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Gay-friendly Helsinki: Case Helsinki Pride

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LGBT-friendly Helsinki:
Case Helsinki Pride

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Tämä opinnäytetyö on tehty Helsingin kaupungin matkailu- & kongressitoimistolle. Opinnäytetyö tutkii Helsinki Pride -tapahtumaa homomatkailemisen näkökulmasta. Helsinki Pride on suurin Suomessa järjestettävä LHBT-tapahtuma. Tapahtuma järjestetään joka kesä. Vuoden 2011 viikon mittainen Helsinki Pride -tapahtuma keräsi yhteensä 30 000 osallistujaa. Näkyvin osa tapahtumaa ovat Gay Pride -paraati ja Puistujuhla. Helsinki Pride on ihmisoikeusjärjestö Helsingin seudun Seta ry:n (Seksuaalinen tasavertaisuus) järjestämä. Vuoden 2011 tapahtumassa kaikki työntekijät olivat vapaaehtoisia. Tämän tutkimuksen aiheena oli tutkia kuinka Helsinki Pride voisi tehdä tapahtumaa tunnetummaksi ja siten houkutella enemmän sponsoreita/yhteistyökumppaneita sekä matkailijoita osallistumaan tapahtumaan. Toinen tärkeä tutkimustavoite oli selvittää kuinka Helsingin kaupungin matkailu- ja kongressitoimisto ja Helsinki Pride voisivat kehittää yhteistyötään.

Opinnäytetyön teoriaosuudessa esitellään Helsingin kaupungin matkailu- ja kongressitoimisto sekä Helsinki Pride-tapahtuma. LHBT-turismi ilmiönä sekä LHBT-yhteisö asiakaskuntana määritellään ja kuvaillaan. Markkinoinnin teoriat ovat tärkeä osa tutkimusta, etenkin LHBT- ja tapahtumamarkkinointi. Tapahtumamarkkinoinnin osalta etenkin teoriat sponsoroinnista ja yhteistyöstä, sidosryhmistä tunnettavuudesta sekä suhdetoiminnasta ovat nostettu esiin. Opinnäytetyön teoriaosuudessa on tietoa myös Gay Pride-tapahtumista sekä Helsinki Pride-tapahtumasta.

Tutkimus on laadullinen ja tutkimusstrategiana on käytetty syvähaastatteluja. Tekstuaalinen data analysoitiin sisällönanalyysillä, jonka pohjalta päätelmät tehtiin. Tutkija on antanut kehitysehdotuksiaan sisällönanalyysin sekä luettujen teorioiden pohjalta. Syvähaastatteluja tehtiin neljä: toiminnanjohtaja Anne-Mari Seppola (Helsinki Pride), viestintäkoordinaattori Miia Karjalainen (Helsinki Pride), yhteistyö-koordinaattori Kaija Rossi (Helsinki Pride) ja markkinoinnin suunnittelija Jenny Taipale (Helsingin kaupungin matkailu- ja kongressitoimisto).

Sisällönanalyysissä nousi esiin kolme teemaa: tapahtumamarkkinointi, tapahtuman hallinto sekä tulevaisuus. Keskeinen johtopäätös oli, että tapahtuman markkinointi kärsii puutteista tapahtuman hallinnossa. Helsinki Priden suurin haaste on, että markkinointitoimille ei ole resursseja: rahaa, aikaa eikä sitoutuneita vapaaehtoisia. Toinen keskeinen päätelmä on se, ettei tapahtumaa järjestetä HLBT-matkailijoille; lähes mitään markkinointia ei kohdisteta suoraan tälle ryhmälle. Helsinki Pride kyllä näkee matkailun tärkeimpänä kehityskohteena ja haluaisi kehittää tapahtumaa kansainvälisempään suuntaan. Tulevaisuudessa yhteistyö Helsingin kaupungin matkailu- ja kongressitoimiston kanssa tulee olemaan Helsinki Pridelle tärkeä haaste ja mahdollisuus, mikäli se haluaa houkutella matkailijoita osallistumaan tapahtumaan. Tapahtuma tulee tarvitsemaan matkailualalta etenkin markkinointi- ja asiantuntija-apua.

Asiasanat: homomatkaileminen, LHBT-matkailu, tapahtumamarkkinointi

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This thesis is done for Helsinki City Tourism & Convention Bureau and the task was to research Helsinki Pride event in a perspective of gay-friendly tourism. Helsinki Pride is the largest LGBT event organised in Finland. It is organised every summer and in this year's (2011) weeklong event there were about 30 000 participants all together. The most visible part of the event is the Gay Pride parade and Party in the Park. Helsinki Pride is organised by human rights organisation Helsingin seudun Seta ry. (Seksuaalinen tasavertaisuus) and in 2011's event all the staff were volunteers. The aim of this study was to research how Helsinki Pride could build up the event's recognisability and therefore attract new sponsors and partners as well as tourists. One important goal of the thesis was to find out how Helsinki Pride and Helsinki City Tourist & Convention Bureau could develop their cooperation.

In the theory part of this thesis Helsinki City Tourist and Convention Bureau and Helsinki Pride event are introduced. LGBT tourism as a concept is explained as well as the LGBT market in general. An important part of the research is marketing: event and LGBT marketing more specifically. In event marketing especially theories behind sponsorship and partners, stakeholders, recognisability and public relations are explained. Also some knowledge about Gay Pride events in general is provided as well as information about Helsinki Pride event.

The research was done using the qualitative research method and the research strategy was in-depth interviewing. The textual data was analysed using the content analysis and findings are introduced based on the analysis. Some development ideas are given by the researcher based on the material collected from the interviews as well as the knowledge about the theories behind the phenomenon. Four interviews were conducted: The Executive Director Anne-Mari Seppola (Helsinki Pride), Communications Coordinator Miia Karjalainen (Helsinki Pride), Cooperation Coordinator Kaija Rossi (Helsinki Pride, via email) and Marketing Manager Jenny Taipale (Helsinki City Tourist & Convention Bureau).

With a content analysis three themes emerged from the interviews: Event marketing, Event management and Future. The key finding was that the event marketing suffers because of the shortages in the event management. The main problem in Helsinki Pride's marketing activities is the lack of resources: lack of money, lack of time and lack of committed staff. Another important finding was that the event is not organised for LGBT tourists and hardly any marketing actions are focused towards them. However Helsinki Pride sees tourism as a main development point and they are interested in developing the event to be more international. The cooperation with Helsinki City Tourist & Convention Bureau will play an important role in the future because if Helsinki Pride wants to attract tourists it will need marketing and expertise help from the tourism industry.

Key words: gay tourism, LGBT-tourism, event marketing

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1 Introduction

This research is done for Helsinki City Tourist & Convention Bureau but hopefully Helsinki Pride organisation will find it useful as well. The main goal of this research is to figure out how Helsinki Pride event could build up its recognisability; make the event more visible for possible partners and sponsor as well as tourists. One important part of this research is also to give an idea how Helsinki City Tourist & Convention Bureau could help Helsinki Pride to market their event especially for tourists - how their cooperation could be developed.

Helsinki City Tourist & Convention Bureau launched Gay friendly Helsinki -campaign in 2009. With the project City of Helsinki wants to come out as an LGBT-friendly destination where everyone is welcome. As a part of the project Helsinki City Tourist & Convention Bureau started to build up a network of gay-friendly companies within the metropolitan area of Finland. For a company to be able to become listed as a gay-friendly in the official website of Helsinki (www.visithelsinki.fi), a company must follow gay-friendly criteria. The criteria are approved by Helsingin seudun tasavertaisuus ry (HeSeta). HeSeta is the organiser of the biggest LGBT-event in Finland, Helsinki Pride. Helsinki Pride is an event organised in Helsinki in the middle of summer. It brings together the gay community and their friends. The most visible and famous part of this event is the colourful Pride parade. In 2011 almost 30 000 people participated in Helsinki Pride week.

This thesis is divided in two main parts: theory and research. The theoretical framework of this thesis includes basic concepts about LGBT tourism, LGBT marketing and event marketing. Within the event marketing topic the thesis introduces sponsoring, stakeholders, media briefing and target market. In the theory part information about Helsinki City Tourist and Convention Bureau & Helsinki Pride is also provided. The second part of this thesis is a secondary research. In a research chapter research plans, methods and strategy are introduced and explained. Also the method for content analysis is introduced. Most importantly in this part of the thesis one can find development suggestions and conclusions where the results of the research are drawn together.

Helsinki Pride -event is growing every year; in 2010 there were about 19 000 participants whereas in 2011 the amount of participants increased to almost 30 000. According to the organisers of Helsinki Pride, the events have not really been marketed to tourists because of the lack of resources available. The main tool to get resources is to get more money. For Helsinki Pride all the funding comes from sponsors and partners. The main goal for this research is to find out how to make the event more attractive for sponsors and partners and therefore also for tourists. A key to market for tourists could be to work in cooperation with

Helsinki City Tourist & Convention Bureau. “The GLBT community is out, vocal and visible. For the first time it is possible to mass-market to gay and lesbian travellers.” (Guaracino 2007, 4.)

1.1 The methods, goals and limitation of the thesis

This thesis is a qualitative research where the research method is qualitative and research strategy in-depth interviewing. The textual data was analysed by doing content analysis. By in-depth interviewing I tried to figure out how Helsinki Pride -event could build up their recognisability and make the event more visible and therefore attract more partners and sponsors to cooperate and tourists to participate into the event. In the field of partners I concentrated especially on the possible co-operation with Helsinki City Tourist & Convention Bureau who was the one that ordered this research. By interviewing I tried to draw up how Helsinki Pride 2011 marketed the event and how successful they were in attracting new partners and sponsors. An important part of this research was also to find out how Helsinki Pride 2011 could get more tourists to the event and especially how Helsinki City Tourist & Convention Bureau could help them with this mission. For this research I interviewed Helsinki Pride 2011 Executive Director Anne-Mari Seppola, Communications Coordinator Miia Karjalainen and Cooperation Coordinator Kaija Rossi. On Helsinki City Tourist & Convention Bureau’s part I interviewed Marketing Manager Jenny Taipale.

In this research I mainly concentrated on Helsinki Pride 2011 and the conclusions and recommendations will be based on the fact how Helsinki Pride 2011 succeeded in this certain year. This limitation needed to be done mainly because of the lack of data available about previous events. The other limitation of this study is that I have decided to concentrate on LGBT tourism as a niche market although nowadays it is often understood simply as a market.

1.2 Introducing Helsinki City Tourist & Convention Bureau

Helsinki City Tourist & Convention Bureau is a place where one can get information about the region’s travel services; they market Helsinki as a tourist and congress destination. Their goal is to strengthen the appeal of Helsinki and promote the development of the tourism industry. Through research and statistics they monitor the development of travel in Helsinki. In addition Helsinki City Tourist & Travel Bureau represents Helsinki in many different working groups and organisations within the travel trade in Finland as well as internationally. Helsinki City Tourist & Convention Bureau consists of three different units: marketing, convention and communications (Helsinki City Tourist & Convention Bureau 2011).

1.3 Introducing Helsinki Pride

Helsinki Pride is an event organised in Helsinki. It is organised by human rights organisation Helsingin seudun seksuaalinen tasavertaisuus ry (HeSeta), all the work is done voluntarily. Last years it has been a weeklong event that culminates into weekend's Pride parade and Party in the park. The week's program varies from panels and stand-up comedy clubs to sports events and nightclubs. The goal of the event is to bring the gay community together to celebrate sexual diversity and equality. Each year Helsinki Pride has a theme; in 2011 the theme was "Love" (Helsinki Pride 2011).

2 LGBT tourism

LGBT tourism is a niche market or simply a market, depending on whom you ask, targeted towards sexual minorities: lesbians, gays, bi-sexual and transgender people. Usually this market is open about their sexuality but when travelling they must consider the destinations carefully; not every country is "gay-friendly".

2.1 Some definitions and phenomena in Gay tourism

A gender and certain sexuality are seen as a norm in most societies whereas differentiating from that norm is often seen abnormal. Sexual minorities are those who have a sexual orientation that is different from social standards. Society generally believes that most of the people are heterosexual. Heterosexuality means that one feels romantic, erotic and sexual affection towards opposite sex. Homosexuality on the other hand means that an individual can feel romantic, erotic and sexual affection towards his/hers own sex (Lehtonen 2006, 12; Sateenkaariyhteisöt ry 2006- 2011).

The main terms used in this research are "LGBT" and "gay-friendly". The abbreviation "LGBT" is used when talking about sex and gender minorities, it comes from the words lesbian, gay, bisexual and transgender. Sometimes the abbreviation ends with a letter I, which represents intergender. LGBT can be often seen written as GLBT. I chose to use LGBT because that is the abbreviation Helsinki City Tourist & Convention Bureau uses in their publications. Although the term GLBT can also be seen in this thesis when quotes are in question. "Rainbow community" and a more general word "gay community" mean the same as LGBT and are used throughout this research (Sateenkaariyhteisöt ry 2006- 2011). The expression "gay-friendly" is used especially in tourism industry. If a company or a destination calls itself "gay-friendly" it should mean that it has an open approach towards sex and gender minorities (Hanne Räsänen 2010, 3). "Gay-friendly means that you are making an authentic

invitation to the GLBT community; that you conduct your business in a manner that embraces people's diversity making everyone feel welcomed; and that your business policies don't penalize your GLBT customers or employees." (Guaracino 2007, 10-11.)

It is so important to get the terminology right that the National Lesbian and Gay Journalists Association (NLGJA) has created the glossary "Stylebook Supplement on Lesbian, Gay, Bisexual and Transgender Terminology" with words about the LGBT community. Here is part of the list where I have collected terms that can be seen in this research.

Gay travel:	Celebrate on value diversity.
Rainbow flag:	Symbol that communicates a gay-friendly and gay-welcoming message. Designed by Gilbert Baker in 1978. Six colours represent the diversity of gay and lesbian community.
Lesbian-friendly travel:	The safety is the most important thing; lesbian travellers never want to hear comments about sex or being a sex-fantasy.
Gay welcoming:	Often a destination that lacks some of the traditional hallmarks of a gay destination such a gay-nightclubs and drag shows, but have good shopping opportunities and entertainment.
DINK:	Double income, no kids
Bisexual:	As a noun, an individual who may be attracted to both sexes. As an adjective, of or relating to sexual and affection attraction to both sexes. Does not presume non-monogamy.
Civil union:	The state of Vermont began this formal recognition of lesbian and gay relationships in July 2000. A civil union provides same-sex couples some rights available to married couples in areas such as state taxes, medical decisions and estate planning.
Closeted, in the closet:	Refers to a person who wishes to keep secret his or her sexual orientation or gender identity.
Coming out:	Short for "coming out of closet". Accepting and letting others know of one's previously hidden sexual orientation or gender identity.
Cross-dresser:	Preferred term for a person who wears clothing most often associated with members of the opposite sex. Not necessarily connected to sexual orientation.
Domestic partner:	Unmarried partners who live together. Domestic partners may be of opposite sexes or the same sex. They may register in

	some counties, municipalities and states and receive some of the same benefits accorded married couples. The term is typically used in connection with legal and insurance matters.
Drag:	Attire of the opposite sex.
Drag performers:	Entertainers who dress and act in styles typically associated with the opposite sex (drag queen for men, drag king for women). Not synonymous with transgender or cross-dressing.
Gay:	An adjective that has largely replaced “homosexual” in referring to men who are sexually and affectionally attracted to other men. Avoid using as a singular noun. For women, “lesbian” is preferred. To include both, use “gay men and lesbians.” In headlines where space is an issue, “gays” is acceptable to describe both.
Gender identity:	An individual’s emotional and psychological sense of being male or female. Not necessarily the same as an individual’s biological identity.
Heterosexism:	Presumption that heterosexuality is universal and/or superior to homosexuality. Also: prejudice, bias or discrimination based on such presumptions.
Homo:	Pejorative term for homosexual. Avoid.
Homophobia:	Fear, hatred, or dislike of homosexuality, gay men and lesbians.
Homosexual:	As a noun, a person who is attracted to members of the same sex. As an adjective, of or relating to sexual and affectional attraction to a member of the same sex. Use only if “heterosexual” would be used in parallel constructions, such as in medical contexts. For other usages, see gay and lesbian.
Intersex:	People born with sex chromosomes, external genitalia or an internal reproductive system that is not considered standard for either male or female. Parents and physicians usually will determine the sex of the child, resulting in surgery or hormone treatment. Many intersex adults seek an end to this practise.
Lesbian:	Preferred term, both as noun and as an adjective, for women who are sexually, and affectionally attracted to other women. Some women prefer to be called “gay” rather than “lesbian”.
Queer:	Originally a pejorative term for gay, now being reclaimed by some gay, lesbian, bisexual and transgender people as a self

	affirming umbrella term. Still extremely offensive when used as an epithet.
Transgender:	An umbrella term that refers to people who's biological and gender identity or expression may not be the same. This can include for example transsexuals, cross dressers and drag queens.
Transsexual:	An individual who identifies himself or herself as a member of the opposite sex and who acquires the physical characteristics of the opposite sex.

(Guaracino 2007, 15-20.)

The fact that someone is homosexual is not always as simple as many might think. The conventional distinction between heterosexual and homosexual is something that is quite recent and contains a complex diversity of attitudes, activities and feelings. The author of the book "Pink tourism" Howard L. Hughes (2006) argues that "to some extent a gay or lesbian identity is a matter of choice." In a world where homosexual norms rule, identifying as homosexual and living a homosexual life often require reference points that are only available in so called gay space (gay scene). Gay space has important role in giving an environment and accepting the gay identity (Hughes 2006, 44).

2.2 LGBT tourism globally

Gay tourism is understood as a form of niche tourism that is marketed to lesbian, gay, bisexual and transgender people. Nowadays when more LGBT people come out of the closet the need for new gay-friendly destinations and tourism services is growing. LGBT events are a good reason to travel and therefore the rise in gay travel is linked to the growth in gay events such as Gay Days, Gay Prides and Gay Games (Guaracino 2007,2).

The United States has been the leader when it comes to trying to reach out the LGBT market. Many big cities in the United States such as Florida and Miami have designated marketing campaigns for gay tourists. Philadelphia's "Get your history straight and your nightlife gay" - campaign is a good example how a city can market to gay tourists (Guaracino 2007). The so-called pink-money attracts big companies around the world. For example, big hotel chains like Hilton and Marriot are listed in IGLTA's partner list. American Airlines have been the groundbreaking organization when it comes to LGBT marketing; they have been marketing especially for gay-community already for years (Vettanen 2011).

Countries like the United Kingdom, Australia and New Zealand are all trying to attract LGBT tourists. All these destinations are interested in gay market because of the economically

strong demographic profile of the gay community. However, one reason is also the fact that these “governments want to encourage the rising popularity of their destinations among gay travellers, and recognize the potential of increasing gay tourism market share through the implementation of effective promotional efforts.” A focus group of top travel agents offering service to LGBT tourists agreed that the involvement of government tourism entities helps support their sales activities to reach the gay market. It also makes a difference when a client is considering destination options (Roth).

2.2.1 IGLTA

“IGLTA is the world’s leading travel trade association committed to growing and enhancing its members’ gay and lesbian tourism business through education, promotion and networking.” IGLTA was founded in 1983 with 25 founding members. Nowadays IGLTA has more than 1000 gay-friendly travel professionals as their members. IGLTA holds an annual conference (Guaracino 2007, 15).

2.3 LGBT tourism in Finland

During the last few years, attitudes towards LGBT have changed a lot - in both a positive and negative way. Public debate about the topic has been very visible in different medias for the last couple of years. The positive atmosphere and tolerance can be seen to be growing but at the same time more and more conservative opinions are shown in the public for example by the Finnish political party “Perussuomalaiset”. In 2000s many celebrities have come out of closet, which has for its part decreased negative attitudes towards gay community. One of Finland’s President candidates, Pekka Haavisto, is living in a civil union and one of the most visible Member of Parliament, Jani Toivola, is openly gay. The previous winner of Finland’s Big Brother, Sauli Koskinen, is living in Hollywood with his boyfriend singer Adam Lambert and the whole world is following them. The Finnish National Theatre’s main stage is showing a gay musical “HOMO!” and it is sold out in most of the nights. The most recently, the Member of Perussuomalaiset Teuvo Hakkarainen has been in the media because of his negative attitude towards the gay community. He is famous for his homophobic comments. A while ago, he said that all gays should be put to live in Åland. Overall it can be said that on the other hand the toleration climate in Finland is developing in a positive way but then on the other hand negative comments are getting more publicity than ever.

Gay tourism is a growing business and many destinations have realised potentiality in it. According to researches, LGBT tourists travel more often and spend double the amount of money in the destination than average travellers. The trend has been noticed also in Helsinki; Helsinki City Tourist & Convention Bureau started the gay tourism campaign as the first city in

Finland. In average a daily visitor spends 55€ in Helsinki but gay-tourist spends almost double amount. There are about 1,5 million gay travellers in Finland yearly. In their website www.visithelsinki.fi, Helsinki City Tourist & Convention Bureau describes Helsinki as a “--- tolerant, active and friendly city that welcomes all visitors. Helsinki has lots to offer for LGBT visitors. The city enjoys an international reputation for its unique design, architecture and high technology. What make Helsinki special are its people, who are fun, friendly and easy to approach. Increasingly the city is also attracting attention for its fashion, music and lively club and youth culture. Helsinki cannot compete with bigger cities in terms of the amount of nightlife but rather with the quality and unique nature of what is offered.” (Helsinki City Tourist & Convention Bureau 2009.) In visithelsinki.fi -website Helsinki City Tourist & Convention Bureau has a section for gay-visitors, from this site the gay-traveller can find companies that are gay-friendly. These companies are divided into categories like “hotels”, “restaurants” and “tour operators”. Tourist & Convention Bureau has also launched Facebook-page “Gay-friendly Helsinki”. By the end of the year 2011 the page has 2246 likes (Helsinki City Official Tourism website 2011).

Finnish travel agencies and hotels are sceptical about LGBT market. According to Helsinki City Tourist & Convention Bureau’s Marketing Director Kari Halonen, Finnmatkat is the only large tour operator in Finland that takes gay market into the consideration in their marketing. Most of the travel agencies say that they want to serve all customers equally. Marketing for only LGBT customers would be unequal. However, at the same time hotels that are using this as an argument are launching themselves for example as “child-friendly”. According to Halonen, it is important for the hotels and travel agencies to send a message to the gay-community that they are welcome. Many of the LGBT tourists are coming from countries where they are facing discrimination and are not sure how they would be treated in Finland. All in all, Finnish travel market has not yet realised that LGBT community needs an invitation (Vettanen 2011).

Helsinki is the centre of Finland’s LGBT life although there are some smaller LGBT events organised also in other big cities in Finland like Oulu, Tampere and Turku. At the moment there are at least eight gay bars in Helsinki, the most famous gay nightclub DTM (Don’t Tell Mama) is moving from Punavuori to Kamppi. The legendary hetero-friendly gay bar (sometimes known also other way around) Lost and Found stopped operating in October 2011. Main gay events in Finland are Pride-events; in 2011 Gay Pride events were organised in four cities in Finland: Helsinki-, Turku, Jyväskylä and Tampere. North Pride was organised in Oulu in 2010. (Sateenkaariryhteyshö ry 2001-2011).

2.4 LGBT destinations

Before there were any gay marketing campaigns, there were places that were naturally gay-friendly. Cities like London, New York and San Francisco have always been known as gay-friendly cities mainly because of their resident LGBT population. Therefore there are also variety of gay nightclubs, art, culture and jobs (Hughes 2006). According to Pritchard et al. (2000) the gay community usually find themselves on a holiday in gay resorts and gay hotels because holidays in straight tourism destinations and spaces may not give LGBT tourists the opportunity to escape heteronormativity, prejudices and discrimination.

During the years 2000-2004 there were few destinations that came out as gay-friendly. However years 2005 and 2006 were the record years when it comes to the LGBT destinations. In the year 2007 there were 50-60 destinations worldwide that had LGBT marketing campaigns. Among them were Finland, Tahiti, Austria and Spain (Guaracino 2007, 4). In 2006 Community Marketing, Inc. released its 11th Annual Gay and Lesbian Tourism profile where the top US destinations among the gay travellers were New York City, Las Vegas, San Francisco, Los Angeles-West Hollywood, Palm Springs, Fort Lauderdale and Chicago. The top LGBT European cities were London, Paris, Rome, Amsterdam, Barcelona, Florence and Venice/Berlin. (Guaracino 2007, 35).

The LGBT community is taking all kinds of holidays: everything from the weekend getaways and honeymoons to the food tours and cultural weekends. Gay tourists are travelling to the traditional gay hot spots like Mykonos and Lesbos in Greece, Key West and San Francisco in US and Stockholm, London and Berlin in Europe. They are also exploring new destinations all over the world such as Las Vegas, Sydney, Brazil, Cape Town and Manchester (Guaracino 2007, 5).

The Out Now Consulting provides the latest data about the top LGBT destinations a part of the *LGBT2020 Study*. From 18 countries almost 40 000 people took part in the survey. The research question was: Which of the following places would you be interested in visiting for a holiday in the next three years? (Out Now Global LGBT2020 Study 2011.)

Countries

Country	Ranking Globally	Score (Max 180)
USA	1	129
France	2	128
Spain	3	114
England	4	108
Italy	5	92
Germany	6	73
Australia	7	62
Canada	8	55
Argentina	9	50
Brazil	10	47

Figure 1: Top LGBT Destinations - Countries (Out Now Global LGBT2020 Study 2011)

Cities in Europe / UK

City	Ranking Globally	Score (Max 180)
Paris	1	168
London	2	156
Amsterdam	3	124
Barcelona	4	112
Rome	5	98
Berlin	6	95
Madrid	7	89
Venice	8	73
Prague	9	43
Vienna	10	20

Figure 2: Top LGBT destinations - Cities in Europe (Out Now Global LGBT2020 Study 2011)

Global top 20 LGBT holiday city destinations

Destination	Ranking globally	Score Max 180)
New York	1	179
Sydney	2	177
Rio de Janeiro	3	173
Paris	4	168
San Francisco	5	165
London	6	156
Buenos Aires	7	154
Tokyo	8	148
Hong Kong	9	128
Melbourne	10	127
LA/West Hollywood	11	126
Amsterdam	12	124
São Paulo	13	121
Barcelona	14	112
Las Vegas	15	109
Cancun	16	102
Mexico City	17	101
Capetown	18	99
Rome	19	98
Berlin	20	95

Figure 3: Top LGBT destinations - Cities worldwide (Out Now Global LGBT2020 Study 2011)

2.5 The profile of a GLBT tourist

According to Hughes (2006) and Guaracino (2007), it is easy to draw some conclusions about the characteristics that are typical for LGBT tourists, which makes LGBT tourists unique from any other tourists.

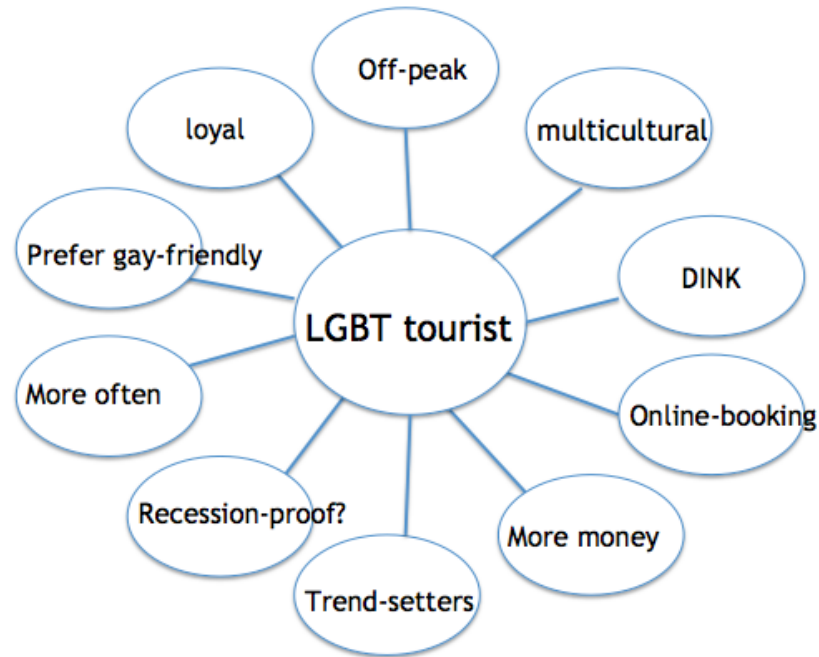


Figure 4: LGBT tourist profile (Kinnunen 2011)

LGBT tourist is:

Multicultural

According to Guaracino (2007,12) LGBT tourists are multicultural travellers; in the gay community all the nationalities are represented, therefore in tourism fairs, congresses and events the LGBT tourism often falls in the multicultural section.

Spends more money

According to Helsinki City Tourist & Convention Bureau a gay-tourist spends double the amount of money in Finland than a regular tourist.

Loyal customers

LGBT tourists often choose a destination that they already know to be secure. It is also known that once the gay-community choose a company to support they are loyal to it. A good

example is the American Airlines, the first airline that marketed to LGBT customers and nowadays has a large and loyal LGBT customer base. (Guaracino 2007)

No kids (DINK)

Most of LGBT tourists do not have children. Guaracino (2007) uses the term DINK that means, "Double income no kids". Of course there are also rainbow-families but still the majority of LGBT tourists are couples or singles.

Travels more often

LGBT tourists travel more frequently. According to Community Marketing, Inc. (2003) 97% of gays and lesbians in the United States had taken a holiday trip in the previous 12 months. National average was 64%. In the United Kingdom these numbers were: gays 72%, others 61%, and 24% took three or more holidays compared with 11% for the whole population (Hughes 2006, 47).

Booking online

According to Community Marketing, Inc. LGBT travel research (2006) during the year 2005 at least 81% of the respondents in the United States purchased travel components on the Internet. Overall gay tourists are booking more online than the straight tourists. According to Tourism Industry Association (TIA) research report (2005), only 30% of adult population in the United States used travel services online.

Trendsetters

The gay community is often said to be ahead of time and the first ones to know what is the next "cool" and "trendy", this applies into the fashion, music etc. but obviously also to travelling. Usually this "trendsetting" title is given especially to young gay men (Guaracino 2007).

Prefers gay friendly-destinations and services

According to Guaracino (2007) because LGBT tourists are a group that needs an invitation it is obvious that they also prefer destinations that are known to be gay-friendly. It is researched that gays are more likely to choose a destination that has a gay-friendly campaign especially if the city's Tourist office and/or local government support it.

A recession/terrorism-proof niche?

9/11 is the top reason why countries started to be interested in gay tourists. After the 9/11 gay tourists were the first ones to start travelling again, if they ever even stopped. Part of the reason might be the fact that the LGBT community faces discrimination in their everyday lives. (Guaracino 2007)

Off-peak travellers

Most of the gay events are organised off-season (Guaracino, 2007). The LGBT community generally travel outside the high-season and therefore is extremely beneficial for tourism industry that is typically an industry that is dependable on seasons.

3 LGBT market

“Any key general manager, revenue manager or director of sales in the hotel industry looking to increase their revenue stream should consider opportunities within the gay and lesbian markets.” (Marion 2008, 1.) Even though we are facing a recession, the gay market is the one hoteliers and other tourism professionals should try to attract. As said before, the LGBT-market is researched to be the last one affected in a case of an economy downstream. One can capture this market by treating it with respect, by making the gay community feel welcome and by demonstrated commitment to the LGBT community, for example by advertising or by sponsoring an LGBT event (Marion 2008).

There are a few studies about the gay market but most of the market researches are made by commercial organisations and not academic studies. Another issue is that the most of the researches are about the US market and it is not always clear when survey results refer “gay” or “gay and lesbian” market, who is involved and who is left out. The surveys and reports that do exist are generally positive; there is an agreement that the gay-market is growing, the LGBT-community are frequent travellers, spend more money than average tourists and that the “market is resilient in the face of factors that have an adverse effect on other tourism”. The gay travel market is considered to be resistant to things like terrorism and recession, things that usually have a big impact in peoples’ travel behaviours (Hughes 2006, 46-47).

Most of the travel and market research available is by Community Marketing, Incorporated (CMI). Tom Roth and his team recognised the potentiality of the LGBT community probably before anyone else did. Tom Roth is perhaps the most quoted expert on the LGBT travel research. The CMI has operated 18 years. In Europe the market leader in gay marketing research is Out Now Consulting. Ian Johnson leads the company and its clients have been for example German National Tourist office, Qantas Airways, Visit Britain and many others (Guaracino 2007, 44).

According to Community Marketing, Incorporated (CMI) the gay and lesbian tourism market is 54 USD billion industry in the United States. The Travel Industry of America has estimated that gays and lesbians take annual vacations 21% more than the national average (Guaracino

2007, 1). It is also researched that gays and lesbians adopt more hedonistic, care-free and style-conscious approach to life than regular consumers which means that also their spending patterns differentiates notably from the rest of the society (Hughes 2006, 44). In addition, Japan has an approximately 2.74 million people who are gay, lesbian, bisexual or transgender in a year 2007. In terms of targeting a niche market, they have a combined purchasing power of 6.64 trillion yen - the equivalent of the nation's liquor consumption (Terada 2007).

According to a recent survey, Britain's gays are accounting for around 6% of the population, or about 3.6 million and they earn an estimated \$130 billion annually. Openly gay men in full-time jobs earn \$18,000 a year more than the male national average; among lesbians, the premium is \$12,000 (Smith 2006).

“The gay market compares well with other minority groups” although it is awkward to compare sexual minorities to cultural minorities because there are obvious overlaps: there are gay Asians, gay Mexicans and gay Hispanics. However, in 2006 Asian Americans had annual buying power of 344 billion USD, African Americans 688 billion USD and Hispanic Americans 653 billion USD. In 2006 the total buying power of the LGBT population was estimated 641 billion USD. Although Bob Witeck from Witeck-Combs Communications argues, “ Gay buying behaviours are more important than the total buying figure. The buying power serves a useful purpose, to get people’s attention and that can be good thing. It reminds people that gay and lesbian people make measurable contributions to the economy. The LGBT community controls lot of money.” (Guaracino 2007, 34.)

There are several reasons behind this gay-friendly phenomenon, one of the top reasons being, 9/11. After the 9/11 gay travellers were the first ones to start using hospitality industry’s services again. The reason why gay community was the first one to start travelling again is quite obvious: gay travellers deal with things like discrimination and hate crimes in their everyday lives. Terrorism is only one of the scary aspects in their world. After the time when tourism business has suffered the most, almost everyone noted how much the LGBT-community had to offer in tourism point of view. Another reason why tourism business started to be interested in the gay market was the massive publicity gay issues had in the mainstream media, it started when popular TV-hosts Ellen DeGeneres and Rosie O’Donnell both came out of the closets, following by the publicity about gay-marriage issues and new laws that raised the acceptance towards gays. Once the legal system recognises a gay and lesbian relationship, it also signals a new market for destinations and for companies. The third reason is simple: gay people wanted to visit new destinations and feel welcome (Guaracino 2007, 2).

When a company wants to be gay-friendly and to welcome the LGBT-community to the destination it sends a message to other groups too: the company appreciates diversity, value creativity and promote acceptance. The way the company promotes gay tourism gives a

picture what the service or product is all about. Gay tourism can change a company in unexpected ways such as:

- Positive message to people around: everyone is welcome (especially minorities)
- Positive employee morale
- Positive image building (gay tourists only travel to destinations that are excited and fun, gays are trendsetters) (Guaracino 2007, 5).

The trends in the LGBT market are changing. Eight years ago there were only a few very active companies in the US market in this field. Nowadays, almost every major brand tries to attract LGBT customers and therefore has a gay and lesbian outreach program. It can be said that the new trend is a competition: “it will take more than just waving a ‘gay-friendly’ flag to earn loyalty and market share.” (Marion 2008, 2.)

3.1 LGBT market as a niche

Niche marketing can also be known as target marketing, focused marketing, concentrated marketing and micromarketing. They are all used as synonyms but they do differentiate from each other in a certain level. To be able to define the term niche marketing, one must understand what the word niche means. Hooley and Saunders (1993) uses word “pocket” when defining niche and Keegan et al (1992) defines niche as “a small market that is not served by competing products.” Dalgic (1992) draws these definitions together and explains niche as a group of customers or an individual customer with similar characteristics needs who together create a small market. “In niche marketing a company focuses on a market niche exhibiting the aforementioned characteristics”, Dalgic (1992) continues. In the niche marketing a company can have two approaches: 1. An approach where small part of the market whose needs are not fulfilled is chosen as a niche. The purpose is to match unique needs. 2. Niche marketing as a last stage of segmentation: segmentation, targeting, positioning and niching. Stanton et al (1991) gives more general definition about the niche marketing; he sees it as a “method to meet customer needs through tailoring goods and services for small markets”.

Nowadays, it is unsure should LGBT-tourists be seen as a niche. Earlier when the knowledge about the LGBT-market and its size was not as well-known as today, the gay market was simply seen as a market niche. Usually niche is understood as a small group of people that have similar needs so that the products and the services can be specialised directly to them. The LGBT-market consists of more than 15 million individuals so it can be argued that it should be seen more as a segment than a niche. However, for example Dalgic (2006) writes about the gay-niche with different subniches: “groups within the larger gay market segment that share their own demographic and psychographics. --- This progression may result in the

formation of not one, but several gay market sub segments.” He also discusses about the fact that the gay community’s integration into the society might lead to the fact that the discussion about a special gay-niche is not relevant anymore. “Time alone will tell if the gay market segment’s growth and development in the next 100 years will continue to be driven by periodic historical and societal events, whether increasing societal acceptance of gays will result in an integration of the gay market segment into larger demographic or psychographic segments, or whether some movement will suppress the desire or ability of businesses to reach out to what today is a thriving market segment.”

It is important to know the approach the marketer is taking when deciding how to approach the LGBT-market. The main differences about the segmentation and niche marketing are:

- Approach. Segmentation break a large market into smaller pieces: top-down approach, Niche marketing starts from a needs of few customers and gradually builds a bigger customer base: bottom-up approach.
- Size. Niche is usually smaller than a segment.
- Focus. Niche focuses on individuals, segment on a homogeneous group.
- Goal. Niche fulfils a special need; segment is a manageable part of the market

(Dalgic 2006, 6-7)

4 LGBT marketing

For some time gays and lesbians have been seen as a separate market segment. It is agreed that especially the gay men are high-earners, have a lot of spending money and leisure time and are interested in things that makes them spend more than an average consumer. Possibly, the lack of children explains partly these spending patterns and outlooks (Hughes 2006, 27). The gay market is said to be 15 million persons’ segment that is notably brand loyal. Therefore the competition to get this segments’ interest is not ignored any longer (Witeck Combs Communication).

“Before people will come they must be invited”, (Guaracino 2007, 5). For LGBT tourists who are not sure if they are going to be welcomed as they are, this is a very important thing. Why should a company be interested in the gay market? If the answer is just money, one has a lot to do. The reason must be deeper; tourism marketing extends an invitation, invitation is given to someone you know. One must be familiar with the words and images that are appealing to them; you must understand their interest and make them trust you. “You should love the gay market because you know the gay traveller and you want them to experience what you have to offer because you think they will enjoy it, remember it and tell their fiends about it.” (Guaracino 2007, 11.) How can a company become gay-friendly? The main point is to be

aware that there is a need to learn and understand that this special niche market (like any others) needs a specific invitation.

Smart marketers pursue the LGBT consumer market because of these unique attributes:

- 92% of LGBT Americans are likely to consider a brand that is known to provide equal workplace benefits to all of their employees, including gays and lesbians.
- 81% of GLBT Americans are likely to consider a brand that supports nonprofits or causes important to them.
- 64% of GLBT Americans are more likely to purchase everyday household products from companies that market directly to gays and lesbians.
- Because only 20% of GLBT households have children, GLBT consumers have more discretionary income to spend than the average American family - giving them more per capita buying power than many population segments.
- GLBT consumers are more likely to consider purchasing a product from a company that is tailored to the consumer and includes images of gays and lesbians in the ad.

(Harris Interactive/Witeck-Combs Communications Survey 2006)

It is important that one has enough people who support the project because there will be people who are against LGBT projects. The FH Out Front Survey (2004) found that reaching out to the LGBT audience does not impact negatively company's large consumer perceptions:

- 68% indicate that the knowledge that company promotes its products or services to gay community has no effect on their feelings about the company.
- 80% indicate that it does not matter that the products or services they are using are also promoted towards gay consumers.
- 8% would participate a boycott against GLBT-related opposition
- 20% would speak out against the campaign
- 46% would do nothing

4.1 Gay codes

Gay codes are symbols and names that represent that a company or an organisation is gay-friendly without using those specific words. Gay codes can be for example a rainbow flag, a pink triangle, the Human Rights Campaign logo (an “-“ sign within rectangular blue box), a red AIDS ribbon, a Lambda symbol and the symbol of male or female sexuality with two used together joined at the rings.

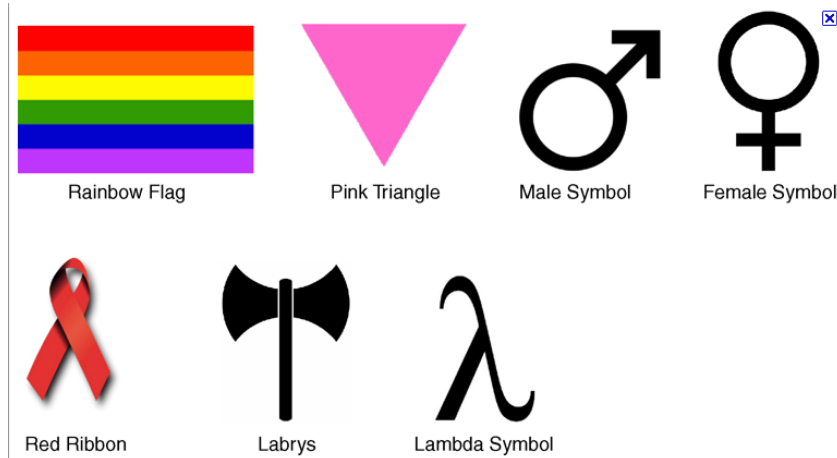


Figure 5: LGBT codes (Nam-Hyun Um 2011)

In general the problem of these codes is that they tend not to alienate other customers who might not recognise or understand their meaning. A gay code can also be a certain sponsorship; if a company is sponsoring the Helsinki Pride -event and using the event's logo on its website, a straight person will notice it and realise it is a gay-event. Nowadays the rainbow-flag is untrendy and overused, in the future more advertising with text at the bottom indicating the company is supporter of a LGBT community event or a cause will be used (Guaracino 2007, 69).

4.2 Trends in LGBT marketing

In the beginning of the year 2000 there were only a few destinations that were known as gay-friendly; gay tourists were related to the "known" LGBT destinations. Today the competition for gay customers is fierce and there are many destinations that have come out of closet. The gay travel market is still growing and the research about its potentiality is only just developing (Guaracino 2007; Hughes 2007).

Gay travellers have and will always need an invitation because they are not always sure are they welcomed into a destination or not. Therefore the need for relevant images and appropriate messages in the media is needed now and the future. However, the marketing will be more cross-over (Guaracino 2007; Hughes 2007).

Coming out as gay-friendly or launching a gay-friendly campaign is not necessarily enough any longer. Gay travellers already expect cities and companies to be gay-friendly, so only announcing it will not increase sales. "Smart marketers will combine entry into the gay and lesbian travel market with a demonstration of good intent and a sophisticated knowledge of

what their product has to specially offer the GLBT traveller”, Jeff Guaracino (2007) writes in his book (Guaracino 2007; Hughes 2007).

In his book “Gay and Lesbian Tourism: The Essential Guide for Marketing” Jeff Guaracino (2007, 155-156) lists his predictions how the LGBT marketing will evolve in the future:

- Gay symbols will be displayed more obviously in marketing material. Travel companies and destinations will no longer hide the GLBT information.
- Gay tourism will become less controversial and it will become more interesting within stakeholders. GLBT market will become part of most tourism marketing campaigns. Tourism operators will be less afraid to market towards gay community.
- Mainstream travel medias will include more GLBT information.
- GLBT media companies will continue to grow. Marketers will need to dedicate more of their budgets to reach gay community.
- The United States will catch up to Europe and Canada and GLBT will become part of the experience.
- Competition grows so GLBT tourists will be offered more travel choices with better price. - - The “product” needs to be more defined and refined.
- Corporations will continue investing marketing dollars into GLBT events. Local GLBT communities will get better resources and therefore produce better events.
- The gay travel market will be better researched which leads to the better knowledge about the market.
- Advertising will mature.
- The GLBT community will go mainstream but in the same time expect gay amenities.

On the other hand, some leaders of European LGBT marketing have argued that there will not be specific LGBT tourism market in the future. According to them the all-gay vacations will disappear when gay people become more accepted in the society and are able to travel openly wherever they like. Others think that the market will grow because there are so many places of the world yet to be discovered (Guaracino, 2007, 157).

4.3 Issues

Everyone knows gay-stereotypes: a homo, a lipstick lesbian, a queen and a twink. A marketer must be careful and avoid the negative gay stereotypes. If one does not know what these words mean, they should be never used. Also, it is important to avoid the positive gay stereotypes; not every gay man is a DINK (double income, no kids) (Guaracino 2007, 12).

In Finland the issue with the LGBT-tourism growth seems to be the attitude; most of the operators in tourism and hospitality business think that all the customers should be treated

equally and therefore putting special attention towards the gay community is understood to be a type of discrimination. LGBT tourists are not seen as a niche or a target that marketing should be targeted to (Turkulainen 2011).

There is a lack of research in LGBT marketing. The research and statistics are important when trying to attract potential stakeholders and sponsors as well as the customers. There are also obvious weaknesses in most of the LGBT research studies. Deborah Diamond highlights the four main reasons:

- Asking if someone is gay is a sensitive question; also GLBT remained controversial for many years so researchers were hesitant to even engage in a gay travel study.
- Gay research is still in its early stages; it takes couple of research rounds to identify patterns that can be defined and then influenced by marketing.
- Gay travellers are still identifying themselves as tourists. For example question like “are gays acting in the same way on a business trip paid by a company” can be asked.
- There is a lot of consumer research but not much of consumer insight - research is filled with facts and figures. Smart qualitative studies and maybe lots of focus groups would be helpful when finding out for example “what is the difference between a 50-year-old gay man and 20-year-old gay man?” Wider and in-depth consumer insights are needed (Guaracino 2007, 32).

After reading this chapter one should understand the concept of LGBT tourism and be familiar with the economical power this niche market has to offer and the reasons behind it. In the next chapter of the thesis I will concentrate on events, especially from a marketing point of view. The reader will learn to understand the basics about event marketing and LGBT marketing.

5 Events

Events are temporal phenomena. In a planned event there are an event programme or a schedule, these are usually confined to particular places (Getz 2007, 18). Events can be classified into different groups based on their size; there are local and community events as well as major and mega events. Local events are mainly targeted towards local audiences. Their aim is to provide sociality, fun and entertainment and to help local people to increase the feeling of belonging and sense of group (Bowdin, Allen, O’Toole, Harris & McDonnell 2006, 15-18).

5.1 Event as a process

Organising an event is a process with a beginning and an end. First of all, an event must have an aim; why is it held and what it wants to achieve? The objectives can have something to do with for example economic, social or political benefits. After the objectives are set the whole concept should be considered: deciding the location and venue of the event, required facilities and the target market. The objectives must be SMART: specific, measurable, achievable, realistic and timely. The stakeholders are to be identified meaning all the parties that have some interest in the event. Stakeholders include customers, suppliers, partners, investors, staff and external influences (Masterman 2009, 58-59, 63).

At feasibility stage the event is tested. The persons responsible for the delivery of the objectives are to be identified. The resources are searched such as personnel, facilities, finance and marketing. Also, the implementation and legacy of the event are considered. Budget is created and partners are identified (Masterman 2009, 59-60, 68).

In the implementation phase the plan is executed. This phase is about coordinating and getting all the people involved towards the same goal. Everyone involved is given a responsibility area and meetings are held. The implementation phase is dynamic and goal-oriented. People are given guidance but the event manager should keep all the strings in hands and control that everything is running accordingly. Efficient risk management helps to react rapidly if something unexpected happens (Mallen & Adams 2008, 98-110).

Finally, an event needs an evaluation phase. After the event is over, it is worthwhile to have a meeting with all the necessary stakeholders. A proper evaluation helps to make improvements in the future; questions what went wrong and what was good are thought through. Most importantly, the objectives set before the event should be evaluated. Secondly, there is always something to improve. Event evaluation can be done from numerous perspectives: sponsors, staff and volunteers, mystery guests, visitor observation and so on (Shone & Parry 2010, 245-247).

5.2 Event tourism

Pasanen and Hakola (MEK, 2009) have researched Finnish cultural events' meaning for the tourism. In their research they explain that the event tourism is, as any other form of tourism, people's mobility between hometown and destination (Bohlin 2000, 13). Push force and gravitation forces are terms that are often used in this context: in a hometown there is something that pushes a traveller to make a move (for example a desire for a change from everyday life, work etc.) and on the other hand the destination has something that gravitates the traveller (for example attractions). In case of event tourism an event organised in a destination acts as a gravitation force. The event can be a primary reason for a traveller to

come to the destination but it can also be a secondary reason or just another activity in a holiday (Bohlin 2000, 13). Event tourism can be seen as a part of cultural tourism but also as a form of special interest tourism. Cultural tourists can be defined as tourists whose primary, secondary or purely random reason to travel is culture (Zeppel & Hall 1991). Special interest tourists are those who travel to a destination because of a certain special interest for example music or sport (Read 1980, 195).

Event tourism can be defined in terms of one's mobility and interest but also in terms of region development. In this case event tourism can be seen as a systematic part of region development work where events are build to be regional gravity and image building factors (Getz 1997, 16). In an economical and tourism perspective events have five different roles. Even though most of the events are dependant on local visitors events can work as a gravity forces and attract tourists and make them stay longer. Events can also act as a tool in making a destination lively. Travellers might come back to the destination or travel in a destination they would not usually go if the destination is lively and has continuous events with varying program. Events can also create and form the image and the brand of the destination. Events can create a positive attention towards the destination. Event can also be used when marketing the destination. Events can also act as development catalysts; events can create or faster the development of the destination infrastructure as well as investments made towards the destination. Typically these kinds of events are mega events such as Olympic games but the development in a smaller scale is also possible (Getz 2005, 12-15).

Event tourist is the type of tourist that interests and attracts travel industry because a typical event tourist, especially when connected to cultural events, is according to researches a highly educated person who earns well and stays in a destination longer than an average visitor (Tighe 1986; Zeppel & Hall 1992, 61-62). If everything goes well, an event can create positive things to a destination it is organised in: an event attracts tourists which builds up city's or town's image which then attracts more tourists that bring more money into the destination and possibly assists in investments. This then benefits local community (Mossberg 2000, 1-2).

5.3 Event marketing planning process

In this chapter I will concentrate especially on how organisation can build up their recognisability, this topic includes segmenting, sponsorship, stakeholders and media briefing. I will also explain some basics about the marketing strategy and the result evaluation of marketing. The focus in these theories is to understand how an organisation could market so that it would build up its recognisability and therefore attract more sponsors and stakeholders.

In event marketing, and in any kind marketing really, the concept of five Ps come in handy.

The five Ps are:

- Product
- Price
- Place
- Public relations
- Positioning

In this theoretical framework of event marketing I will concentrate on the last two Ps: public relations and positioning (Hoyle, CAE, CMP 2002, 12).

In the process of planning the marketing for the event, a company's vision and values must be taken under consideration because company's activities and working models are depending on them. Also it is important for the company to know their situation in the market and how it wants to develop in the future. The analysis about the starting point, setting the target market and realistic goals as well as recognising competitive weapons is helpful when planning the marketing (Vuokko 2003, 132-134).

In the first phase of the marketing strategy it is important to decide who the company is marketing to, the whole marketing will be based on this. The whole marketing plan should follow common guidelines, for example in each sponsoring contract one must think following things: what and where the company wants to be, what events the company wants to support and what kind of picture it wants to give to the public (Kotler 2005, 100).

5.3.1 Segmenting

Segmenting means defining the target market. It is the base for the customer marketing. Consumers are put into the segments because of their different consumer behaviours. Consumers in the same section have similar or common needs and react into the marketing in a same way. When consumers have been segmented, own products and marketing plans can be created to each segment. It is important to adjust services to fulfil each segment's specific needs. Criteria that influence an individual's or group's consumer behaviour should be used as a classification reasons for the segments. Different segments should be big enough so that marketing for each segment would be worthwhile. Segmentation should have profitable influence to the company (Korkeamäki et al. 2002, 129-130).

According to Korkeamäki et al (2002, 130-131) there are lots of different segmenting criteria that are influenced from different situations and products. Consumers can be segmented for example based on the fact how long the customer relationship has lasted. In this case

different segments would have different product or service combos. Segmentation based on profitability means that the actions are planned towards unprofitable customers.

A common criteria to each segment are demographic and social economic factors like age, gender, size of a family, income, education, profession and social class. Collecting this kind of information is easy but does not usually explain consumer behaviour. This is why lifestyle factors are often used together with demographic and social economic factors. Lifestyle factors can be for example personality and attitude. When segmenting one or many criteria can be used (Korkeamäki 2002, 135).

Confining a target market is necessary for an organisation to be able to make a profit. In practice this might mean that a company needs to give up maybe even a majority of all the customers. By cutting out one target market, an organisation might success better when trying to approach another segment. If the organisation has too many target markets, it can end up in a situation without any target markets. If the marketing message is designed in a way that it will not annoy or neglect anyone it will not reach anyone neither (Parantainen 2008, 76).

5.3.2 Building a recognisability

According to Parantainen (2008, 247-248) the value of the product is not only dependable on the technical performance, a good story or image may be more important to the consumer. The good story increases the value of the product or the service.

The task of the marketing is to increase sales and profit. That is why recognisability itself is not the best goal - it does not sell anything. Recognisability is not always positive; even if a company would be well known, it does not necessarily mean that the consumer would buy anything from it. Of course recognisability still is important. It is easier and more secure to deal with a company that is familiar, but recognisability can also work against the goals of the marketing. A positive recognisability often benefits the sales but is not enough itself. The customer has to also know that she/he will find suitable product or service, the product will suit her/his purposes, the selection is competitive, the price is reasonable for its value, the product is needed in this certain time, buying the product is easy enough and risks of the purchase seem to be minor. (Parantainen 2008, 77, 81)

Nevertheless, recognisability is important for both people and the organisation. In this economy of images, image factors have become important success factors. Image factors are important reasons why different groups such as customers, consumers, investors, partners and

medias make decisions. The success of the company has a lot to do with the images people have about it. The recognisability is built of customers' own experiences and images. (Aula 2002, 22-28)

When an organisation and its' interest groups interact, recognisability is created. Values, culture, knowledge and skills of different groups have a huge influence in these interaction moments. Interest groups make their assumptions of the activities of the company, interpretations on the other hand build the images of the organisation - this is when the reputation of the company is created. The interaction between the organisation and the interest groups can be divided into three main categories depending on how direct or indirect they are. (Aula 2002, 90-92)

1. On the first level there are situations where the company meets its interest groups itself. These situations are for example personal sales and customer service situations, company presentations, seminar presentations and press conferences. First level interactions are the most demanding ones in terms of recognisability; all failures have a negative impact in future interactions.
2. On the second level interest group meets the product or the service of the company but the manufacturer or producer is not there. Often in these situations the choice of the product or service plays a big role. In this level different experiences and images have a strong effect on interest groups which means company's recognisability has a big impact.
3. On the third level the company is not directly present. These situations can be for example a magazine article about the organization, a TV-clip, a company's advertisement or a conversation about the company between two people. In the third level, stories have a big impact. In the first level the recognisability building is based more on experiences than what it is in the second level, in the third level stories and images are strongly present (Aula 2002, 90-92).

There are different levels of recognisability. "Excellent recognisability" is the top of the organisation's recognisability, where interest groups' images and own experiences about the company are good. "Better than recognisability" is an awkward situation for the organisation but can be easily changed. This means that interest groups have good experiences about the organisation but the images are not favourable for the company. Usually this kind of situation appears because of a communication problem; the organisation is doing right things but fails to communicate it to the public. "Bad recognisability" means that the organisation is in crisis because the images and experiences about the company are bad. In this kind of situation the organisation should concentrate all its efforts in to improving its actions and minimize efforts put into marketing. "Worse that the recognisability"-position can be dangerously harmful to

the company. In this situation images about the company are good but experiences are bad. The company has concentrated on building up its company image; usually this kind of organisation has an obsession on marketing and communication and wants to appear in publicity as much as possible. When the company gives promises that cannot be fulfilled it will eventually be known as “bad recognisability” organisation. Good and positive actions work as a base for good recognisability. These different levels are often shown in a recognisability building map. (Aula 2002, 93-95)

The reputation of the organisation is strongly linked into the recognisability of the company. Reputation can be defined in many different ways and usually it is linked into the brand and the image. One way to define reputation is that it is a representation of the organisation’s activities and future plans so far and it describes organisation’s attractiveness compared to the competitors (Aula 2002, 32-34). Generally the influencing potential of the reputation is divided into two main groups: attractiveness and a first choice. Good reputation makes the organisation attractive; one wants to invest in it, work in it, buy its services and products and listen to it. Attractiveness itself is not a key for the success but company should also aspire to be a first choice. Good reputation helps the organisation to be interest groups’ first choice (Aula 2002, 62-63).

According to Aula (2002, 22-28) organisation stories have become more and more important. Stories themselves though are not enough on the long run, stories need to meet the reality. To stories to work, needs the activities of the company be in shape and be morally and ethically sustainable. People need images but also good experiences either directly or indirectly. Stories develop and change the assumptions the consumer is expecting from the product. Instead of making decisions purely rationally more and more decisions are made by the gut feeling. Because of the growing competition, products should separate from each other. On the other hand, products and services develop technically more alike. Stories are important tools when trying to stand out because they appeal consumers’ emotions, scents and images. An organisation is attractive because of the good reputation, it is trusted and it becomes its interest groups’ first choice.

5.3.3 Stakeholders

Stakeholders are those who are interested in the event that is organised. They expect the event to meet their expectations and needs. The bigger the event the more stakeholders are involved (Hoyle 2002, 103). Stakeholders can mean the host organisation, the implementing organisation of the event, media, sponsorship, event management, co-workers, volunteers, suppliers and participants and spectators (Berridge 2007, 17).

Events can be organised by the corporate segment, the government sector or the community sector. The motives to organise an event vary according to who is organising it. Corporate events can be divided into two. Companies and corporations can either sponsor government or community events or gain publicity, or then they can organise own events where they can launch new products or services, enhance their company image or increase sales. The government sector events include the social, cultural, economic and tourism benefits. The benefits can be observed in a wider scale, depending on the whole city or country. Government events gain large participation and usually it is free to attend. Community sector events are targeted to the specific user group. These events may be a certain club meets or art crafts occasions. The purpose is to offer enrichment into people's life (Bowdin, Allen, O'Toole, Harris & McDonnell 2006, 99).

In LGBT marketing it is extremely important to engage both LGBT stakeholders and straight stakeholders. The main focus in the strategy should be that the possible allies understand where the company or an organisation is going, why is one doing it and how is it going to be done. With gay tourism there will be questions that stakeholders will be asking. Usually the questions are about the political and religious abjections, gay stereotypes - one important question is "why can't there be one campaign that speaks to everyone?" (Guaracino 2007, 54.)

In many occasions there is a gap between the LGBT community and the tourism office. According to Guaracino (2007) the very best model is when the tourism agency works in cooperation with the local LGBT community. In this case both parties can benefit from each other. In many destinations the local businesses have created their own gay tourism marketing efforts long before receiving any support from the destinations marketing organisation. However, people in the gay community are many times experts in other things than tourism; they are small business owners, social activists, festival producers. "These people are the product, the influencers and the doers." (Guaracino 2007, 54.)

In his book "Gay and Lesbian Tourism: The essential Guide for Marketing" (2007, 56) Guaracino have listed tips how to build stakeholders' support. The list is for a destination or a company launching a gay tourism campaign but it can be modified and used in other circumstances as well:

- Get right people around the table. Try to be exclusive; everyone should have right to participate.
- Identify group facilitator. Preferably a gay person with strong relationships within the local community, someone to lead the effort.

- Educate everyone. Begin by educating the local stakeholder group with tourism facts: economic benefits of gay tourism. Create an atmosphere where people's concerns, fears and misconceptions can be resolved.
- Set a larger purpose for the group. Specific goals and tactics such as write and produce leaflet or develop a list of gay groups.
- Set regular meeting times. This is important to ensure consistency and buy-in.

(Guaracino 2007, 56.)

5.3.4 Sponsoring

The way to communicate to the targeted market by “borrowing” company’s positive image is sponsoring. The goal for sponsoring is to influence product’s, service’s or company’s recognisability in a positive way by creating a positive image with a company and a sponsored object. In sponsoring an individual, a group, an event or an organisation is supported financially or with other compensation. In each case there is a sponsoring contract that is beneficial for both sponsor and the one that is sponsored. Sponsoring should be part of marketing communications with goals such recognisability, branding, selling, visibility and publicity. Sponsoring should have clear goals and things like what kind of role sponsoring has in marketing communications, what company’s guidelines for sponsoring are and what the links between the company and sponsored object are (Isohookana 2007, 168-170.)

Traditionally a sponsor is a “brand” or a company that follows its marketing plan by sponsoring the event. From the event point of view, a sponsor can also be a subcontractor that for example by renting its equipment with discounted price sponsors the event. The sponsor can also be council, fund, ministry or some other public organisation. Common thing for all of them is that they invest resources to the event; therefore sponsors have a right and duty to expect results. It is important to measure and report success or failure. Things like the amount of visitors and the media coverage is often measured by the organiser but for example a customer satisfactory survey should be done by a third party. By following the results, the event can be developed for direction that serves the needs of the sponsors as well as creates continuous sponsoring relationships (Tapahtumapooli 2007).

Skinner and Rukavina (2003, 2) define sponsorship as any form of marketing. It is an activity that unites the buyer and seller and gives equal benefit to both parties. The International Chamber of Commerce International Code on Sponsorship clarifies the concept as any commercial agreement between the sponsor and sponsored party where there are mutual benefits. There is a financing support in order to form a link between the sponsor’s brand, image or products in return to rights to promote the sponsored party (Bowdin, Allen, O’Toole, Harris & McDonnell 2006, 228).

The goals of sponsorship cooperation are always individual and tailor-made for each relationship. The company usually wishes to gain recognisability and positive image. Companies are in search for new partners when sponsoring an event. During the event sponsors can create networks. It would be a good idea to build VIP-areas to sponsors especially when it is about bigger events (Alaja 2001, 24-25). According to the International Events Group of Chicago sponsorship is the fastest growing form of marketing. It is becoming the fourth arm of marketing together with advertising, promotions and public relations. Even though sports events are still dominating the sponsored events, there is a steady increase in other categories such as causes, festivals, arts and entertainment tours (Hoyle, CAE, CMP 2002, 91).

Without sponsorship, many events would not succeed financially and the quality of the events would suffer. "Sponsorship provides the grease that allows the event wheel to function smoothly." (Goldblatt, CSEP 2008, 276.) Sponsorship needs assessment, as it is extremely time-consuming so if the organisation is not prepared for the process and devoted to the activity an organisation can instead focus on to solicit donations. Not every event is able to attract sponsors. As Goldblatt explains the following things should be asked before starting the sponsorship process:

- Does the event need sponsor money to achieve the quality required?
- Are there enough internal and external resources available to support the activity?
- Is commercial sponsoring appropriate for the event?
- Are there possibilities to get sponsors, is the timing appropriate to approach them?
- Is this activity ethical, legal and appropriate for the event organisers?
- One of the most important aspects is to examining the resources (Goldblatt, CSEP 2008, 278).

5.3.5 Marketing strategy of the event

An event's marketing strategy is created in the same way as any other marketing strategy of the company. Marketing strategy or marketing mix means combining different tools in the marketing. The character of the business, product's position in the market, customer's consuming process, competition situation and product's or service's life cycle stage have to all take under consideration when thinking about what kind of marketing strategy or mix the company needs. For example, the personal sales work is very important in business to business marketing, especially when marketing production goods or expert services whereas briefing is important when marketing new innovations or in industries that operate in small specialised industry. Internet on the other hand is an important communication tool in almost all the industries. All different marketing tools and marketing mixes need to be considered

very carefully, despite of the company's current situation. An organisation needs to be creative to differentiate from the competitors; pure analytical approach is not enough when creating a marketing strategy (Isohookana 2007, 107-110).

When creating marketing strategy a "contact point method" can be used. In this method the knowledge about the target market is emphasized. The points where marketing should appear are called contact points. The contact points are mapped by discussing where the customer is moving, what medias the customer is using or following actively. A person who has been in a working life for few years spends majority of his/hers spare time out and about, he/she can be seen in festivals and other events. He/she can be reached through online media because he/she spends lot of time in the Internet and friends are important information sources. When a customer makes a pursuing decision he/she is surrounded by several messages. A company should stand out, be recognised, to be able to create a contact in this world of messages. Through contact points, a company can understand where it has to be present and active to be able to influence the buying process and the whole customer relationship. When mapping the contact points it is important to think about where the customers are when they are searching the information and making pursuing decisions, who else are in the same place, what kind of place the pursuing place is, who is influencing the decision in each phase and what kind of information is searched in each contact point. With a carefully planned contact plan a functional marketing strategy can be created. With the functioning marketing strategy a situation where all the communication tools and financial resources are invested in short-term bulletins or totally wrong tool or media can be avoided (Isohookana 2007, 107-110).

5.3.6 Public relations

Public relations play a major role in the marketing mix. The good thing in the public relations campaign is that it does not stop, it is an on-going effort to build up positive perceptions about the organisation and its products. There is no need to be professional in PR when making public relations efforts. A media release or even a phone call to the journalist can result valuable publicity for the event (Hoyle et al 2002).

Hoyle et al (2002,47) state that previous public relations efforts should always be examined. Were the responses positive? Attitude surveys and analysis of the attendance trends are helpful in examination of the results. One of the best results of positive public relations campaign is the discovery that partner marketers will support the organisation in return for the organisation supporting them. The effective thing about public relations is that it presents an organisation to the public as what others say about you rather than what you say about yourself.

Briefing is part of the marketing communications; its focus is on product and service briefing. Briefing tells about different things that are interesting for the target market, for example new products and services, product development and changes. The goal of the briefing is to make an affect on recognisability and sales as well as opinions and attitudes. Another sector of briefing is publicity where briefing is focused towards media and journalists. In this case media is acting as a messenger of the company and the goal is to reach users of a certain media (Isohookana 2007, 176-181).

One of marketing communication tools is media publicity. Mass communication is direct communication where mass medium and journalists are acting as executers. In this case a company cannot decide what kind of message is given to the readers, listeners or viewers. It is important that the press officer tries to form a briefing that interests journalists and gets their attention. It is also important for the company to keep in mind who the users of the media that the company wants to reach are. Positive media publicity can be reached in many different ways for example by sending a briefing for media, organising a press conference, inviting journalists for visit or participating in event that interests media. Sponsoring is also a way to get publicity. Company should know different media and their journalists to be able to create good media relationships (Isohookana 2007, 176-181).

Isohookana (2007, 176-181) concludes that generally the attitudes towards media publicity are positive; publicity is seen as objective and trustworthy. The activities in briefing are causing expenses even though the company is not paying for media time or space. These expenses can be for example hiring publicists or publicists' house costs. Although media briefing is very efficient when done right it can also have negative side effects because the media is the one deciding in what tone the message is published and in what context.

5.3.7 Monitoring and evaluating results

Monitoring stage can be divided in two: result monitoring and evaluating and result utilization. Monitoring itself is not enough; the results should also be analysed. Based on the analyses the conclusions can be made as well as the decisions about the future actions. Monitoring is needed trough the whole marketing planning process because instant feedback about the process helps to make needed plan changes fast enough. By monitoring and evaluating marketing communication results, company can see were the set targets accomplished and also follow budget, time management and personal resources (Isohookana 2007, 116-120).

Evaluation of marketing communication impacts can be difficult because effects can be seen both in short and long period of time. Also it can be difficult differentiate communication results from other competition factors and often companies do not have enough resources or knowledge in analysing and acting on results. These factors complicating evaluation can be minimized or even removed by placing right questions when planning monitoring points. If results are not analysed and conclusions are not made based on them, all marketing plans are the same, decision-making will be based on routines and new, innovative solutions are not discovered. Decision-makers should use resources on monitoring so that marketing communications would develop and resources put into in would give the best possible results (Isohookana 2007, 116-120).

6 Gay pride

Pride means an international movement and a philosophy that states that sexuality and gender minorities should be proud of their sexual orientation and sex identity. Pride supports their right to be treated equally. Pride consists of three main statements: everyone should be proud of their sexual orientation and sex identity, sexual diversity is a blessing and sexuality is a birth gift and therefore cannot be changed (Ranneliike 2010).

6.1 History

In the past homosexuality has been classified as a sin, illness and a crime. For ages homosexuality has been a taboo and in some level it still is. Inappropriate jokes and comments and total ignorance are everyday life for sexual minorities (Ranneliike 2010).

Hanns Ebensten is said to be the “inventor of gay travel”. He was the first one to organise a trip for gay men in 1972 but there were forms of gay travelling already in Victorian decade in 1837-1901. At the time when travelling was only for highly educated and rich people, there are writings about men who travelled to exotic countries like Italy and Greece where they could represent their sexuality and desires more freely away from their families and strict morale rules (Clift, Luongo & Callister 2007, 1). “Without doubt, the concept of gay tourism remained an elite activity until the latter part of the 20th century when gay neighbourhoods formed as a result of de-industrialisation. They became an attraction and consequently tourist destinations in their own right.” (Southall 2009.)

The history of the pride movement in Europe and the USA are two different things. In Europe sexuality minorities’ issues were noticed after the French Revolution in the end of the 1800,

which was notable point in the European tolerance. In the USA the most significant year was 1969 and the Stonewall riot (Ranneliike 2010).

In 1950s and 1960s there were lots of raids to the pubs and bars where the gay community went. Usually the said reason was the violation of alcohol laws but the real reason behind the raids was authorizations' arbitrariness toward sexual minorities. In the end of June 1969 police made a raid to a gay-friendly bar called Stonewall. Stonewall's customers started openly protest against the police forces and the incident grew into riots that lasted several days (Horelli 2009). The Stonewall riots lead into decrease of arbitrary behaviour of police but also encouraged many non-governmental organisations to kick off and start working on the positive development of sexuality minority rights. The riot is known as a start of the modern gay movement that emphasizes sexual minorities' equal rights and treatment (Paavola 2010).

Most of the earliest Pride events were marches to commemorate the events that took place in Stonewall. The reason to march was to demand equal rights for gays and lesbians. After the time has passed, these political festivals have turned into more commercial events and generated a wider audience. However there is still a strong belief that Pride events are still primarily human rights events and as long as LGBT people are denied equal human rights, Pride festivals will continue (Picard & Robinson 2006, 244).

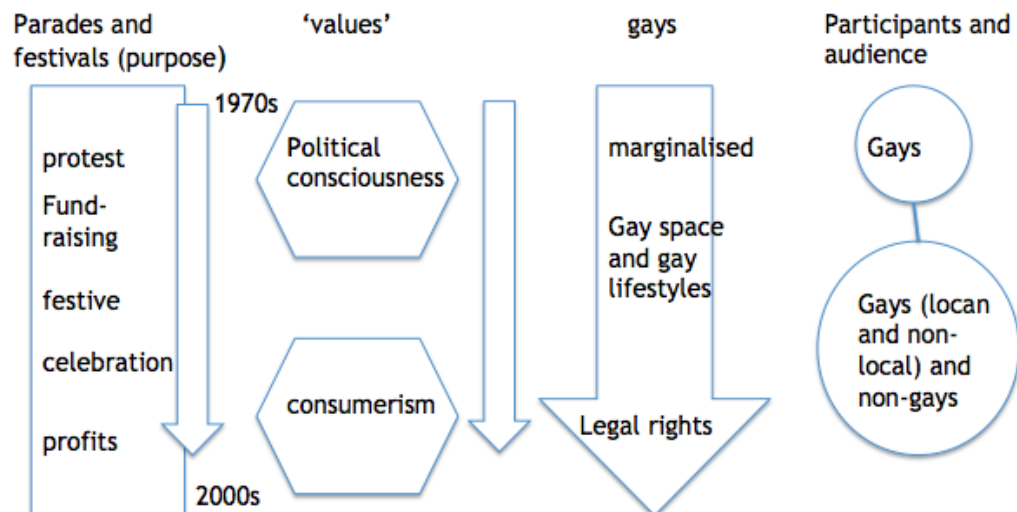


Figure 6: Summary of development over time (Picard & Robinson 2006, 240)

6.2 Gay events globally

According to Hughes (2006) the LGBT parades and festivals may not have any connection with tourism but some of them attract tourists both gays and heterosexuals. Part of their purpose and goal is to “challenge heteronormativity of society through increased visibility” (2006, 191.) Heterosexuals may watch a parade or a festival just out of curiosity or out of desire of entertainment. Homosexuality is out and loud and it becomes less of a threat. On the other hand parades where sexuality is open and colourful some parties may also feel uneasy.

LGBT parades and festivals are important elements of gay tourism: “the innumerable Gay Pride events which now take place all over the world provide their own impetus for international gay travel”. (Picard & Robinson 2006, 241) Gay events are an important reason to travel to a certain destination in a particular time of the year. The rise in gay tourism is definitely linked in events that are organised especially for the gay community. Events such as Gay Days in Disney World in Florida, the annual “White Party” in Miami, Gay Games and Gay Prides around the world are good examples how the LGBT community is working. Most of the gay-events have one thing in common: they all happen in off-season (Guaracino 2007, 3).

Some of the most famous LGTB events are:

- Europride:** Europride is an annual event and largest gay festival in Europe. The Europride 2012 will take place in London (Europride).
- Sydney Mardi Gras:** One of the most successful LGBT tourism event. A month-long festival covering a range of cultural events and activities culminating in the Parade and Mardi Gras Party. In 1998 it was estimated that the festival had approximately 60 million euro impact on the city (Picard & Robison 2006, 242).
- WorldPride:** “WorldPride is a culturally-diverse expression of the quest for equality and liberty of Lesbian, Gay, Bisexual, Transgender and Intersex (LGBTI) people worldwide. It exists to rally the LGBTI communities on a global level, thereby promoting our universal quest for freedom and human rights. WorldPride 2014 is present by Pride Toronto (Facebook: WorldPride 2014 Toronto).
- Gay Games:** Gay Games is a sport event organised for LGBT-community in every four year. It attracts yearly about 10 000 athletes in some 30 sports. Everyone is welcome regardless of skill level, sexuality, age or physical level (Games Gologne 2008-2011).
- Mr. Gay World:** Mr. Gay World is an annual contest for gay men seeking to establish ambassadors for Gay and Human rights. Mr. Gay Finland is organised every year as a part of Helsinki Pride’s program. Mr. Gay Finland takes part of Mr. Gay World (Domo 2011).

6.2.1 LGBT events and tourism

“Has tourism been the cause or effect of the shift from politics to party for LGBT festivals?” (see figure 6) Hughes asks in a book “Festivals, Tourism and Social Change” (2006.) Many popular LGBT events are promoted as tourist attractions and because of these many of these events have become more commercial. The target market of these events is not only the LGBT community but also straight tourists who are looking for a new experience and a good party. In this case tourism has been the ‘cause’. On the other hand some might argue that this shift from a political event towards a more mainstream festival would have happened anyway and this shift has created tourism. In this case tourism has been the ‘effect’ (Picard, Robinson 2006, 251).

Many LGBT events are believed to have become “de-gayed”, depoliticised and over-commercialised. Many Gay Pride events have lost their true meaning and become festivals that have been promoted as tourist attractions. “The construction of parades and festivals for a straight audience (local and tourists) and for gay and lesbian tourists who equally want entertainment and spectacle rather than transgression, combined with the desire to project an ‘acceptable’ image of gays and lesbians, has meant that they have become sanitized and depoliticized.” (Hughes 2006, 192.) More materialised things have overrun political protests and some parades are organised mainly to attract tourists. Tourist boards use gay parades to promote the destination for visitors both hetero- and homosexuals, part of the promotion is of course to improve diversity and tolerance but it can also lead to a sense of exploitation and manipulation for the advantage of others. As Quilley (1997, 291) writes: “Gay sexuality is being exploited as an urban spectacle.” This may increase tensions between different parties: gays and straights, visitors and locals (Hughes 2006, 194-195).

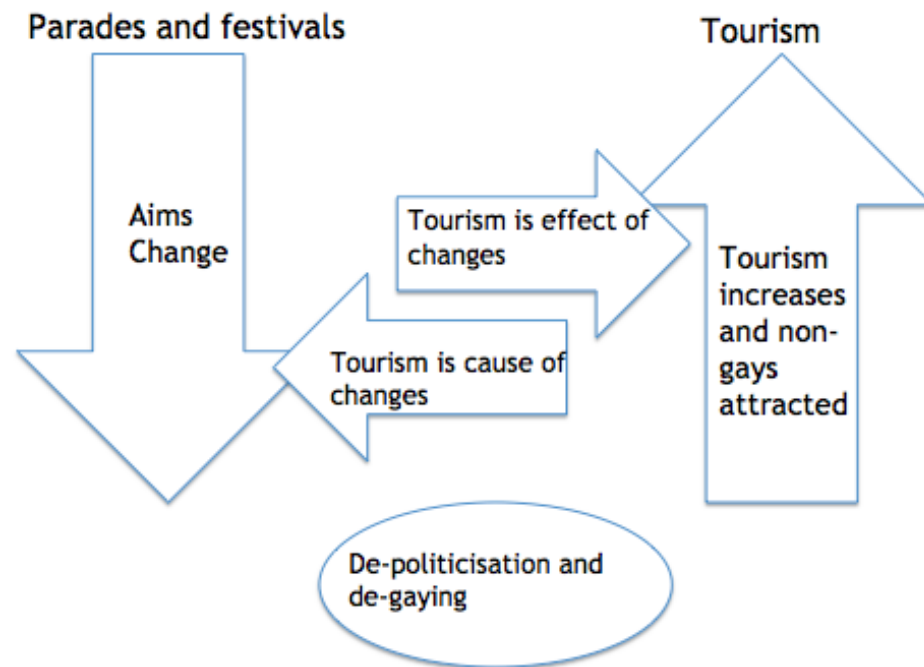


Figure 7: Tourism-festival connection (Picard & Robinson 2006, 250)

6.3 Helsinki Pride

As explained in the introduction chapter of Helsinki Pride, Helsinki Pride is an event organised in Helsinki. It is organised by human rights organisation Helsingin seudun seksuaalinen tasavertaisuus ry (HeSeta), all the work is done voluntarily. Last years it has been a weeklong event that culminates into weekend's Pride parade and Party in the park. The week's program varies from panels and stand-up comedy clubs to sports events and nightclubs. The goal of the event is to bring the gay community together to celebrate sexual diversity and equality. Each year Helsinki Pride has a theme; in 2011 the theme was "Love" (Helsinki Pride 2011).

6.3.1 History

In year 1889 homosexual actions and behaviour was labelled as illegal, even though in 30s especially in big cities homosexuality was visible. After the war the attitude toward homosexuality got stricter and lots of gays were suspended. In the end of 50s open conversation about the topic slowly started and in 60s homosexuality was exposed strongly, although not always in a positive light. In 1964 gays took over the old Student House "Vanha". In Finland civil-activism really got started after the mid 1960s. SETA (Seksuaalinen tasavertaisuus ry) was founded in 1974 to pursue and protect the rights of sexual minorities.

27th of July in 1974 Seta organised the first sexual minority protest, it was organised to resist the Helsinki Old Church's youth worker Seppo Kivistö's firing. After this SETA has organised "Pride days", and from the year 2000 Helsinki Pride has continued this tradition (Ranneliike 2010).

In 1971 the law that made homosexuality illegal was undone but for example the church's "compulsion exclusion" was still used. In media it was difficult to issue topics concerning homosexuality in positive or even neutral way because it was still illegal to encourage homosexuality in public. In 1981 homosexuality was removed from the official illness rating by Finnish "lääkintöhallitus", an authority that took care of health service matters in Finland's government during the years 1811-1991. Aids came to Finland in 1983 and caused panic because few newspapers made sensational stories about "the killer disease". Some doctors made untrue stories about the killer virus, and on their part affected horrified attitudes towards HIV-positive patients. At some point HIV-positives were demanded to go under forced segregation (Ranneliike 2010).

From the beginning of 1990s homosexuals and homosexuality has become more of everyday society. In 1995 all kind of discrimination because of the sexuality was banned in constitutional law. In 1999 "compulsion exclusion" was reversed. Nowadays Finland is 8) pretty much in same level with other Western European demographic countries; same sex partners have been able to register their relationship since February 2002 and in-family adoption has been possible since the year 2009 (Ranneliike 2010).

HeSeta has organised the Helsinki Pride event in a form as it is now at least from the year 2002. The event is growing every year (see the figure 8).



2006 2007 2008 2009 2010 2011

Figure 8: Helsinki Pride-parade participants (Kinnunen 2011)

Finland festivals published a list of the amount of visitors in events organised in Finland in 2010. 61 events are listed. When comparing the Helsinki Pride 2010 participant amount (19000) to other events, there are only 18 events listed that has more visitors in a year 2010. There are more participants for example in Midnight Sun Film Festival (25 000), in Choir Festival in Vaasa (28 000) and in World Village Festival (71 150). The list for 2011 has not been published yet but it will be interesting to see how many Finnish events have attracted more visitors than the Helsinki Pride 2011's 30 000 (Finland festivals 2010).

6.3.2 Organisation

Helsinki Pride is organised by Heseta (Helsingin seudun Seta ry). The organisation involves management group that is responsible of the big picture of the event (budget, theme, partners and sponsors) and group of independent producers that are working on individual events. Management group is lead by Executive Director. In 2011 the Helsinki Pride's Executive Director was Anne-Mari Seppola. The executive director reports straight to the chair of Heseta ry that makes decisions about investments, tendering and confirms decisions about the content of the event. Both groups meet at least monthly and smaller groups for example the group responsible of the Park party and parade meet also individually. Each event has it's own event producer who is working under the supervising of the Executive Director. These event producers are for example parade producers, women party producer and Party in a Park -producers (Helsinki Pride brochure 2011).

All the members of the organisation are volunteers and therefore are not paid. Management and labour members all have specific remits. Remits include for example the Pride Parade, the Party in the Park and the Helsinki Pride info point. According to Anne-Mari Seppola many of the volunteers take part of the Helsinki Pride event to meet other LGBT-people. Many of the volunteers are found by recruitment advertisement that is published in the Seta websites and other LGBT community websites (Helsinki Pride 2011).

6.3.3 Purpose and goals of the event

Pride's goal is to adduce the culture of the LGBT community, create an opportunity for the rainbow-people to meet other sexual minorities and also to bring up important equality questions. In the Pride parade the LGBT community make themselves visible and celebrate

what they have accomplished. Keeping in mind, of course, that there is still a lot to do (Helsinki Pride-brochure 2011).

Helsinki Pride's overall goal is to make a difference. The event's purpose is to rise a conversation about human rights issues especially what it comes to sexual minorities' rights. Other purposes of the event are for example to bring the LGBT together and to do youth work. Each year the organisation has a goal to create a nice, joyful event where especially the LGBT community could attend. Every year the event has a theme and the topics around the theme are highlighted during the event (Seppola 2011; Karjalainen 2011).

6.3.3.1 Theme

In the Helsinki Pride 2011 the theme was love. The Helsinki Pride wanted to show the many faces of love to the city of Helsinki. Important topics were: who has the right to love and be loved and who has the right to define what kind of love is allowed and right? The full understanding of love is created when the right to love and be loved is taken away or one has to fight for the right to love (Helsinki Pride 2011 brochure).

Still in a year 2011 the gay community in Finland needs to fight for the right that two men or two women can have society's full approval for their love. For some people equal and general marriage law can sound not that important issue but it is also a question of principle. The gay community wants same rights and responsibilities as anyone else, explains Member of Parliament Oras Tynkkynen (Helsinki Pride 2011 brochure). In 2011 it has been 10 years since the relationship law was accepted. During this year the conversation about gay rights has been diverse and at many occasions heated. There have been hate-related actions and discussions such as gas attack in the Helsinki Pride 2010 and the Gay-night (Homo-ilta) in Yle TV. The debate is obvious when discussing about the next level of the law: general marriage law for gay people (Helsinki pride 2011 brochure).

7 Methodology

1) Research part of this thesis was conducted by using a qualitative research method. The research tool was to execute in-depth interviews for Helsinki Pride 2011 organisers as well as Helsinki City Tourist & Convention Bureau representative. Theories of research methods and tools were mainly based on books "Laadullinen tutkimus" by Pertti Alasuutari (1999) and "Designing Qualitative research" by Catherine Marshall and Gretchen B. Rossman (1999).

7.1 Research plan

When planning the research I tried to follow seven steps of research process introduced by Lodigo et al (2006): First, one must identify the topic of the research. Secondly, one should find literature about the subject and look for previous studies from the same theme. In this phase the research question is decided. On third phase, one should define the role of a researcher and plan how to become involved with participants. On fourth phase is about choosing the research strategy as well as data collecting method. On fifth phase, one should start to collect data when the selection of participants is first done purposely. The sixth phase is when everything is withdrawn together and the data is analysed. In the final, seventh phase one will write the results of the research; suggest improvement ideas and own perspective about the topic (Lodico, M., Spaulding, D., Voegtle, K. 2006).

1. Helsinki City Tourist & Convention Bureau gave the original topic of the thesis. I had to limit the topic a little so that the focus still stayed in gay-friendly events but the weight was more into marketing, especially how to increase Helsinki Pride's recognisability.
2. The literature was collected firstly about the LGBT tourism. This job was easy because there are about three books written about this topic. I also collected books about events: event Marketing, special events and festivals. Also books about research methods and questionnaire designing were searched. I searched articles, videos and websites connected to the theme LGBT tourism and LGBT events. I found several previous studies made about the theme. I also defined the research question to be: How could Helsinki Pride increase their recognisability so that the event would become more attractive to sponsors and partners as well as tourists?
3. When I was defining my role as a researcher I contacted Helsinki City Tourist & Convention Bureau to define their motives behind this thesis. It was important to understand why they want to know the potential of this LGBT event and why it is important to the Helsinki City. I also contacted the Helsinki Pride 2011 organisation and they were extremely helpful and open about my research. I created an open and communicative relationship with both parties.
4. For my research strategy I chose to execute theme interviews. Themes of the interviews were Event, Marketing and Future. I chose to interview Marketing Director Jenny Taipale from Helsinki City Tourism & Convention Bureau, Executive Director Anne-Mari Seppola from Helsinki Pride 2010-2011, Member of Marketing communication team in Helsinki Pride 2011 Miia Karjalainen and Cooperation Coordinator Kaija Rossi from Helsinki Pride 2011. Part of my plan was also to conduct email interviews for Helsinki Pride's already existing partners as well as possible future partners but unfortunately none of them were willing to take part of the

research. The research method I chose was the qualitative research and the research tool in-depth interviewing.

5. I executed the interviews that all took about 30 minutes. I designed a questionnaire with themed, open ending questions so that I could get as much information as possible. I used a recorder. The interview with Kaija Rossi was conducted by email.
6. As a textual analysis method I used content analysis. In content analysis I went through the transcribed interviews and tried to classify comments into topics. After I found emerging topics I classified them into more general themes: Event marketing, event management and future.
7. The analysis of the textual data was done based on themes founded from content analysis. I explained all the findings about a certain theme and concluded all of them in a conclusion chapter where I gave my personal recommendations and development ideas based on the analysis.

7.2 Research method

In this thesis the data collecting research method is Qualitative research. Qualitative researchers focus on studying social phenomena. They give voice to the feelings and perceptions of the participants under study. According to Lodico et al (2006) characteristic of qualitative research are:

- Studies are carried out in a naturalistic setting
- Researchers ask broad research questions designed to explore, interpret or understand the social context
- Participants are selected through non-random methods based on whether the individuals have information vital to the questions asked
- Data collection techniques involve observation and interviewing that bring the researcher in close contact with the participants
- The researcher is likely to take an interactive role where she or he gets to know the participants and the social context in which they live
- Hypotheses are formed after the researcher begins data collection and are modified throughout the study as new data are collected and analyzed
- The study reports data in narrative form

(Lodigo et al 2006, 264)

I chose to use the qualitative research as the research method mainly because of the topic in general. There is not much written literature about the topic and even less about the Helsinki Pride event. It was difficult to find any statistics and information about the event in general so interviewing organisers felt necessary. All in all, by executing the in-depth interviews I collected important data also about the event in general not only about the researched topic.

The optimal research although would have been mixture of research methods: If I would have time I would have conducted also a quantitative research, maybe a questionnaire in the event itself.

There are also different kinds of methods to choose from when making a qualitative research: ethnography, case Study Research and grounded theory. The ethnography research would become suitable for example in a study that explores the value of education and its influence on a family life in a poor rural community. The case study researched would be useful in a study that explores how free city bikes in Oslo have decreased the use of tourist busses. Grounded theory on the other hand would come in handy when investigating how the attack in Helsinki Pride 2010 affected on next years LGBT events. There are also many different methods in qualitative research: interviews, group interviews, systematic observation, letters, biographies and diaries, participant observation, action research and role-playing methods (Lodico et al 2006, 268).

The case study is used when studying closely a particular individual, a group, a program or an event. The study starts with the definition of the research question. Research question is framed through experience, observation and review of previous, similar research. After defining the questions researcher chooses participants that are observed or interviewed in the study. In the case study several different qualitative methods can be used: interviews, observation and even document examination during one case study. The case study results are usually presented in a detailed manner (Lodigo et al. 2006).

7.2.1 In-depth interviewing

Quite often qualitative researchers rely on in-depth interviewing. According to Kahn and Cannell (1957, 149) in-depth interviewing is “a conversation with a purpose”. Interviewing can be the overall strategy but also one of the many research tools used. Usually in-depth interview is more of a conversation than a formal event. “The researcher explores a few general topics to help uncover the participant’s views but otherwise respects how the participant frames and structures the responses.” (Marshall & Rossman 1999, 108.) It is important that the researcher trust on the fact that the interviewees view on the topic is valid and important and the answers he/she is giving are valuable and useful.

Interviews have a few obvious strengths, for example, that large amounts of data can be collected quickly and immediate follow-up and clarification is easy and possible. However, interviewing has also its limitations: personal interaction is involved. This means that cooperation is needed and it either works or does not work. Sometimes an interviewee is not willing to share as much information as the researcher would like to explore. Interviewing

also requires personal skills from the researcher: he/she should have very good listening skills, be good at personal interaction and question framing. (Marshall & Rossman 1999, 110)

There is an issue of quality of the data when the research strategy is interviewing. One should underline through the conceptual framework that the purpose of the study is to describe and uncover the interviewees' experiences and perspectives on events so that the subjective view is what matters. "Studies making more objectivist assumptions would triangulate interview data with data gathered through other methods." (Marshall & Rossman 1999, 110.)

I conducted four interviews. Interviewees were: The Executive Director Anne-Mari Seppola (Helsinki Pride), Communications Coordinator Miia Karjalainen (Helsinki Pride), Cooperation Coordinator Kaija Rossi (Helsinki Pride, via email) and Marketing Manager Jenny Taipale (Helsinki City Tourist & Convention Bureau. All the interviews took 30-45 minutes and were recorded.

7.3 The reliability and the validity of the research

Reliability of the research means the accuracy of the research and the repeatability of the analysis. The goal is to produce results that are not random. The reasons that lower research's reliability can be for example mistakes made when collecting the material. It is important to think was the process of the research explained precisely enough so that it could be executed again by following certain guidelines (Heikkilä 2008).

In in-depth interviews the interviewees' as well as researcher's personality affect the results. Interviewing is a highly subjective method and therefore, its' reliability is rather low. Researcher's own attitudes, questions and timing of the interview affect on the answers. Also the fact that the study was done for the Helsinki City Tourist & Convention Bureau may have affected interview answers on behalf of the Helsinki Pride. Most of the answers of the questions are unlikely to change if the concentration is in the same year (Helsinki Pride 2011). However, opinions and attitudes may change over time and therefore the answer may be affected by time. When the interview is recorded no data is missed although un-spoken sides of the interviews are not recorded and mistakes can be done when transcribing the interviews. The use of many different online-sources affects the reliability of the research in a positive way; the information, statistics and data are up-to-date. Also, I think I managed to maintain neutral perspective when doing the research; the sides were not taken which is extremely important when making research that is reliable.

Validity means the research method's ability to measure what is being measured. If the research validity is high there will not be systematic errors. A systematic error can be avoided

by careful research planning and by limitation of the research. Things that support valid research are carefully chosen interviews and by interviewing many different people. If the goals of the research are not set precisely there is a risk that wrong things are asked in the interviews and therefore the results do not support the overall goal (Heikkilä 2008, 29-30).

The validity of this research is not as good as it could be. By interviewing more people the validity of the research would increase however the interviews made do support the validity of the research in question. The validity of the research is affected because finding right persons to answer was difficult; the event marketing process was unclear and therefore none of the interviewees knew precisely how things were done. What it comes to asking about the target market and LGBT tourists particularly, interviews did not really add any information about this topic. It can be said that the research method did not fully corresponded to the research and many things were left unclear, mostly because the event marketing process itself was unclear.

7.4 Data analysis

“Data analysis is the process of bringing order, structure, and interpretation to the mass of collected data.” (Marshall & Rossman 1999, 150.) This phase of the research is time-consuming creative and messy process. “Qualitative data research is a search for general statements about relationships among categories of data; it builds grounded theory.” (Strauss & Corbin, 1997.) Crabtree and Miller (1992, 17) note that there are probably as many data analysis strategies as there are researchers. Researchers should keep in mind the preliminary research questions and reviewed theories and studies to be able to create guidelines to the data analysis process (Marshall & Rossman 1999, 152).

The qualitative data consists of observations and words not numbers - this makes it difficult to analyse. Therefore analysing qualitative data requires discipline, creativity and a systematic approach. The process will depend on: 1) the questions you want to answer 2) the needs of those who will use the information and 3) your resources (Taylor-Powell, E. & Renner, M. 2003).

According to Marshall and Rossman (1992, 152-158) typical analytic procedures have six phases:

1. Organising the data
2. Generating categories, themes and patterns
3. Coding the data
4. Testing emergent understandings
5. Searching for alternative explanations

6. Writing the report

7.4.1 Content analysis

“Content analysis classifies textual material, reducing it for more relevant, manageable bits of data” Weber, R (1990, 5) explains. The goal for the content analysis is to analyse the data in objective and systematic way. The content analysis is a basic analysing method and it is often described as a method that takes lot of time and effort. The method can be used in any kind of qualitative researches and most of the qualitative studies are based on content analysis (Tuomi & Sarajärvi 2002, 93). The goal of the content analysis is to get the research material into a compact, more general and reduced form. There are no general guidelines how content analysis should be done, a researcher should decide before hand what will be analysed. An important thing in content analysis is that similarities and disparities are divided (Kynäs & Vanhanen 1999, 4-5).

The coding frame of the content analysis is a list of all content types. The base of the coding frame can be for example the possibilities given by the material (researcher’s pre-understanding), previous studies and results and previous theory about the content. When classifying the content so called coding is used. In coding each classification unit gets a marking number, letter or word. The text will be coded in categories that are formed based on pre-understanding, research questions or hypothesis. The goal for classifying is to get more information than just a description of the content. The result should explain more about the definition of the phenomena (Hämeen Ammatikorkeakoulu, portaali).

Qualitatively analysed Interviews are usually theme interviews that has a loose frame or on an open interview. If the interview material is made on themes the material can be analysed based on the theoretical framework or research questions or problems. The analysis can also be done more freely based on the aspects emerging from the material (Hämeen Ammatikorkeakoulu, portaali).

Interviews should be transcribed and other notes like interviewee’s behaviour should be taken under consideration as well. The text should be read many times so that the emerging themes can be found. The goal of the analysis is to understand what the interviewee is saying, not what is expected that he/she is saying. The researcher starts to collect his/her own interpretations of what the interviewee is saying and what he/she means. This process could be called interview crystallizing or summarising (Hämeen Ammatikorkeakoulu, portaali).

The comments and topic that are relevant to the theme and the research question should be collected from the interview materials. The comments that are left outside of the themes are

worth to consider: should the weight of the research or the analysis theory be changed or are the comments irrelevant. Then researcher should think how themed comments could be drawn together as a larger group, is there some similar or relevant topics. After this the researcher should look back at the research framework and the question and consider founded themes in this perspective. The summary of the content analysis is written (Hämeen Ammatikorkeakoulu, portaali).

An important part of the content analysis is verifying. The researcher can ask evaluator from the outside to verify the validity of the analysis. The researcher should also check the list of relevant comments and delete comments that are clearly irrelevant and exaggerated. The researcher can also show the summary of the interviewees to see whether the summary is done right and the phenomena understood correctly. This phase can be understood as a follow-up interview. (Hämeen Ammatikorkeakoulu, portaali).

Six questions should be answered in every content analysis:

1. Which data are analysed?
2. How are they defined?
3. What is the population from which they are drawn?
4. What is the context relative to which the data are analysed?
5. What are the boundaries of the analysis?
6. What is the target of the inferences?

(Krippendorff, 2004)

8 Analysis

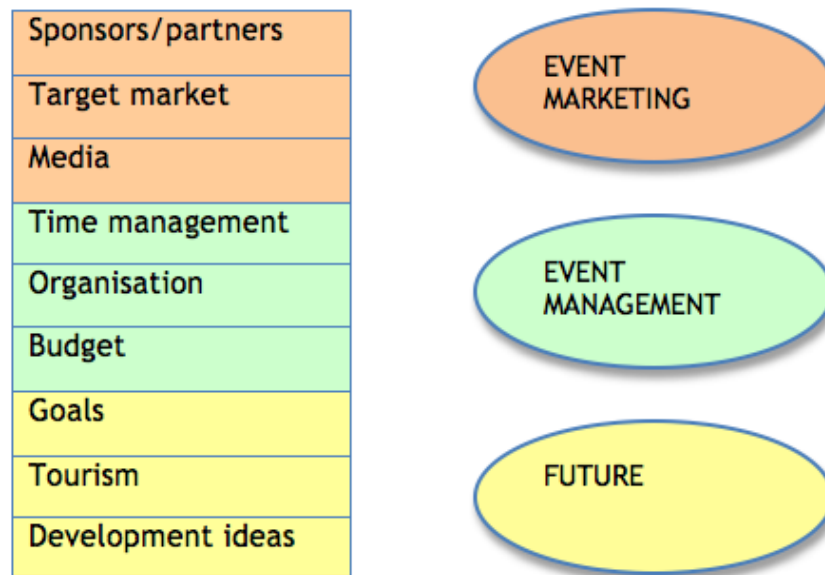


Figure 9: Summary of content analysis (Kinnunen 2011)

When doing the content analysis these topics emerged:

- Sponsors/partners
- Target market
- Media
- Time management
- Organisation
- Budget
- Goals
- Tourism
- Development ideas

These topics I grouped in three different concepts: Sponsors/partners, target market and media grouped as a event marketing, time management, organisation and budget grouped under the title event management and finally goals, tourism and development ideas were drawn together under the content future. In the theoretical framework of this thesis only event marketing and future is covered so my conclusion will be based on the findings under those two concepts. Event management will be brought together more as a concept that should be taken under consideration and possibly researched more in the future.

8.1 Event marketing

As showed before (see the table) the topics that emerged from the interviews about event marketing were sponsorship/partners, target market and media. In this chapter I will introduce the findings about this theme.

8.1.1 Sponsors/partners

When it comes to the sponsorship, partners and the cooperation all together it seems that Helsinki Pride 2011 succeeded when it comes to attracting new partners and sponsors. In 2011 cooperation with sponsors and partners was taken into a new level; for example exclusive rights into certain events and parties were sold to the sponsors. Before the sponsorship basically meant sold advertisement space in a Helsinki Pride -magazine. There were still some problems in getting sponsors; the main problem seems to be the lack of time and personnel. Usually companies' marketing budgets are already being done when Helsinki Pride - organisation starts to contact possible sponsors. Also it seems that there were not enough people handling sponsorship meetings and contracts.

According to the interviews attracting new sponsorships and partners is the most important thing when organising a successful event. Helsinki Pride 2011 understands the importance of sponsors but finds the process challenging especially because of the lack of time and lack of people. The organisation is clearly proud of some of the sponsors they have managed to get but on the other hand they are not using the full advantage of other resources available (Helsinki City Tourist & Convention Bureau).

Helsinki Pride sees lots of opportunities in the cooperation, by working together with companies and organisations the event could become even better. Future goals when it comes to the sponsorships and partners would be to get media-, advertisement- and communication houses involved as well as translators. Both the Helsinki Pride and the Helsinki City Tourist & Convention Bureau see their future cooperation as an important thing for the event. Both parties are expecting the other to understand other's point of view and they both think that they could be useful for each other especially in the field of marketing.

- *It would be important to open the channel towards Pride so that they would also see what we could do and we could get better idea of what is the starting point for Pride - what would they want to do?*
(Interviewee 2011)

Hopefully in the coming years the Helsinki Pride have gained enough recognisability and visibility in the media so that companies would be interested in the event, not the other way around. The LGBT market has lot of buying power, it's potential is explained in the theoretical framework. The niche market is still widely ignored in Finland so there are still lots of opportunities for companies to attract the LGBT market. This fact should be brought into sponsors' and partners' knowledge.

- *For example Securitas that is responsible of the security of our event, wants us to their clients so that they can say that they have done such a big event.
(Interviewee 2011)*

8.1.2 Target market

When it comes to the target market the answers from the interviewees are not as clear-cut. It can be said that the target market is LGBT people, the rainbow-community, from babies to elderly people. Then on the other hand, everyone is welcome to the Pride. So all in all, the target market of the Helsinki Pride is everyone and that is the challenge. It can be seen from interviews that the target market of the event is not always clear for the organisers either; first answer is "the LGBT community", second "everyone". For the organisation it is important that the event is open for everyone and it is free of charge. Clear is that the Helsinki Pride does not want to be an event where "gays party with themselves". The Helsinki Pride wants to be a celebration for the whole city.

- *This does not really have any common thing...maybe that everyone are part of sexual- or gender minorities and nowadays necessarily not even that.
(Interviewee 2011)*
- *I don't want the Pride to be an event where gays party themselves in some gay bar. I want it to be the whole city that celebrates.
(Interviewee 2011)*

8.1.3 Media

Another thing where the Helsinki Pride 2011 succeeded this year was getting media attention. Visibility in the media is important not only for the event to get publicity but especially so that the message and the goal of the event is heard. Although the interviews often are about the event itself, organisation can also talk about important human rights issues. In a year 2011 the Helsinki Pride was visible in different medias more than ever before. This was obviously because of the attacks towards Helsinki Pride 2010 and the conversations about the

Helsinki Pride 2010 but also because of well-planned media briefing by the organisation. Also new medias such as Nelonen and MTV3's AamuTV was interested in the Helsinki Pride for the first time. Visibility in media plays important role when attracting visitors and future sponsors, it is good that the Helsinki Pride makes a media coverage report so that the actual effect can be seen afterwards.

- *We thought about the media briefings and we have contacted them actively, so I think that helped.*
(Interviewee 2011)
- *The idea is kind of that when a big event like that is organised it gets lots of visibility, in a same time the themes gets visibility.*
(Interviewee 2011)

The Helsinki Pride should try to maintain these relationships with media to be visible also in the coming years. One of the best results of positive public relations campaign is the discovery that partner marketers will support the organisation in return for the organisation supporting them.

8.2 Event management

The topics raised from the interviews about the event management were budget, time management and organisation. These topics can also be named as "resources". The theme is not within the theoretical framework of this thesis but it can be said based on the interviews that resources in event management affected hugely in event marketing and are affecting also the Helsinki Pride's future development.

- *Resources are always the problem. That is the thing.*
(Interviewee 2011)
- *Are we financially successful...well, the goal is the zero. If it goes a lot into minus that would not be good for the organisation...I mean then the organisation would not be wealthy.*
(Interviewee 2011)

8.2.1 Resources

From the interviews the problem of resources pops out immediately. When organising the Helsinki Pride event the main difficulties and challenges has to do with money, time and

committed volunteers. Even though the interview questions did not really touch this matter almost all the answers about marketing and future development plans involved mentions about the lack of resources.

Within the money-topic, the challenge is that there is no money. The budget for the event begins from zero euros every year. Every party, panel or a club needs to pay itself. The Pride parade and the Party in the Park are the biggest costs and they are both free of charge. The budget for the event is from the sponsors and partners and that is why the cooperation is so important for Helsinki Pride. The fact that how good of an event is organised is dependable how much money the organisation gets. From the interviews it can be seen that most of the marketing activities as well as the future development ideas are on hold because of the lack of money.

The time-management in the Helsinki Pride 2011 was pretty successful. Especially actions done within marketing were executed on time; this helped especially in the success of media visibility and printed and online materials. The time management is a big challenge especially when it comes to the sponsors and partners. The natural cycle would be to organise the event every other year, as it was done previous year. By doing that there would be more time to get sponsors and therefore the event would have more money. Another issue with the time is working hours. All the members of the organisation have day jobs and therefore the time to organise the event must be taken from their spare time.

- *The timetable of Pride is always a challenge also on companies' point of view: preparations are started too late. To able to create continuous cooperation the same group should work for several years and the work should be started immediately if not already when the previous event is organised.*
(Interviewee 2011)

The Helsinki Pride 2011 did not succeed in getting enough people to work for the event and more importantly getting committed work force. In 2011 all the work was done voluntarily and therefore the finding and motivating volunteers was challenging. Also lack of expertise and professionalism was mentioned in the interviews. On the other hand, cooperation with schools and especially using trainees from the universities and universities of applied sciences was seen as a possibility. According to interviewees one future development point would definitely be develop the event towards more professional organising.

For the future it would be extremely important to concentrate especially in this part of the process because the lack of resources affects all the marketing effort that are made. By

solving even some of the problems with resources the marketing of the event would be automatically more successful.

8.3 Future

One of the themes emerged from the interviews was the future of the event. Close future is introduced under the topic “goals”. Tourism was a topic many of the interviewees mentioned and it seems to be the main development point. There were also other more general development points that were mentioned in the interviews.

8.3.1 Goals

This topic emerged in interviews mainly on a general matter; what is the overall goal of the event. The overall goal is to make a change; point out human rights issues. The more specific goal of the event is to rouse conversation about the theme of the event, in 2011 the theme was “Love”. In a more concrete level the goal for the event is to organise a joyful summer event.

- *I don't think that it is a value that the event should grow bigger every year. I think the goal is to produce events for this group people so that people can come there, meet each other and enjoy.*
(Interviewee 2011)
- *When our image-value gets better we will get more and more positive interest. That is very important.*
(Interviewee 2011)

8.3.2 Tourism

From the interviews it can be seen that tourism is a thing that is considered every year. It is seen as a development point and organisation is aware of its potential. Tourists have already been taken into consideration for example by translating some parts of the websites and the magazine into English, Swedish and Russian but all in all not much of an effort have been made into marketing towards tourists. This is explained as a lack of resources especially lack of money to translate the marketing materials. Helsinki Pride understands that tourists would be potential target market and thinks that lots of tourists come to Helsinki for the Pride.

- *We are very beneficial for the tourism of Helsinki and like this years' event was successful, so that is just plus for the reputation of Helsinki.*

(Interviewee 2011)

8.3.3 Development ideas

The main development idea that emerged from the interviews was to make the event more international. The organisation clearly wants to attract tourists if there would be resources to do so. It can also be seen from the interviews that the internationalism is seen as a challenge; it is somewhere in a future but not quite yet. One possible goal is to organise the EuroPride in the future.

- *But that is definitely a long-term development project that the event would become more international because my vision is that the whole city gather to celebrate the fact that what kind of city we want to have.*

(Interviewee 2011)

- *Maybe in somewhere in the horizon is the EuroPride but that would be a really big event.*

(Interviewee 2011)

Another development point is to make a visitor survey. That would be helpful when planning future events and also when attracting sponsors and partners. Professionalism is also seen as a development point. It would be important to become more professional so that the organisation would be taken seriously. Many development ideas have to do with marketing; one future goal would be to make marketing strategy for event.

- *Of course it would be great to have marketing plan, definitely we hope that in the future we will have it.*

(Interviewee 2011)

EVENT MANAGEMENT	EVENT MARKETING	FUTURE
MONEY - 0 budget - From sponsors - Stress	SPONSORS - Success in 2011 - extremely important - Helsinki C T&C B	GOAL - To make a change - Sexual rights issues - Bring city together
TIME - Workload - Sponsors' marketing budget already done	MEDIA - Success in 2011 - way to talk about sexual right issues - publicity brings visitors/ sponsors	TOURISM - Main development point - Little marketing activities focused - Helsinki C T&C B
STAFF - Committed volunteers - too much responsibility for one person	TARGET MARKET - No target market - Should LGBT people be a clear focus? - Not LGBT tourists	DEVELOPMENT IDEAS - International event - Visitor survey - Professionalism - Cooperation with other events - Students involved

Figure 10: Content analysis -Findings (Kinnunen 2011)

9 Conclusions

The research question of this thesis is: "How could Helsinki Pride make the event more visible and thus attract more sponsors/partners as well as tourists?" I will try to answer the research question based on the content analysis presented in previous chapters.

The event marketing is affected by the shortages in event management. It can be said that marketing of the event is strongly influenced by the lack of resources: time, money and people. The fact of shortage of resources came out continuously from the interviews. Many of the failures of the Helsinki Pride 2011 event were explained with the lack of resources. This obviously is a typical problem for an event organised by non-governmental organisation with voluntary work. However this issue should be a focus point in the future. Before planning marketing an event management should deal with in a successful way.

With carefully planned marketing activities the event would get more visitors, sponsors and visibility. All of these together would help each of the elements individually for example if the event would get more visibility it would attract more sponsors and visitors to the event. All in all, the challenge with the resources is where Helsinki Pride should try to focus on: Where to get more resources?

The importance of sponsorships and partners is recognised in the Helsinki Pride. Even though the sponsorship-issues were dealt successfully in the Helsinki Pride 2011, new partners would bring more resources to the event, especially in terms of financial support and expertise support. Conducting a visitor survey would be a good idea to gain important information and feedback about the event. These results could be presented to possible partners. It is important to realise the benefits companies would gain when sponsoring LGBT-event. The LGBT-market potentiality should be highlighted especially if the event will target towards international LGBT tourists in the future.

The Helsinki Pride is finding it challenging to get enough work force and especially to find committed volunteers. HeSeta is recruiting volunteer through LGBT channels like Ranneliike-website, HeSeta's own website and Helsinki Pride's website. Helsinki Pride has used students as help in organising the event. The cooperation with schools should be developed because students could be helpful in a planning as well as in organising process. The visitor survey could be done by a group of students as a part of their studies. The Helsinki Pride should encourage students to do their working experience in the event; in planning, coordinating, producing whatever the field of studies is. It would be also good idea to offer a final thesis topic for different schools: this way a student could make for example a marketing plan for the event or design the visitor survey.

Issues with time are mostly related to lack of volunteers. If there are enough people organising the event the workload for one person will not be too much to handle. Committed partners would also be helpful in the actual organising process of the event. If the event is targeted to everyone, it would be good to think about if HeSeta would try finding volunteers also from outside of the LGBT community.

Even though LGBT community was mentioned as part of the target market it can be said that Helsinki Pride is not making the event purely for the LGBT market. Some aspects of the LGBT marketing are taken into consideration but the marketing does not have a clear focus. Event is not organised for gay tourists but the potentiality of this target market has been recognised. Because of the lack of resources and expertise almost any marketing activities have not been targeted towards gay tourists. The Helsinki City Tourist & Convention Bureau would be the answer for this problem because they have the resources to market to tourists and they are more than willing to do cooperation with Helsinki Pride. Helsinki Pride should definitely use this opportunity. Because of the lack of resources Helsinki Pride has not yet tried to attract LGBT tourist, this is definitely a thing that a new organisation should concentrate on with the cooperation of the Helsinki City Tourist & Convention Bureau.

It was clear from the interviews that the cooperation with the Helsinki Pride and the Helsinki City Tourist & Convention Bureau is not working at its full potential at the moment. In my opinion and based on the results of the research analysis the reason is mainly misunderstandings and lack of communication. The Helsinki Pride's main need from the Tourist Office is money but Tourist Office does not support any events financially. The Tourist Office is not able to make subventions about costs either. This is important for the Helsinki Pride to understand and concentrate on things Tourist Office can offer. They can help the Helsinki Pride on marketing especially in the field that they do not have resources themselves.

Joint marketing activities would be very beneficial especially in a long run. On the other hand it is important for the Helsinki City Tourist & Convention Bureau to understand HeSeta's perspective as well; the Helsinki Pride does not want to commercial event, it will remain free of charge and its' main goal is to make a difference. The Helsinki City Tourist & Convention Bureau has launched a gay-friendly Helsinki campaign it would be good idea to use Helsinki Pride as a part of this campaign. Both of the parties would benefit; Helsinki Pride would get help on marketing the event for especially LGBT tourists and therefore make the event more international, Helsinki Tourist Office would deepen city's image as a gay-friendly destination.

The theoretical framework of the thesis did not fully support the analysis of the research material. The theoretical framework was mainly about LGBT tourism and LGBT- and event marketing. An important finding of the analysis was about the lack of resources in event management. The theories behind this theme were not dealt in the theoretical framework.

As a researcher writing this thesis has definitely been a learning process. If I would be able to do the work all over again I would execute it very differently. First of all I would make a really clear research plan, I would especially concentrate on timetable and time management issues. I also would define the topic very carefully and limit the theoretical framework extremely well. Now my main problem was that the theory did not really support the analysis I made for my secondary data. I would have also thought more carefully about what questions are relevant to ask in the interviews so that they would have a clear focus point. Now my interview answers were widely about all topics of event organising and therefore analysing the textual data was challenging. One learning point has also been the fact that a researcher should have a plan B and not only trust in a first plan made. This I figured out after I realised that none of the gay-friendly hotels or Helsinki Pride partners were not willing to give me an interview, or they promised to answer the questions via email but they never did. This was a shame because now the research is based only for the interviews of the members of the Helsinki Pride organisation and the Helsinki City Tourist & Convention Bureau. Sponsor-interviews would have definitely added value to this research.

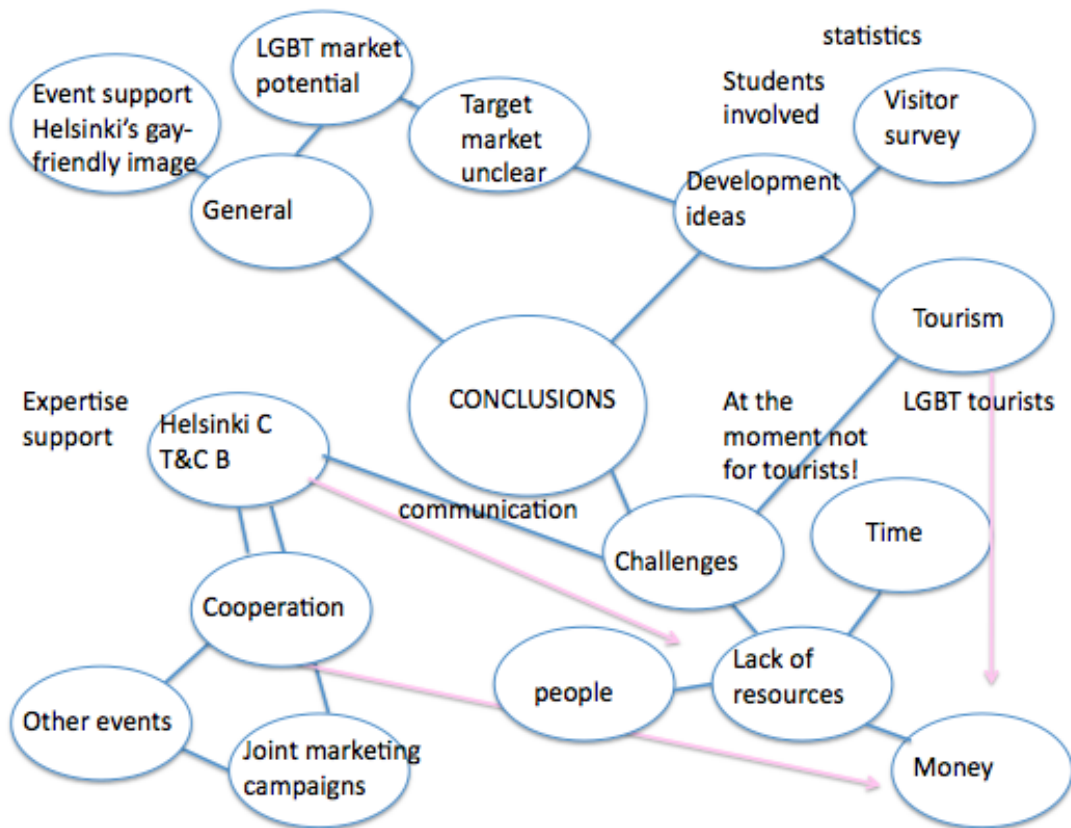


Figure 11: Mind map - Conclusions (Kinnunen 2011)

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Appendix 1 Interview questions

- Theme interviews:
 - o Helsinki Pride Executive Director: Anne-Mari Seppola
 - o Helsinki Pride Communications Coordinator: Miia Karjalainen
 - o Helsinki Pride Cooperation Coordinator: Kaija Rossi
 - o Helsinki City Tourist & Convention Bureau Marketing Manager: Jenny Taipale

1. The interview for the Helsinki Pride Executive Director**THEME 1: EVENT**

- How did Helsinki Pride 2011 go?
- Where do you think you succeeded? What did not go that well?
(Also consider including questions if relevant: programme, participants, visibility of the event in HKI)

THEME 2: MARKETING

- What do you think about the marketing of the event?
- How did you succeed in getting sponsors and partners?
(Other possible topics: marketing channels, cooperation during the event, role of partners etc.)

THEME 3: FUTURE DEVELOPMENTS

- Where do you see the event developing in the future?

2. The interview for the Helsinki Pride Communications Coordinator**T1: EVENT**

- Please tell me about the process of marketing Helsinki Pride event? Where does the process start, what does it include etc.

T2: MARKETING

- What is the Helsinki Pride marketing strategy/plan like?
- How did you take under consideration the target market (gay community)?
- Did you target tourists in the marketing? How?
- How do you get sponsors/partners? How do you choose them?
Difficulties in the process?
- Overall, how do you think the marketing of the event succeeded?

T2: FUTURE

- How do you see marketing of the event developing in the future?

3. The interview for the Helsinki Pride Cooperation Coordinator**T2: MARKETING**

- What was your task in Helsinki Pride 2011?
- How did you contact possible partners? How the process goes?
- How did you encourage sponsors from previous years to participate again?
- What sort of cooperation deal you managed to get?
- If a company or an organisation did not want to sponsor the event, was there usually a certain reason why not to participate?
(time, money, target market etc.)

T2: FUTURE

- What are your views on how Helsinki Pride could develop their cooperation activities? What about how to attract more sponsors?

4. Partner's interview

Helsinki Tourism and Convention Bureau

- What sort of co-operation do you do with Helsinki Pride?
- How would you like to develop the co-operation?
- Have your expectations with Helsinki Pride met with the outcome? What were your expectations, what were the outcomes?
- How important event like Helsinki Pride is for the image and brand of Helsinki?
- How would you like to see the event developing in the future

