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STRATEGIC TOURISM MARKETING OF A SMALL TOWN
Case: The Town of Pietarsaari/Jakobstad

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<p>Pietarsaari is a small town, which is situated in the Ostrobothnia region of western Finland on the gulf of Bothnia of Finland. It is renowned as an important port and industrial center. However, it is regarded as a small town but it has many tourism resources. In spite of many potentialities, the tourism industry of this town has not developed as much as it should be today. It could be said that the biggest reason behind this is a lack of proper strategic tourism marketing.</p> <p>The aim of this thesis was to describe the current situation of Pietarsaari including all tourism resources accommodation, transportation, attractions and events. Furthermore, the objective of research is to develop a strategic marketing plan for the tourism market of Pietarsaari. The new strategic marketing plan for Pietarsaari is developed in order to attract more tourists to travel to this town for further developing the tourism industry in Pietarsaari.</p> <p>The theoretical part of this thesis included of literature that is directly linked to the thesis theme involving tourism marketing, the elements of strategic tourism marketing, tourism marketing procedure, tourism product packaging, and tourism market of Pietarsaari. In the empirical part, qualitative research methods are applied as semi-structured interviews with various persons and a text analysis based on town website and brochure.</p> <p>After the research, it was found that tourism marketing of a small town is not an easy process. It will require solid plans and putting them into action. The good news are Pietarsaari has good tourism services as well as rich tourism resources, which is the main reason for tourists to come and visit Pietarsaari.</p>		

Keyword Destination, Marketing, Pietarsaari, Strategic, Tourism, Town

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1 INTRODUCTION

Tourism is a kind of activity that is needed for the individual or group for recreation, leisure and business. Tourism is a significant business since the past two or three decades. Nowadays it is booming. For any business, marketing is a key factor of success. If any business is not marketed well, then it could be difficult for that business to survive. Tourism is that kind of a business that is mainly dependent on its marketing.

Tourism emerged as the largest global industry of the 20th century. Furthermore, it is projected to grow even faster in the 21st century. There are many parts included in the tourism business. These are finance, management marketing, accounting and sales to name a few. Tourism marketing is one of the main parts of tourism business. In tourism, the destination plays the greatest role. Thus, the perspective of a destination is the greatest challenge for tourism marketing. Currently, marketing of tourism destinations is a new trend in tourism marketing. Therefore, the development of tourism marketing of a destination is very important in the tourism industry. Tourism destination marketing can be divided into two kinds. One is big cities, normally most of them turn out to be a popular destination and thus needs less marketing. Another is small towns, generally; they have lots of tourism potential but are less known and need excessive marketing. Therefore, doing research and trying to develop tourism marketing of a small town is somewhat challenging.

The main aim of this thesis is to discuss and the development of strategic tourism marketing of a small town. The research also shows that the strategic marketing plan and procedure, how it develops any kind of tourism industry based on a small town. The main objective of this thesis is to find a new strategic tourism-marketing plan for Pietarsaari. Pietarsaari is one of the small towns of Finland with plenty of tourism recourses. The motivation of this thesis came to author before starting this research, meeting some of the tourism business owner of Pietarsaari

who expressed that their company could do better in big cities. Therefore, it is believed that Pietarsaari needs strategic tourism marketing for improving its tourism industry.

The main theoretical framework of this study rests on the strategic marketing plan in travel and tourism literature also description about tourism resources of Pietarsaari. This thesis is divided into six chapters. The first chapter is the introduction chapter that presented above and the second chapter focuses on the relevant literature and framework with a description of the theoretical knowledge about tourism and tourism market, and the conduction of a strategic marketing plan. The basic science of tourism and some determining factors that influence tourism market and tourist behavior, and the elements that should be considered when conducting a strategic marketing plan are explained in this chapter. The tourism market of Pietarsaari and its history, accommodation, attractions and events, described in the third chapter. The research implementation and analysis is presented in the fourth chapter. This chapter, which is the empirical part, deals with the research method. In analyzing the data for this thesis, the semi structured interview method and text analysis was used which is a form of a qualitative research method. Moreover, there is a description about the tourism development of Pietarsaari that includes results of research, main findings and recommendations for the future. Finally, the conclusions of the thesis are presented in the fifth chapter.

2 STRATEGIC TOURISM MARKETING PLAN AND PROCEDURE

Strategic tourism marketing plan and procedure in tourism industry around the world tackle with unparalleled challenges and exciting opportunities in the twenty-first century. It is essential to consider target market when making Strategic tourism marketing plan about in tourism industry. There are some parts that need to be measured and evaluated. These parts are explained below.

2.1 Tourism marketing

At the moment, tourism is considered one of the fastest growing and most competitive businesses in the world. Each country and tourism business tries hard to get more tourists and concentrate on their destinations. Still tourism needs marketing more than other things as the customer of this industry has many choices and different motivations for traveling (Raju 2009, 116.)

Every year one billion international tourists rising in the world and it is anticipated the increase will grow more day-by-day. It seems that the opportunities in tourism industry are infinite. There are still many tourism businesses that failing to accomplish achievement. There are many tourism destinations that are struggling while the climate of that place is the right for tourism. All of these major problems can be fixed by marketing.

Marketing is the procedure where a business organization endorses their services and products. It also defines that a business organization aims to spot customer needs and give

them better service than their opponent business organizations. Tourism marketing seems to be somewhat little complex because it's joint of many other industries such as accommodation and transportation. Tourism marketing is related to the travel and tourism organizations where the industry offers tourism products to their customers.

The tourism industry has finally embraced marketing concepts that other industries have been using successfully for decades. Marketing is a very important matter in travel and tourism industry as it is the most important management influence that can bring the size and behavior into the foremost tourism market. In the whole market, there are many submarkets and sectors. Various organizations are offer many products. The Travel and tourism market can be better understood by demand and supply. Marketing has a relation between supply and demand that focuses on dealings, in where the customers choose and exchange their money to get any travel experiences or products. The ethics of marketing are related to tourism resources without any charge, an example could be a national park or ancient towns. Marketing plays a great role for national tourism organizations and other organizations who do not sell products directly though they have a relation with their commercial partners (Middleton & Clarke 2001, 4.)

2.2 Necessity and the elements of strategic tourism marketing

A strategic marketing plan is the basic component and produces profits for any kind of business, raising income and profits gives more help in increasing sales also growing the number of clients in business. To improve a business, stronger income leads to bigger profit, there is a need to be choosing accurate purposes and vital strategies, or else inaccurate strategies and deficient plan can make shorten of income, cost increasing and even close the business (Nykiel 2002, 15.) The crucial elements of developing a strategic marketing plan are the current situation, marketing objectives, SWOT analysis, competitor analysis, market research, target markets, marketing tools and monitoring (Briggs 2001, 43.)

2.2.1 Current situation and marketing objectives

There are three things, which are needed to be considered when examining the current situation of the tourism market. These are the selling products, the current market situation and the trends of the market. The selling product needs to make exercise of its features, advantages and benefits. Most customers want to purchase more benefits than its features. Most tourism products are made by various components, which are complicated. That is why it is wise to calculate about selling product (Briggs 2001, 44.)

To know about current markets, some significant questions have to be answered. These questions are; where do your customers come from? How far do they travel to come to you? What is their average age? What sort of parties do they travel in –are they couples, families, small groups of friends or colleagues, tour groups, etc? How would you describe their income group and lifestyle? What are their interests? Who or what, influences their decisions? How did they hear about you? (Briggs 2001, 45.)

There are some normal trends, which make an impact on tourism. These are the economic situation of the country, other countries, economy and policy modification, technological development and the alteration in leisure and holiday-taking habits (Briggs 2001, 45-46.)

Normally, marketing objectives include touchable targets, against which performance can be calculated. In tourism business, the marketing objectives of tour operators or hotels are sales and revenue oriented. The Tourist board and destination marketing manager likely to positioning or latest product development. It is vital to how the product are calculated and set up a monitoring for their efficiency (Briggs 2001, 46-47.)

2.2.2 SWOT and competitor analysis

Usually, measuring the inner and exterior environment of a business is needed in the process of making a strategic marketing plan. The SWOT analysis considered a strategic planning tool that is used for measuring the Strengths, Weaknesses, Opportunities, and Threats of a business. The SWOT analysis not only evaluates the inner or exterior of a business it also evaluate positive and negative factors. Based on the analysis, strategic marketing is carried out using the strength of a business and keep avoiding weakness making it possible for the business to make profit in future opportunities with considered risks (Paul & Richter 2007, 1-2.)

Competitor analysis plays a great role in the strategic planning process. The main thing in competitor analysis is to make ways distinguishing from competition. Moreover, it is better to know from competitors and make one's own strong business. As a result it is important to do an analysis of the competitor and discover competitive advantages for the own business (Bangs 2002, 61.) In the tourism industry, there are some crucial features, which have to be considered while analyzing competitors. At first, it is necessary to know who the competitors are and then comes the impressions, price promotion, marketing activates and customers of competitors that all need to be considered. (Briggs 2001, 50-51.)

Usually the basic competitive strategies consist of low-cost leadership, differentiated approach and focused approach. The meaning of low cost leadership is keeping the costs low for better marketing or new product development to keep ahead of the competition. The Differentiated approach is on having exclusive products or greater service. Often reputation and strong brands use this approach. Focused approach aims on a special market and develops product thinking. (Briggs 2001, 51-55.)

2.2.3 Market research and target markets

An accurate market research can be a good source for discovering about target markets and prospective clients. It gives knowledge to the researcher on the customers' view on a service and product, or its positive and negative sides, also an idea about improvement, the marketing method. It also helps to make decisions about investment. Most tourism business wants make sure the clients come back and do positive publicity. Survey is one of method for finding out the tourists' satisfaction and what improvements need to be done. Besides surveys, there are also some other ways to find out this. These are telephone interviews, face-to-face interviews and postal questionnaires. (Briggs 2001, 55-66.)

Before starting an advertising campaign of any product or service, it is essential to check that you know the target market. In a country, the consumers are divided into many groups that are based on the consumer groups they lie in. The consumers find different things that appeal to them as they have different needs. When identifying the market segments, there are numerous methods used, like age, economic status, purpose of travel, nationality, geographic location and lifestyles, attitudes and behaviors of consumers (Briggs 2001, 67-70.)

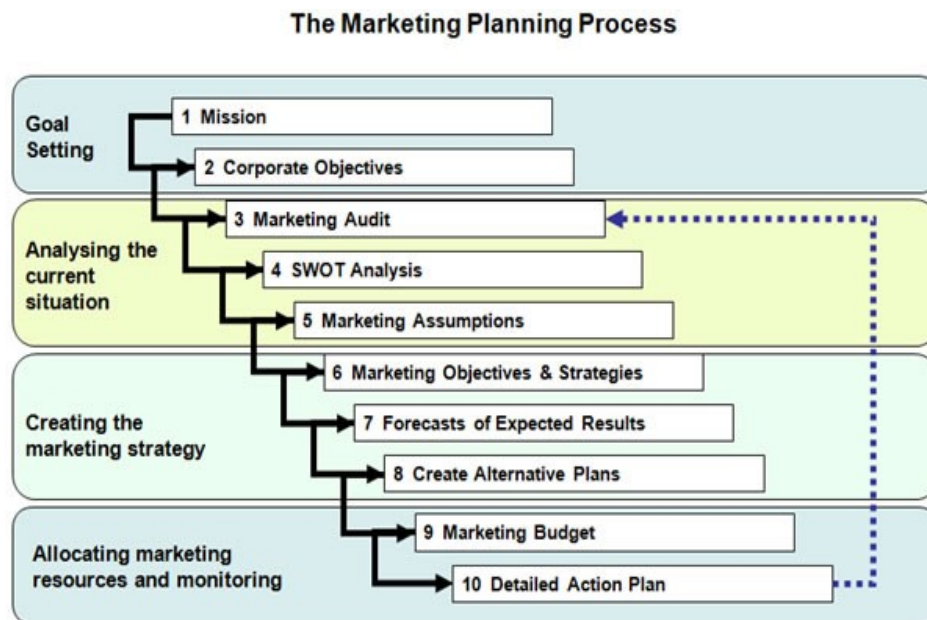
2.2.4 Marketing tools and evaluation

For every market segment, it is vital to choose suitable tools. Now managers of the tourism industry need to think which tools would be appropriate, and ways of endorsing the product and services for instance, the Internet, advertising, print material or brochure (Briggs 2001, 74.)

In general, a strategic marketing plan concludes objectives and timescales. It is imperative to make regular monitoring to calculate the performance. This stage works include, profit and revenue analysis, checking the client's profile, and so on. It is very essential, set the particular dates and methods in the strategic marketing plan to measure the improvement (Briggs 2001, 70-71.)

2.3 Process of a strategic marketing plan

The process of creating strategic marketing plan can be either quite complex or relatively straightforward. The planning process is a series of logical steps that have to be worked through in order to arrive at a marketing plan.



GRAPH 1. The marketing planning process (Adapted from McDonald & Wilson2007)

Graph 1 shows that there are ten steps of the strategic marketing planning. The ten steps of a strategic marketing planning are divided into four main sections. The four main sections

are goal setting, analyzing the current situation, creating the marketing strategy and allocating marketing resources and monitoring (McDonald & Wilson 2007, 41.)

2.4 Tourism marketing procedure

Marketing is a very important tool for getting success in the tourism industry. The attractiveness of a tourist destination does not matter to people if the destination is unknown to them. Consequently, marketing has a great impact towards any tourism business. It does not influence where the tourists are coming from and where they will visit, so marketing needs to be done mostly in order to obtain target markets.

Tourism marketing is not an easy task. Marketing of a tourist destination is different from business marketing. A well-planned tourism marketing procedure increases the attraction of the tourism destination. Whether the tourism destination is in a beach side resort or near a historic landmark, strategic marketing planning is needed for long-term success and profitability of the destination. If the marketing plan is well made, it will encourage the tourist and travelers to visit the place again.

There are many procedures used to do marketing of tourism business. These procedures are tourism product packaging, branding tourism destination, tourism advertising, sales incentives, website development and so on. These procedures are applied depending on the variation of tourism business.

2.4.1 Tourism product packaging

In tourism marketing, packaging takes new meanings. Tourism packaging does not involve a physical package surrounding a product. Instead, packaging is the process of putting together, or bundling the core tourist product with additional services desired by tourists. The Advantage of tourist packages for cities are a Boost for tourist attractions and services, Providing earnings for those businesses which are not related to tourism, promoting off-season travel, Increasing consciousness of the city's products, Targeting new tourist market segments and Increasing the duration of the stay. (Kolb 2006, 182.)

When visitors visit any destination, they get experiences more than any products and services. This requires a flawless and synchronized variety of products and services that can give visitors special experiences. Tourism product packaging means the combination of more than one facilities, services and attraction at a single price for customers. The goal of tourism product packaging is to make interesting products persuade tourists to raise their stay. Working mutually with other tourism operators to make packages, support to attain economical relation and marketing expanses helps to increase opportunities for other tourism business. This kind of arrangement not only helps single tourism business but also creates benefits for the destination area (Packaging 2014.)

The tourism product packaging is defined as a package including more than two products so the customer and target market easily differ among the items bought individually. Holiday components such as transport, accommodation, meals, attractions and entertainment, can be carefully combined into full packages. Packages are offered to the tourist at either better convenience or at a more competitive price. Now, inexperienced travelers, big groups and older holidaymakers are no more taking packaging with traditional objectives. Nowadays, the packages which are flexible and economical are getting more attractive to the tourists for instance, independent traveler known as FITs. For the demand of FITs, the flexible package

can be modified by giving them the item that increases their travel motivation (Understanding advertising 2014.)

2.4.2 Branding tourism destination

The basics of any successful marketing plan is a stirring brand that will become key of target market. With all of the variety of place and markets, it is important to know and understand who the targets are and how to target them. For a business or destination, tourism brands give important messages to possible tourists. The ancient histories of Egypt, the romance of Paris, and the cultural richness of India are all communicated through brands by endorsing the strengths and advantages of the destination. The brand makes the most impression, which will encourage tourists more traveling around (Tourism Branding 2014.)

Destination branding is a comparatively new concept. Although 'branding' has been existed and continues to be used by many business organizations, the idea has only recently been applied to destination marketing. Destination branding is a new concept and little research has been done to date. In addition, the idea is uncertain to many practitioners and there is not an agreed tourism branding procedure (Kolb 2006, 208.)

Branding benefits are reduced purchase risk by communicating profit, consciousness through communicating a consist message, Persuading repeat purchases by making brand royalty and showing a city with a unique identity. Attributes of successful branding are that the destinations becomes authentic, understandable, memorable and usable (Kolb 2006, 208.)



GRAPH 2. Place branding (adapted from Allan 2007)

Graph 2 demonstrates the significance of place branding. The development of society, culture, and economy also education somehow depends on place branding. Investors invest in a certain destination whereas it is expanded by branding so people around world will show an interest in it. (Allan M. 2007)

2.4.3 Tourism Advertising

Advertisement is well known and used extensively to complete the marketing wants including growing business, achieving a big share of a business, retaining business and alternatively attracting old business. Many authors define advertising as non-professional communication for making the identity of brand. Media is known to be helping marketers making a relation with customers through sharing visual messages about the brand, giving product description and improving the sales. Advertising helps to get more benefits. In accordance with IPA (Institute of Practitioners in Advertising) advertising, is defined as the means of providing the

most influential possible selling message to the right prospects at the lowest possible cost. This also presents marketing from a highly practical and profit-oriented viewpoint. This description shows vital role that advertisement plays in business (Scott 2009, 208.)

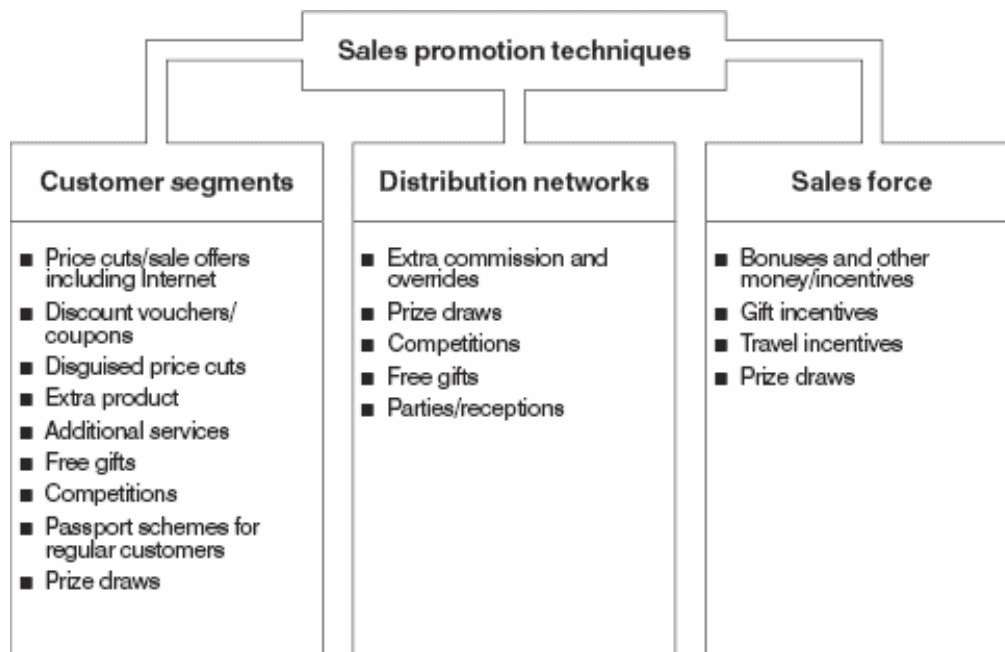
Advertising can be defined as paid promotion involving either print or broadcast media to communicate the marketing message where the originator that paid for the ad is identified. Advantages of advertising are that it has low cost per contact, it expresses the emotional messages and it provides credibility. The Necessary factors for successful advertising are usage of impressive words, having necessary information and being visually alluring. The advertising creation process are targeting the market, making decision of features to be included, deciding on emotional appeal based benefits, developing the message to be communicated, writing the copy and designing visual elements (Kolb 2006, 237.)

Tourism industry advertisement is different than other industries' advertisement. For instance, a holiday, which is an elusive product, is sold to a tourist that cannot see or touch it before the purchase. Most of the time the tourists pay for their product without having experiencing. Day by day, the competitiveness is growing for the tourism currency. The modern day's tourist is adventurous and looks for an experience with full involvement. Nowadays, tourists have huge hopes towards their tourism product's quality and worth of money (Packaging products 2014.)

2.4.4 Sales Promotion

Sales promotion is one of the marketing tools that have many definitions. Numerous authors and professionals frequently describe sales promotion in different ways but the meanings of the description are same. Sales promotions are actions that are used for short period, they are made for encouraging consumers to buy products or services, and these can includes coupons, contests with attractive prizes, organizing demonstrations and exhibitions, free samples, interest free periods and temporary price reductions (Advertising & Promotions 2014.)

According to American Marketing Association, sales promotion is a media and with no media the marketing force which is useful for shorter periods of time with the aim of motivating trial and desired purchases, rising customer demand or develop product quality (Definition of sales promotion 2014.) Sales promotion is the process that includes the compilation of motivation tools made for short term, intended to encourage a faster or bigger purchase of any product and service by customers or the trend (Kotler 2008, 465.)



GRAPH 3. Typical sales promotion techniques used in travel and tourism (Adapted from hotel mule)

Graph 3 illustrates sales promotion techniques. Sales promotion is divided into three techniques; these are customer segments, distribution networks and sales force. The common elements among them are special deals outside the usual terms of business, tangible advantages and the aim to accomplish marketing the objectives (Typical sales promotion techniques used in travel and tourism, 2014.)

2.4.5 Website development

Nowadays tourists do more planning and researching than before online. An attractive and well-designed website is essential for any tourism business endurance. A website needs to be applying the needed plan to be successful online, which also helps them get prospective customers. The components of a successful website are using significant key words, creating fresh content and employing search engine optimization (SEO) (Website Development 2014.)

The main goal of a website for tourism organizations is to promote the city's features and benefits. A website is a useful tool for a tourism business as it is one of the communication media about the city's potential tourism features. Websites in the tourism industry often place an emphasis on the design and appearance. A good-looking site will draw more attention and exhilaration for the destination. Advantages of a website are, aiming numerous parts, updating data simply, collecting contact information, providing contact link and communicating public relations information (Kolb 2006, 273.)

The reasons tourism websites are generally made for tourists are so that they get suitable traveler-centered information. While most of tourists are from other countries and regions, tourism websites help them about cultural differences and give enough information about different time zones, different languages, cultures, currencies, and traditions. The following features are extremely significant for a successful tourism website; locality information, detail description of multilingual and multicultural population and directional information (Zhou& DeSantis, 791.)



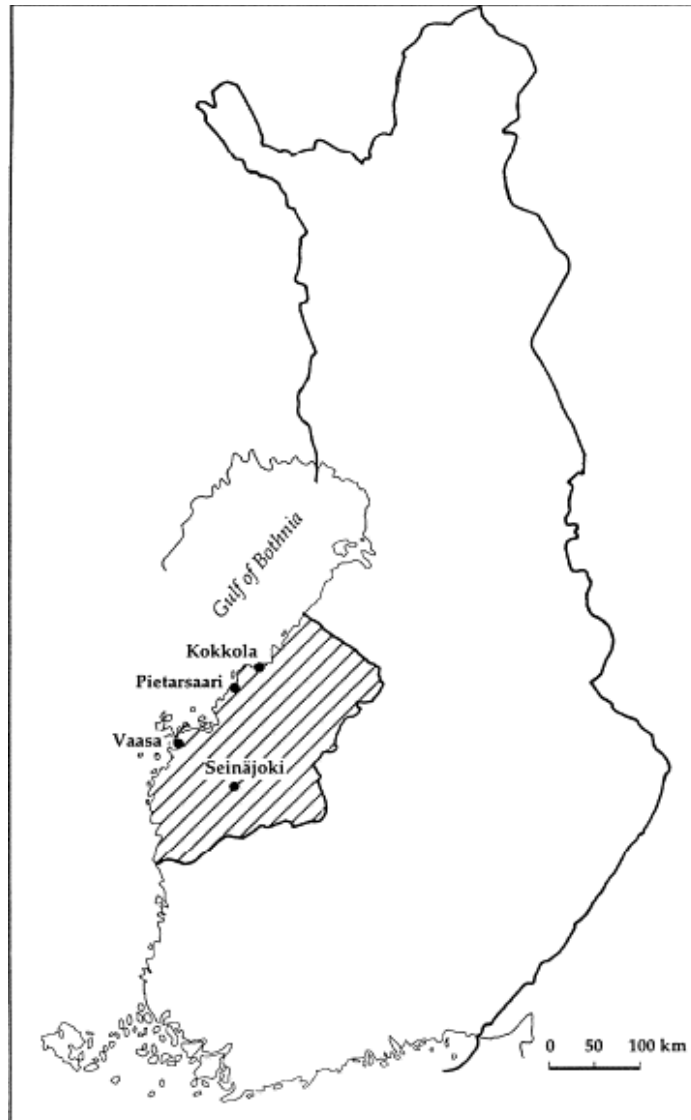
GRAPH 4.Components of effective tourism websites (adapted from Rachman & Buchanan)

Graph 4 shows the components of effective tourism websites. The first component is content which includes communication facility and multimedia being very important for any website. The quality of content is necessary to maintain a standard by update frequency and up-to-date accurate information that is useful. The design depends on graphic layout, speed, beauty, colorful and eases to use. Driving forces speed up web site use as a means for marketing and transaction of tourism products and services (Rachman & Buchanan, 2014)

3 TOURISM MARKET OF PIETARSAARI

This chapter contains basic information of Pietarsaari town, the history of this town and the tourism market of Pietarsaari including accommodation, transportation, attraction and events. Before discussing Pietarsaari, there are some facts that firstly, Pietarsaari is a small town of Finland that is not known to everyone. Secondly, Pietarsaari growing economically faster comparing to other small towns and lastly the tourism market of Pietarsaari is not offer enough serving like big cites of Finland.

Pietarsaari is a small town, which is situated in the Ostrobothnia region of western Finland on the Gulf of Bothnia of Finland. It is renowned as an important port and industrial center. Almost 20,000 people live in this town and it is considered the 58th largest city in Finland by population. The populations by age are, 18 % belongs to 0 to 14 years old, 63 % belongs to 15 to 64 years old and rest of the 20 % belongs to the 65 or older than 65 years old. The total area of Pietarsaari is 396.30 km². The land area of Pietarsaari is about 88.31 square kilometers and the water area is 307.96km². It is considered the as the 253st largest city in Finland by area. There are 222.53 people living in every km². It is a bilingual town and the town has two official languages are Swedish and Finnish. Almost 57 % people speak Swedish and 41% people speak Finnish, the remaining 3 % speak another language. Pietarsaari is the Finnsh name of this town and Jakobstad is the Swedish name. Although it is not a big town and a small percentage of international tourists come here, still the English language command of this town's people is very good. Pietarsaari has many sister cities. These are Jamestown in NewYork state in the United States of America, Bünde in Germany, Eslöv in Sweden, Asker in Norway, Rudersdal in Denmark, Jurmala in Latvia. Pietarsaari has 43 members in the town council. The chairperson of Pietarsaari is Anna-Maja Henriksson. The first vice chairman is Ulla Hellén. The second vice chairperson is Markus Karlsson. The town manager is Mikael Jakobsson. The leading party of Pietarsaari is Swedish (Jakobstad 2013.)



Graph 5. Location Of Pietarsaari (Adapted from Journal of Transport Geography)

3.1 History

The history of this town is very old. This town was established in the 16th century. The Military official Jakob De La Gadie's widow Ebba Brahe built this town in 1652 and Queen

Christina of Sweden approved it. In addition, she named the town Jakobstad after her late husband name (Jakobstad 2013.) below, the town history is described from the 16th to the 20th century.

Around the year 0, Pietarsaari was no longer enclosed by the sea and in the 16th century it becomes dry land and part of Finland. In 1250 A.D., Pedersöre, which is now part of Pietarsaari was departed from Korsholm and become an autonomous parish. In 1615, the Count Jacob de la Gardie gained Pedersöre as an enfeoffment. Then, Queen Kristina grant de la Gardie to establish a town on his lands. In August 1652, De la Gardie died. His widow Ebba Brahe fulfilled the plans, and signed the foundation deed on October 17, 1652 (Jakobstad 2013.)

In the 18th century, the Russians attacked Pietarsaari. In the middle of the 1700's, Pietarsaari had its initial manufacturing businesses. The new map of Pietarsaari was made in 1754. At the end of the 18th Century the economy was rising, with tar and shipbuilding business. Pietarsaari was becoming the leading manufacturer of new ships in Finland (Jakobstad 2013.)

On the second and third of September 1835, Pietarsaari faced its greatest tragedy, the whole town burned. It was the biggest misery for Pietarsaari in that time. Some great things happened in that century also like in 1873, the first educational institute opened in Stadsgården. The railway track arrived at Pietarsaari in 1886. Pietarsaari got its first long expected newspaper "Jakobstads Tidning" and it published its first copy on December 21, 1898 (Jakobstad 2013.)

In the 20th century, many new small businesses started and the educational system was also expanded. The Finnish-speaking part of the population grew in Pietarsaari. The town got its first electrical power plant, a public bathhouse, a fire station, a maternity hospital and so on.

Pietarsaari got a radio station in 1924, which was one of the first in Finland. In the 1950's the ferry line between Pietarsaari and Sweden started. The name of the ferry company was Jakob Lines. In 1970, Pietarsaari's public cable television broadcasts were the same as in the other Nordic countries. In the 1990's Pietarsaari fall into an economic recession and all business had a slowdown. In 1991 on 1 October, Pietarsaari launched a street for pedestrians. In the end of the century, the ferry line of 30 years between Pietarsaari and Sweden closed (Jakobstad 2013.)

3.2 Accommodation

Accommodation services are considered a very important element in a tourist town. Pietarsaari is a small tourist town but it offers many accommodation services to its domestic and international tourists. Pietarsaari has four hotels, one hostel, four camping sites and also other accommodation facilities. Below are some known accommodations described.

Hotel Epoque is a business hotel of international standard. It is situated near at School Park in Pietarsaari. This hotel has 17 equipped rooms. The hotel interior is made of modern and convenient equipments. The special feature of this hotel is that it is suitable for disabled persons. The restaurant of this hotel has 100 person sitting arrangement (Hotels in Jakobstad 2013.)

Stadshotellet, the town hotel of Pietarsaari is located in the center of Pietarsaari. This hotel is 100 years old. This hotel has modern rooms, a comfortable restaurant, a bar with open fireplace, a pub and a nightclub. This hotel offers its rooms to families at a low price (Hotels in Jakobstad 2013.)

Jugend home hotel & guest home is the newest hotel Pietarsaari. It has 21 hotel rooms and 11 guest homerooms. It is situated very near from the center of the town. This hotel has a restaurant, a sauna and banquets and conference facilities for business meetings (Hotels in Jakobstad 2013.)

Hotel Vega is 100 km away from Gulf of Bothnia. It is 1 km far from town center. This hotel offers a restaurant and various amenities like free Wi-Fi, Television, microwave and a fridge in every room. This hotel is decorated in Lappish and Karelian style. It offers its customers free sauna in the evening, free laundry facilities and free computer with internet. This hotel exceptionality is that it has a private beach for its guests (Hotel Vega 2013.)

Hostel Lilja is the only hostel in Pietarsaari. This hostel has sixteen beds with six personal rooms. It has also a bridal suite. Except the accommodation, this hostel offers joint the kitchen, lounge with Television set, telephone and wireless internet service. This hostel also offers breakfast in the morning (Hotels in Jakobstad 2013.)

Pörkenäs camp is mainly a summer camping site but it is open all the time. It is situated twelve kilometers southwest of Pietarsaari. It allows only groups not any individual guests. It can accommodate 100 people (Hotels in Jakobstad 2013.)

The Svanen camping site is a two star camping site. It is located by Lake Luoto in Pietarsaari. The distance from the town center to Svanen is around 4 kilometers. This camping site has 28 cottages, in addition to caravan lots. This camping site offers kitchen amenities, shower facilities, a sauna and a café (Hotels in Jakobstad 2013.)

B&B at Fäbodavägen stables is the only bed and breakfast accommodation in Pietarsaari. It is three kilometers away from Pietarsaari. It accommodates its guests in stable lofts in double rooms. The rooms are equipped with showers, sauna, television lounge and kitchen. It offers various events all year around like riding lessons, pony riding, riding tours, cross-country riding and camps (Hotels in Jakobstad 2013.)

Villa Pirilö is ten kilometers away from Pietarsaari by Lake Larsmosjön. It is located besides Pirilö Golf course. It has many cabins for its guests. These cabins offer a living room, kitchenette, bedroom, alcove, 5-6 beds, terrace and so on. Villa Pirilö offers a canoe and rowing boat, Windsurfer, bicycle, motorboat hire and so on for its visitors (Hotels in Jakobstad 2013.)

3.3 Transportation

Transportation is one of the crucial parts of the tourism industry and it has a vital role as well. Thinking of travelling would not be possible without transporting. Development of transportation expanded the tourism sector. Transportation and highly developed vehicles made it possible to travel anywhere in the world. Transportation takes tourism to a higher level. Due to being a small town, Pietarsaari does not have transportation facilities like bigger cities have in Finland. Pietarsaari transportation services can be divided into three categories, road transportation, air transportation and rail transportation.

Pietarsaari has two types of public road transportation one is bus and the other one is taxi. The bus service is provided by a Finnish transport company called Oy Matkahuolto Ab. This company was established on 28 January 1933. This is a private company specializing in bus and coach services. (Matkahuolto 2013). They run their services through Pietarsaari's neighboring cities like Kokkola, Kronoby, Luoto, Pedersöre, Pietarsaari, Uusikaarlepyy and Vöyri. They sell a regional ticket, that is valid for thirty days. This service is very convenient

for domestic tourists. Town Taxi Jeppis gives taxi services. They run their service in Kokkola-Pietarsaari airport. They offer patient transportation, wheelchair and stretcher transportation. In addition, they can organize group transport (7siltaa 2013.)

The air transportation service of Pietarsaari is much better than other towns of Finland. Usually it seems that small towns do not have air transportation facilities but Pietarsaari has one airport. The name of the airport is Kokkola-Pietarsaari Airport. It is located in Kronoby, which is thirty kilometers away from Pietarsaari. In 2010, eighty thousand people fly through this airport. The previous name of this airport was Kruunupyy Airport or Kronoby Airport (Wikipedia 2013). In this airport, there is a regular flight from Helsinki and Stockholm is operating. The flight takes one hour ten minutes. (pietarsaari 2013)

Currently Pietarsaari has not own any rail transportation service. The railway station of Pietarsaari is closed from 14 September 2011 (vr 2013). Tourists and people of Pietarsaari use the Pännäinen railway station to access Pietarsaari. The address of this railway station is Asematie 13, 68910 Pännäinen. The ticket vending machine is open from five o'clock until night twelve o'clock. The waiting room is open daily twenty-four hours. There is a bus service from Pännäinen to Pietarsaari (vr 2013.)

3.4 Attractions

The tourist attraction is described as an interesting destination where a tourist can take a tour of inherent or exhibited cultural value, historical significance, natural or built beauty, or amusement opportunities of that destination. Some examples are historical places, monuments, zoos, aquaria, museums and art galleries. Pietarsaari has lots of tourism attraction. Some of the described below.

The school park is a botanical gardens and it is famous for the most northern botanical gardens in the world. It was donated by Schauman family to the memory of Elise and Victor Schauman. The size of the park is almost 1.35 hectares. The goal of the park is to encourage the study of botany in the town schools. This park contains 1000 species of plants, among them 200 species of rose. This park is considered as an architectural masterpiece and recognized as a cultural monument of Pietarsaari (7siltaa 2014.)

The Rosenlund area was built by a priest named Gabriel Aspegren in the 1700s. Aspegren obtained the right to cultivate the lands of Rosenlund in 1755, after being named the priest of Pedersöre and Jakobstad in 1754. This garden is surrounded by a stone wall. There is a museum in this area that offer guided tours. There is a café called Örtagården which is open in summer and serve pastry and vegetable dishes. In recent years, the Aspegren garden has become a popular tourist attraction and source of knowledge for garden enthusiasts (7siltaa 2014.)

There are many museums in Pietarsaari. The malm house is one of them. It was built in 1836-1838. The Ship owner and businessperson Peter Malm constructed it. Architect Anders Grstedt planned the main house. In 1980 it was repaired. The museum has photos of the town's shipping history, the history of the Malm family moreover various photos of local cultural and environment history. In that museum, there were number of farm buildings that are owned by the malm family also, there is a workers' house, workshop and farmer's cottage (pietarsaari 2014.)

chicory museum is the only one chicory museum in Finland which is located in Alholmen, Pietarsaari. The visitors can get acquainted with the production of chicory which is a caffeine-free additive in this former factory. Willhelm Schauman established this factory, the museum offers art exhibitions by local and other Finnish artists in the stem chambers. This museum has free admission for its visitors (7siltaa 2014.)

The Nanoq Arctic Museum was launched in 1991 and it is the first museum in Finland that is devoted to the arctic. This museum is located in Pietarsaari. Arctic explorer Pentti Kronqvist founded this Museum and it is operated by a voluntary organization. Every summer, it arranges a special arctic themed exhibition. The Museum is open in the winter Tuesdays - Fridays from 12.00 - 16.00 and in the summer it is open every day 11.00 - 18.00. The admission fee is 8 euro for adults and 4 euro for children and students (tripadvisor 2014.)

3.5 Events

Event tourism is the organized development, planning and marketing of special events and festivals in a tourist destination. Examples of this are forms of concert, special meetings and others. There are many events organized in Pietarsaari. For a small town of Finland that seems to be exceptional.

Jeppis jazz festival is a music festival that is organized in the autumn, mostly in September. Sometimes the entrance is free and sometimes there is a small payment. This festival runs the whole weekend. This festival is mainly hosted by the Jazz music club that is founded in 2001 in Pietarsaari. The club is an important part of the town. It encourages people to enjoy live music. It has 200 active members (Jazzo Pietarsaari jazz club 2014.)

Jacobs dagar is a festival that is hosted every year at summer time in July. Every year this festival brings many domestic and international tourists. The tourist are mainly coming from Sweden, Norway, Denmark, Estonia and from other European countries. This festival started from 1970. At first this festival was hosted only in a weekend but its popularity made it whole week program. In the Jakobs dagar week, the non-stop program is arranged in the city center ((Jylhä 2008, 8.)

Jakobstad matfesten (Ostrobothnia food festival) is a new festival which started from 2011. This festival is arranged in the summer. This festival arranged with two other cities. These are Vaasa and Närpes. The organizer was encouraged from a food festival in Skellefteå (Sweden), to arrange it in Pietarsaari (matfesten 2014.)

4 RESEARCH IMPLEMENTATION

The purpose of this chapter is to explain the description of research, research methodology and clarity how the research was performed. This chapter is separated in many sections. These sub-chapters are Introduction of research methodology, explanation of both research methodologies, the data collection methods, and the final section of the chapter contains a discussion of the reliability and validity of the research. In addition, the research results will be presented in the next chapter. This chapter will give a good understanding about the procedure of research methodology.

4.1 Research Method

Research methodology is applied in every sector whether it is business or scientific experiment, research is used everywhere and naturally also in the tourism industry. Many authors have described about research methods with their own thoughts to the subject. Research includes a detailed study of a particular subject that has as its target revealing new information or making new thoughts. Research is understood as finding new things that might be recognized or unrecognized to the people. The data and the materiel that are used for research are taken from many sources. These resources are qualitative research methods, quantitative research methods, interviews and autonomous findings (Veal 2006, 193.)The plan of this section is to provide a comprehensible understanding about the research methods used in this thesis. The data gathering process, empirical findings, reliability and validity are also described.

4.1.1 Qualitative research

The aim of qualitative research is to achieve more understanding of a detailed organization or event than a huge amount or population's details. It gives an open idea of the structure and wide patterns found among a group of people. Sometimes it describes ethno methodology or field research. Qualitative research does not show the actions or manipulative variables or compel the researcher's operational definitions of variables on the participants. Its goals are to ensure better perception from firsthand experience, accurate reporting and questions of conversation (csulb 2014.)

The qualitative research method is used in practical situations where doing quantitative research is impossible and unnecessary. Qualitative and quantitative research methods have many differences. Whilst qualitative research methods are based on participants' personal experience, where they are involved so they can explain the situation and experiences. In quantitative research methods, the researcher decides the important issues, questions to be asked and fixes the whole framework of the concept (Veal 2006, 193,195.)

4.1.2 Quantitative research

Quantitative research is a process where the process is to be detailed in for collecting and analyzing data and information. It has a relation with numerical data and information. Quantitative research methods, it do not explain about why things are happening than it gives only an idea about how the things are occurring (Muijs 2011, 1-4.)

On the other hand, quantitative research works with statistical analysis. Quantitative research mainly stands on mathematical substantiation. In quantitative research methods, the research is done on a large amount of participants for getting a trustworthy result, the data collection

methods by questionnaire survey and the result is achieved by using computer software (Veal 2006, 40.)

4.2 Data collection methods

In the research method, qualitative research is comparatively more flexible than quantitative research methods. Qualitative research methods have many sub types, which mainly depend on the researcher's research. In-depth or unstructured interview, biographical methods and ethnography, text analysis, participant observation, structured and semi-structured interview and group interview are some common types of qualitative research methods. There are two ways to collect data for research methods, one is recursive way and other is the sequential way. In the recursive process, data collection and analysis is occurring at the same time and writing a continuing process than separate process, which comes about at the end of the research. In the sequential process, everything is done step by step. At first, data collection then writing the summary. There are many different advantages in these research methods. Through these methods the researcher gets face-to-face contact and can observe the interviewee's reaction. Moreover, this research method is quite appreciable for the people who do not have knowledge about numerical and statistical analysis (Veal 2006, 195-196.)

4.2.1 Semi-structured interview

The Semi-structured interview is often considered as the most influential method in qualitative research. It is distinguished by its depth, length and structure. Usually a questionnaire based interview is shorter than semi structured interview. A semi structured interview seems to be longer. The length of the interview can vary from thirty minutes to several hours depending on the discussion topic. Here, the interviewer makes his questions before doing the interview that's covering all the information of the research and providing the chance talk unreservedly to the interviewees. In a questionnaire-based interview, data is gathered from various respondents on specific topics. In depth, interview data is achieved from small groups of people or sometimes from an individual by discussing in dept. Here, the interviewer does not

provide personal opinions but asks descriptive questions to motivate the interviewees. The interview can be saved for the future benefit of concluding a summary in time while the interviewer needs to take permission to do that and assure the interviewee that the interview will remain confidential for the research purpose (Veal 2006, 197-198.)

4.2.2 Text analysis

Text analysis is a process of achieving information. The researcher collects information from different sources such as printed text and media that makes the researcher discover about other people's thinking (McKee 2003, 1). Today text analysis is not only limited to print media, for instance newspapers, novels and books. In addition, landscape, television, record music, posters, films maps and so on. The text analysis method is also used in-depth interviews to the make the research more genuine and realistic. A search of various websites, blogs, videos, advertisement related was made to research. This entire communal attempt helps author to finish the research. (Veal 2006, 203.)

4.3 Validity and reliability

Validity is the extent to which the information that was collected by the researcher truly reflects the phenomenon being studied. In leisure and tourism research, searching valid and reliable data is often complex as the information provided by the interviewees is deeply concerned with their experiences, behavior and attitudes. The instruments are subject to a number of imperfections, which means the data of leisure and tourism research can rarely be as certain as in the natural sciences (Veal 2006, 41.)

The data of this research was collected from interviewees of three different types. Firstly, one part is collected from the personnel of Pietarsaari tourist office. Secondly, one part is obtained from local people of Pietarsaari. The last one is from a tourism-marketing expert. Every

interview was done in Pietarsaari. The research was not only done by interviewing personal opinions and experiences of the interviewees. In addition, there are other sources used such as websites, books, articles, E-books and E-journals in the form of text analysis.

Reliability is the extent to which research findings would be the same if the research would be repeated later or with a different sample of subjects. Similar to natural sciences, the findings and the information is almost similar even after a long time. However, in social sciences the scenario is very different than in natural sciences since it deals with human behavior and society. Our society always keeps changing and that is influencing the behavior of humans so it is sensible not to expect a similar output research topic in future time (Veal 2006, 41.)

This qualitative research which focuses on strategic tourism marketing of a small town and which has as a case study the town of Pietarsaari/Jakobstad is categorized as reliable and this is because the research was founded on real facts based on interviews that were afterward analyzed. The interviewees were specialized in Pietarsaari and tourism marketing. The questions were prepared and interviews were carried out which makes the research process of the stream and its result smooth. The fact that makes it more reliable is that these interviewees answered the questions with information based on their various involvements and experiences in tourism marketing and on Pietarsaari.

4.4 Results of research

This research was done with the help of interviews and text analysis. The interviewees are presented as follows: the information secretary of the Pietarsaari tourist office is interviewee A, a local resident of Pietarsaari, as well as marketing expert, is interviewee B and tourism marketing expert is interviewee C. These interviews were organized between the dates March 2 to end of April 2014. The interviews are divided into five different themes, which will be examined in the paragraphs below. The sequential order of the interviewees is as follows: the

information secretary of the Pietarsaari tourist office, known as interviewee A, the local resident of Pietarsaari, interviewee B and lastly, the tourism marketing expert interviewee C.

4.4.1 Presenting the interview with interviewee A

Interviewee A is information Secretary of Pietarsaari tourist office. Due to her work shedule, the interview was done through messages in a social networking site. She gave the interview in on 11 March at 14.30. Before the interview the interviewer sent the interview questions so she could get ready for the interview. below, The entire interview is presented.

This interview was structured according to five themes. The first theme aimed at knowing the present situation of the tourism industry in Pietarsaari to which she replied:

Currently Pietarsaari has a variety of interesting sites and services to offer to tourists, despite being a relatively small town with a small town centre. For example, in terms of ready-made tourist packages, Pietarsaari has the following to offer 8 different packages for groups. These are The Green Rooms of Jakobstad, Meetings in Jakobstad, Seminars in Jakobstad, Arctic Jakobstad in winter time, Museums in Jakobstad, Traditional Jakobstad, , A bit of Jakobstad.1 package for families Jakobstad for families. 1 package for couples Jakobstad for two. Brochures over these can be collected from the tourist office or requested by e-mail from tourism@jakobstad.fi. These packages are important in that these already contain the most important tourist sites in the town and can be used by both the tourists and the tourist service providers. In other words, these packages can be used as an outline for what is available in Pietarsaari in terms of tourist sites and services, and what can be developed further. Naturally, the specific service providers, such as hotels, restaurants and activity sites, take care of their own marketing. The job of the town of Pietarsaari is only to gather it all together to create an image of the town as an attractive tourist site. In terms of this, Pietarsaari has created logos and slogans for the town, but the overall image of the town needs to be updated and clarified. One of the issues with the present situation of tourist service providers in Pietarsaari is that many sites need to be upgraded and renovated, for instance the camping site Svanen and the old wooden house area Skata.

On the other hand, there are also newly built and modern sites such as the new campus Allegro, which is an interesting place from the point of view of tourism in that it contains a concert hall, a gallery and meeting facilities for business tourists. All in all, the tourism industry in Pietarsaari works as collaboration between the town, the tourist office and all the different service providers and tourist sites. It is thus not only something that the town creates and operates on its own. This, in turn, requires good co-operation between the different parties.

Theme 2 was get to know if Pietarsaari has enough tourism resources or not and Interviewee A's reply was:

In terms of nature and culture, Pietarsaari has a lot to offer for tourists. It has for example many interesting and unique museums, such as the Nanoq museum, Chicory museum as well as the town museum with its important maritime history collections. Nature is also nearby the town centre, with the sea and beaches at Gamla Hamn that is at walking distance from the centre and the bigger beach area Fäboda. The Fäboda area could be developed further, in that right now there is only one relatively small café & restaurant in operation. During high season, that is in June-August, there could be much more service providers who could serve the many visitors. In terms of accommodation services, Pietarsaari has enough to offer – having cheaper hostel accommodation, mid-range hotels as well as a business class hotel. Currently a proper camping site is missing, as the Svanen Camping Joutsen will not be opened during the coming season. Although FantaSea Park will fill this gap to some extent, traditional Finnish cottage accommodation by the water is still missing.

In terms of restaurant services, which are also important for tourists, there is a truly wide selection in Pietarsaari. Most restaurants provide special lunch prices that are more affordable than ordinary A la carte lunches. Restaurant types also vary, as there are many Asian restaurants, a Spanish restaurant and other restaurants offering typical Finnish food as well as food from around the world.

Theme 3 asked if the tourism industry of Pietarsaari can be developed thorough strategic tourism marketing her reply was:

Yes, it surely can and it should.

Theme 4 centered on finding out what kind of marketing strategies are needed to promote Pietarsaari, her reply was:

To begin with, Pietarsaari needs to update both its homepage and its tourist brochures, as these are both outdated. When creating the homepage and the brochures, a certain layout must be planned first. Today, the latest trend within marketing appears to be the use of lots of visuals, photos and pictures, and less text. This is the line that Pietarsaari should also follow. Since social media plays an increasingly bigger role in people's lives, it should also be used as a marketing channel. Currently the tourist office of Pietarsaari has accounts on Facebook (facebook.com/visitjakobstad), on Twitter (twitter.com/visitjakobstad) and on Instagram ([visitjakobstad](https://instagram.com/visitjakobstad)). However, a more detailed marketing strategy needs to be made in order to market the town effectively through these channels.

One of the strategies to be employed is to direct different marketing in the form of tourist packages to different market segments. However, the packages need to be marketed more visibly and perhaps given a more recognizable layout.

Theme 5 asked about factors that affect the development of the tourism marketing of Pietarsaari (Positive and negative)

Factors such as what is actually available in terms of tourist sites in the town, what are the resources available, as well as seasons and the price level. For example, in terms of the available museums and galleries it should be considered if there is a museum/gallery that is missing from the town or has the town already covered all the important areas. Currently a tobacco museum is indeed missing from the town, as the tobacco factory Strengberg played an important role in the town's history. Such a museum is missing because of the supposed lack of premises for the museum. The resource available is always an important question, since for instance the town administration can provide very little in terms of financial support for the development of marketing. Therefore, outside sponsors are in a more central role in that their financial support can do a lot for the marketing of Pietarsaari in the best possible way. Seasons affect the marketing of Pietarsaari both in a positive as well as negative way. Seasons are positive only if you are able to utilize the different seasons in your marketing and service providing. However, seasons are negative if there are not enough tourist services provided during "low" season (which is autumn, winter and spring in the case of Pietarsaari), which makes it much more difficult to

market these seasons. It is clear that 3 low seasons out of 4 seasons in total is clearly too many low seasons, which is something Pietarsaari needs to remedy. The best solutions would be to develop more winter as well as indoors activities and events that can interest and attract tourists. Price level should also be taken into consideration, in that Pietarsaari should decide who are their main target groups in tourism. If it were only e.g. business travelers, the general price level for services could be higher, but if it were average families, the price level should also be mid-range. Overall, it can be said that Pietarsaari fits in the mid-range in its general price level.

4.4.2 Presenting the interview with interviewee B

On 18 March at 14.30 the interview with the 'local resident of Pietarsaari' was done. The length of the interview was 20 minutes. During the interview, altogether five questions were asked from the interviewee. Besides the interview, the interviewee expressed her personal experiences and recommendations towards tourism marketing of Pietarsaari. The interviewee told that she was born in Pietarsaari and has been living here almost 30 years. Before the interview, the interview questions were sent to the interviewee B, so she could get an idea and prepare herself for the interview. Below, the total interview is described.

This interview was structured according to 5 themes. Theme 1 talked about interviewee B's have been living or known Pietarsaari:

I lived Pietarsaari almost 30 years and for 6 years, I have been out of Pietarsaari due to study and work.

Theme 2 was about what type of tourist would like to travel Pietarsaari to which interviewee B replied and stated:

I think, most of the tourist I have seen, they come here because they have some kinds of roots here and they know someone here. I still do not consider Pietarsaari still developed as a tourism destination that anyone would come as tourist come in other cities of Finland instance Helsinki, Tampere, Rovaniemi and so on.

Theme 3 centered around finding out her thoughts about local people of Pietarsaari and how they could help in tourism marketing or tourism development of Pietarsaari:

I am unsure about they care for tourism marketing or tourism development of Pietarsaari. However, it is important for us if more tourists will come then the town will develop. I think local are more tolerant to tourist than other cites of Finland. Maybe they could mention about tourism resources of Pietarsaari to outsiders. I hope locals would like to see more tourist as it helps tourism business of Pietarsaari.

Theme 4 talked about interviewee B's opinion on local and government authority and how they could help tourism marketing of Pietarsaari:

Actually, I do not know exactly how they could help tourism marketing of Pietarsaari but I believe financial help is most needed in these case. Also the personnel of Pietarsaari authority they could do corporation with other organizations to make better of Pietarsaari tourism industry.

Theme 5 discussed about interviewee B's suggestions for the development of Pietarsaari's tourism industry in the future:

We both know that, Pietarsaari is small town so we cannot provide facilities like those that rest of big cites can do. We need to focus what we have. We need to market them well as an example, Johan Ludvig Runeberg, national poet of Finland born here so we can use this in marketing. Moreover, Pietarsaari can marketed as history, nature, calmness and so on. Furthermore, Pietarsaari has many festivals which need to continued and marketed well. I think these things could develop Pietarsaari tourism industry in future.

4.4.3 Presenting the interview with interviewee C

Interviewee C was interviewed on 18 March at 15.30. It was a 40 minutes interview. Totally five questions were asked from interviewee C. Interviewee C is a tourism marketing expert working in an educational institute. Prior to the interview, the questions were sent so the Interviewee could prepare himself for the interview. below, the whole interview is described.

This interview was structured according to 5 themes. Theme 1 talked about interviewee C's thoughts about tourism marketings of a small town. For example, how it can be developed and why it is easy or difficult to be developed:

I think tourism marketing of small town is quite difficult compare to big cities as they have more attractions and resources. However, I believed it could be developed in many ways, for instance financially. It is little bit difficult due to local people's unfriendliness, less entertainment facilities and so on.

Theme 2 consists of asking about fact for tourist for visiting tourism area by size (big city vs. small town or destination matter.). To which interviewee C replied and stated:

I guess, size is important, as tourist always want to choose big cities for leisure purpose as they could do more things rather they can do in small town.

Theme 3 centered on finding out how strategically tourism marketing help a small town in getting more tourists:

I assume that some special strategy can help tourism marketing of small town. At first, one needs to make survey to find out tourist types that like to visit small town. Then the town should focus their tourism marketing on them. They could offer special package and special price.

Theme 4 talked about interviewee C's opinion on small town's tourism industry needs more marketing than big cities.

I believe, it is not necessarily all the time, if it could be sought out what kind of people are going to be the tourist of the small city. Otherwise, for small town, tourism marketing need much than big cities for getting more tourist.

Theme 5 discussed about interviewee C's thinking about if tourism marketing only could help small towns tourism industry or other factor are also needed to be considered:

I think not only tourism marketing itself can help the tourism industry of small town. Other factors are needed to be considered. At first, tourism resource development, which is foremost to attracting tourist. Secondly, doing research on what is offered and what could be offered more. Finally making cooperation among with other small towns so they can develop or marketing together tourism industry.

4.5 Main Findings

The purpose of this research study was to find out the strategic tourism marketing of a small town. The chosen town is Pietarsaari. In this research there are many findings revealed which are classified as small towns tourism marketing of small towns and Pietarsaari tourism marketing condition and improvements for future described in the following paragraphs.

From the responses gotten, it is clear that, when a tourist decides to visit any place, size is significant for them. Usually the tourist chooses big cities for leisure purpose where they could do more things rather than in a small town. This reason makes tourism marketing of a small town quite complicated compared to big cities as they have more attractions and tourism recourses. For a small town, tourism marketing is needed more than in big cities for getting more tourists. Some special strategies can help tourism marketing of a small town. At first, there is a need to a make survey to find out about the tourist type that likes to visit a small town. Then the town focuses their tourism marketing on them. They could offer a special package and special price. Tourism marketing itself can help the tourism industry of a small town. Other factors are also needed to be considered. At first, tourism resources development, which is aiming at attracting tourists. Secondly, research should be done at what is offered and what could be offered more. Finally, doing cooperation with small towns so they can develop or marketing together tourism industry.

At the present situation, Pietarsaari which is a small town is offering interesting tourist spots and services to the tourist. Pietarsaari tourist office offering eight different kind of package. These packages can meet the demand of various tourists. One matter is to concern that many tourist locations need proper upgrade and renovation. Two examples could be Svanen, a camping site and the old wooden house called Skata other than these every tourist sites of Pietarsaari is up to standard for tourist. Alternatively, there is a new campus built allegro which is a new modern site. It has a concert hall, gallery moreover meeting facilities for business tourists. Pietarsaari is providing many interesting and exceptional museums for instance Nanoq museum, Chicory museum as well as the town museum that shows the history

and cultural background of this town. The town has a beautiful beach Gamla Hamn and a sea beach Fäboda. The accommodation service seems to be perfect for any tourist types as it offers from cheaper hostel to business class hotel. There are many good restaurants in this town some of them are economic and some of them have special prices.

The research also showed that from local Pietarsaarian's point of view, most of the tourists are coming due to personal contacts rather than visiting the destination. Pietarsaari is still developing as a tourism destination to attract more tourists. Local people of Pietarsaari do not think much about the tourism industry of Pietarsaari as it does not bring big revenue for the town and local people. The tolerance level of Pietarsaarians is high as they are living among immigrants and foreigners which is good for tourists so they can mix with them easily. Local and government authority could help tourism marketing of Pietarsaari financially most. In addition, the personnel of Pietarsaari authority could do corporation with other organizations to improve Pietarsaari's tourism industry.

4.6 Recommendations for the future

Pietarsaari is a small town so it is not possible to provide facilities like big cities can do. Pietarsaari needs to focus on what it has. It has to market them well for example, Johan Ludvig Runeberg, the national poet of Finland was born here so this could be used in the marketing. Moreover, Pietarsaari can be marketed through history, nature, calmness and so on. Furthermore, Pietarsaari has many festivals that need to continue and be marketed well. These things could develop Pietarsaari's tourism industry in the future.

At this moment, the tourism marketing of Pietarsaari is on a satisfactory level. Every year the town gets a handsome amount of tourists. To improve the town economically, it needs more marketing and new techniques of marketing. Tourism marketing development is not an easy task to do. It needs lots of analysis, research, planning, and supervision from experts. It is also

a long time process. For instance, the following suggestions could be applied. A town brand ambassador, could be hired for the town and it could be a turning point for the town's tourism marketing development. He or she could be a renowned person who can make Pietarsaari attractive for domestic and international tourism market. Attending national and international tourism fairs might be another good idea for attracting tourists as there are many domestic people who even do not know about Pietarsaari and its tourism resources. National and international tourism fair are one of the effective media to introduce the town in a new way. Tourist's feedback is a great means to improve the marketing. It is one important in setting up a marketing strategy.

Besides, there are some kinds of marketing strategies, which could help. It seems Pietarsaari needs to update both its homepage and its tourist brochures, as these are both dated. When creating the homepage and the brochures, a certain layout must be planned first. Today, the latest trend within marketing appears to be the use of lots of visuals, photos and pictures, and less text. Since social media plays an increasingly bigger role in people's lives, it should also be used as a marketing channel. Currently the tourist office of Pietarsaari has accounts on Facebook (facebook.com/visitjakobstad), on Twitter (twitter.com/visitjakobstad) and on Instagram ([visitjakobstad](https://instagram.com/visitjakobstad)). On the other hand, a more detailed marketing strategy needs to be made in order to market the town effectively through these channels. One of the strategies to be employed is to direct different marketing in the form of tourist packages to different market segments. However, the packages need to be marketed more visibly and perhaps given a more identifiable layout.

5 CONCLUSION

This thesis strategic tourism marketing of a small town case: the town of Pietarsaari/Jakobstad has been a very informative and a great achievement. It has been appreciated to work on this topic. Moreover actually working on strategic tourism marketing of Pietarsaari that is a small and less known town are needs to well market to get the best out of it also gives the motivation for the whole thesis process. During the thesis, process many new things were learnt about tourism marketing strategy and various new information about Pietarsaari was revealed which show that developing a new strategy is complex but it can transform the situation of a less developed destination such as a small town.

The main objective of this thesis is to show about strategic tourism marketing of Pietarsaari. In this thesis there are many aspects brought up, namely strategic marketing, strategic tourism marketing plan and its procedure and some tourism attractions of Pietarsaari. The main aim of this research is to set an example to develop the tourism marketing of Pietarsaari through strategic marketing process. This research is given descriptions of tourism resources of this town and was presented including accommodation, attractions and events of Pietarsaari.

To sum up, it can be said tourism marketing of a small town is not a simple process. It will require solid plans and putting them into action. The good news is that Pietarsaari is not like other small town. This town has good tourism services including accommodation, visitor attractions, and transportation as well as rich tourism resources, which could be the main reason for tourists to come and visit Pietarsaari.

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Interview themes for the Official person from Pietarsaari tourist office

Research: Strategic tourism marketing of a small town. Case: the town of Pietarsaari/Jakobstad

Interview type: Semi-structural Interview

- ◆ What do you think about the present situation of the tourism industry in Pietarsaari?
- ◆ Do you think Pietarsaari has enough tourism resources?
- ◆ Do you think the tourism industry of Pietarsaari can be developed through strategic tourism marketing?
- ◆ What kind of marketing strategies are needed to promote Pietarsaari?
- ◆ What factors affect the development of the tourism marketing of Pietarsaari? (Positive and negative)

Interview themes for the local resident of Pietarsaari

Research: Strategic tourism marketing of a small town. Case: the town of Pietarsaari/Jakobstad

Interview type: Semi-structural Interview

- ◆ How long have you been living or known Pietarsaari?

- ◆ What type of a tourist would like to travel to Pietarsaari?

- ◆ What do think about local people of Pietasaari, how could they help in tourism marketing or tourism development of the Pietarsaari?

- ◆ What is your opinion on local and government authority? How they could help tourism marketing of Pietarsaari?

- ◆ What is your suggestions for the development of Pietarsaari tourism industry in the future?

Interview themes for the Tourism marketing expert

Research: Strategic tourism marketing of a small town. Case: the town of Pietarsaari/Jakobstad

Interview type: Semi-structural Interview

- ◆ What do you think about tourism of a marketing small town? How can it be developed and why is it easy or difficult to be developed?
- ◆ Do you think is it a fact for tourist while visiting tourism area by its size (big city vs. small town or destination matter.).
- ◆ How can strategic tourism marketing help a small town get more tourists?
- ◆ Do you think small town tourism industry needs more marketing than big cities?
- ◆ Do you think tourism marketing only could help small towns' tourism industry or are there factors that also need to be considered?