

Kähkönen Eveliina

Stories and Pictures in Tourism Destination Marketing – case Ukkohalla

Bachelor's Thesis

Degree Program in
International Business

Autumn 2017



KAJAANIN
AMMATTIKORKEAKOULU
UNIVERSITY OF APPLIED SCIENCES

Abstract

Author(s): Kähkönen Eveliina

Title of the Publication: Stories and Picture in Tourism Destination Marketing – case Ukkohalla

Degree Title: Bachelor's Degree in International Business

Keywords: Stories, Pictures, Tools, Tourism Destination Marketing, Ukkohalla

This thesis is commissioned by Ukkohalla-Paljakka Oy, which operates in two locations: Hyrynsalmi and Puolanka. The purpose of the thesis is to assist Ukkohalla to collect information for historical story/picture book, which celebrates the tourist's destinations' 30th anniversary. The book goes through Ukkohalla's history from the beginning to this day, by following the major events, activities and changes. The theoretical framework of the thesis includes stories, images and brand, and how these tools are beneficial in Ukkohalla's marketing.

Various sources, such as the library, the internet, press clippings, and leaflets of the events of the season, were widely used for the collection of the material. The acquisition of the material took place independently. In addition, the material was obtained by using semi-structured interviews, which were conducted through face-to-face or by a phone, involving a total of 50 interviewees. The material for the book was collected by the author of the thesis and with the project coordinator of Ukkohalla, who made the most of the work to write stories for the historical story/picture book. The book was compiled starting from the beginning of 1988 and written in chronological order. Content and external solutions were made throughout the process so that the book is in line with the requirements of the commissioner.

The interviews opened the history, revealed many interesting periods and people who has taken part in the development of Ukkohalla. Stories and images are widely used means of marketing for tourist destinations. They are good tools, but one should always remember the context, and who is the target group. The stories and images are also used for helping to create a brand that acts also as a marketing tool since the brand creates a sense of trust and reliability.

The story and picture book of Ukkohalla is not a scientific result but a story about the tourist destinations' history. It promotes the awareness of the entrepreneur's services and the workers in the region. The book is authentic and unique, because the company's history has not been collected as widely in the past. The book includes a wide range of stories from different years and eras, and from various people.

Tiivistelmä

Tekijä(t): Kähkönen Eveliina

Työn nimi: Tarinat ja kuvat turistikohteiden markkinoinnin välineenä - case Ukkohalla

Tutkintonimike: Bachelor's Degree in International Business

Asiasanat: Tarinat, Kuvat, Työkalut, Turistikohte markkinointi, Ukkohalla

Tämän opinnäytetyön toimeksiantajana on Ukkohalla-Paljakka Oy, joka toimii kahdella paikkakunnalla: Hyrynsalmella ja Puolangalla. Opinnäytetyön tarkoituksena on avustaa Ukkohallaa historiallisen kuva- ja tarinakirjan kokoamisessa, joka juhlistaa turistikohteen 30-vuotista taivalta. Kirja koostaa yhteen Ukkohallan historian alusta alkaen tähän päivään seuraten merkittäviä tapahtumia ja muutoksia. Työn teoreettisena viitekehyksenä toimivat tarinat, kuvat ja brändi, sekä kuinka ne auttavat ja edistävät Ukkohallaa markkinoinnissa.

Aineistonhankintaan käytettiin monipuolisesti erilaisia lähteitä, kuten kirjastoa, internetiä, lehtileikkeitä ja lehtisiä kauden tapahtumista ja menoista. Aineiston hankinta tapahtui itsenäisesti. Lisäksi aineiston hankintaan käytettiin puoli-strukturoitua haastatteluita, jotka toteutettiin kasvotusten tai puhelimesta, ja johon osallistui yhteensä 50 haastateltavaa. Kirjaa oli toteuttamassa opinnäytetyön tekijän lisäksi Ukkohallan projektikoordinaattori, joka teki suurimman työn tarinoiden kirjoittamisessa. Kirja koottiin ja kirjoitettiin aikajärjestyksessä perustamisvuodesta 1988 alkaen. Sisällöllisiä ja ulkoisia ratkaisuja tehtiin pitkin prosessia paljon, jotta kirja vastaisi toimeksiantajan tarvetta.

Haastattelut avasivat historiaa laajasti ja näistä haastatteluista kyettiin löytämään monia mielenkiintoisia ajanjaksoja ja ihmisiä. Tarinoita ja kuvia käytetään matkailukohde markkinoinnissa useasti. Ne ovat hyviä työvälineitä markkinointiin, mutta kannattaa muistaa konteksti ja kenelle haluaa markkinoida. Tarinat ja kuvat luovat myös brändiä, joka puolestaan myös markkinoi kohdetta, koska brändi luo tunnettavuutta ja luotettavuutta.

Ukkohallan kuvakirja ei ole tieteellinen tulos vaan kertova teksti kohteen historiasta. Kirja edistää alueen yrittäjien ja työntekijöiden tunnettavuutta. Kirja on myös autenttinen ja uniikki, koska tietoa Ukkohallan historiasta ei ole aiemmin kerätty laaja-alaisesti. Kirjaan on koottu monenlaisia tarinoita eri vuosilta ja erilaisilta ihmisiltä, jotka siirtävät turistikohteen historiaa eteenpäin.

CONTENT

1	INTRODUCTION.....	1
1.1	In the embrace of forested hills, Ukkohalla – commissioning party	2
1.2	Aims and objectives of research.....	3
1.3	Structure of the thesis	4
2	TOURIST DESTINATIONS MARKETING WITH STORIES AND PICTURES	6
2.1	From history to present	6
2.2	Stories, widely used means of marketing for tourism destinations	8
2.3	Pictures in marketing of tourism destinations	9
2.4	Stories and pictures for creating Ukkohalla brand	12
3	RESEARCH METHODOLOGY	16
3.1	Data collection method.....	16
3.2	Validity, reliability and limitations with the research	18
3.3	Organizing content	19
3.4	Diary for support data collection	21
4	FINDINGS.....	22
4.1	Background information of interviewees	22
4.2	Ukkohalla's development reflected in stories and pictures.....	23
5	DISCUSSION.....	29
6	CONCLUSION	32
	LIST OF REFERENCES	33

FIGURES

Figure 1. The masterplan of Ukkohalla	p.3
Figure 2. Structure of the thesis	p.4
Figure 3. Stimuli that the customer's face in marketing	p.8
Figure 4. Brand equity components	p.14
Figure 5. The events in Ukkohalla	p. 25
Figure 6. The Development of Ukkohalla	p. 26

PICTURES

Picture 1. Services in Ukkohalla	p.11
Picture 2. Services in Vuokatti	p.12

TABLES

Table 1. Total amount of interviewees	p.22
Table 2. Interviewee relation with Ukkohalla	p.23

1 INTRODUCTION

Ski resort *Ukkohalla* will celebrate its 30th anniversary in 2018. Ukkohalla is part of Ukkohalla-Paljakka tourist resort. The resort is active in two localities in eastern Finland, in Hyrynsalmi and in Puolanka. Focus in this thesis is on Ukkohalla resort and Paljakka is left outside of the research.

Ukkohalla organized a meeting to think ways how to include the present, the past and all the employees in to the upcoming celebration. In this meeting came up an idea for a picture/story book. Between autumn 2016 and spring 2017 Kajaani University of Applied Sciences organized mentoring project where idea for the thesis subject came up. One of the mentors in this project was Eeva-Liisa Kemppainen, who introduced the thesis topic of the story book as a possible subject for a thesis.

The book covers the time periods from establishing the firm to the present. The history of Ukkohalla is diverse (Kemppainen, 2017). Ukkohalla has developed its business fast and its new innovative events, services and actions has shaped also the local history (Ukkohalla, 2016).

Pictures and stories are a diverse way to market products and services. Aim of this thesis is to research why tourist resorts, such as Ukkohalla, use stories and pictures as marketing tools, and how these two tools express Ukkohalla's development. Furthermore, the purpose thesis is to collect data of Ukkohalla's history with interviews and events of Ukkohalla and editing it for picture / story book. Picture/story book is presented with this name in first chapter and will be called *book* further on in this thesis.

Scrutinising the development and operations of Ukkohalla provided the material for the research and the book. The book goes through the most momentous time periods starting from 1989. The outcome is made for celebrating the tourist resort and foster the "spirit of Ukkohalla". Spirit of Ukkohalla is something that every customer can see and feel in Ukkohalla and its services. Friendly employees with good sense of humour are in a very important role when creating the spirit of Ukkohalla (Kemppainen, E, 2017).

The theoretical background in this research is based on stories and pictures as marketing tool for tourist destinations. In addition, thesis presents stories and pictures for creating the brand of the tourist destination and how these tools and brand benefit the destinations.

For this research, empirical work was conducted with qualitative method. The qualitative interviews were conducted with semi-structured, open-ended questions.

The material used for the picture book include stories and pictures that has been obtained through interviews that were conducted between May to September 2017. Interviewees were consisting of the owners, employees, customers and other person, who has been in contact with the tourist resort. For this reason, material for the book is mostly composed from interviewee's memories and pictures. These stories are not published anywhere else and they are rather unique in nature. Another source of material is press clippings from previous years, which has been under Eeva-Liisa Kemppainen responsibility. In addition, news and material used for the marketing purposes over the years has been used as a source material for the book. The book maintains heritage and history of Ukkohalla and its development over the decades and is therefore a valuable entity for the commissioner.

Outside of the thesis were left those activities that could not be completed as part of the thesis such as layout designing and printing the book. The final text and pictures with right fonts and visual outcome were made by publishing professional. Authors task was to collect the data and analyse it for the book. The final product, the book of history of Ukkohalla, will be published in January 2018.

1.1 In the embrace of forested hills, Ukkohalla – commissioning party

Ukkohalla was founded in the 1988 and it is one of the main ski and tourist resorts in Kainuu area. Ukkohalla is part of a tourist association Ukkohalla-Hyrynsalmi registered association which aims to promote the development of Ukkohalla Tourist Centre, Hyrynsalmi and the Upper-Kainuu to be diverse, attractive and well-known tourist area in Finland and abroad. The purpose of the association is to further the co-operation of companies in the tourist area. Aim of the co-operation is to increase the international and national attractiveness, and recognition of the tourist area. In addition, the joint effort acts as a guardian of interest of the region's tourism (Kemppainen, 2017).

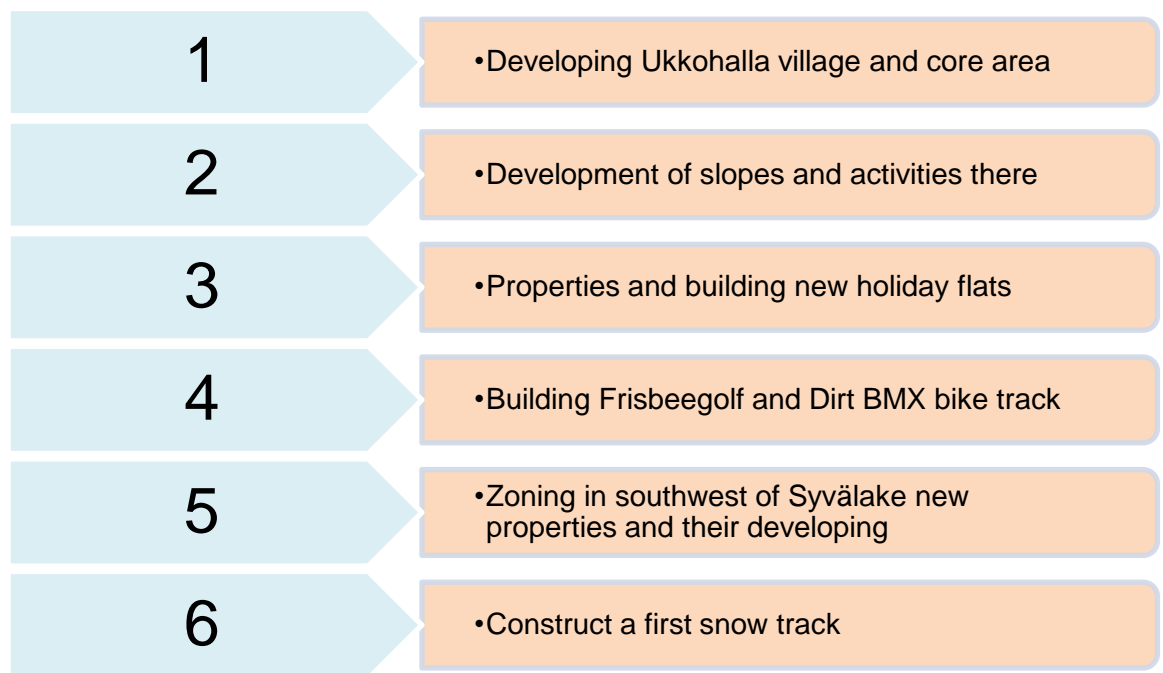


Figure 1. The masterplan of Ukkohalla (Ukkohalla, 2016). Adapted from Ukkohalla, 2016.

Ukkohalla is a many-sided tourist resort with diverse events and services. Resort is developing and investing in new services but also improving existing ones with the aim of being active all-year-round. Figure 1. shows Ukkohalla's masterplan where this development and investment in services can be seen. The original masterplan from website is in Appendix 3. Resort arranges annually several different traditional events such as Swamp Soccer and Frost-Woman skiing (Kemppainen, 2017).

For the commissioner, this thesis gives detailed overview of its history as a text form. The book benefits Ukkohalla by bringing up the data that was not collected before. This thesis advantage also all Hyrynsalmi areas entrepreneurs and employees of resorts as it brings forward Ukkohalla's activities and the entrepreneurs will get more attention and recognisability along the book.

1.2 Aims and objectives of research

Aim of this thesis is to research why tourist resorts use stories and pictures as marketing tool and how these two express Ukkohalla's development. This is accomplished by using qualitative method to collect data and using diary as a supporting method. Diary is for tracking down the development and the thesis process. Important dates, goals, ideas that

has come up in the meetings and conversations has been recorded and processed with the diary.

Research questions to provide data are following:

- What are the benefits of using stories and pictures in tourism destination marketing
- Has Ukkohalla benefit from using stories and pictures in marketing
- Can stories and pictures reflect the development of Ukkohalla

1.3 Structure of the thesis



Figure 2. Structure of the thesis. Adapted from <https://student.unsw.edu.au/thesis-structure>

The thesis starts with the introduction part where the commissioner party and the need for research is clarified. In addition, reasons why the thesis topic was chosen and what problems arose from it, are presented. Objectives and aims of the research are made clear, as well as the limitations of it. The structure of the thesis is presented on this chapter as well.

The second chapter contains information about the literature review, stories and pictures, and how these are used for the marketing purpose in the tourist resorts. This is followed by explaining how resorts make use of that information in their marketing effort. The term 'Brand' is briefly presented to better understand the value of the stories and the pictures as a way of creating a brand image.

Method part is presented in the third chapter. The chosen data collection method is demonstrated and explained why it was chosen to be the most suitable for the research questions used in this research. The third chapter further presents what has been done in this research and why.

The fourth chapter presents the findings of this research. This chapter outlines how findings were in relation with the research questions and were they systematic. The data analysing is presented in this chapter.

Discussion arisen from thesis are gone through in the next chapter. This chapter presents the comments about the results of the research and shows if there were something that was not expected. Further on, the argumentation of research is presented in this chapter. In addition, the future research possibility is explained in this part of the research.

The Conclusion part summarizes the thesis. This part is important to show how the thesis aims and objectives were met and notify limitations of it.

2 TOURIST DESTINATIONS MARKETING WITH STORIES AND PICTURES

In this chapter stories and pictures are defined as marketing tools. In addition, is explained how modern time takes advantage of these two tools and why they are widely used. Stories have a plot, a clear start and the end. They are an ancient way to pass on information from the posterity to another. The history of stories is older than can be found in any written literature (Aaltonen & Heikkilä, 2003,15-16; Parkinson, 2001). According to Keller (2015), pictures are newer means to pass on information since the cameras were invented in the 1800's. The marketing with pictures has increased since the using of a camera has got more popular and people has understood what is the impact that pictures can create (Keller, 2015).

2.1 From history to present

There have been many storytellers whose stories have ended in many ways. These stories were changed along the time, along the teller, and the person who wrote these stories in paper. Stories has been interpreted differently by different persons and all stories can include more than one meaning. The older stories along time are replaced by a new story that fits better in time (Parkinson, 2001).

The stories come in all shapes and sizes, such as ghost stories, fairy tales and hero stories, just to mention a few. People travel far and wide and thus share their stories with another nations and cultures. In addition, the stories have also many levels that can affect in the human life as they tell about the life and how living is. It is natural that the great books of all time that has shaped the world has been assembled from stories of oral tradition, says Parkinson (Parkinson, 2001).

Parkinson (2001) continues, that the stories are always told by someone and therefore there is no certainty that they are all truthful. These stories are important as they show people that what is their heritage. These stories are also left for people to interpret. The stories of the old times, the wars, the events, the animals or the other important subjects, teach people to understand the development of their history. The historical stories preserve only as much as is vital for the future, other content is left out or forgotten (Parkinson, 2001).

In present, a good storyteller with a powerful story can make an audience feel emotions that story can arouse and so get the audience to experience that they are part of the story. The stories are relevant for today's business world since the stories has a power to attract the customers and arouse interest towards services and the products. The stories involve audience in many levels, and frequently the stories are connected to the lives of the audience before, now, or in the future. In the business world, the context stories have become a trendy way to achieve the employee's attention so that new policies are easier to put into action. Stories has a potential to change whole business operations (Aaltonen & Heikkilä, 2003, 16-17). Spirit of Ukkohalla (explained in introduction section) is good example of Ukkohalla's storytelling to customers. Long time employees can help, entertain and affect customers with their stories since these employees has years of experience.

Most of the people like to buy products that has a story behind them. Businesses use the stories and the pictures for creating a brand identity and marketing their own services. They are good for creating meaningful experiences, but they can also help to build up and develop the business. Stories has potentiality for marketing abroad since the meaning of them is not so easy to change along the culture (Aaltonen & Heikkilä, 2003, 16). Ukkohalla in 2008 was first in Finland to build cable wakeboard track that has four towers. This was huge development for Ukkohalla and next year in 2009 Finland got its first European championship competition in Ukkohalla. This competition attracted participants from abroad over fifteen different lands (Yle, 2009).

According to Fog, Budzt, Munch and Blanchette (2010), the stories that has been told for years are still valuable and vital. A good example of this is an "American dream", a story on how anyone can go from a poverty to the richness. This story still has a meaning for the people. Searching for happiness is important for the humans over the world and many are attracted by this dream. This is the power that stories had and still has (Fog, Budzt, Munch & Blanchette, 2010). Ukkohalla's story is diverse, and first investments bring Hyrynsalmi and Ukkohalla many jobs along building and planning process. After good firsts years came the depression time and slow years, when investments and developing was stopped. After 2006 started new era with new chief executive officer, who had sights in developing. Ukkohalla has developed much and new services has come to area (Kyhälä, 2017).

2.2 Stories, widely used means of marketing for tourism destinations

Marketing is a business function that deals with the customers. As Armstrong (2009) puts it, “a marketing is managing profitable customer relationship”. Marketing is about customers, to achieve their interest and affect in their buying behavior. The purpose of marketing is making a promise of a product or a service and keep customer satisfied with the keeping of that promise (Armstrong, Kotler, Harker & Brennan, 2009, 6,9-10).

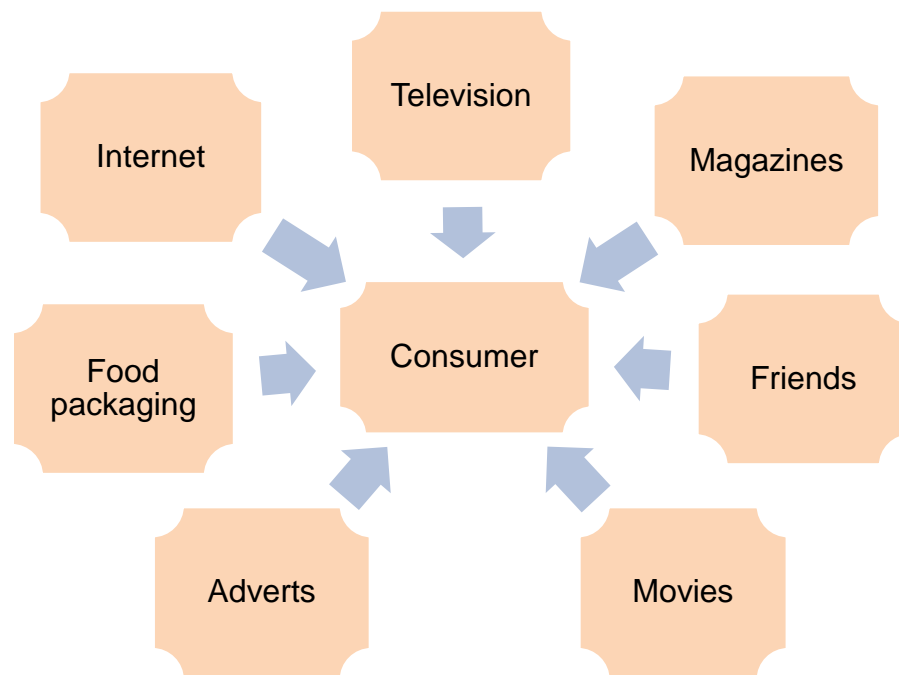


Figure 3. Stimuli that the customers face in marketing. Aaltonen & Heikkilä (2003, 81)

Comprehensive marketing goes on in television, magazines, radio, through friends and many other channels. No one can avoid seeing adverts as they are everywhere. Marketing is not just adverts that customer can see, it also contains many activities and efforts of professionals to complete marketing plan and adverts (Armstrong et al. 2009,6). When thinking about tourist marketing, there needs to be a solid, working marketing plan. According to Albanese & Boedeker (2002), this is a very challenging task, since the tourist markets are changing constantly. New innovations clear off the old ideas and the tourist resorts need to adapt into this situation. Goals, plans and competing environment are driving force in the tourism marketing (Albanese & Boedeker, 2002, 11-12). Ukkohalla pursue to be the year ahead in the marketing, this means that this winter's marketing material has planned last year (Kemppainen, E, 2017).

The tourist resorts use widely stories as marketing tool for creating plausibility. Customers hear stories and remember them even after a while. The stories combine services to experiences that seduce customers. Building a story around business and using it to reach customers is challenging. Stories support tourist resorts personality and authenticity because these make it easier to sell the services to the customers. Stories are for distinguishing resort from the other competitors (Aaltonen & Heikkilä, 2003, 14). These stories from Ukkohalla has reached people from far and marketing with stories has been successful. New York Times posted a story of the Swamp Soccer in their magazine in July 2017 (The New York Times, 2017).

The business story that is usually told, is the same as the company's history. As Torkki (2014) says, "places that do not feel anything, do not has stories to tell". Ukkohalla has feelings embedded in stories (Ukkohalla, 2016). The storyteller can influence on how the stories are received. Customers' stories are considered and included in the marketing strategy. The book of Ukkohalla's history is made by collecting fragments into the stories, that has aroused emotions and has been meaningful for the customers and the employees (Torkki, 2014, 25-26,34). Many of the interviewees, who told stories of Ukkohalla laughed when telling those stories. Feelings that these stories still aroused could be seen in the smile of those participants.

In addition, the stories are not important only for attracting customers, but also for uniting the community within the holiday resorts as the resorts benefit from using stories in many ways. According to Aaltonen and Heikkilä (2003), stories are an effective way to collect silent information. Silent information is defined as information that has been developed through experiences and deep familiarization. Aaltonen & Heikkilä (2003, 18) mention that spontaneous stories inside company benefit their values, procedures and beliefs. These stories help the community to develop their communication, social relations and learning.

2.3 Pictures in marketing of tourism destinations

A visual support in marketing is a newer invention than the stories. The past 100 years has been a time of the development for photographs for marketing purpose. The development has ensured that the visual support has taken bigger share in the marketing strategy (Wedel & Pieters, 2008, 91).

Nieminen (2003) has said that "visual marketing is a part of company's marketing entity". The visual support in marketing is widely recognized and its' importance is recognized in

practice. People are faced with images from all directions, and so live in more and more in visual information culture. Images can attract customer's emotions, feelings, memories and help them to surface and thus enhance feelings towards to the purchase decision. People decode images as they fit for them and meaning change based on the persons interpreting (Schroeder, 2005, 2-10).

Ciotti (2013) has enlisted four good reasons for using pictures in marketing:

- Convenience, because pictures are easy to use in every situation,
- It is easier to remember pictures rather than just text,
- Pictures surpass language barriers,
- One can identify with pictures. Ciotti (2013)

The pictures are needed because modern world requires different marketing techniques and because marketing is aimed for wider areas. Pictures are easier way to affect in purchase decision and attract the customer's interest. The cultural differences and language barriers are important to consider since all countries has different habits, laws and regulations for what is ethical or made in polite manner (Wedel & Pieters, 2008, 4).

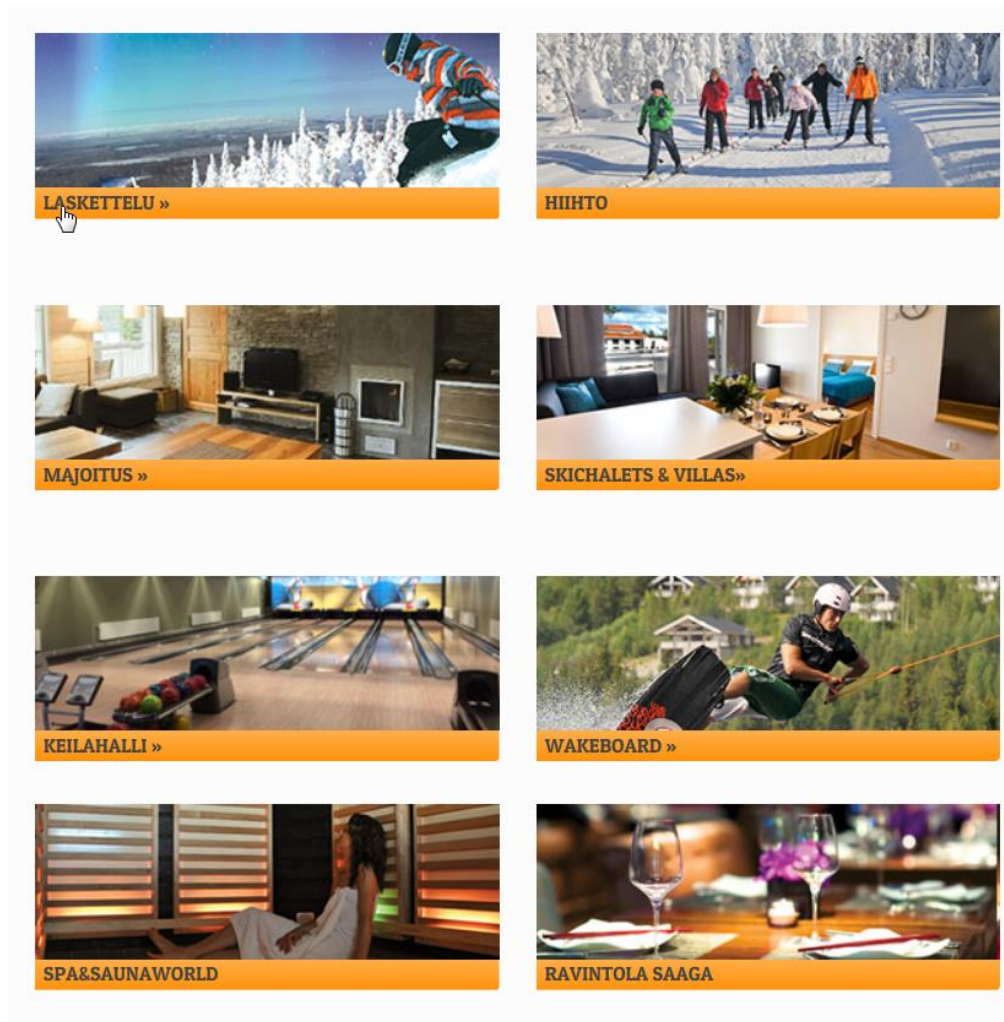
The tourist resorts use widely different pictures for marketing their services. When viewing a tourist resort 's internet page, there can be found a variety of seasonal and activity pictures that attract the customers' eye. The pictures are taken in such a way that the nature is always present. Nature is visually important since the resorts are usually surrounded by authentic nature. The attractive and informative pictures are what the tourist resorts want to represent (Albanese & Boedeker, 2002, 24).

Good pictures for the resorts are authentic and personal. Customers feel that a good picture is absorbing and that they want to see beyond that picture. When making adverts, tourist resorts need to strategically composite features and strong attributes in pictures such as coloring and the angle of view (Wedel & Pieters, 2008,1). Tourist resorts want to target different people, families and businesses and for that reason same picture is not valid for every target group. Pictures for adverts and marketing are chosen by CEO. However, Ukkohalla acts in co-operation with many marketing agencies to create good pictures for marketing purpose (Kemppainen, E, 2017).

Ukkohalla's target groups include customers of all ages. In the front page in their web site can be found a picture collage of every activity the resort offers to a customer (p. 11, Picture 1). The same trend can be seen in other tourist resorts' pages, for example Vuokatti's webpage (Vuokatti.fi). The front page includes pictures that change after some time. These types of pictures and presentation are trendy way among resorts to recognize every

customer group. In Ukkohalla's webpage, cottages and ski-in village for families, wake-board for youngsters and conference/bowling facilities for businesses are emphasized (Ukkohalla, 2016).

Movement is one elementary feature in the pictures used by tourist resorts. If there is only nature in every picture it does not arouse interest and customers cannot necessarily identify with the pictures. The pictures are used for arousing feelings (Albanese & Boedeker, 2002, 24-25). When the customers see pictures, for example of Ukkohalla's sauna world with people in sauna, they can decide to visit there easier than if there was a picture with an empty sauna. Furthermore, Ukkohalla wants to wake up the customers imagination with pictures with a movement.



Picture 1. Services in Ukkohalla (Ukkohalla, 2016)



Picture 2. Services in Vuokatti (Vuokatti)

The pictures that involve movement are more satisfying than just plain nature ones or photos for example where people are sitting in the restaurant and just looking at the camera. Customer's perception can be transformed into buying behavior (Wedel & Pieters, 2008, 2). Both Ukkohalla and Vuokatti want to emphasize their wide amount of services in the used pictures. The pictures are diverse, colorful and mixed with many feelings in different situations. Pictures offer experiences for customers. When looking at both the pictures (1) and (2) they give feeling of experiencing in beforehand before even going to the resort. That leads that people get more excited and are looking forward to their holidays.

As the saying goes, pictures tell more than a thousand words. The pictures of Ukkohalla give better view on the whole resort and arouse images in the customer's eye (Albanese & Boedeker, 2002, 198). Resorts like Ukkohalla has many stories but pictures make those stories true and impress customers. One of the biggest reason why tourist resorts use pictures in marketing is that people like to look at the pictures more than read text. Pictures represent quality of the resort and their services.

2.4 Stories and pictures for creating Ukkohalla brand

Fog (2010), introduces the term 'brand' as: "a perceived added value that company or product represents, making us loyal in our preferences both to the company and to its products/services". Brands are more than just a logo, picture or design. Brands cover the feelings, emotions, features and all cues of products or services that customers feel and

see. Brand is many times mixed with product, because for example is it IKEA product that people like, or is IKEA as cheap brand where everything is multi produced they like, or are they just the same thing? (Jones, 2017)

Jones continues (2017), that brand is something bigger than a product. People usually say they “love” certain product, but there is much more behind there than just the name, product or the brand. Vision is one driving force and innovative thinking that drive people to buy products. Good example is the Apple whose products are exceptional but vision and person behind it bring value for product in Apple case – Steve Jobs. Brand has seen as aura that covers product and services. Brands are tangible and intangible matter; which people can see and feel. (Jones, 2017).

Ukkohalla wants to brand themselves as all year around active tourist resort and for that reason pictures and stories are valuable. Customers share and tell stories from Ukkohalla and at the same time brand Ukkohalla for the possible customers. This branding give value to business in customer’s eye. Beside all year around service, Ukkohalla’s pictures are about the brand “fresh” and friendly services - something for everyone (Ukkohalla, 2016).

Branding with stories and pictures bring customer loyalty and purchase certainty (Albanese & Boedeker, 2002, 51-53) for Ukkohalla. This is vital since Ukkohalla has many competitors who all has their own brands. It is very regular to use pictures and stories for the branding purpose in tourist resorts. When comparing to other resorts like Vuokatti (Vuokatti) and Ruka (Ruka), their web pages like Ukkohalla’s are about stories and pictures for the branding purpose.

Branding is a long-term investment in company’s future and development. (Albanese & Boedeker, 2002, 52-53). Ukkohalla’s brand has existed since 1988, and it has been competing with other resorts since then. Own brand gives better position in the business market (Albanese & Boedeker, 2002, 52-53). The resort has utilized the Ukkohalla brand, for example the company has published a calendar every year since the 1990’s and they has a booklet for every skiing season starting from the first season.

Future brand is transparent. This means that customers are more aware of their possibilities and price levels (Gad, 2001, 86). Ukkohalla wants to please the customers from all levels, businesses, families and age groups. Therefore, the brand of Ukkohalla is open and accountable, and all their activities are developed by thinking about customers and their needs (Ukkohalla, 2016).

A strong brand can be translated into consumer buying behavior and loyalty (Gad, 2001, 86). Ukkohalla, like other tourist resorts, is pursuing loyal long-term customer relationship by fulfilling master plan and ensuring the quality of services are continuous. Figure 4 on page 14 shows brand equity components which Ukkohalla brand needs to be conscious of (Ukkohalla, 2016).

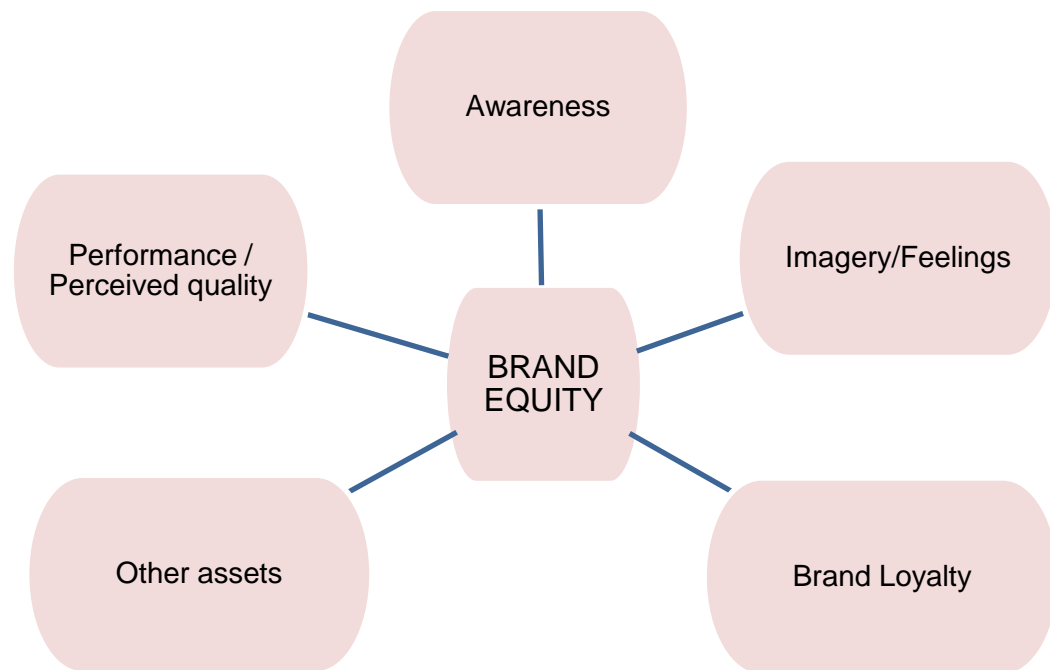


Figure 4. Brand equity components. De Pelsmacker, Geuens & Van Den Bergh (2013, 55)

A brand awareness is a first component for Ukkohalla to consider, as shown in Figure 3. Ukkohalla's brand includes stories and pictures. If Ukkohalla share pictures of family for example it stands for family friendly place (Ukkohalla, 2016). Awareness is about penetrating customer consideration (De Pelsmacker, Geuens & Van Den Bergh (2013, 55-57).

The brand imagery is a second component and it includes intangible assets of Ukkohalla. These intangible assets are for example stories that go mouth-to-mouth, and marketing communications. The brand loyalty is about price premiums and share in the market (De Pelsmacker, Geuens & Van Den Bergh (2013, 55-57) that Ukkohalla has and its third component (Ukkohalla, 2016).

Other assets refer for example to Ukkohalla as a brand name and how they market their service – with stories and pictures like tourist resorts do. Performance component is about

how well Ukkohalla meet's their customer promise. Quality and diversity are judged by customers. Ukkohalla resort must evaluate all these components when creating Ukkohalla brand and marketing with stories and pictures (De Pelsmacker, Geuens & Van Den Bergh (2013, 55-57).

For tourist destinations it is important to own a brand since it makes purchase decision more efficient since decision-making time is shorter. This means that for the customers risk of purchasing is smaller because of a known brand. The customers can assess quality better with a well-known brand (De Pelsmacker, Geuens & Van Den Bergh (2013, 59). In addition, the brand feeling is important as is the information on what is the customer's emotional response towards the brand. The brand can be perceived in many ways such as warm, exciting and fun (De Pelsmacker, Geuens & Van Den Bergh (2013, 57). These emotions to create brand are important for tourist resorts. Ukkohalla brand arouse emotions and all cues that are in its marketing (Ukkohalla, 2016).

3 RESEARCH METHODOLOGY

3.1 Data collection method

For this research, the empirical work was conducted with a qualitative method. The qualitative method was chosen because it's suitability. It offered in-depth information and information like customer's attitudes and how they relate themselves with researched issues (Kananen, 2015, 70-71), for this case interviewees memories of Ukkohalla.

In a qualitative research, data is collected for so long that the research problem is solved, or enough material is collected to answer the research problem. For tourist destination purposes this was the most suitable way to collect data since the data was divided in many pieces and was in memory of many employees, owners and other contact persons. A problem that qualitative method may face, are too large amount of data, which was the problem for this case. In interviews collected data turned out to be too broad since Ukkohalla has many former employees and contact persons. For the qualitative method, the easiest analysing method is reading the data through many times. Researcher needs to find among large amount data the meaningful parts which are important for research. A proof reading gives a reader an overview of the topic and its' most important parts. (Kananen, 2015, 129-134).

For the interview means, a semi-structured interview with the open-ended questions, was chosen. These open-ended questions were most suitable for this research and research questions so that interviews were more like a conversation and thus more relaxed. A relaxed atmosphere was created to ensure the quality of answers and there was no rush to answer in any of the questions. For this reason, there were also more space for the interviewee's own thoughts. For this research, snowball sampling method was used to acquire more interviewees. Snowball sampling is a sampling method that benefits from interviewees who can recommend other possible interviewees or people who might benefit the research. (Seale, Gobo, Gubrium & Silverman, 2007, 419).

The questions survey the interviewees title, a time spent in Ukkohalla, and remarkable history events that interviewee finds important. All the interview questions can be seen in Appendix 1. The interviews were made between May 2017 to September 2017. Total of 50 interviews were conducted by three different interviewers. 12 interviews were made by the author of this thesis, and 38 was divided between the other two. The interviews were

divided according to the location and effortless way to face-to-face meeting. The interviews were read through and edited into the final form by two of the interviewers.

The number of interviews were not divided equally because the author of the thesis lives in Kajaani and the other two are from Ukkohalla making it more convenient for them to interview people around that area. The questions were the same for each interviewer. For conducting the interviews, face-to-face conversations, skype meetings and phone calls, were used. The time used for each interview varied from 30 to 45 minutes. The interviews were not transcribed since a considerable number of interviews, and for that reason recordings were important for the analyzing phase. The material was analyzed by the author of the thesis who composed small stories and memories into a text, and Eeva-Liisa Kempainen from Ukkohalla, who did most of the work for composing the stories for the Ukkohalla book.

The pictures for the book were collected by Eeva-Liisa Kempainen. The copyright for using these pictures in the book were asked from interviewees, newspapers and all facets whose pictures has been used. For loaning the pictures, interviewer had a form that was filled with interviewee before handing over pictures. This form included the number of the loaned pictures, who had taken these pictures, and how and where they were to be returned.

The founded data was fragmented, and different material reverted to other acquired material. It was not required to include all the collected data into the book since there was a need for a general view but not for specific details. The literature that was discovered consisted of books that were mostly from the early 21th century. For this reason, internet sources with new and good contents, were much used. When searching for these internet sources, Google Scholar was used. The literature was searched from various libraries including the school and the town libraries, and remote loaning from the other universities was also used.

A lot of the material was collected from interviewees, authors of the book, libraries and from other unpublished sources. This material was downloaded into One Drive which functioned as “a data bank”. All the data in there was available for reading and analyzing for all the authors of the book. One Drive was made at beginning of this thesis project. This One Drive file will be left for the commissioner for future analyzing and usage. The findings of this research will be shown as tables and key figures. This research was made by comparing three resorts and Vuokatti and Ruka were not contacted concerning this thesis.

3.2 Validity, reliability and limitations with the research

Validity

The researcher findings need to be accurate reflection, and answer to the research problem and questions. The validity comes from repeatability that findings can be acquire via other research method and a tool. Reducing a possibility to get wrong answers is one purpose of validity in a research (Hiltunen, 2009).

All the interviewees had the possibility to choose if they wanted to participate in the interviews. In the first state, when possible interviewees were contacted, they were given a description of the research and explained why they were chosen for participating. At the interview, they were given more detailed information about the outcome of the project: the book and its' purpose. The participants were given a possibility to stay anonymous if they did not want their name shown in the book. At the end, all the interviewees gave permission to include their name in the book.

The commissioner had a specific characteristic for interviewees and gave a list of potential people to interview in May 2017. Other possible interviewees were reached with the snowball sampling. Snowball sampling is an explained-on page 16. This additional sampling method suited this research very well since some of the names of the employees were forgotten, but who turned out to be valuable for this research. Interviewees had the possibility to change the interview time and the way it was conducted. Interviews were recorded, and every participant approved it, but they also had a possibility to refuse of the recording. The recording was made with a phone recorder which was downloaded from a play store (Play store, 2017). The fieldwork was recorded for this research because recording provides precise wordings that were used in the interviews. The questions were same for every interviewee. The questions were send beforehand for all interviewees.

The interviews were conducted in Finnish which was a mother tongue of every participant. If the interviews had been conducted in English, the participants may not has understood every question correctly and that would has led to a situation where the answers would not have been equivalent. When conducting the interview with mother tongue, it is possible to get more valid answers since the possibility of misunderstandings is smaller.

Reliability

Reliability refers to a fact to which extent a data can be relied on. For interviews, a choice and a wording of questions is vital. A chance of misinterpreting is smaller with a good question (Hiltunen, 2009). The reliability of this research is high since all the participants has been working, or has somehow been in contact with Ukkohalla. This project reached versatile people who has very different and versatile backgrounds. There was no 'middle-man' in the interviews and every participant had addressed interviewer. The reliability of the research is trustworthy also because the questions were interpreted similarly by interviewer and participant. In addition, all newspapers in Kainuu area were sent announcement to inform the readers that the commissioner of the Ukkohalla book is looking for stories and memories. This was done to get more broad data to rely on. The announcement produced no contacts from the public.

Limitations with the research

The limitations in analysis state were mainly due the positive tone of questions. The questions answered to the needs of the commissioner. For the thesis' purpose analyzing stage was hard to conduct deeply because of the questions that were more for book purpose. Also, the interviewees' thoughts and how they understand and remember the matters, caused limitations to the research.

The questions were limited so that the answers were rather positive, and improvements were not discussed. The development of Ukkohalla along the years was under discussion but the company's future sights were left out. Because of the positive questions, it limited the participant's possible answers. Also, three interviewers gave limitations as the interviewer was not the same person in every interview and thus the answers could change based in the interviewer's skills and whether the interviewed knew the interviewee.

3.3 Organizing content

As there was a large amount of data, reading through it many times was needed. The reader may not know about the topic or might has some knowledge about it but still the content needs to be in a form that the reader can understand it (Mertanen 2007, 31–32). The text and the book are built in a way that the reader can get a complete picture of the history and can follow the development of Ukkohalla.

The time line works as a content list and the reader can follow time periods and events from it. The time line includes page numbers which help the reader to follow the book. The time line is more visual way to get the reader's attention to the book and the topics. Because the nature of the book is historical, it is important to know your readers well (Mertanen, 2007, 20-21). A historical book needs to be lively and full of knowledge but still information needs to be plain to achieve readers interest (Mertanen, 2007, 24).

Typograph which covers fonts and layout is important for a book to get more attention. The book was wanted to be lively story of history and because of this, the fonts, style and other visual elements, were left for the publishing professional. The commissioner had a possibility to comment of the visual outlook throughout the process. The length of the sentences is important for a book (Mertanen, 2007, 36). In the book, the purpose was to show with pictures and stories the development of Ukkohalla, and for that reason it was more important to focus also on the length of sentences. The reader wants much information but briefly written.

Content of the stories and pictures were left primarily for the writers and what is their idea of relevant story and a picture. Collected data was grouped into smaller amounts and then assembled as stories for the book. At this stage, selection to choose important data for the book was left primarily for the interviewers. Commissioner gave info of page quantity, looks and some attributes like hard or soft cover, but the interviewers had more power over the content. After decisions of content were made, proposal was given to the commissioner who proofread the content, gave development ideas and gave permission to continue after revising the content.

One finished version was not enough and there was need for many revised printings. Book was assembled and printed many times before the final layout was found. Fine tuning was done in every stage. Polishing for text and layout was made by thesis author and Eeva-Liisa Kemppainen who also did the final proofreading.

Content proofreading was send for the interviewees to get their recommendations and ideas for improvements. This stage was conducted by sending e-mail or calling by phone the interviewee. Approval was obtained from 45 interviewees and other 5 did not answer from total 50. Announcement which was send for the magazines did not get any response.

In appendix 6 can found page from the book that was first ones that was finalized. Organizing was important and all pictures and texts need to be written short but understandable. For this text fun and relaxed style was chosen since the story itself is fun and from long-time employees. Whole book was written in Finnish.

3.4 Diary for support data collection

Diaries for data collection purposes is recent phenomenon. Regular records are needed to maintain a flow of the process. The diary records experiences and activities that tend to change over time, also the amount of information in them can be broader. The diaries can be used in many fields of studies. (Wiseman, V., Conteh, L. & Matovu, F., 2005). For this research, the diary was a suitable way of recording activities with interviewees and to process the acquired material. The diary also allowed to keep a track on the meetings with co-authors and the tutor teacher.

The diary helped to process ongoing issues and topics by writing down ideas. Ideas that has been written down has more actual potential to grow into more interesting idea for the thesis. For example, many ideas that came to mind during the meetings would have been forgotten if they had not been written down in the diary.

Maintaining a diary requires a lot of effort and time. Experiences and activities are recorded as they occur (Wiseman, V., Conteh, L. & Matovu, F., 2005). The diary used in this project was very unstructured. The entries in the diary were made after every meeting, in the interviews and along the writing process when necessarily. These entries were regular and thus it was much easier to go back to them.

4 FINDINGS

This chapter presents the research findings.

4.1 Background information of interviewees

The total amount of the interviewees was 50. (Table 1). Most of the interviewees were men with 40 interviews while 10 interviews were from women. Age distribution is not shown in tables because it was not a question, but age of the interviewees varies from 25 to 80 years (Kemppainen, E, 2017).

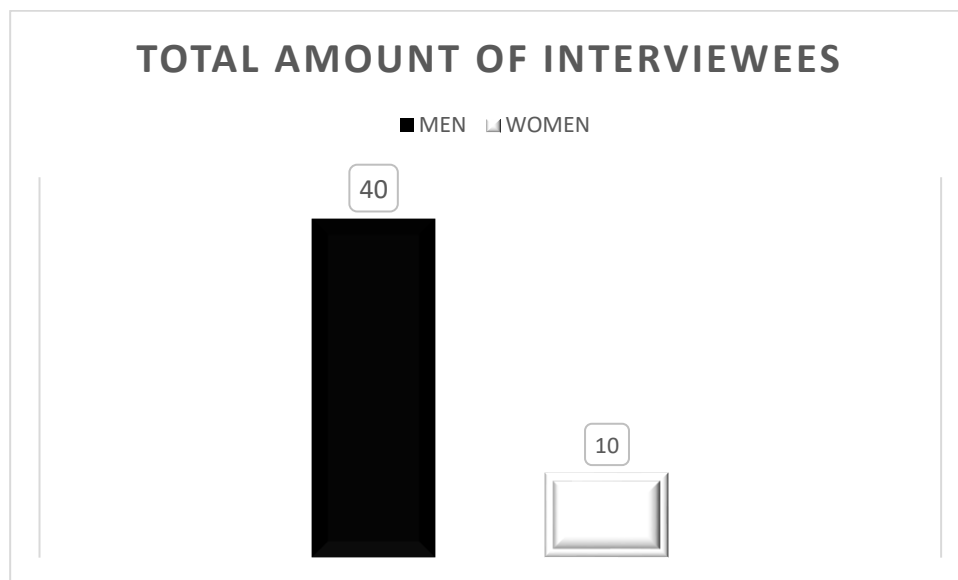


Table 1. Total Amount of Interviewees. (N=50)

From the interviewees 16 were employees or former employees of Ukkohalla, 14 related to Ukkohalla from other reason (for example, municipal board member...), 7 of the interviewees were entrepreneurs or former entrepreneurs in the area, 8 were owners and managers and 5 were the customers of Ukkohalla (Table 2).

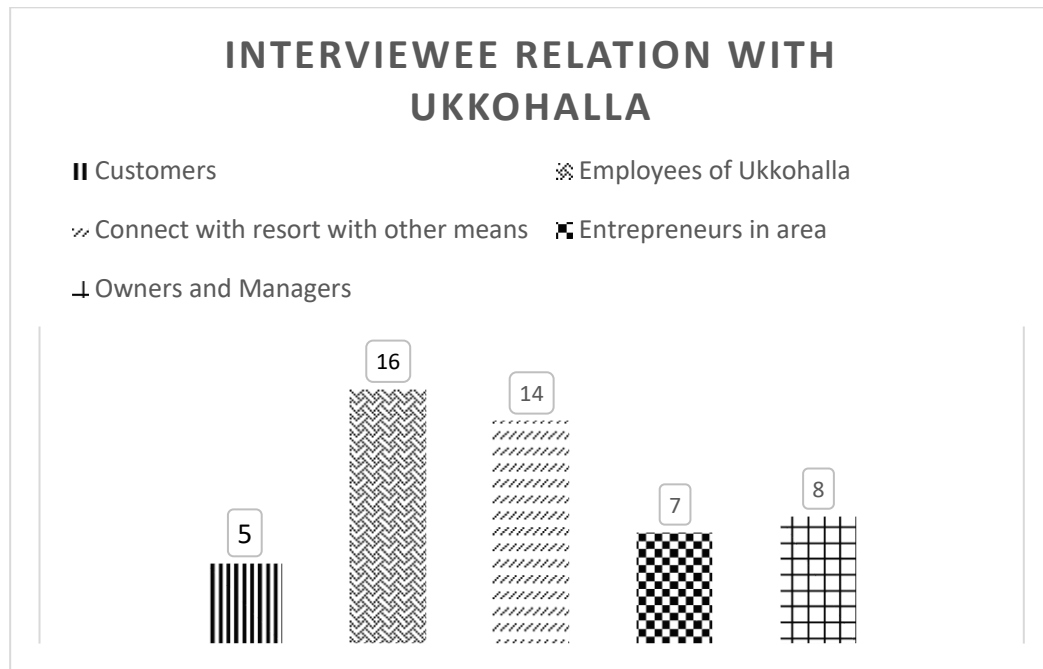


Table 2. Interviewee relation with Ukkohalla. (N=50)

From the 50 interviewees 15 has been active over 6 years in Ukkohalla which was majority of the employees. From the employees six has been active in Ukkohalla 2 years or under. 3 participants had been active over 2 years but under 4 years. Rest of the interviewees who were employees 9 had been active over 4 years but under 6 years. Others with 17 participants include those interviewees who were related to the Ukkohalla for other reason such as municipality board members.

4.2 Ukkohalla's development reflected in stories and pictures

Interviewees had many stories to tell and these stories were depending on the interviewees relation with Ukkohalla. Those who were employees has stories from events and customers, owners could tell more stories of developing point of view and other contact persons has stories for example from building phase in the beginning. However, all interviewees were detailed in their responses. All stories that were put into book has concept that its around it for example fun, accident, development or building. Stories that the interviewees told were stories from their memory or heard from other employees, owners or other contact persons.

Interviewees who has been in contact with marketing of the Ukkohalla destination know that pictures are vital for marketing. Pictures need to be taken of every season and of

every activities and events. Pictures offer much potential since they can be used in the future as well. Interviewees who has experience of marketing, brought up following that needs to consider in tourist destination marketing.

Ensisijaisesti syksystä lähetään liikenteeseen. Esitteen teko, joka syksy iso ponistus. Tietysti sitä ennen sitä piti olla sitä kuvaa ja piti olla kuvia otettu ja asioita mietitty (Anttonen, 2017).

Olen ottanut useita satoja kuvia Ukkohallassa arsenaali erilaisia satoja kuvia. Valokuvia, Olen ottanut paperikuvia yli 500 kuvaa. Satoja kuvia. Ihan sen takia esitteeseen tarvitaan kuvia ja mainoksiin ja tämmöisiin (Anttonen, 2017).

Laitoimme ständin pystyyn ja jaoimme Hallanrinteet esitteitä sekä kerroimme ihmisille Ukkohallasta ja Paljakasta (Pennala, 2017).

Vuonna 2000 järjestettiin ensimmäiset Umpihanki futis kisat Syväjärven jäällä. Samassa yhteydessä järjestettiin lehdistötilaisuus, jossa oli paikalla Pohjanmaan lehden toimittajat sekä SEURA lehti. Näin saimme tapahtumasta juttua eri puolille (Heikkinen, H, 2017).

These interviewees brought up the importance of pictures for marketing purpose. Pictures need to take hundreds before finding the right ones for marketing purpose. Flyers and adverts brought up in interviews were marketing way of 90's when target market was inside Finland. From since marketing has moved long way from concrete papers versions into Digi world to achieve new markets abroad. When taking pictures interviewees point out that purpose and target group for picture need to be clear in mind. One effective way for marketing was in the 90's and is still worthy, is visibility in different magazines as they usually take pictures for their stories. Ukkohalla has co-operation with marketing agencies to improve professionalism and quality.

Those who were not marketing professional's pictures offer way to see the past and development of events, activities and buildings. Pictures can move emotions forward if they are taken in right place and right time. Interviewees who bring pictures for the book often laughed when giving them and told fun stories behind those pictures.

Events in Ukkohalla area has started small but grow bigger. In interviews, events and activities were categorized as very important factor for tourist destinations and which should be seen in book. Swamp Soccer, Frost-Woman Skiing and Frost-Woman Hiking were mentioned almost in every interview. One story that many of the interviewees told

was from summer 2017 how story of Ukkohalla has reached even USA in The New York Times as a story from Swamp Soccer among other funny competition in Finland.

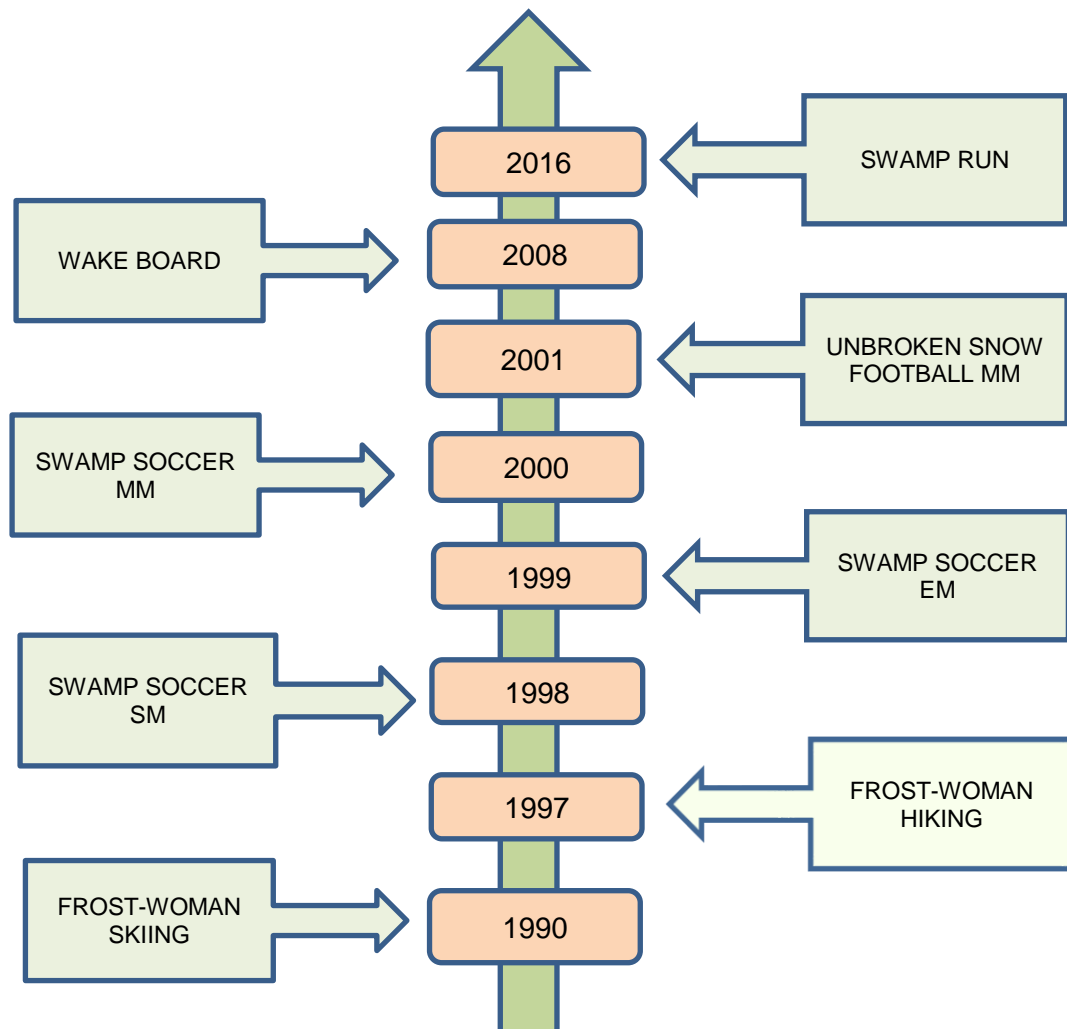


Figure 5. The events in Ukkohalla

Ukkohalla has invest in new events a lot and as can see in Figure 5 events has started as small inside Finland events, but soon gotten participants from abroad. To get more visibility for events marketing should develop as well and entering to Digi world offered important platform for Ukkohalla. Swamp Soccer is one of the biggest events in Ukkohalla during summer time and best years there has been 340 teams playing on swamp. One point that many of the interviewees brought up that these events has started from 90's but they are still popular events. Of course, there are events that has dropped off from several

reasons, but all these events had lot of participants till the end. Interviewees kept events of Ukkohalla one of its attracting factor.

This development of events also reflects the development of Ukkohalla area. It has been huge since starting from 1988 and is continuing. Ukkohalla's masterplan is presented in figure 1 in page 3 and this development was mentioned by many of the interviewees. Pictures are effective way to concretely see the development of area. Pictures that has taken in same place but has more than ten years apart, are very different. This development would not be possible without right people behind Ukkohalla project, said many interviewees.

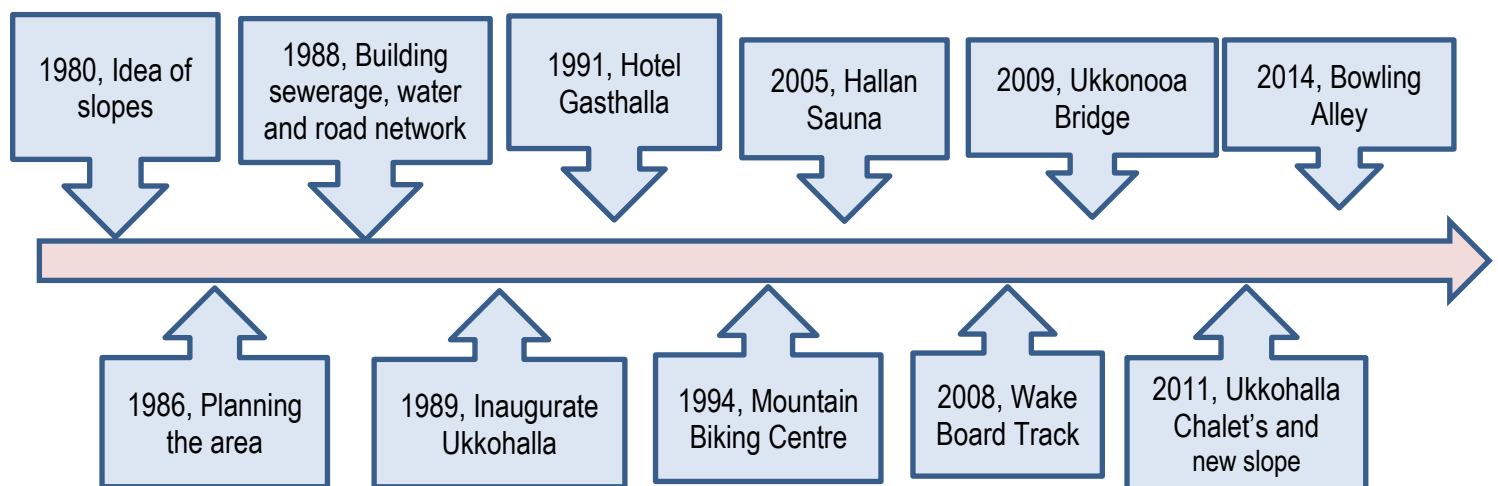


Figure 6. The Development of Ukkohalla area

Figure 6 in page 26 is constructed from interviewees memories of development. Interviewees had many memories of development phases and when auditing crisscross interviewees memories and stories time line was formed. Development has been fast but of course there has been time of economic depression and slower times when building and developing has been stopped for the time being. Interviewees who had experience of building phase has many warm memories from that time.

Kiireistä ja tietysti yrittäjiä ja operatiivisia asioita johdettiin ja hoidettiin laskut ja kirjanpidolliset asiat (Hyvärinen, U, 2017).

Kuitenkin parina kesänä päätimme henkilökunnan kanssa, että pidämme Monokaria auki myös kesäisin henkilökunta kerhon voimin, porukkaan kuului mm Maire, Maija, Anja, Saku, Tumo ja Mallu. Työstä ei varmaan saatu mitään palkkaa vaan hommaa tehtiin omaksi ja asiakkaiden iloksi. Sakun aloitettua Monokarin päällikönä henki vain vahvistui (Kemppainen, S, 2017).

Vapaampaa semmoinen, kiirus päällä, ettei kukaan kerennyt tuota paljon ajattelemaan muuta, kun työn tekemistä. Ja sitten myös alueen urakoitsijat olleet tyytyväisiä. Kylästä loppu kaivurit ja joskus hilkulla, että riittääkö kuorma-autot. Kaksi vuotta täysillä ja onhan sitä jatkossakin rakennettu yhtä sun toista. Kehittyy ja kehitetään (Komulainen, K, 2017).

Ukkohallan henki: Silloin kun oltiin töissä kaikki antoi itsestään 110 ja vapaa ajalla oltiin Ukkohallan porukkaa ja aina edustettiin. Siitä tuli elämäntapa, että oli Ukkohallassa...Ajatukset yms. Positiivisuus. Asiakkaat kaikki halusi palvella asiakkaat niin hyvin ja jokainen keksi aina pientä extraa (Anttonen, J, 2017).

Everyone did everything for the customer happiness and that the services are working. In building phase everything was done to keep on the schedule and, in customer services all was done to keep the customer service in appropriate level. All interviewees who told stories of Ukkohalla said about the service culture that Ukkohalla has. Development need from the customer's point of view and loyal customers from Ukkohalla's point of view was purpose. Employees told stories for other employees that how customers can be kept happy.

Valuable entity that one of the interviewees owns was all leaflets that Ukkohalla has published. Leaflet started as a couple of page information material and continue to grow into twenty-page information material but also story and picture material. Growing of leaflet was necessarily since Ukkohalla developed and there was new activities and events to introduce in leaflet.

Yhteishenki oli uskomaton, työyhteisön yhteishenki perustui tiedonkulkuun. (Juntunen, V, 2017).

Alkuaikoina esite käytiin läpi aina syksyllä ja kun esite tuli porukalla läpi. Jäi paremmin päähän mitä tapahtuu. MOTTO: Asiakkaille ei koskaan sanota, että en tiedä. OTANPA asiasta selvää (Kinnunen, v, 2017).

Leaflet was back in the 90's first advert that all employees go through. They had then possibility to tell about events and activities that are happening on that season. While going through the leaflet for season everyone laughed and told stories to other employees. Leaflets are not so important marketing way anymore but few of them are still printed for marketing purpose. Nowadays trend is towards internet and social media so resorts marketing plan needs to be up to date.

For Ukkohalla stories and pictures has been effective way of marketing. Project coordinator (Kemppainen, E, 2017) of Ukkohalla stated in her interview that Ukkohalla pursue to keep in touch with old employees and hear their stories. This book is concrete way to show gratitude for employees, constructors and other people who has been in contact with Ukkohalla. This gratitude brought up the nostalgic meeting idea where everyone could share their stories, picture, memories and laugh together.

In this research could not be researched about other tourist resort and what are their benefits of using stories and pictures in marketing. Thus, research can only answer in research questions based on interviews of Ukkohalla and literature. However, literature is collected to answer generally for tourist resorts point of view.

5 DISCUSSION

This research aims to find out reasons why tourist resorts use widely stories and pictures for the marketing purposes. The research answers a question why the stories and the pictures are beneficial to use in marketing. Ukkohalla can take advantage of both stories and pictures to develop better marketing plan.

The research goals were met well when considering the book but there was a gap between the thesis and the book. The process for the thesis started a later than the book process and thus the questions were formed more for the book purpose. Over the time, the thesis was shaping towards more professional outcome. One of the hardships of the process was the usage of Finnish in the interviews and other discussion and contacts regarding the project, but still needing to use English for the final outcome.

The material search proved to be challenging as many of the books of stories and pictures as marketing tool were found but the publishing year was rather old. One complicating matter was the acquiring of books since in Kajaani's library or school library did not have many books of marketing with stories and pictures. Those newer books needed to be ordered with remote loan from other universities which proved to take time and the loaning time was short. The Internet, however, turned out to be a very good source of material. The Google scholar was much used since it sorted out relevant material which is more academical.

Interviews started in May 2017 and continue until September 2017, but they were originally planned to be complete in August. This longer interviewing time was due the timing problem and too broad material. Data that was collected with this research prove to be too broad for thesis purpose. Briefing was send out for biggest new papers in Kajaani area and Kaleva to ensure materials reliability. In all this research was reliable since collected material is very authentic and there were 50 face-to-face or phone interviewees which is ample amount for the thesis research. Questionnaire did go through from author to project coordinator of Ukkohalla to ensure questions validity. Questionnaire was send to interviewees beforehand and they had possibility to decline of interview.

Theory that was discovered for this thesis and research supports the findings from interviews. Based on the research results interviewees kept important to tell stories and share pictures. This was due the emotional loading on stories and pictures. This however may be due the close contact with Ukkohalla. Ukkohalla's service spirit was highlighted in many

interviews and for example all customers who were interviewed brought up good customer service.

For tourist resort it is vital to share stories and pictures. Research show that all resorts has pictures and stories in their web pages. Internet and social media is huge marketing platform to use. Benefits that social media brings are much more valuable than magazines nowadays. Resorts can show their diverse services and much more on their web page and reach many target groups. Another explanation for popular use of social media and internet can be it's on time updating and almost every people has access to internet from somewhere.

The supporting services like the sauna world and new shop were brought up in the interviews and their value adding status for the resort. Development has been huge as can see from figure 6 in page 26. This development need right people in the right place. All this material was possible to compile from the interviews and pictures and thus can be stated that stories and pictures can reflect development very well. But it is true and same for every resort that stories and pictures can reflect their development as well was not under research. These other resorts may encourage another kind of service culture and storytelling is not so common.

The diary for support data collection was right choice for me. Diary helped to process information and was with me all time when I was in interviews or in meeting with tutor teacher. Diary should be more valued method since benefit that it offers is much more than just processing or collecting ideas. Understanding own style and what you want from future was one purpose of diary for me.

There is much potential for future research with arisen subjects. Pictures prove to be big part of tourist destinations marketing and picture-analyzing could provide valuable insight. Another possible subject could be to research events in Ukkohalla and their publicity in Finland and abroad and for example has marketing efforts, pictures or stories affect this publicity. For example, swamp soccer is good example of story, how event has been mentioned in New York Times (New York Times, 2017). Questionnaire could be made for teams from abroad and for the Finnish teams and compare events how they are known abroad.

One potential future action for Ukkohalla could be briefing and encourage employees and especially new employees of Ukkohalla's service culture and storytelling for customers. Long-time employees have insight that cannot be achieved without the experience. These

employees can tell about the safety issues, good slopes and skiing tracks or for example suggest certain routes for walking that are at their best in this season and at the time. These stories bring value for Ukkohalla, its employees and services in customers eye since level of quality of customer service increase.

From internet was found thesis that has been made by Sari Keränen in 2008 about Ukkohalla's customer satisfaction. One possible thesis subject could be conduct a new research about the customer satisfaction since in ten years development of Ukkohalla has been huge and more broadly new target markets has reached. Digitalization has brought its own possibilities and customer groups has getting bigger along new activities in winter but also in summer time.

6 CONCLUSION

Purpose of this thesis was to collect material with interviews for Ukkohalla's historical story and picture book. Literature and research shows that for tourist destinations it is vital to use stories and pictures for marketing purpose. Stories need to be approachable so that customer can get experiences from that way before even going to destination. Stories are effortless way for market destinations since mouth to mouth marketing widely reach different customers groups (De Pelsmacker, Geuens & Van Den Bergh (2013, 55-57).

Marketing with pictures is as vital as stories. Pictures and visual aid in marketing gives stimuli for customers and as stories give experiences before even going to destination. When using pictures, setting is important. Colors, people, accessories and every little detail is important for picture (Wedel & Pieters, 2008,1). Pictures can create quality, trust and brand. Brand comes with quality and quality improves loyalty (Albanese & Boedeker, 2002, 51-53).

Figure 3 on page 8 shows how no one can avoid marketing from some source. Internet, social media and magazines are full of adverts and marketing stimulus for customers. Ukkohalla has taken advantage and make a social media as a platform for marketing and reach widely different target groups.

Tourist resorts aim to be the one year ahead in marketing that this year can planning the next year's marketing plan (Kemppainen, E, 2017). Tourist resorts marketing plan also needs to be diverse. Events and activities needs to be shown much in adverts and internet. Because Ukkohalla's aim is to be year around active resort (Ukkohalla, 2016) activities and services are even important and they can be found in all marketing platforms.

For the commissioner, this thesis gave detailed overview of its history as a text form. Book benefits Ukkohalla by bringing up data that was not collected before and thus is very unique. This thesis benefits also all Ukkohalla's entrepreneurs and its employees as it brings forward Ukkohalla's activities and the entrepreneurs will get more attention and recognisability along the book.

LIST OF REFERENCES

Book sources

Aaltonen, M. & Heikkilä, T. (2003). Tarinoiden Voima-Miten yritykset hyödyntävät tarinoita? Gummerus Kirjapaino Oy

Albanese, P. & Boedeker, M. (2002). Matkailu Markkinointi. Edita Publishing Oy

Gad, T. (2001). 4D brandimalli- menetelmä tulevaisuuden brandin luomiseen. Gummerus Kirjapaino Oy

Kananen, J. (2015). Opinnäytetyön kirjoittajan opas – Näin kirjoitat opinnäytetyön tai pro gradun alusta loppuun. Suomen Yliopistopaino Oy.

De Pelsmacker, P., Geuens, M. & Van Den Bergh, J. (2013) Marketing Communications- A European perspective. 5th edition. Pearson Education Limited

Mertanen, V. (2007). Tietokirjoittajan käsikirja. Tampere: Vastapaino.

Nieminen, T. (2003). Visuaalinen markkinointi. 1. Painos. WS Bookwell Oy

Seale, C., Gobo, G., Gubrium, J. & Silverman, D. (2007). Qualitative Research Practice- Concise Paperback Edition. SAGE Publication Ltd

Torkki, J. (2014). Tarinan valta – Kertomus luolamiehen paluusta. Otavan Kirjapaino Oy

Internet sources

Armstrong, Kotler, Harker & Brennan. (2009). Marketing and Introduction. Pearson education Limited. Available at: <https://books.google.fi/books> (Read 28.07.2017)

Ciotti, G. (2013). 'The Marketer's Guide to Information Visualization: How to Rock Infographics, Shareables and Slideshows'. Available at: <http://www.sparringmind.com/visual-marketing/> (Read 07.07.2017)

Fog, Budzt, Munch & Blanchette. (2010). Storytelling – Branding in practice. Samfundslitteratur Press. Available at: <https://books.google.fi/books> (Read 15.08.2017)

Hiltunen, L. (18.02.2009). Validiteetti ja Reliabiliteetti. Available at: http://www.mit.jyu.fi/ope/kurssit/Graduryhma/PDFt/validius_ja_reliabiliteetti.pdf (Read 18.09.2017)

Jones, R. (2017). Branding-A very short introduction. Available at: <https://books.google.fi/books> (Read 14.07.2017)

Keller, K. (2015). Visual marketing – A Brief history. Available at: <http://www.global-socialmediacoaching.com/guest-blogs/visual-marketing/> (Read 05.09.2017)

Parkinson R. (2001). Systemic Therapy Magazine, Context. Available at: http://www.uncommon-knowledge.co.uk/psychology_articles/History_of_Storytelling.pdf (Read 03.08.2017)

Schroeder, J, E. (2005). Visual Consumption. Biddles Ltd, King's Lynn. Available at: <https://books.google.fi/books> (Read 03.08.2017)

Structure of thesis. (2015). Available at: <https://student.unsw.edu.au/thesis-structure> (Read 31.08.2017) (Read 03.08.2017)

Wedel, M. & Pieters, R. (2008). Visual marketing- From attention to action. Taylor & Francis Group, LLC. Available at: https://www.researchgate.net/profile/Joan_Meyers-Levy/publication (Read 19.09.2017)

Wiseman, V., Conteh, L. & Matovu, F. (2005). Oxford Academic. London School of Hygiene & Tropical Medicine. Using diaries to collect data in resource-poor settings: Questions on design and implementation. *Health Policy and Planning*, Volume 20, Issue 6, 1 November 2005, Pages 394–404. Available at: <https://academic.oup.com/heapol/article/20/6/394/651843/Using-diaries-to-collect-data-in-resource-poor> (Read 24.10.2017)

Other sources

Kemppainen E, 2017. Project Coordinator at tourist association Ukkohalla-Hyrynsalmi Ry. Interview 27.03.2017

Play store. (2017). Available at: <https://play.google.com/store> (Read 17.09.2017)

Ruka. Available at: <http://www.ruka.fi/> (Read 12.09.2017)

Thesis cover photo: <http://htz.deviantart.com/art/Ukkohalla-81312478> (Read 23.10.2017)

The New York Times. (2017). Available at: <https://www.ny-times.com/2017/07/27/sports/finland-has-a-sports-screw-loose.html> (Read 05.11.2017)

Ukkohalla. Available at: <http://ukkohalla.fi/> (Read 13.09.2017)

Vuokatti. Available at: <http://www.vuokatti.fi/fi> (Read 12.09.2017)

Yle. (2009). Available at: <https://yle.fi/uutiset/3-5771269> (Read 05.11.2017)

APPENDICES

Appendix 1. Questions for interviewees in Finnish

KYSYMYKSET KUVAKIRJAA VARTEN

Sopiiko, että äänitän keskustelun, tämä nauhoitus on vain opinnäytetyötä varten ja se on luottamuksellinen. Nauhoitetta ei käytä kukaan muu kuin minä, vain silloin, jos tarvitsen asiata tarkastusta. (Tämä kohta ei tule näkymään kysymyksissä. Mainitsen tämän raport-tiosiossa, kun tarkastelen tutkimuksen luotettavuutta.)

Taustat: Nimi

Arvo tai ammatti

Saanko mainita nimesi julkisessa opinnäytetyössä ja historiikissa?

Minä vuosina olet ollut mukana Ukkohallan toiminnassa?

Mitä tehtäviä olet hoitanut Ukkohallassa?

Historia: Mikä on mieleenpainuvuin ajanjakso Ukkohallan historiassa? Kuka persoona on jäänyt mieleen Ukkohallassa? Mitkä tapahtumat ovat erityisesti jääneet mieleen Ukko-hallassa?

Ketä lisäksesi voisin haastatella Ukkohallan historiaan liittyen?

Mikä asia tulisi ehdottomasti näkyä Ukkohallan historiikissa?

Onko sinulla kuvia tai lehtileikkeitä, joita voisimme käyttää valokuvakirjassa?

Vapaa sana

Lisäksi pitää sopia:

Miten aineisto saadaan minulle/sinulle/Karoliinalle? Milloin ja miten aineisto palaute-taan?

1. Kuinka hyvin tunnette Ukkohallan historian?

2. Mikä on mieleenpainuvuin ajanjakso Ukkohallan historiassa? Ja Miksi? Onko kuvia saatavilla?

3. Toimintojen kehittäminen vuosien varrella, tuleeko mieleen vielä mieleen erityisesti joku tietty?

4. Tapahtumia, jotka ovat jääneet eniten mieleen (3 kpl, ei liikaa)

Appendix 2. Briefing for magazines (Kainuun Sanomat, Koti-Kajaani, Ylä-Kainuu, Kaleva)
in Finnish

TIEDOTE 15.5.2017

Ukkohalla valmistautuu 30 vuotisjuhlaan historiikilla

Ukkohalla kustantaa tulevana syksynä 30 vuoden kunniaksi kuvakirjan, jolla tutustutaan Ukkohallan historiaan ja toimintaan. Kirjaan tullaan kokoamaan tarinoita eri vuosilta ja vuosikymmeniltä. Kirjassa esitellään tapahtumia, henkilöitä ja muistoja vuosien varrelta. Kirja tehdään yhteistyössä Kajaanin AMK:n opiskelijan Eveliina Kähkösen kanssa, joka perehtyy asiaan opinnäytetyönään. Mukana kirjanteossa on myös Tuomo Keränen.

- Etsimme kuvakirjaa varten hauskoja kuvia ja niihin liittyviä mukavia tarinoita vuosien varrelta, kertoo projektikoordinaattori Eeva-Liisa Kemppainen. - Mikäli sinulla on jaettava tarina meidän kanssamme, ota meihin yhteyttä toukokuun aikana, jatkaa Eveliina Kähkönen (eveliinakahkonen@kamk.fi tai eeva-liisa.kemppainen@ukkohalla.fi).

Kuvakirjan tekemisestä vastaavat Hiihtokeskus Ukkohalla-Paljakka Oy yhteistyössä Matkailuyhdistys Ukkohalla-Hyrynsalmi ry:n kanssa. Kirja julkaistaan talvikauden 2017 – 2018 alussa.

Lisätietoja:

Eeva-Liisa Kemppainen
projektikoordinaattori
p. 0400 768 219
eeva-liisa.kemppainen@ukkohalla.fi

Eveliina Kähkönen
Opinnäytetyön tekijä, haastattelut
p. 045 120 0296
eveliinakahkonen@kamk.fi

Ukkohalla on vuonna 1988 avattu matkailukeskus Hyrynsalmella. Ukkohalla on kehittynyt vuosien saatossa monipuoliseksi ja ympärivuotiseksi keskuksesi.
www.ukkohalla.fi

Appendix 3. Masterplan of Ukkohalla.


 A map of the Ukkohalla area showing various development zones and infrastructure. The map is color-coded and includes a scale bar and a north arrow. A small inset map shows the location of Ukkohalla within a larger regional context.

ukkohalla.fi/ukkohallan-masterplan/

- 1 UKKOHALLA KYLÄ JA YDINALUE**
 Hallan Saaga kylpylä- ja saunamaailma (7saunaa ja allasosasto), ravintola Saaga ja Ukkohalla Chalets -huoneistot (1.vaihe valmiina 8/2011) muodostavat 4000m² palvelukokonaisuuden: Ydinalueella rakennusoikeutta jäljellä 8000 m², johon rakennetaan monipuolinen majoitus- sekä palvelukokonaisuus: vuodepaikkoja 600, keilarata sekä kaupallisia palveluita. Jatkorakentaminen toteutetaan 2-3 vaiheessa. Investointien arvo toteutuessaan on noin 15-20 miljoonaa euroa.

- 2 RINNETOIMINTOJEN KEHITTÄMINEN**
 Rinteet nyt:
 · 15 rinnettä ja 3 parkkia, 5000 hlö/h hissikapasiteetti
 · Hallankurvi 1350m, avattu 2010/2011
 · Lumetusjärjestelmää uusittu, joten kapasiteetti kasvanut 30 %

Ukkohallan kärkituotteen, laskettelun, tärkeimmät kehittämistoimet ovat seuraavat:

- Uuden mustan rinte (800m) rakentaminen kaudelle 2011/2012
 - Etäluettava hissilippujärjestelmä (SKI data tai vastaava) 2011/2012
 - SKI Shopin rakentaminen Ukkohalla Chaletsin yhteyteen
 - Koillisrinteiden avaaminen: 2-3 uutta rinnettä sekä 1-2 uutta hissiä
 - Rinteiden korotus 170m > 190-200m
 - Lastenmaan kehittäminen
 - Vuokraamon laajennus
- Kehittämistoimet ja uudet rinnealueet edellyttävät maanomistusjärjestelyjä.

- 3 LOMA-ASUNTOTONTIT JA RAKENTAMINEN**
 Hyrynsalmen Kunnan ja Laatumaa tontit sijaitsevat kaikki Ukkohallan ydinalueella. Tavoitteena 10-20 loma-asunnon valmistuminen vuosittain.

- 4 FRISBEEGOLF - RADAN JA DIRT/ BMX -RADAN RAKENTA MINEN KESÄ 2011**

- 5 SYVÄJÄRVEN LOUNAISRANNAN KAAVOITUS JA KEHITTÄMINEN**
Syväjärven tie siirretään kauemmaksi rantaviivasta ja kunnan omistamalle alueelle on tavoite kaavoittaa lomaasuntoja. Tämä mahdollistaa loma-asuntomessujen toteuttamisen Ukkohallassa vuoteen 2018 mennessä.

- 6 ENSILUMEN LADUN RAKENTAMINEN**
 Ympäristökeskuksen ja Hyrynsalmen kunnan yhteistyönä rakennetaan alueelle noin 1,5km mittainen ensilumen latu. Tavoitteena on lumenvarastoinnin ansiosta käynnistää hiihtokausi Ukkohallassa jo lokakuussa. Toimenpiteet on tarkoitus aloittaa vuonna 2011.

Appendix 4. List of informants (*Authors interviews)

Ahokas, Kari	Hyrynsalmen kunnanjohtaja vuosina 1986 - 1991 (23.05.2017)
*Anttonen, Juha	Ukkohallan myyntipäällikkö vuosina 1992 – 1996 (19.05.2017)
Haanpää, Markku	Ukkohallan yrittäjä vuosina 2006 - 2017 (05.07.2017)
Heikkinen, Anja	Ravintolan työntekijä 1994 – 2001, 2015 – 2016 (30.08.2017)
Heikkinen, Harri	Hyrynsalmen kunnan projekti/matkailusihteeri 1990-1992 Hallenmaan Matkailun Oy toimitusjohtaja 1994-1997 Hal- lanvaara Oy toimitushohtaja, markkinointijohtaja 1999- 2001 Majoitusyrittäjä Ukkohalla 2007- (18.05.2017)
Heikkinen, Kari	Ahvenprofeetta (04.08.2017)
Hiltunen, Seija	Seijan Ratsutallin yrittäjä vuodesta 2009 alkaen (17.05.2017)
Huovinen, Miia	Ukkohallan myyntipäällikkö vuodesta 2014 alkaen (12.08.2017)
*Hyvärinen, Ulla ja Jarkko	Monokarin yrittäjät vuosina 2002 - 2008 (12.06.2017)
*Hyvönen, Mika	Umpihanki Frisbeegolfin MM-kisojen järjestäjä vuodesta 2015 alkaen (14.09.2017)
Juntunen, Vesa	Ukkohallan isäntä vuosina 1987 - 1993 (07.07.2017)
Järvenpää, Janne	Ukkohallan rinnepäällikkö vuosina 2007 – 2009 (08.08.2017)
Kelloniemi, Niko	Vaunualueen asiakas (30.08.2017)
*Kemppainen, Eeva-Liisa	Epun Ratsutallin yrittäjä vuosina 1993 - 2009 (09.05.2017)
*Kemppainen, Juha-Matti	Rinnetyöntekijä alkaen vuodesta 1989 (15.05.2017)
Kemppainen, Lauri	Kunnallisneuvos, Hyrynsalmen kunnanhallituksen puheen- johtaja vuosina (15.05.2017)
Kemppainen, Lauri	Ukkohallan rinnekoneenkuljettaja vuosina 1989 – 2000 (15.05.2017)
*Kemppainen, Päivi	Ukkohallan liikunnanohjaaja alkaen vuodesta 2014 (18.05.2017)

Kemppainen, Samppa	Ravintolan työntekijä ja ravintolapäällikkö vuosina 1989 - 1998 (03.06.2017)
Kemppainen, Tapani	Hyrynsalmen kunnanvaltuuston puheenjohtaja alkaen vuodesta 2012 (12.06.2017)
Kemppainen, Vesa	Suopotkupallon sääntöjen laatija (02.08.2017)
Keränen, Liisa	Ukkohallan siivooja vuosina 1988 - 1999 (31.07.2017)
*Keränen, Taisto	Ukkohallan "saunamajuri" vuosina 2005 - 2016 (18.05.2017)
*Kinnunen, Lauri	Rinnetyöntekijä alkaen vuodesta 1988 (15.05.2017)
*Kinnunen, Veikko	Rinnetyöntekijä alkaen vuodesta 1989 (15.05.2017)
Kihlström, Raili ja Kari	Vaunualueen asiakkaita Ukkohallassa (16.06.2017)
*Komulainen, Kaarlo	Vesi-Mega Oy:n toimitusjohtaja (18.05.2017)
Koponen, Jukka	Hiihtokeskus Ukkohalla Oy:n toimitusjohtaja vuosina 2001-2006 (12.07.2017)
Koponen, Kristian	Ravintolan työntekijä vuodesta 2015 alkaen (30.08.2017)
Kuvaja, Raimo	Hyrynsalmen kunnan rakennusmestari 1976-1982 ja – tarkastaja 1982-2014 (25.06.2017)
Kyhälä, Kimmo	Ukkohallan yrittäjä ja toimitusjohtaja vuodesta 2006 alkaen (08.08.2017)
Muhonen, Teemu	Ukkohallan rinnevastaava alkaen vuodesta 2017 (12.08.2017)
Murto, Arto	Hallan Sauna Oy:n toimitusjohtaja vuosina 2005 - 2010 (31.05.2017)
Nyberg, Peter	Hilding Nybergin poika (12.07.2017)
Nygård, Reijo	Ukkohallan toiminnanjohtaja vuosina 1997 – 1999 (03.07.2017)
Oikarinen, Pekka	Hyrynsalmen kunnan kehityspäällikkö alkaen vuodesta 2003 (19.05.2017)
Pajala, Jukka	Ukkohallan yrittäjä ja toimitusjohtaja vuosina 1994 - 1996 (22.05.2017)
Pennala, Jari	Paljakan yrittäjä alkuaikoina (05.06.2017)
Pekkarinen, Jarmo	Lapwall Oy:n toimitusjohtaja (14.06.2017)

Pelkonen, Sirpa ja Juha	Mökinomistajia Ukkohallassa (26.05.2017)
*Piirainen, Sakari	Monokarin ravintolapäällikkö vuosina 1991-1996 (24.08.2017)
Roiko, Heikki	Mökinomistaja Ukkohallassa (02.06.2017)
Räisänen, Eeva ja Eki	Mökkiasiakkaita Ukkohallassa (24.05.2017)
*Takila, Kai	Korpi-Kainuun Kelkkailijoiden puheenjohtaja (14.06.2017)
Terentjeff, Jorma	Teollisuusneuvos, Ukkohallan yrittäjä vuosina 2001-2006 (03.07.2017)
Tolonen, Jarkko	Ukkohallan Matkailupalvelut Oy:n yrittäjä vuodesta 2008 alkaen (17.05.2017)
Tolonen, Pasi	Hotelli Gasthallan yrittäjä vuosina 1991 - 1993 (30.05.2017)
Törmälä, Mikko	Ukkohallan rinnepäällikkö 2011-2016 (14.08.2017)
Virtanen, Jarmo	Hyrynsalmen kunnan matkailusihteeri vuosina 1991–2001 (04.08.2017)
Väisänen, Niilo	Hyrynsalmen kunnan elinkeinoasiamies vuosina 1981-1998 (20.03.2017)

Appendix 5. Frequency Tables

Gender of Interviewee					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Woman	10,00	20,00	20,00	20,00
	Man	40,00	80,00	80,00	100,00
	Total	50,00	100,00	100,00	

Interviewee Relation with Ukkohalla					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Customer	5,00	10,00	10,00	10,00
	Employee of Ukkohalla	16,00	32,00	32,00	68,00
	Connect with resort with other means	14,00	28,00	28,00	72,00
	Entrepreneurs in area	7,00	14,00	14,00	86,00
	Owners and Managers	8,00	16,00	16,00	100,00
	Total	50,00	100,00	100,00	

Kolme ässää

Ukkohalla 30v.

Alusta alkaen Ukkohallassa on ollut töissä kolme miestä, joiden uurastus ei ole jäänyt kenenkään huomaamatta. Hymy-Lassi (Lauri Kinnunen), Hiski (Juha-Matti Kemppainen) ja Velkko Kinnunen ovat asiakkaiden tuntemia rinnetyöntekijöitä. Ukkohalla on tunnettu asiakaspalvelustaan. Kaikki kolme miestä ovat tuoneet oman osansa siihen ja olleet asiakkaita varten. "Yleismiehinä toimittu alusta asti ja monenlaisissa töissä mukana.", kertovat kaikki miehet tahoillaan.

Syksyn tullen alkaa hommat pyörimään, kun tarkistukset, korjaukset ja hissien valmiiksi laittamiset alkavat tulevaa kautta varten. Lumetukset aloitetaan huoltojen jälkeen, kunhan pakkastilanne sen sallii. Kauden ajan palvellaan asiakkaita hymyssä suin ja "kaenuuta" puhuen. Koko kausi painetaan hyvällä mielellä läpi. Loppu keväällä hoidetaan kalusteet ja vetolaitteet

kesäteloilille. Vapun tienoilta lähdetään sitten kesälomille.

Nykyään Hymy-Lassi ja Velkko toimivat rinnetyöntekijöinä talvikaudet ja kesäisin ovat sitten lomilla. Hiski on toiminut jo monet vuodet huoltopuolella, jossa myös kesäisin riittää jonkun verran tekemistä. "Halataan tutut tullessa ja sanotaan helpat lähtiessä.", sellaista se Ukkohallassa on, kertoo Hymy-Lassi. "Onhan täällä nähty Oscar säveltäjäkin, Jerry Goldsmith." muistelee Hiski Ukkohallan historiasta. Velkko huumoroi lopuksi, että "Meillähän on paremmat kesäloimat, kuin opettajilla konsanaan."



Veikko, Hiski ja Hymy-Lassi



Nuoret miehet vuonna 1989

