007, 82)

Alasuutari also adds that the method is poor when it does not give the possibility for the data to generate surprises, or if the researcher is unable to produce hypothesis from the analysis or the initial setting cannot be corrected based on the received feedback. The chosen data collecting method should be in harmony with the theoretical framework as mentioned previously. If the data consists of a small group of individual interviews, it would be impossible to generalise the results based on a small sample of interviewed people. (ibid, 82-83)

In the context of marketing, the data collecting method is engaged with the purpose as it is in any kind of scientific research. Kotler et al. state that "gaining marketing insights is crucial for marketing success" (Kotler et al. 2012, 210). They also add that without this kind of insightful information, marketers are risking to get in trouble. When the needed data is out of date, inaccurate, unreliable or otherwise incomplete, the researcher needs to collect primary data. Marketers collect primary data in five main ways: observation, focus groups, surveys, behavioural data and experiments. (ibid, 210-214)

Qualitative and quantitative research methods are most likely to be separated from each other by the nature and purpose of the research. The main objective of quantitative research is to collect a large amount of data and to analyse it based on quantities and numbers in order to analyse the corrections and causation of the data. (Hirsjärvi et al. 2013, 131-132) The nature of the qualitative research method, on the other hand, is that the data is viewed and analysed from many different angles and that is why the data collection for the qualitative method should be executed in a way that enables different perspectives and analyses. (Alasuutari 2007, 84)

In this study, I will use the qualitative research method and two benchmarking cases as data collection methods. These methods give the researcher the possibility to collect and analyse the data from various angles and connect them with the theoretical framework of

the study. These methods can broaden the perspective for the analysis and help the researcher to combine the different data collections. It is therefore important to state at this point that the first part of the data collection was executed in the spring of 2015, the benchmarking cases are from the end of the year 2014 and the most recent data collection was executed in October 2015. The varying time periods of data collection give one angle to analyse the results as well.

3.1.1 Qualitative methodology

According to Hirsjärvi et al, both quantitative and qualitative research are methods that are difficult to separate from each other and both quantitative and qualitative methods are often used side by side to measure numeric and meaningful things. (Hirsjärvi et al. 2007, 133)

Qualitative research, which I have chosen as the method for this research, is a method used for analysing the given answers from different angles as was concluded earlier. The basis for qualitative research is to picture real life combined with the idea that reality is very wide and ambiguous. In qualitative research, the goal is to analyse the target comprehensively. (ibid, 157)

In this research, I apply the following features which are typical for qualitative research:
1. The data collection has a holistic nature and the data is based on real situations or cases.
2. People are the instruments in data collection.
3. The goal of the researcher is to reveal surprising matters.
4. The methods which give the "voice" to the target of the research are applied.
5. The target groups are chosen purposely not randomly.
6. The research plan develops during the process.
7. The data is handled as a unique sample and the research will be executed based on this unique nature.

(ibid, 160)

In this research the qualitative part consists of benchmarking cases of the similar ambassador networks from other cities and also of an email survey among a specific target

group. In addition, the first questionnaire which was executed in the spring of 2015 consisted of qualitative information as well, although the respondents were random.

3.1.2   Questionnaires and benchmarking as data collecting methods

Although this research uses the qualitative method, a questionnaire is used as well. As Vilkka says, questionnaires are often used as a quantitative method. In the questionnaire, the respondent reads the question and answers in writing. This kind of data collection method is suitable for a large number of respondents or for a wide range. The positive aspect of the questionnaire is that the respondents will remain anonyms, but the risk is that the response percentage is low. (Vilkka 2015, 94)

In this research, I used an open questionnaire, which enables us to receive responses randomly outside a specific target group. It is important however to acknowledge the limitation of this questionnaire that the respondents had been following the commissionaire's internet pages and other social media channels, which means that the respondents were already among the target audience of the commissionaire.

This research also involves a so-called saturation feature which means that the research and the questionnaires are continued as long as they continue to give relevant information for the researcher. When the same responses start to accumulate, it means that the saturation has started. (Hirsjärvi et al. 2007, 177) In the context of the motivators of the ambassadors, it is also important to recognise the individual needs and motivators which give a variation for the responses and therefore individual contexts should be outlined in this research.

As both, Hirsjärvi et al. and Alasuutari have concluded, observations are very important tools in forming analyses, but observations should be considered like clues which lead the researcher forward. (ibid, 178) One of the methods used in this research is the benchmarking method, the goal of which is to give more clues and hints to analyse the research data collected from the target group.

In this research, the benchmarking method is used as a tool to give a wider perspective for the research and to give more angles for how the research should be conducted to reach its goals. According to Patterson et al, benchmarking as a method is about learning

and sharing from others. It is possible to find valuable information which can be adapted to one's own situation. (Patterson et al. 1995, 4)

It is possible to benchmark just about everything, as Patterson states, and every manager should be capable of learning from others. "To benchmark, you first evaluate your own operation's processes to identify weaknesses and strengths; then you must identify, study and adapt from others who may be doing it better" (Patterson et al. 1995, 4). One of the most valuable things that is possible to learn in the benchmarking process, is how you do your own business and how can I do it better. (ibid, 5)

Ambassador networks are used in other cities and regions in Europe as a new marketing tool for place branding and international marketing practices. In this research, I will use the benchmarking method to learn more about other ambassador networks conducted in other countries, to study them and to find suggestions of the best practices that could be used in Tampere – All Bright! Ambassador network and also deepen this research to analyse especially the practices that are used in other countries to motivate their ambassadors. The best practices of other networks have been conducted by interviewing the coordinators and by examining their marketing materials and digital sources such as internet pages.

3.2 Chosen data analysing methods

To begin, it has to be stated that the amount of available data that could be applied for this study was surprisingly wide. The studies, the first questionnaire, the complementary study and the benchmarking cases gave a lot of profound information which needed to be analysed carefully. The benchmarking cases especially have been reduced in order to use the information which is relevant to this research and which can give clues to resolve the research question itself. This means that the interviews related to benchmarking cases have not been transcribed entirely, but only short excerpts from these interviews are used in this research. The analysis of this empirical material and the goal for building a conceptual framework by using theoretical material helps the researcher to structure a holistic overview of the results of the study.

The analysis, interpretations and conclusions from the collected data is the main part of the research process and it is the part which is targeted in the beginning of the research.

In the analysis, the researcher finds out which kinds of answers are there to answer the particular research problem. (Hirsjärvi et al. 2007, 216)

The empirical part of this research consists of the analysis of the current situation, theoretical information, information from other studies, the benchmarking cases and the results of the questionnaire and complementary study.

The analysis has followed the research from the beginning giving additional information on the questionnaire and complementary study. As Hirsjärvi et al. conclude, the qualitative research data is collected in different stages and very often side by side using different methods. The analysis is not only conducted as a part of the research process, but it follows the process by every step. (ibid, 218)

FIGURE 20: Analysing process in stages. (Hirsjärvi et al. 2007, 218)

As the goal of this thesis is to try to understand the profound motives of the ambassadors, the analysing process is qualitative and tries to understand and create conclusions. This is the analysis method which endeavours to understand. (ibid, 219)

An important part of the research analysis is not only to explain the results but try to interpret the results. "The interpretation means that the researcher reflects the results of the analyses and produces own conclusions" (ibid, 224). With this research, my goal is to interpret the results of the conducted studies to the reader by using the theoretical framework as the basis in the analysing process.

3.3 Validity and reliability

In every research, the validity of the used data and the reliability of the study should be analysed as well. The reliability of the research means the possibility to repeat the same

research and its ability to give responses which are not random. Validity on the other hand means the ability of the indicators and the methods to measure the study's target. For example, in the questionnaire the respondents might understand the questions differently from what the researcher has meant. (Hirsjärvi et al. 2007, 226 – 227)

There are some critical aspects on the validity of this research which have to be acknowledged at this point. First, the benchmarking cases have been conducted at the end of the year 2014, which was before the research question was specified. Secondly, the preliminary study targeted for the potential ambassadors was conducted before the actual network was launched, which means that the responses should be analysed based on the fact that the respondents did not have the possibility to compare their expectations to the reality. This is why a complementary study was decided to be executed in the autumn of 2015. The third critical aspect is related to the complementary study which was executed by using three open questions. These question gave a wide range of possibilities for the respondents to analyse their current situation from their personal points of view and this might have influenced the study analysis in the way that because of this, the task for the researcher is to carefully analyse which hypothesis could be generalized based on the responses. It is important as well to point out the fact that all of the responses from the primary study came from respondents, the majority of whom are already participating in the activities of the commissioner company: they either follow the newsletters, internet pages or social media channels or they have participated in the commissioner company's events.

On the other hand, the reliability of this study should equally be pointed out with regard to some critical aspects. The possibility to conduct the same questionnaire which was executed in the spring 2015 is impossible because of the existence of the network. If the same questionnaire would be executed now or later on, it would definitely be influenced by the activities and the expectations based on the real experiences of the respondents. Some might already have a clue of how the network works and what should be expected from it. Moilanen refers to Yin (1994), when he states that "in qualitative case study, when data can be interpreted from multiple perspectives, it is important to document the research process and make all the decisions transparent and replicable" (Moilanen 2008, 101). He emphasizes the importance of the documentation of the study which gives the possibility for others to repeat the same research. In this study, the possibility to repeat

the complementary study is better than that of the primary, as the same persons can be traced and the questions can be repeated.

In this research the data collecting process was started already in the autumn of 2014 which had a positive effect on the study itself. The researcher's point of view developed during the data collecting process and her know-how was improved. In the end, this helped to formulate the primary research question of the thesis and also which methods should be used to conduct the research.

Vilkka refers to Tuomi & Sarajärvi (2002), when she states that impartiality in the research should be taken under considerations. (Vilkka 2015, 198) At this point, it should be acknowledged that the researcher works at the commissioner company and therefore biased opinions and leading mind-set are a possibility in this research. I, as a researcher, also consider this a positive point of view which acted as a positive motivator for this research. My own motivation and ambition to learn more about the ambassadors' motivators as well as the challenge for finding new development tools added to curiosity, lifted this research to a new level. I have acknowledged this fact and I consider these study results reliable and mainly repeatable.

4 RESEARCH RESULTS AND ANALYSIS OF AMBASSADORS' MOTIVATION FACTORS

This chapter concentrates on the results and analysis of the conducted studies and benchmarking cases. The findings of the studies are analysed and connected to the theoretical framework.

This chapter's main goal is to answer the main research question and the secondary questions which were presented in chapter 1. The main objective of the conducted studies is to define the prior motivators that attract potential ambassadors to join the network and participate in the network's activities as well as to act as the recommender of Tampere region. The goal of this research is also to give new ideas for further development of the network and furthermore to open the concept of ambassador networks as a place branding tool.

The first study, conducted in the spring of 2015, was the first research executed for potential ambassadors in the Tampere region and it was followed by a brief additional study in the autumn of 2015 which targeted the first ambassadors who joined to the network during May and June 2015.

The timeframe of the first research was approximately three weeks starting from the 18th of March 2015 and ending on the 10th of April 2015. This research was executed by using the Digium enterprise –program and the survey was distributed by using Tredea's social media channels, Tampere All Bright! Magazine –internet journal, Tredea's livetampere.fi -pages, emails and also stakeholder contact lists. The questionnaire was also sent to the participants of Twinkle 2014 –event. The survey was open and anonymous. The expansion of the survey was followed by the use of google analytics which helped to see how many clicks the survey had received and from which countries. The goal was to see how the information of the survey spread and how many answers were received within this time frame. The questions of the survey were carefully planned and read also by the marketing team of Tredea which helped to confine the most important questions (appendix 1). The emails were sent with an additional cover letter (appendix 2).

The additional survey which was conducted in October 2015 (2nd – 16th of Oct.), consisted of three questions and their main objective was to form more profound observations about

the ambassadors' motivators. This additional survey was sent for 20 persons who had joined to the network during the first two months since the launch of the network. 65% of the recipients responded to the survey. The additional research gave new information which helped to analyse the motivators before and after the launch of the network. The responses of the additional study will be used anonymously in this thesis.

In addition, the benchmarking cases (Lyon and Copenhagen) offered new information which could help the commissioner to develop the network towards a long term development and marketing tool. These two cases from France and Denmark are analysed at the end of this chapter.

4.1   Respondent's profiles and backgrounds

The general view of the results of the first study–was that the ambassador network was found very interesting and almost all of the respondents were interested in participating in the development of the network. There were 56 respondents in total, which includes two respondents who dropped out of the questionnaire before reaching the end. Google analytics rendered 132 clicks in total which does not include the clicks which were not performed via the Google link. The countries where the survey was opened were Finland (98), United States (11), United Kingdom (5), Colombia (3), Brazil (2), Norway (2), Japan (1), Spain (1) and Italy (1).

In the planning stage of the Tampere - All Bright! Ambassador network, one thing to find out was the profile of the potential ambassador. This helped to define the right marketing channels in order to expand the growth of the network, to whom the network is targeted, what the activities inside the network could be and what kind of promotion activities the potential ambassadors would be ready to do.

More than half (63 %) of the respondents were females and most of the respondents were between 25 to 55 years of age but there were responses from all of the age groups and the eldest respondent was over 65 years old.

Most of the respondents were either working or studying, which shows that the survey was received in the right target group. Other responses included part-time working, part-

time entrepreneurship and mixed professional activities like research, studies and free-lance. This is shown in the following figure.
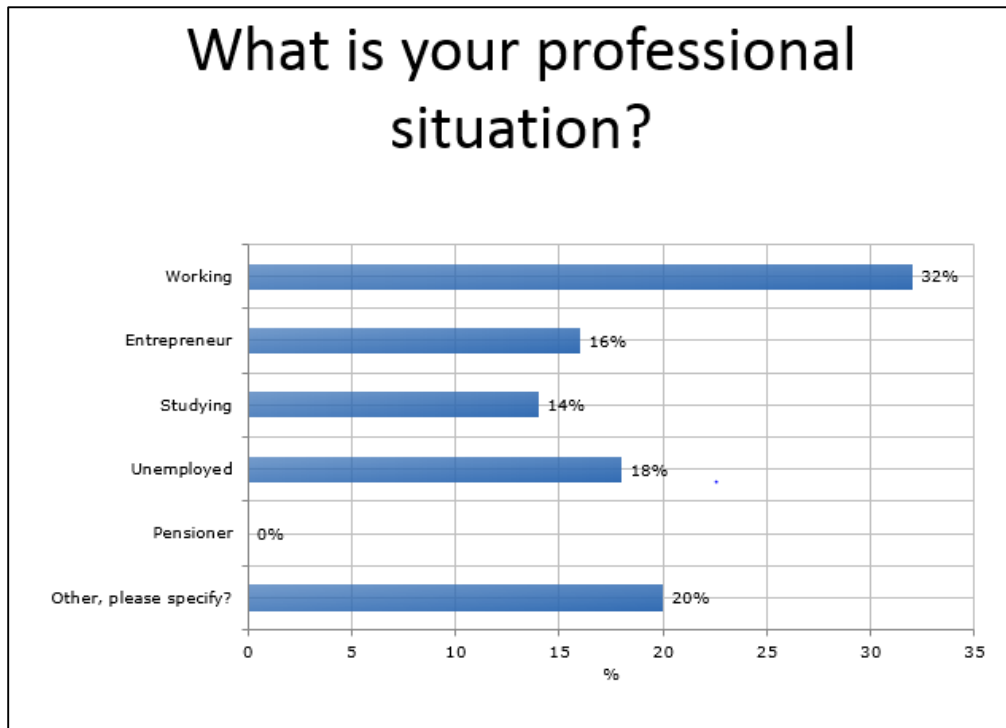

FIGURE 21: The professional situation of the respondents.
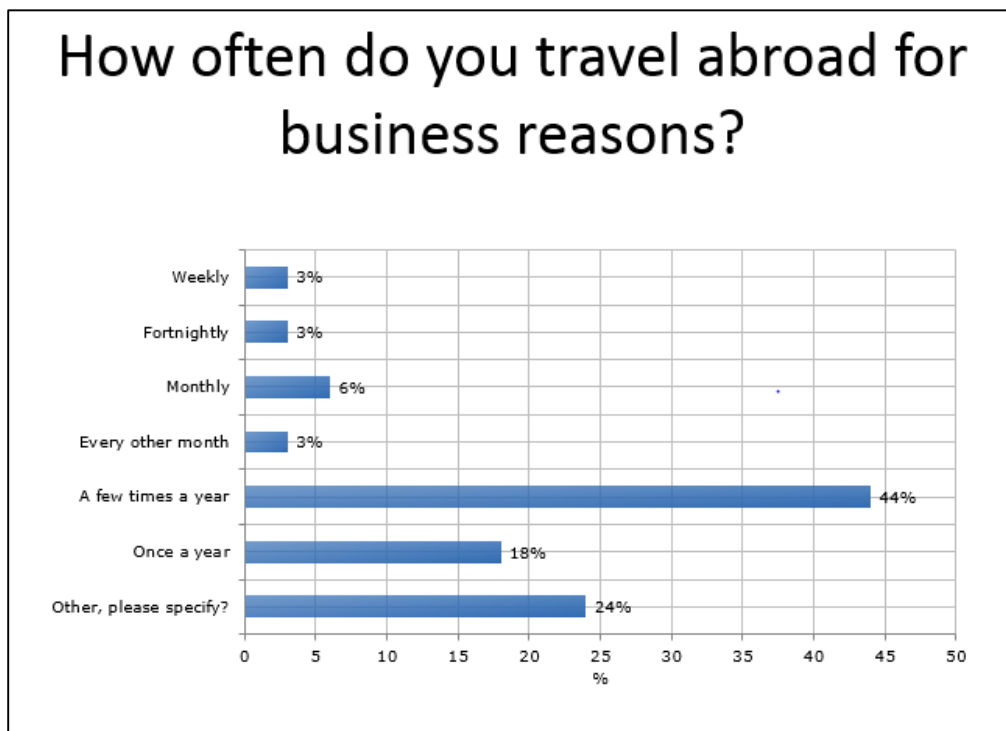
FIGURE 22: Respondents' travelling habits.

Figure 22 shows that most of the respondents travel abroad few times a year for business reasons and 2 % even more often. Some of the respondents said that they travel rarely to the same destination and one said that he/she uses online video conference method for business meetings. One of the respondents said that he/she never travels abroad for business.
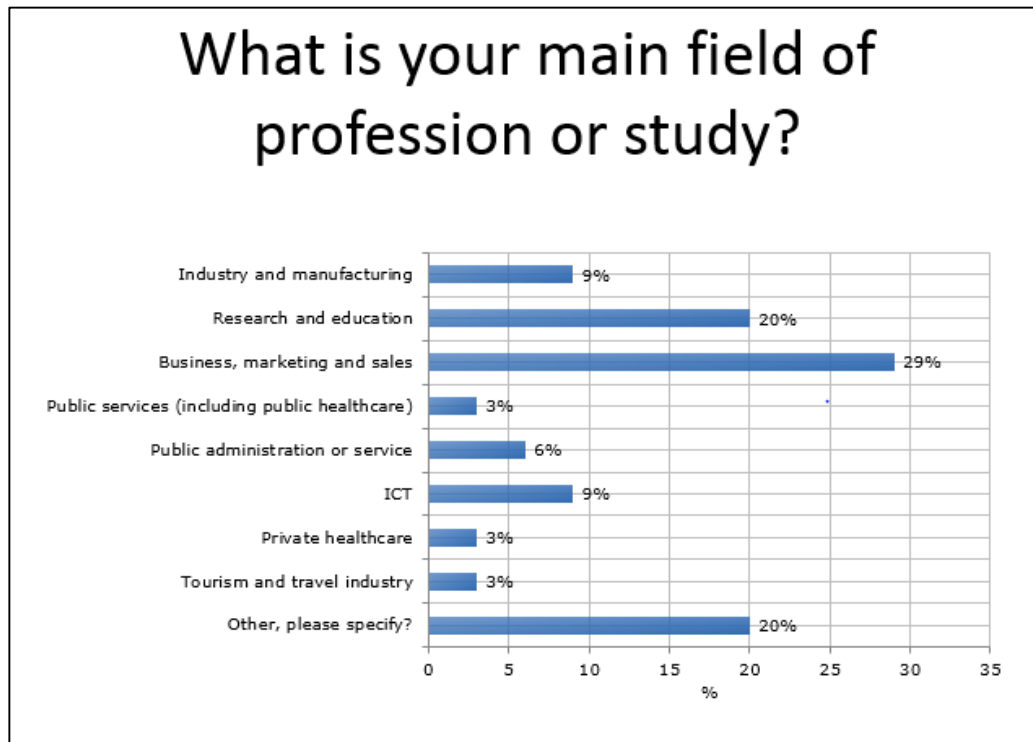
FIGURE 23: Respondents' professional fields.

Figure 23 shows that 49% of the respondents represented the business, marketing, sales and research and education sectors. 17% of the respondents represented the ICT, industry and manufacturing -sectors. Other respondents were from the professional fields of law, agriculture, telecommunication, food services, safety management and social work.

When asking the respondents which were their main business travel destinations, 56 % of the respondents indicated their business travel destinations:

Business travel destinations
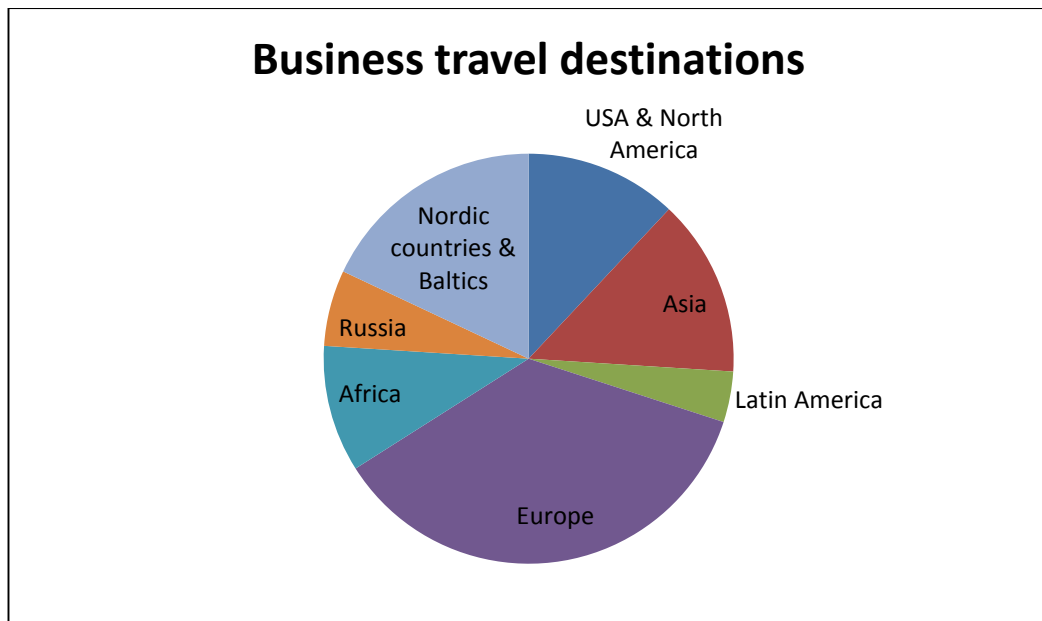
FIGURE 24: The respondents' most frequent business travel destinations.

Besides business, for what other reasons do you travel abroad?
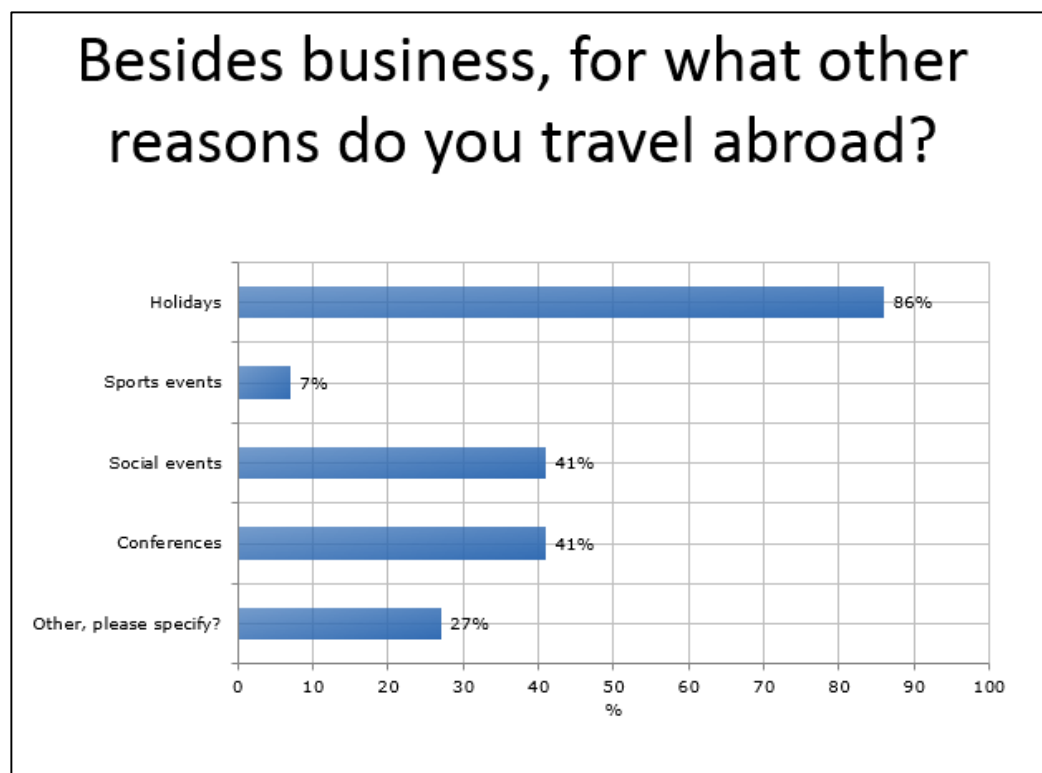
FIGURE 25: Respondents' other reasons for travelling abroad.

Figure 25 shows that 86% of the respondents named holidays the most frequent reason for travelling abroad besides business. It was interesting to notice that different kinds of social events and conferences were also important reasons for travelling abroad (82%). Other reasons for travelling abroad were visiting family members, concerts, visiting friends and one respondent also mentioned voluntary work.

Current country of recidents
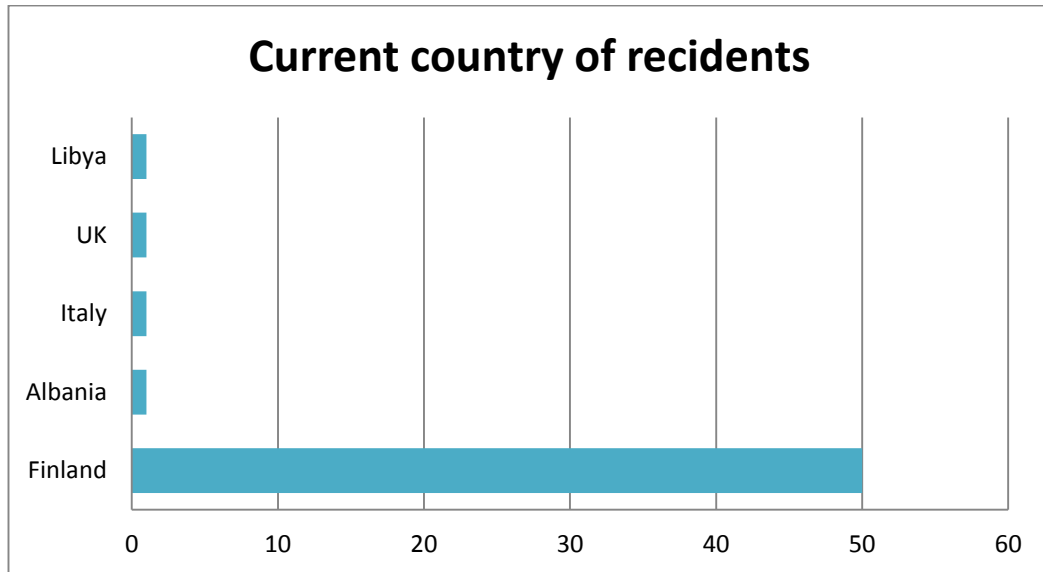
FIGURE 26: Respondents' current country of residence.

Most of the respondents (89 %) were currently living in Finland but there were also some respondents who were living abroad.

Have you been an ambassador before?
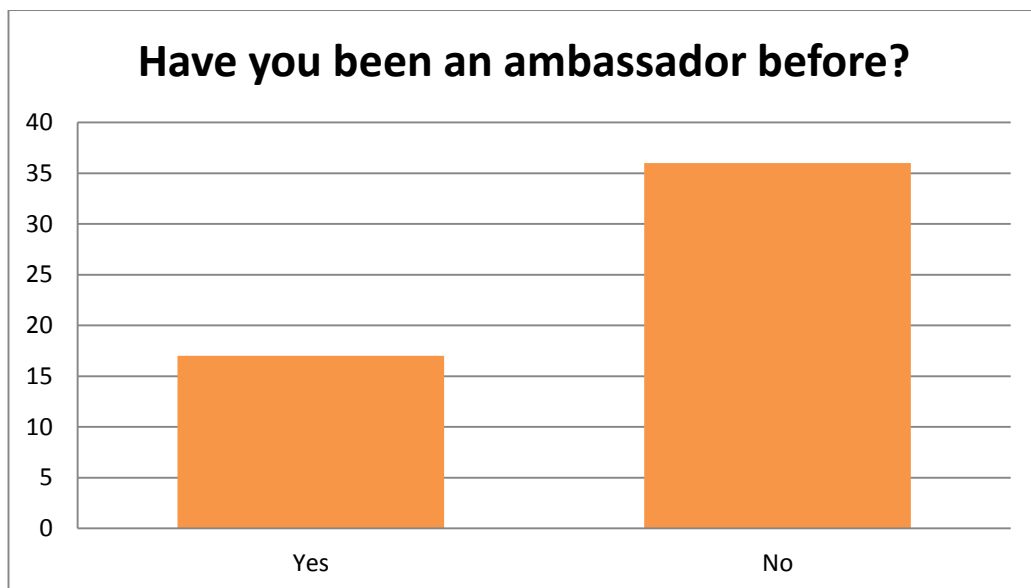
FIGURE 27: The respondents' previous experience of being an ambassador.

Approximately 30% of the respondents said that they had been ambassadors, either officially or unofficially, for their home countries, an organisation or a company before as well.

"Yes, I was part of the Ambassadors group at VTT, there was starting the program and we were analysing the working ways and tasks. Also, I consider myself and Ambassador from my countries and the country I live in. I have lived in different countries and always have tried to act as one."

"I was involved several years with an International volunteer organization and I had the chance to represent it in few countries."

"I have been transferring Finnish knowhow and technology to several countries for over 20 years. Yes, I have been an Ambassador."

The following countries and cities were mentioned as places where the respondents had participated in ambassador activities: Netherlands, United Kingdom, Hong Kong, Sicily, Australia, Brazil and Slovakia.

The additional study was sent to the 20 first ambassadors who had signed on the network during May and June 2015. 76% of the respondents of the additional study had immigrant origins and most of them (92%) where living in the Tampere region. Approximately half of the respondents were working and 30% were students. 76 % of the respondents were female.

4.1.1 Other networks, social media and communication channels

One question in the first study was related to other networks that potential ambassadors participate in. The main idea was to map out on a small scale what the local networks in the Tampere region and abroad are. The objective was to see if there were already networks that could help the planning of the operative Tampere - All Bright! Ambassador network. The most often mentioned local networks were Rotary club, Talent Tampere and Twinkle 2015, networks of churches, start-up and enterprise networks, chamber of commerce and the networks of the universities, e.g. Unipoli Tampere and mentoring programmes.

The range of networks abroad was diverse: LinkedIn groups, Junior Chamber international, alumni networks, networks related to sustainability and ecology, international education and student exchange programmes, Finn-Guild, ICT related networks, Internet

Society Finland, German neuroscience society, German Informatics Society, European Alliance of Medical and Biological Engineering and Science, Slovakia's Ministry of Regional Development, Slovakia's local governments, Slovakia's Universities, AIESEC, Rotary International (São Paulo), National Student Union (UNE-Brazil), CREA-SP (Engineering Regional Council - São Paulo State), World Dance Sport Federation (WDSF) and WDSF Professional Division and Tanzania's local governments.
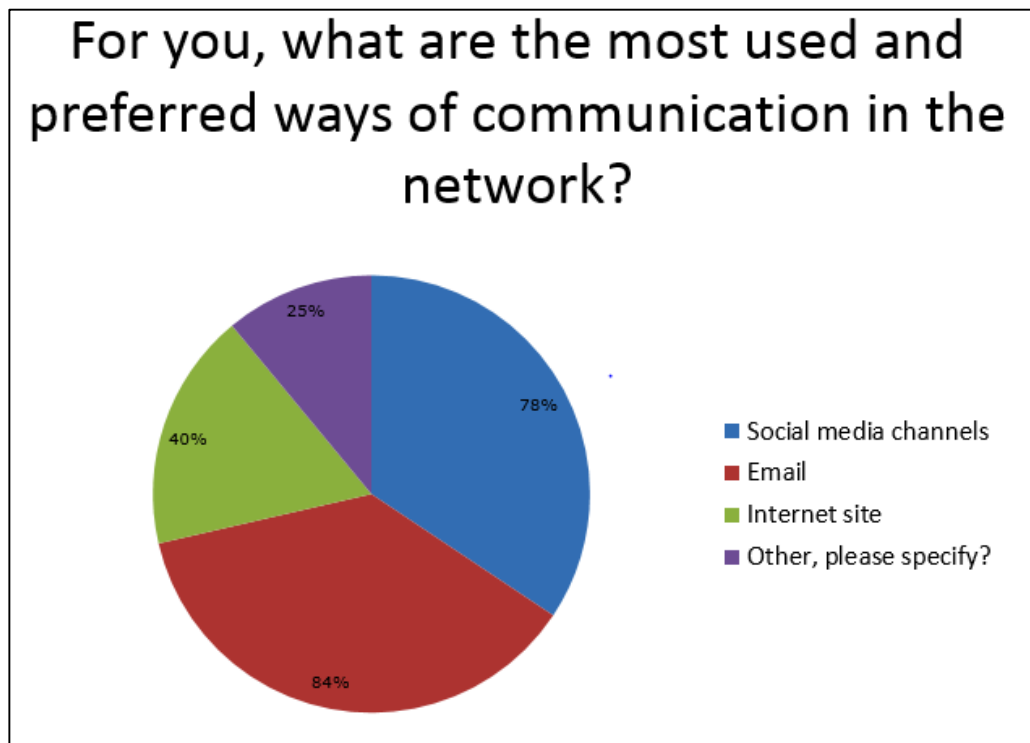
FIGURE 28: The most used and preferred ways of communication in the network.

The most frequent and preferred ways of communication in the network were, according to the respondents, emails and social media channels. Internet pages were also mentioned by 40% of the respondents. Other forms of communication mentioned were face to face meetings, blogs, telephone and Skype.
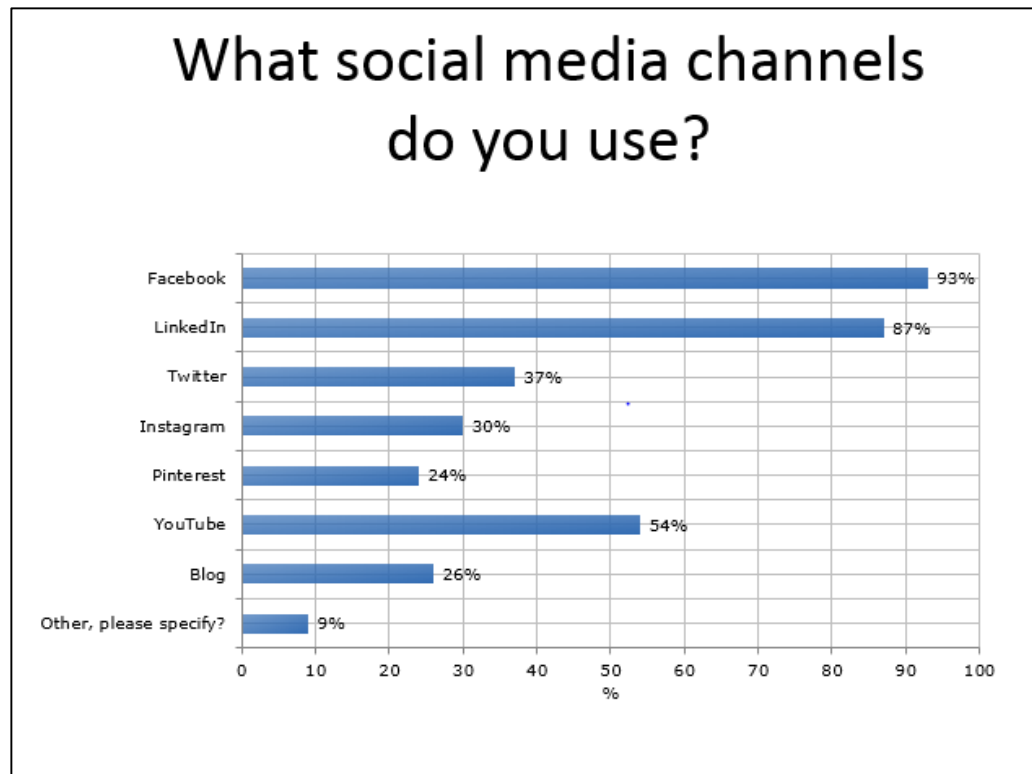
FIGURE 29: Social media channels utilisation.

A great majority (92%) of the respondents mentioned Facebook as a social channel that he/she uses. The second most popular social media channel was LinkedIn, which was utilised by 87% of the respondents. Other social media channels were less popular but for example WhatsApp and Google+ were mentioned.

4.2 The expectations and objectives of the ambassadors

The goals of this chapter is to gather the most important and relevant motivational factors of the potential ambassadors and ambassadors who have already joined to the network based on the conducted researches. In addition, I will take into account the motivators which came up from the additional study and from the benchmarking cases.

4.2.1 Ambassadors' expectations towards the network

The potential ambassadors' expectations towards the network is examined in the following answers from the first study. These answers give guidelines for finding out how the expectations are fulfilled when the potential ambassador decides to join the network.

All of the respondents were interested in networking with internationally oriented people. When asking what the respondents' expectations for the ambassador network, there were four key words mentioned that described the answers in total: networking, connecting, internationalisation and marketing. The respondents' answers where relatively realistic and their keen interest in developing the internationalisation and business connections abroad was shown in the responses. Many of the respondents expected to meet different people from all over the world and at the same time do something concrete to improve the international awareness of Tampere. Also the interest in organising events and participating in fairs and exhibitions came up in the answers.

"Meeting interesting people from other countries and sharing ideas to build connections. An ambassador is not just representing his/her own country. An ambassador should be open to see in which way countries can work and grow together."

"Hopefully it would attract the good type of attention to Tampere and strengthen also my own network."

"A network of people that can represent the region by using different perspectives. A network with a versatile membership profile and that is also pro-active in promoting the region as well as being available for incoming request or questions. Also a network that could come together in local setting to organize events and share ideas."

"To have fun and friends and contribute my expertise and experience in Finnish business life"

"Learn from locals and internationals living in Tampere - Networking opportunities - Tampere has a lot of information already in English available but in some areas it could be improved - Tampere is in Central Europe still quite unknown. It would be great to show its beauty and business opportunities to them."

When asking how the respondents would contribute as ambassadors, the responses were quite similar compared to their expectations towards the network. The respondents brought up their professional experiences and their knowledge that could help the network itself. Those were e.g. marketing skills, communication and language skills, other networking knowledge and expertise. The respondents were remarkably interested in finding new ways for promoting Tampere in their networks and their responses were very positive. Also, the number of the responses showed their keen interest towards the ambassador network:

"By being active and promoting Tampere to my network of contacts, both in business and in social life. By sharing experiences and ideas with others who want to bring more internationality to Tampere and help Tampere to export itself abroad"

"I am ready and motivated to combine my knowledge, skills, ideas and desire to develop a strong, diverse and attractive image of Tampere. Well, I have been looking to contact Tampere All Bright team but this survey has made it a bit easier."

"To show possible business opportunities to people in the other parts of the world - To attract tourists to here - To pass knowledge about people, culture and environment and better technologies and systems - To introduce the winter wonders to the other people"

The respondents' motivators gave a confirmation of their keen interest towards the network. Many expressed their "love" for Tampere and their devotion to improve the international status of the Tampere region. Some of the respondents also saw the network as a way to help other immigrants in the integration process to the local culture and professional life.

"I have moved to Tampere because I just love this city. I came here with just a car of stuff without job and house in the beginning. I found and job and place to live and started loving the city and its surroundings more and more. I am a social and outgoing person and would love to make a positive contribution."

"To have an official position will make easy to open more opportunities to promote the city as the best place in Finland to do business and live in a city where All Bright!"

"Love for Tampere I would love to be engaged in something I will enjoy to do Networking with locals and internationals."

There was also one response that was more concerned for the business orientation of the network:

"Potentially, the opportunity to be useful in working towards objectives in which I believed. It all depends, of course, on what the objectives, functions, and needs of the network would be whether there would be work I could do, which I would be interested in doing. Reading through this survey, I am not certain that the business orientation which dominates is one which either concerns or would interest me."

How could you help Tampere become more international?

Activity	%
Send marketing material of Tampere to your contacts	66%
Organize business visits to Tampere	66%
Contact media in your target countries	62%
Promote Tampere as a good business environment	70%
Promote the Universities of Tampere internationally	70%
Promote Tampere using social media	77%
Use the Tampere All Bright logo in your own business material	40%
Other, please specify?	26%

FIGURE 31: The activities how potential Ambassadors would like to enhance the internationalisation of Tampere.

In Figure 31, it is shown that all the mentioned marketing activities suited the respondents well. 77% of the respondents wanted to promote Tampere by using social media. 70% said that they were interested in promoting Tampere as a good business environment and to promote the universities of Tampere. Other things mentioned were promoting Tampere at international fairs, organising business meetings abroad, organising cultural exchanges, organising business visits to Tampere, tourism activities and wearing Tampere T-shirts

abroad. With this question, it was interesting to notice that respondents were active to suggest different methods in promoting Tampere abroad.

The additional study shows the more concrete and deep emotional expectations that the ambassadors have towards the network in the future. Many of the ambassadors reflected on the fact that they are open minded in what the network could bring in the future. The ambassadors have been quoted as AMB 1, AMB 2 etc.

"See what the network might bring in the future" (AMB 1 2015, 1)

"As a Doctoral scholar would like to be part of the research teams and spread awareness of Internationalization in the true sense in the global network. I would also be interested in mutual collaborations between universities and allow people to share a global platform and learn best practices." (AMB 3 2015, 2)

4.2.2 Key network activities in long term

As discovered previously, ambassadors can possess certain expectations before joining to the network. However the expectations should be connected with the actual networking activities which are organised during the year. The purpose of these activities is to help the mission of the ambassadors and to develop the network itself. In Figure 32, the key activities of the ambassadors are shown according to the proposed topics.
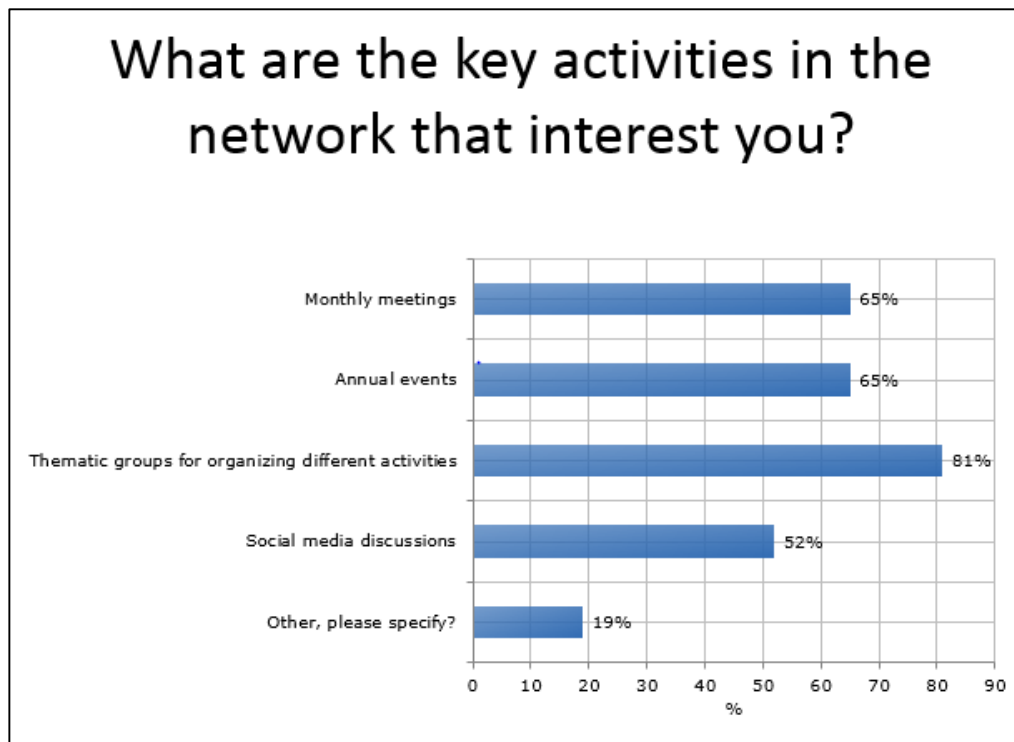
FIGURE 32: The key activities in the ambassador network.

The key activities for the respondents (potential ambassadors) were divided quite equally between the different options. The preferred networking activity was thematic groups for organising different activities. Monthly meetings and annual events were important too. Half of the respondents were interested in social media discussions. Other activities mentioned were webinars, solution architecture, conferences, voluntary work, support for the integration of foreigners and brand building, open sport activities, mentoring, job and study fairs.

In the additional study, the key activities that the ambassadors preferred were very concrete and networking with others was the most popular activity in every response. The networking activities consisted of face to face networking at events and the network was also seen as an actual resource of contacts and acquaintances or friends. Networking was also very much related to integration issues and diversity. Especially the importance of diversity came up in many responses:

"I think it's a great opportunity to meet interesting people, people that is working for a change, like me. Hopefully more Finns will join the program soon and they will help us foreigners to expand our chances to work and bring our colours to this society. Because

Finland needs variation, more interaction between people and more flexible minds." (AMB 10 2015, 5)

"Cooperation with the local authorities and relevant actors to smoothen the immigration and settling in Finland." (AMB 10 2015, 5)

"The most interesting part of the network is developing intercultural skills and have an international mind-set." (AMB 10 2015, 5)

"Any activity connected with the development of the region." (AMB 7 2015, 3)

"Attend the meetings - even though I could not make it yet. Be part of Twinkle program. Promote the region" (AMB 9 2015, 4)

4.2.3   The goals and benefits of the ambassadors

The expectations of the ambassadors-and the actual key activities that the ambassadors have previously mentioned seem to be in balance. The variation between the expectations and the organised activities in the network is small, and therefore it can be expected that the potential ambassadors already have a quite realistic view of being an ambassador and the individual motivation is built on a more sustainable basis compared to when the expectations are not encountered. In the first study, it was important to find out their interest in promotional activities which draws the red line for the ambassador network.

FIGURE 33: The potential ambassadors' interests in promoting Tampere abroad.

Only one of the respondents said that he/she is not interested in promoting Tampere for his/her contacts abroad, which shows that there exists a strong interest among the respondents to participate in promotional activities for Tampere. Also, the majority (92 %) of the respondents gave their contact information, when they were asked if they are interested in planning and creating the ambassador network. This can also be interpreted that most of the respondents were keen to participate in the creation of the network.

In the additional study, the ambassadors presented four main benefits which they had received from the network and being an ambassador:

1. Meeting new people, networking and learning from others.
2. Positive reaction from other contacts when mentioning the ambassador –title.
3. Receiving information of local happenings and plans.
4. Gaining new professional contacts and more attention for their own business.

"It has broadened my ideas and ways of thinking in regards to my work and the region and its cooperation. Actually I feel that it has made contacting and cooperation easier I have this "title". I also receive more information on the local happenings and plans. It has definitely widened my networks." (AMB 11 2015, 5)

"I have the chance to meet great people and enjoyed learning more about the city and its possibilities." (AMB 6 2015, 3)

"Thus far my benefits has been meeting some wonderful people with great drive and talent and also a good feeling by just being part of positive change." (AMB 4 2015, 2)

"Having my profile/interview published. Meeting new people, new connection. The photo-shooting which was a nice experience" (AMB 1 2015, 1)

"I have received contacts to work with, support to my activities, more attention and more clients since I wrote the articles for Tampere – All Bright's blog. Having the support of Tampere-All Bright program I feel safer, more confident and free to develop my business here." (AMB 11 2015, 5)

The additional study shows that ambassadors enter ~~to~~ the network open minded and with quite reasonable expectations for the benefits which they receive when being a part of the network and acting as ambassadors. Therefore the objectives of the ambassadors were in many ways influenced by the benefits which they received from being an ambassador. For all of the respondents, promoting Tampere was the key objective for choosing to be ambassadors and aside from that they gain benefits for themselves too, having personal satisfaction from voluntary work or business benefit and professional contacts from networking.

"Tampere is a perfect combination of modernization and beautiful landscape. It is attracting international people as fondly as it attracts Finns to come and stay." (AMB 9 2015, 5)

"I would like Tampere to become more of a cosmopolitan city and I have seen the hunger and desire in some officials to want to create a better city or at least to let the world know what a wonderful City Tampere is and what potential it holds. Personally, I love Tampere and also believe in its potential. After all any place is only as good as the people who live in it and I find lots of positive minded people living here who want to be part of this new positive movement of change for the better." (AMB 4 2015, 2)

4.3 Benchmarking cases

Ambassador networks have been used as tools for promoting cities and regions internationally in Europe for some time now. My goal is to present two different benchmarking cases from Europe as part of this study, in order to find some guidelines which might be useful and worth of consider in the development of Tampere – All Bright! Ambassador network.

Both of the following cases are concentrated mainly on branding and improving international awareness of the place. However the target groups of these two networks are quite different and one of the networks is mainly concentrated on enhancing the awareness of the universities among talents.

Nevertheless these two cases provide this thesis with a different angle to analyse the ambassador network holistically and in conclusion it enables us to make some suggestions based on the findings. My primary goal is to find out the key activities in these two networks and how these activities are found valuable and attractive for their target groups.

The OnlyLyon ambassador network benchmarking is based on the interview of OnlyLyon Network Manager Marion Chaparro the 12th of December 2014 and the information found in OnlyLyon's internet pages.

The Copenhagen ambassador network's benchmarking is based on the interviews of the Business Development Manager Viktorija Gorčakovaitė the 11th of November 2014 and Project Manager Jason Breaux by Skype the 2nd of December 2014 from Copenhagen Capacity.

4.3.1 OnlyLyon ambassador network from France

French OnlyLyon ambassador network was launched in 2007 when the brand OnlyLyon was established. The primary objective of the network was to enhance the international awareness of the Lyon metropolitan area. Lyon is the second biggest city region of France with its about 2.2 million inhabitants. The OnlyLyon brand and its ambassador programme is managed by Aderly (Agence pour le développement économique de la region

Lyonnaise), otherwise known as invest in Lyon. The three goals of the OnlyLyon ambassador network are:

1. Make Lyon known
2. Enhance the attractiveness of Lyon
3. Bring more inhabitants to Lyon

FIGURE 34: OnlyLyon logo (MPB agency 2013)

The OnlyLyon ambassador network is open for anyone and it has now about 20 000 ambassador members. About 80% of the ambassadors live in Lyon and do city marketing in their own international networks. OnlyLyon has some target cities in the world such as: the biggest cities in Europe, New York, Boston, Montreal and also Shanghai, Sao Paulo, Tokyo and Istanbul.

Important points to consider from OnlyLyon's ambassador programme:

-   The ambassador network has a structured process which activates people to promote Lyon internationally and which engages people to the network functions in the long term.
-   In the OnlyLyon ambassador model, networking meetings are a significant part of the network's functions.
-   The target areas abroad are connected to the network's functions and the so-called "ambassadors in charge" organise networking events in particular target areas.

- Storytelling and testimonials are a significant part of the ambassador marketing activities and this makes it easier to visualise and promote the city.
- In Lyon the ambassador network is connected with press visits to Lyon.
- The ambassador programme is partly funded with public money and partly with private funding from the business sector.
- The OnlyLyon ambassador programme also facilitates monthly get-togethers (without budget allocation)
- One full-time person working in the coordination

(Chaparro 2014) (OnlyLyon 2015)

The quotations from the interview of Network manager Marion Chaparro:

"My goal in the future is to develop the programme so that the ambassadors become more and more active and how can we help them to act as ambassadors" (Chaparro, OnlyLyon 2014)

"You can become an ambassador if you have a goal. The events are for members only, so you have to register first" (Chaparro, OnlyLyon 2014)

"I always said that having quantity without quality is not an option. Fact that having someone as an ambassador and helping them to become more and more active as ambassadors… Do we help them to play the role as they are volunteers? All my actions and budget for now on, will be to help them to be more active and more efficient." (Chaparro, OnlyLyon 2014)

"I think it is important to have only one person as a contact for the ambassadors. Not for example onlylyon.com. It is important to personalise the contact." (Chaparro, OnlyLyon 2014)

"You have to live it! To have this experience as OnlyLyon (ambassador) you need to involve the people in it (network)" (Chaparro, OnlyLyon 2014)

"70% of the OnlyLyon ambassadors are living in the city region" (Chaparro, OnlyLyon 2014)

"If you are interested in international networking and marketing, this is your place (ambassador events)" (Chaparro, OnlyLyon 2014)

Summary of the ambassadors' motivators in the OnlyLyon Ambassador programme:
- Annual and monthly networking meetings organised for the ambassadors.
- The programme reinforces the ambassador's own business network.
- The ambassadors receive information about business activities in France or internationally and gain new contacts.
- The ambassadors receive information about the future developments of the city of Lyon and its business activities.

4.3.2   The Youth Goodwill Ambassador programme of Denmark

The ambassador network of Denmark is targeted for students. It gathers international students by creating a global network to increase the attractiveness of Denmark in the eyes of students as well as international talents. The main goal of the network is to brand Denmark as an attractive work and study destination for talents. At the end of 2014, the network consisted of 650 international students from over 70 different countries world-wide.

The main objective of the programme is to develop a platform for career opportunities between international students and Danish companies in order to strengthen Denmark's brand among international talents and potential students.

The programme was founded in 2010 and it is managed by Copenhagen Capacity's Talent Department at the moment. At the beginning, the programme was targeted for Danish people living abroad, but eventually it was changed to be more international student oriented.

 The Youth Goodwill ambassador programme is funded by different funds and associations related to Danish industries. The project partners include Study in Denmark, University of Copenhagen, Copenhagen Business School, Technical University of Denmark, Aarhus University and Aalborg University.

The important features of the Youth Goodwill Ambassador programme:
- The programme is targeted for international first year students.

- The students have to apply to be accepted into the programme and the minimum requirement for the students is one year of studies in Denmark.
- About 150 persons are accepted to the programme every year although there were about 500 applicants in 2014.
- The ambassador programme has offered a 600 euro annual sum for promotion and marketing activities abroad for ambassadors.
- Since 2010 about 100 participants have been hired by Danish companies.
- Two full-time persons are working in the coordination of the programme and in addition the contribution of the five universities.
- The programme organises business visits and other business related activities for the ambassadors as well as two annual get-together events.

The quotations from the interview of the Business Development Manager Viktorija Gorčakovaitė:

"They (ambassadors) want to give something back to the community and ambassador programme is a hub for people to network" (Gorčakovaitė, Copenhagen capacity 2014)

"They (ambassadors) help us with promotion activities but also to attract talents and other businesses to Denmark" (Gorčakovaitė, Copenhagen capacity 2014)
"We (Copenhagen Capacity) wanted to attract talents to Denmark and attract people to visit Denmark for a short time, and we wanted people who go abroad to bring their knowledge back with them." (Gorčakovaitė, Copenhagen capacity 2014)

"Youth Goodwill ambassador programme is a sort of a talent development programme; we try to equip them (ambassadors) with knowledge and actually a week ago I had a conference in Aalborg where we had a whole week-end spent with ambassadors, where we basically try to get them interested in branding Denmark and also to equip them with tools to how to do the promotion work." (Gorčakovaitė, Copenhagen capacity 2014)

"The whole idea of the project (ambassador programme) is that they (ambassadors) benefit from it (the programme) because it is for free and they get networks and they get company visits, new information and for us (Copenhagen Capacity) it is a very cheap marketing tool." (Breaux, Copenhagen capacity 2014)

"It is a real word of mouth (-tool), because the students have learnt beforehand things about Denmark." (Gorčakovaitė, Copenhagen capacity 2014)

"They (ambassadors) want to experience things what Denmark is all about including the whole Scandinavia; whether its food or people. But when you are a Dane living abroad you don't care about Denmark so much; that's the reason going abroad." (Gorčakovaitė, Copenhagen capacity 2014)

"The attraction of the ambassadors go mainly through word of mouth and social media. The programme is for year and it is planned based on the needs of the students." (Breaux, Copenhagen capacity 2014)

"What we encourage students to do, is to start blog, to be visible in social media, share your experiences, try not also to hide the negative side (of the country)." (Breaux, Copenhagen capacity 2014)

"We had some individuals who were overly excited of the programme like; "Can you find me a job?" or something, I (coordinator) can't be there for each individual. There were probably falls expectations." (Gorčakovaitė, Copenhagen capacity 2014)

"For a potential ambassador, I would emphasise the importance of the network within couple of years you will have a network of professionals and you are sort of becoming friends. I would also emphasise the knowledge and help entering to the job markets." (Gorčakovaitė, Copenhagen capacity 2014)

Summary of the ambassadors' motivators in the Youth Goodwill Ambassador programme:

- The ambassadors have a chance to get to know Denmark and Copenhagen better.

- The ambassadors find new friends through the network.

- The ambassadors gain new opportunities in the field of business.

- The network helps to build the ambassador's CV in Denmark.

- The goodwill of people is the best motivational factor according to the network's coordinators.

- The network has developed to be a talent resource which enables the programme team to create matches between companies and talents.

(Copenhagen Capacity 2015) (Gorčakovaitė 2014) (Breaux 2014)

4.4 Ambassadors' motivational framework

Having summarised previously the executed researches and the two benchmarking cases, I have defined some essential factors that influence people's motivation in becoming and acting as ambassadors. In general, the ambassadors' motivators seem to be built of intrinsic motivators which drive the ambassadors to join the network and to promote the Tampere region from a voluntary basis. Many of the motivators mentioned in the additional research on the ambassadors and in the benchmarking cases were related to personal desires to help the region to develop into a more international and diverse place. A simple passion and love for Tampere - one could say an emotional attachment for the city region - was the most powerful driver.

In many cases professional networking and having a professional resource were important as well. These drivers indicated strongly that extrinsic motivators, e.g. rewards or monetary compensation, are not even expected nor wished from the ambassadors' perspectives. And as justified in the theoretical part of this thesis, these extrinsic motivators could even cause damage for the network.

The conducted studies showed that there is an interest towards an ambassador network in the Tampere region. The respondents of the studies were highly motivated in contributing as ambassadors themselves. The interesting result of the research was that many of the respondents were keen to participate in the planning and development of the future ambassador network. From the commissioner's point of view the encouraging result was that the respondents were interested in promoting Tampere in their own networks and that they were keen to develop the business life in Tampere and connect the Tampere region internationally.

The wide range of suggested ideas and propositions showed the interest of the people, not only for face to face meetings, but also for participating in international activities e.g. events and fairs. Many of the respondents expressed their interest in helping people to network in Tampere which indicates that there is a need for professional networking which helps the immigrants to adapt and development of international communities in the

Tampere region. In the following figure, the intrinsic motivators and demotivational factors are categorized as an ambassadors' motivational framework:

The ambassador motivation framework

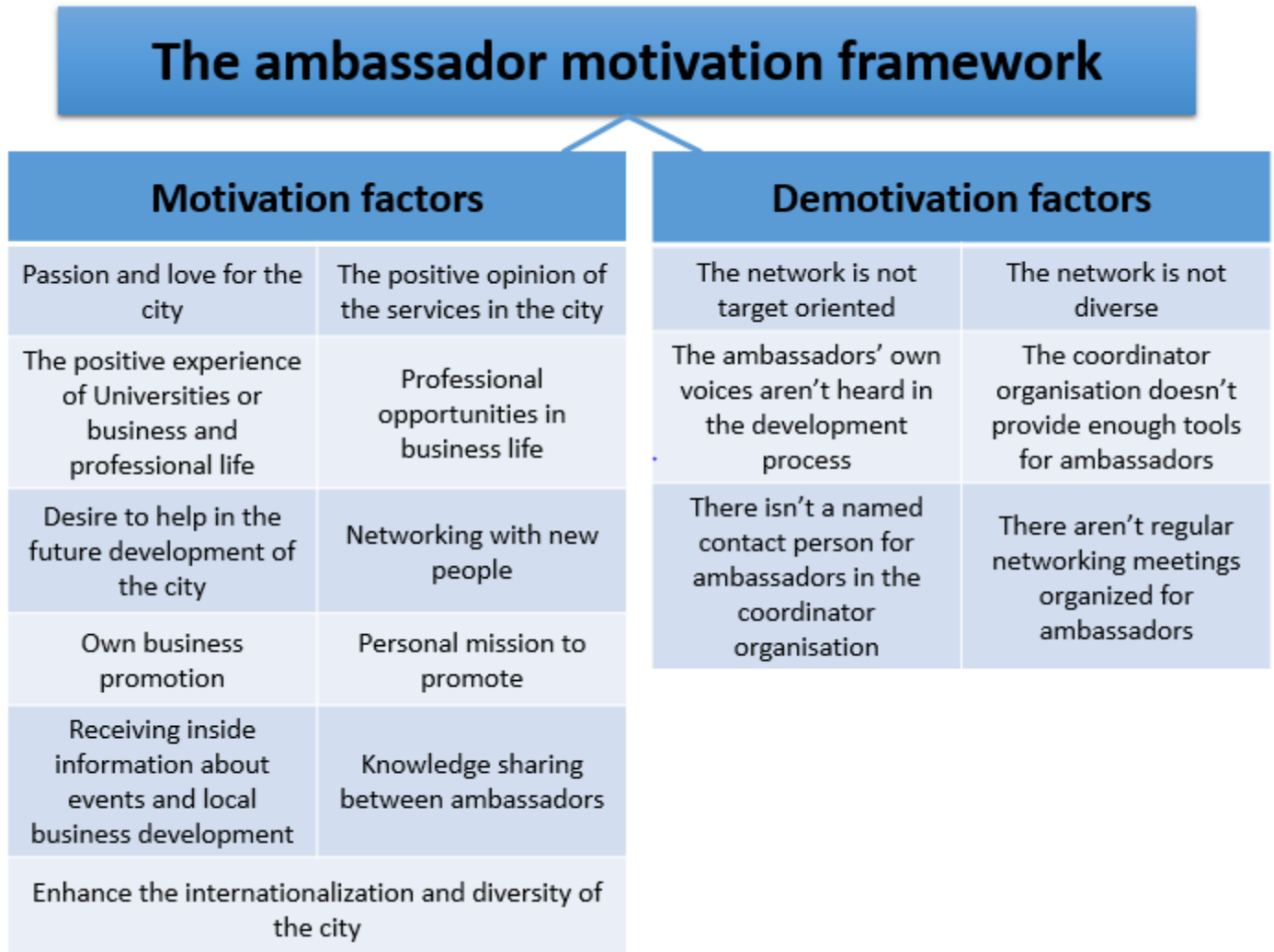| Motivation factors		Demotivation factors	
Passion and love for the city	The positive opinion of the services in the city	The network is not target oriented	The network is not diverse
The positive experience of Universities or business and professional life	Professional opportunities in business life	The ambassadors' own voices aren't heard in the development process	The coordinator organisation doesn't provide enough tools for ambassadors
Desire to help in the future development of the city	Networking with new people	There isn't a named contact person for ambassadors in the coordinator organisation	There aren't regular networking meetings organized for ambassadors
Own business promotion	Personal mission to promote		
Receiving inside information about events and local business development	Knowledge sharing between ambassadors		
Enhance the internationalization and diversity of the city			

FIGURE 35: Ambassador Motivation framework.

When we compare the results and the ambassadors' motivation framework with the theoretical part of this study, we are able to see the clear linkage with Maslow's hierarchy of needs and the developed versions of Herzberg, Deci and Pink. In Maslow's needs, the ambassadors' motivators are seen at the top of the hierarchy; social, esteem and self-actualisation. The ambassadors have a great possibility to fulfil these needs by participating in the networking activities. In Herzberg's division of needs for hygiene factors and motivation factors, I can pick out one need from the hygiene side, which is part of the ambassadors' motivators: the need of belonging. In the end, we all have a need of belonging somewhere and the ambassador networks also provide a way to gain social acceptance and belonging. The other needs, i.e. need of knowledge, self-actualisation and prestige are part of the ambassador motivation framework as well. The ambassadors bring forward

the need of their self-development as well as the opportunity for professional growth. Indeed, the need of prestige as being an ambassador is well appreciated as is the importance of receiving information which provides new knowledge.

When combining the theories that were outlined in the theoretical part of this study, my strong view is that the ambassador network can provide the very basic factors that fulfil our personal needs and which are transferred as motivators in the networking context. People's long term commitment into action is strongly influenced by their intrinsic motives which are also connected with the feelings of autonomy. (Liukkonen et al, 2006, 87) Deci's radical analysis, on the other hand, was that the reward could even reduce the motivators. (Pink 2009, 3) Further on, according to Steven Reiss, the person's individual motives are the most important drivers and the key element for managing people in the long term. In the ambassadors' motivational framework we can easily argue that Maslow's, Herzberg's and Deci's (as well as Liukkonen et al's and Pink's) theories of human motivators apply in the ambassador network context. With the demotivational factors, my goal is to show the critical points which can undermine the functions of the ambassador networks and in the long term question the whole existence of the network.

Human motivators can be found in the professional context as well as in personal lives. Interestingly, individual motivators seem to influence our actions in our professional lives and therefore the ambassadors' motivators are built from personal aspects rather than professional goals.

As for the theoretical part of this study, I want to emphasize the importance of the theories of social capital in society. My own observation, based on this research, is that the social capital of the society plays an essential role in ambassador networks. Therefore it is crucial to pay attention to the links between the growth of the social capital and the ambassadors' motivational factors which build the basic need for the ambassador networks in general. As Kay states, social capital is shown to be positively associated with high levels of education, confidence in public institutions, and participation in social, cultural and political activities which are correlated with quality of life such as public safety, health and life satisfaction. (Kay, 2006, 11)

With this research my goal was also to show the linkage between ambassadors' motivators and emotional and cultural perspective. These aspects have a clear link to our behaviour which further gives the characteristic to the ambassador network itself. In the mar-

keting world, Kotler et al. pointed out, that our emotions and cultural backgrounds influence our consumer decision. This can easily be generalised with ambassador networks as well. (Kotler et al. 2012, 268) The cultural aspect can be indicated from the ambassadors' motivational framework from different angles, e.g. what is the ambassador's personal mission, how desirable is networking seen as in the ambassador's own culture, how does the ambassador evaluate the value between professional advantages and voluntary work and how does the ambassador value the importance of social impact on the society? These facts should be considered when forming the network management strategy. As Holden said, networking is in fact a cross-cultural knowledge-sharing activity and knowledge is one sure source of lasting competitive advantage that companies can have. (Holden 2002, 43)

Nevertheless the consideration of ambassadors' motivational framework in forming the network management strategy is important, but it is likewise important to consider the motivational theories as well as marketing and social capital theories including the cultural aspect to the network's strategic framework. Ambassadors' motivators should be evaluated from different angles and in the end the individual aspect, which is different for all of us, challenges us every moment to re-evaluate our network management strategies.

4.5   Comparison to previous studies

The focus of this study has been to define the most important drivers of the ambassadors which help the coordinator organisation to build and develop a sustainable network which is utilised as an international place branding tool. Previous researches executed by Andersson & Ekman and Andersson et al, have concentrated on the utilisation and benefits of the ambassador networks in different cities and regions and as well as on characterizing the possibilities of the network as a very powerful place branding tool which benefits from the word-of-mouth effect. The ambassadors' motivational factors have been a significant part of these previous studies as well.

The benefits of the ambassador network are wide from the point of view of the coordinator organisation but the challenge remains in the network management itself, which Andersson & Ekman and Andersson & al. have justified. This research shows similar aspects of the importance of network management and coordination in the ambassador network context. The defined motivators of the ambassadors show that the network manager

should pay attention to the intrinsic motivators and support the ambassadors' voluntary based promotion work intensively as well as provide the necessary tools.

Andersson & Ekman and Andersson et al. also analyse the ambassadors' motivation and expectations. They have pointed out that the way in which the selection of the ambassadors has been conducted, tends to influence the ambassadors' motivators. In my research the differences in selection methods were not taken into account, but it is possible to make the conclusion from this research that the selection might influence the way the ambassadors behave in the network. For example the feelings of exclusivity brought more value for the ambassador –title. Those who mentioned love and passion for the city, were driven powerfully by their intrinsic motivators and those ambassadors who were more business oriented were motivated more about the things that the network could provide them from self-development perspective.

In addition to Andersson & Ekman's and Andersson et al.'s analyses of the ambassadors' motivators, I discovered that the development of the city region was surprisingly important for many of those ambassadors who had joined the network. The possibility to influence the development of diversity and internationalisation was important for many of the respondents and this fact did not emerge in Andersson & Ekman's and Andersson et al.'s researches. However, many of their conclusions give support for the findings of this research.

5   SUMMARY AND CONCLUSIONS

The last chapter of this thesis will draw general conclusions of the conducted studies and give an overview of the thesis including the theoretical observations. This chapter starts by summarising the study and its findings and in the end gives the suggestions for future research.

5.1   Summary of the study

This study has been conducted for Tredea Oy which piloted the Tampere – All Bright! Ambassador network in the spring of 2015. The main objective of this study was to examine the motivational factors of the potential ambassadors to join to the network and what their motivators are in the long term to act as ambassadors and to promote Tampere in their own international networks. This study was also targeted to find out why this project (ambassador network) is needed and what the best practices offered by other ambassador networks in other cities are.

The conceptualisation of place branding, network management and social capital as well as motivation analysis were important for this study. The theoretical framework built a foundation for the research and combined several different theories which helped the researcher to make sustainable conclusions based on the studies.

Based on the conducted research it has been possible to build an ambassadors' motivational framework which can be applied in similar networks. The fact that there were two studies (first targeted for potential ambassadors and the second for ambassadors that have already joined the network) executed for different target groups, offered the researcher the possibility to analyse the motivators from different angles and to form suggestions for future development of the ambassador network.

The two benchmarking cases from France and Denmark, also gave a great opportunity to take the analysis of the motivators to a larger scale. Being able to make comparison between two different ambassador network cases widened the perspective and emphasized the importance of network management strategy and a structured process for the ambassadors. The ambassador network is a diverse and an international group of people which

represents a challenging but mostly very much rewarding place branding tool in the long term.

5.2   Conclusions

An ambassador network is not only a marketing or place branding tool, but it can be utilised as a regional development tool as well as a part of an integration process for international talents or new residents. An ambassador network demands strong vision and well-structured network management strategy which helps the coordinator organisation to benefit from the network. A loose network of individuals without a mission or goals does not serve the purpose and therefore intensive network management and activation is crucial for the success of the ambassador network.

As defined in the ambassadors' motivational framework, the general motives of the ambassadors are very much intrinsic. Therefore the individual point of view of each ambassador should be recognised in one way or another. The benchmarking cases for example showed the difficulty in activating ambassadors when the network starts to grow. Especially in OnlyLyon's case the network was so wide that it was impossible to neither target the network activities individually nor benefit from each member's social capital. On the other hand, a small network does not increase the effect of word-of-mouth from the point of view of place branding. Nevertheless these different aspects should be acknowledged when planning the network management strategy both in the short and in the long term. The activities which are organised for the ambassadors more or less define their own interest and motivation in the long term. Each ambassador seems to evaluate their motivation based on their personal or professional life as well as their values.

It is almost impossible to classify people's motives and generalise them, because every individual has own characteristics. Also, voluntary based networking gives a challenging aspect for defining the motivators. That is why the results of this research can be interpreted so that the ambassadors share some similar characteristics with each other: a potential ambassador is likely to be either from abroad or from another city in that specific country, they are usually very active in their personal and professional lives, they follow certain life values e.g. diversity, global-mind-set and social development and they are target oriented. Ambassadors are very often living in the city region and their age distribution is between 25 and 40.
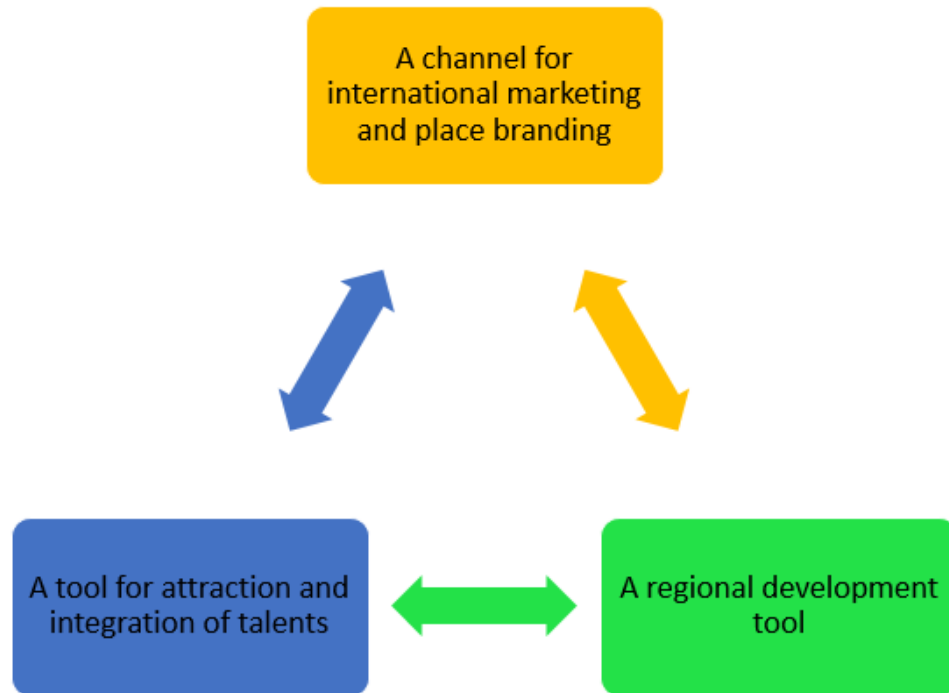
FIGURE 36: The research observations of the use of the ambassador network.

Having an ambassador network in a city region seems to integrate new members to their new home city and to benefit more from their international social capital. A professionally and internationally oriented ambassador network creates a two-way platform which provides development tools for ambassadors, whether in their business or personal life, as well as development tools or new initiatives for the regional development.

In this study, the most important result is the ambassadors' motivational framework which outlines the most important factors which should be taken into account in the network management strategy. The timeframe or lifecycle of the active ambassadors is very much related to these motivators and how the network manager manages to implement them into the organised activities.

Based on the research, it can be concluded that there is a need for international networking related to business activities. However, it is also important to notice that as the respondents were very keen on developing the future network, in the same time they expected concrete actions from the network, not just face to face meetings but also activities which help them to find their role and ways of contributing in the network.

Based on this research the following guidelines can be suggested for the Tampere - All Bright! Ambassador network:

1. Providing the ambassadors with tasks, missions and activities that are well planned
2. Arranging regular meetings with different topics.
3. Providing the ambassadors with a possibility to contribute by using their own expertise and knowledge.
4. Building a marketing strategy for the network to market the network for potential ambassadors.
5. Intensive coordination in terms of communication of the ambassador through emails and social media.
6. Ambassador toolbox for international marketing.

5.3   Suggestions for future research

The survey results unveiled some questions that Tredea should consider and also seek for possible solutions when developing the network further:

1. How should Tredea utilise and benefit more from the ambassador network as a regional development tool?
2. What is the contribution of Tredea and the stakeholders for the network?
3. How to measure the impact and benefits of the ambassador network? What are the most relevant indicators?

From the commissioner's point of view these issues should be acknowledged in the future development work. For future research on the ambassador networks, I suggest more detailed examination and specific analysis regarding the different target groups and how the motivators differ between the target groups. I suggest the division of the target groups to be as follows:

1. Nationals living in the city region
2. Immigrants living in the city region
3. Nationals living abroad
4. Former immigrants of the country living abroad

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APPENDICES

Appendix 1. Survey's cover letter

Do you feel the love for Tampere?

Are you interested in meeting internationally orientated people from Tampere? Would you like to connect the city of Tampere with your contacts from abroad? Would you like to help Tampere region to be more international and more open for international people?

If you say yes; you might be the Tampere All Bright! Ambassador that we are looking for! Tampere region economic and development agency Tredea is planning to start an Ambassadors-network which aims to gather together internationally orientated people from Tampere region. This network would be open for all people regardless of their nationality or professional background. If you feel love for Tampere and you would like to participate in the internationalisation of the region this is your chance to do it!

You can start by answering this questionnaire to give us an idea of people who would be keen to participate in Ambassadors-network and what kind of network it should be. This is a fantastic opportunity to create something new and international in Tampere region and in the same time meet new people. Let's make Tampere known all over the world!

Tampere All Bright Ambassadors -network:

- For internationally oriented people
- Who are keen on professional networking
- Who feel love for Tampere region and want to promote Tampere internationally
- Have passion to create new ways of doing things

Appendix 2. Survey questionnaire

Tampere All Bright! Ambassador network –questions:

1. What is your gender?

   a. Female

   b. Male

2. Please, indicate your age group?

   a. 18-25

   b. 25-35

   c. 35-45

   d. 45-55

   e. 55-65

   f. Older than 65 years

3. What is your professional situation?

   a. Working

   b. Entrepreneur

   c. Studying

   d. Unemployed

   e. Pensioner

   f. Other?

IF Working, entrepreneur or studying

4. How often do you travel on business reasons abroad?

   a. Weekly

   b. Fortnightly

   c. Monthly

   d. Every other month

   e. Few times a year

   f. Ones a year

   g. Other, please specify? (open answer)

5. What are your most frequent business travel destinations? (Country and City)

6. What is your main field of profession or study?

   a. Industry and manufacturing

   b. Research and education

   c. Business, marketing and sales

   d. Public services (including public healthcare)

   e. Public administration or service

   f. ICT

   g. Private healthcare

   h. Tourism and travel industry

   i. Other, what?

7. In which country do you live currently?

8. Can you tell the other reasons why you may travel abroad?

   a. Holidays

   b. Sports events

   c. Social events

   d. Conferences

   e. Other, Please specify

9. Are you interested in networking with internationally orientated people?

   a. Yes

   b. No

If YES:

10. Have you been an Ambassador before? Please, specify where? (open question)

11. What would be your expectations for Ambassadors-network? (open question)

12. How would you contribute as an Ambassador? (open question)

13. What would motivate you to be an Ambassador of Tampere? (open question)

14. What are the local networks in Tampere in which you participate? (open question)

15. What are the networks abroad in which you participate? (open question)

16. For you, what are the most used and preferred ways of communication in the network?

    a. Social media channels

    b. Email

    c. Internet site

    d. Other, please specify

17. What are the key activities in the network that interests you?

    a. Monthly meetings

    b. Annual events

    c. Thematic groups for organizing different activities

    d. Social media discussions

    e. Other, please specify

18. What social media channels do you use?

    a. Facebook

    b. LinkedIn

    c. Twitter

    d. Instagram

    e. Pinterest

    f. YouTube

    g. Blog

    h. Other, please specify

19. Are you interested in promoting Tampere for your contacts abroad?

    a. Yes

    b. No

20. Can you give suggestions on how could you help Tampere be more international?

     a.   Sending marketing material of Tampere to your contacts

     b.   Interested in organizing business visits to Tampere

     c.   Interested to contact media in your target countries

     d.   Interested to promote Tampere as a good business environment

     e.   Interested to promote the Universities of Tampere internationally

     f.   Interested to promote Tampere using social media

     g.   Using Tampere All Bright –logo in your own business material

     h.   Other, please specify

21. If you are interested in planning and creating an Ambassador network, please leave your contact information?

First name
Last name
Email address
LinkedIn contact

Appendix 3. Additional survey's cover letter and questions

Dear Tampere - All Bright! Ambassador,

As you might know, I'm on a study leave until the end of October doing my thesis about Tampere – All Bright! Ambassador network. The main goal of my study is to find out the motivators of the potential ambassadors and what are the key factors that should be considered when planning the network's activities. You have participated in the network since the beginning in May - June 2015 and that's why I hope you have time to give your opinion about being an ambassador and your feelings at the moment. You can send me the responses for the questions by email. This will take max 10 minutes of your time, so please take a look of the questions. These are open questions so you have a possibility to give a wide responses.

1. What motivates you to recommend Tampere/Tampere region as a good living, working, studying place or a business environment?
2. What are the benefits that you've have received from Tampere – All Bright! Ambassador network?
3. What are the key activities in the network that interest you?

You have time to give your response until Friday the 16th of October. Among the respondents, we'll draw a lottery of a Tampere - All Bright! -package.

If you have any questions, please don't hesitate to contact me!

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Appendix 4. The questions for the benchmarking cases.

1. **Beginning of the Ambassador network, idea and funding**

- Where did you get the idea of starting an Ambassador network?

- What kind of planning and work was needed to get the idea forward?

- How did you find funding or what was your investment level to start the network?

- How did you build the collaboration locally?

- Did you face any difficulties in starting the collaboration or with the idea?

- Did you use a test group?

- Did you benchmark the idea from somewhere else?

2. **Marketing, spreading the information about Ambassador network**

- How did you lounge the Ambassador program in the beginning for the public?

- How did you spread the information?

- What was your main contacting channel to reach ambassadors?

- How did you market the network? Internet, marketing material, social media etc.?

- How did your co-operation organizations participate in the marketing?

3. **Motivation and responsibilities of the ambassadors, communication?**

- What motivates people to join to the network?

- What kind of marketing material do they wish from you?

- What kind of ideas have you got from the ambassadors?

- What has been the main reason to join the network?

- What information can the ambassadors get from other ambassadors in the network?

- Have you created a communicating tool? e.g. extranet?

- Has it helped the communication and networking between ambassadors?

- Has it helped to create new network forums in the world

4. Ambassador's lifecycle

- How many ambassadors were there in the beginning (first year), how the amount of Ambassadors developed?

- What is your goal for the amount of Ambassadors?

- How long time is one willing to be an Ambassador? Or how long time do you wish them to be?

- How is it possible to end or retire from Ambassador's work?

- Has there been ambassadors that you want to get rid of?

5. Main focuses and goals of the Ambassador network

- Have you identified target groups?

- In your opinion, does it matter to divide the Ambassadors to different levels or target groups?

- What are the goals and targets that you have appointed to the Ambassadors? What do you want to reach with the help of the ambassador network?

6. The outcome and the results of the Ambassador network so far

- Have the ambassadors contacted you with a business idea?

- Have the ambassadors brought a new event or a congress to the city?

- Have the ambassadors organized events abroad?

- Have the ambassadors brought new development ideas?

- Have you organized events for the Ambassadors?

7. Social media and other networking forums

- Where are the most active conversations? In which social channel?

- What are the channels that you use?

- Where is the biggest commitment?

- Where does your messages reach the Ambassadors the best?