



UNIVERSITY OF GOTHENBURG
SCHOOL OF BUSINESS, ECONOMICS AND LAW

Öckerö and the Northern Archipelago: From Fishing Industry to Tourism Industry.

- What Marketing strategies can Öckerö municipality use in order to attract tourists to the municipality's center?

Jesper Swedenborg

David Sami

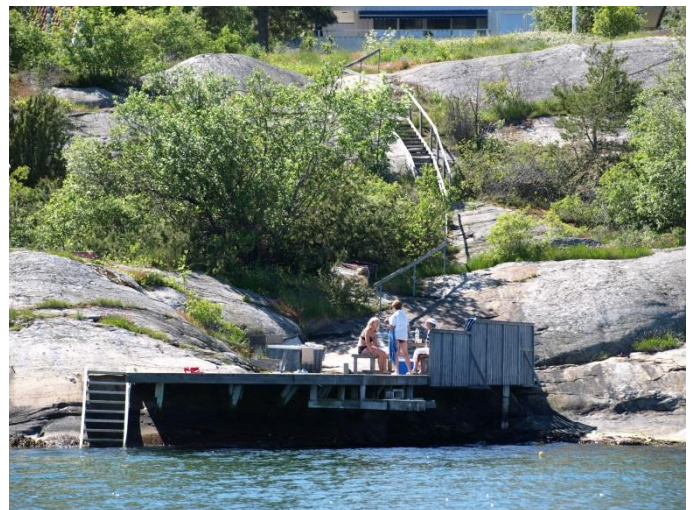


Figure 1 Pictures from Öckerö (Municipality n.d.)

Kandidatuppsats, 15hp Göteborg 2013, Ekonomiprogram

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Jesper Swedenborg

David Sami

Handledare:	Ove Krafft
Examinator:	Annika Hallberg
Omfattning:	15 hp
Nivå och fördjupning:	Företagsekonomi, grundnivå
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Abstract

This is a bachelor thesis in marketing with focus on Öckerö and the Northern Archipelago's changes from a fishing industry oriented municipality to a tourist oriented municipality.

Three qualitative interviews and observations form the foundation of this thesis which is limited to tourism in Öckerö municipality.

We are aiming by this thesis to describe the municipality's background and how they are planning to convert the municipality's image from a fishing oriented municipality to a tourist attractive place without losing their traditional image as a fishing municipality, but by investing these traditions and image in tourism.

Municipality's City Center development is the primary target for this study. The whole archipelago opportunities' study will be supportive to this goal.

Using quantitative research approach helped us to go deeper into our three interviews which covered the important key players and decision makers in the transformation process, and helped us to find deeper questions about How and Why.

The purpose of this study is to highlight the municipality's business transformation opportunities. A historical background reading gave us the reasons for why this transformation is essential, and present observation explains why they are deciding to choose tourism as an alternative orientation.

By that we can discuss how this transformation can occur successfully according to marketing theories in place and destination marketing.

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Writing this thesis has been a great experience for us since we have had a chance to look into a subject in greater depth and have acquired interesting information about it. Also we developed our way to find information and to use it in our work.

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Part 1: INTRODUCTION

1.1 Thesis outline

INTRODUCTION

Background, problem discussion, purpose of the study and delimitations.

INFORMATION AND DATA SOURCES REVIEW

Explanation about the Information and Data sources.

METHODOLOGY

Explanation of the research method and design applied.

EMPIRICAL FINDINGS AND ANALYSIS

Analysis of the data collected.

DISCUSSION

Discussion of the facts found.

CONCLUSION AND RECOMENDATIONS

Summary of the findings, possibilities, limitations and suggestions

1.2 Background

This thesis is aimed to discuss how to develop Öckerö's municipality to become a tourist destination using their existing resources and the municipality's strategic planning. The municipality consists of ten islands that forms the Northern Archipelago of Gothenburg, approximately an hour driving from Gothenburg (around 25 km outside Gothenburg), with a total area of 26.03 km² and approx.. 12.000 inhabitants.

Öckerö municipality consists of 10 islands that forms Gothenburg northern archipelago and they are: Öckerö, Bohus-Björkö, Fotö, Grötö, Hyppeln, Hälsö, Hönö, Kalvsund, Källö-Knippla och Rörö. Öckerö island is regarded the main island where the administrative offices are located at the municipality's city center.

The municipality has been famous for its fishing industry, especially herring, for centuries but has faded out for the past 50 years ago. Now there are only a few commercial fishing boats that have their home harbor at Öckerö.



Figure 2 Map of Öckerö municipality (Eniro n.d.)

1.3 Problem Discussion

Time has changed for the citizens of Öckerö. A municipality located in the northern archipelago of Gothenburg that has been dependent on commercial fishing for many generations that is now almost vanished do to external changes and other businesses are now more convenient.

Öckeröarna have the ambition to position themselves as a distinct and attractive tourist destination on the west coast. The first question we ask ourselves is when we started this project: what can attract people to a small group of islands outside a big city like Gothenburg? One of the problems that Öckerö has is that we don't think it's in the people's consideration set of tourist destinations on the west coast of Sweden, how are we going to make it one? According to our early stage of research and a short visit to Öckerö we did not find much tourist attractions on the islands, restaurants or hotels to stay the night and eat at.

Öckerö municipality are active on social media such as Facebook and on their website where we found some events throughout the year but they don't collaborate with Öckerö's vision. We see that Öckerö has the potential to become a popular tourist destination if they create attractiveness among tourists or market their uniqueness. We don't know what that is yet in this early stage of the research.

In an interesting article we found that Bohuslän have over 3 million overnight visitors in their guest harbors. Öckerö is the third largest and has only 75000 of these, Anders Svedberg, (Åquist 2013). Does this means that Öckerö has not been doing enough advertising to reach people passing the island by boat? Or is it something else is needed to get the tourists' attention. This is an indicator that goes hand in hand with the request from Öckerö municipality. Development of a good city center with the possibilities of staying the night and eat something that has a connection to Öckerö's fishing culture and history can be the key for the future.

The problem that we see the municipality has is the location of its city center? There are a lot of non- tourist related private businesses located along the shoreline that would be the optimal location for future tourist activities. Another question: is development of the municipality's city center enough for attracting tourists? Or is it essential to serve visitors of other attractions around the island? For the time being there is no city center that serves as the foundation for any future tourist business.

What we need is a clear strategic vision of what Öckerö and its inhabitants want and need. Without a vision and a goal it's hard to build something that will last. We don't think that resources or infrastructure is a strategic problem, but how to utilize those resources to achieve the maximum benefit.

If we will divide the resources into manpower, knowledge, economical, moral/ethics, image, political and social, we can easily see that Öckerö/Sweden is very strong in all those aspects on the local, regional and international level.

1.4 Purpose of the study

The purpose of this study is to find out What Marketing strategies can Öckerö municipality use in order to attract tourists to the municipality's center.

In order to answer this we needed to know what Öckerö is missing, define clearly the problem and analyze it thoroughly in order to be able to give marketing suggestions to the municipality so they can become competitive and distinct tourist destinations on the west coast.

Also to reach the purpose of this study we wanted to find out what is the uniqueness of Öckerö that will make tourists come to visit the municipality. With this uniqueness we have to differentiate ourselves from the rest of the west coast islands “ex. Bohuslän and the southern archipelagos” and make the Öckerö's municipality into the consideration set of the tourists visiting Gothenburg.

1.5 Delimitations

Due to the short period of time we have for this course the limitations we have set on our research project is that we are going to look deeper into Tourist Marketing, City Marketing, Destinations Marketing and Place Branding theories that can be useful for Öckerö's development as a tourist location.

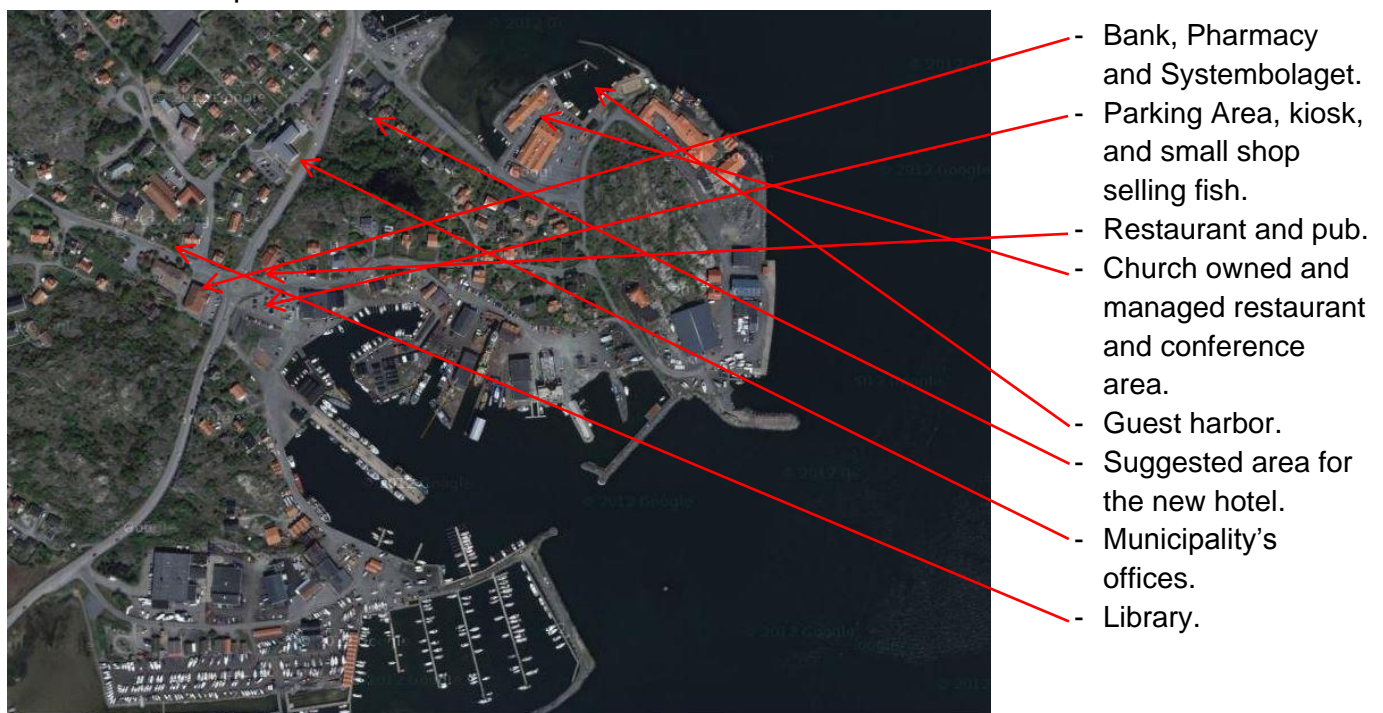


Figure 3 satellite image of places in the City center (Google n.d.)

The geographical limitations we have is that we are only focusing on Öckerö's city center and the development of the guest harbor near Nimbus restaurant and the close surroundings, not Hönö or the other islands in Bohuslän. We will use the whole archipelago as a supporter to develop the municipality's city center, as we will use whole Sweden's image as a regional and international leverage.

We will give ideas about activities and events that could attract visitors if we during the research process do not find what we consider enough. But not development and deeper details on how they would be executed, that's for further research on which one of our suggestions is the best and most likely to be successful.

Some suggestions will come from inspiration through observing other summer locations along the coast. There will be legal restrictions of certain buildings and rules that apply close to the coast in consideration, due to the short period of time we will not look deep into it when we are giving suggestions. We will neither have calculated cost suggestions and budgets for potential projects nor buildings that might need to be built.

Our project will not involve solutions on the logistical problems that might appear if tourism to the island will increase. We are aware that this is going to be an issue after visiting the island but something that politicians should take into consideration before they start building.

Limitations on fishing culture are we going to limit to Öckerö only not branch out to other countries or fishing cultures in the rest of the world. Focus will be on what is the daily catch at Öckerö and if there is any fishing seasons that the fishermen catching different thing than the rest of the year. Is the culture different?

1.6 Research Questions

In order to reach the goal set in the purpose, following research questions have been formed:

RQ 1: What Marketing strategies can Öckerö municipality use in order to attract tourists to the municipality's center?

Part 2: INFORMATION AND DATA SOURCES REVIEW

2.1 Öckerö and the Northern Archipelago background

In (Kotler , Haider and Rein 1993) book they mentioned two main reasons that lead cities to fall into troubles:

A- Internal forces:

“Many places experience a period of growth followed by a period of decline” (Kotler , Haider and Rein 1993).

Öckerö municipality have passed through multiple growth and decline cycles too since the 16th century until the 50’s of last century. The main reason for growth and decline was mainly based on fishing industry, at times when there was plenty of fish and new fishing techniques were invented the whole area grew and even immigrants from the inlands of Sweden come and started their own business.

According to the figures below (Kotler , Haider and Rein 1993) describes city growth and decay dynamics as follows:

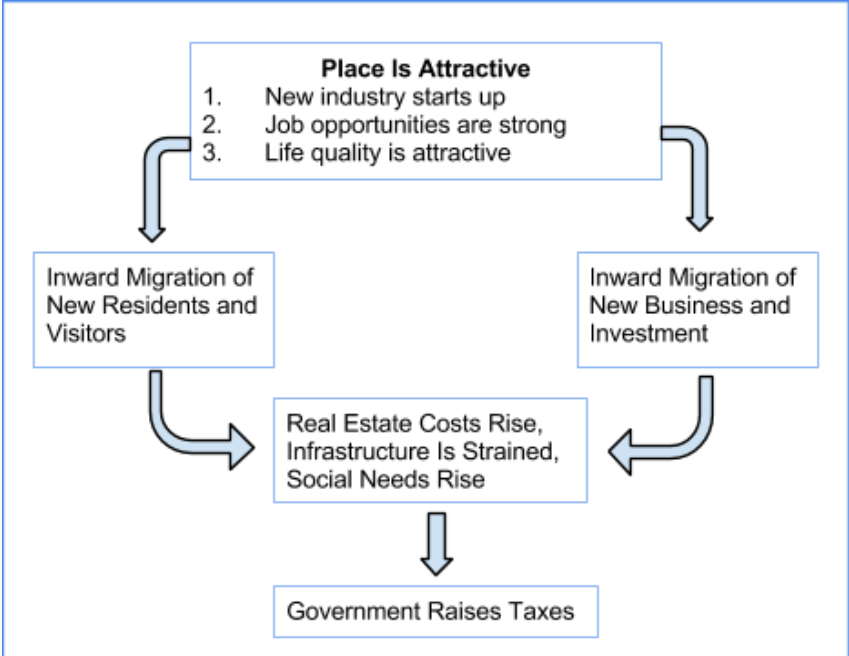


Figure 4 City Growth Dynamics (Kotler , Haider and Rein 1993)

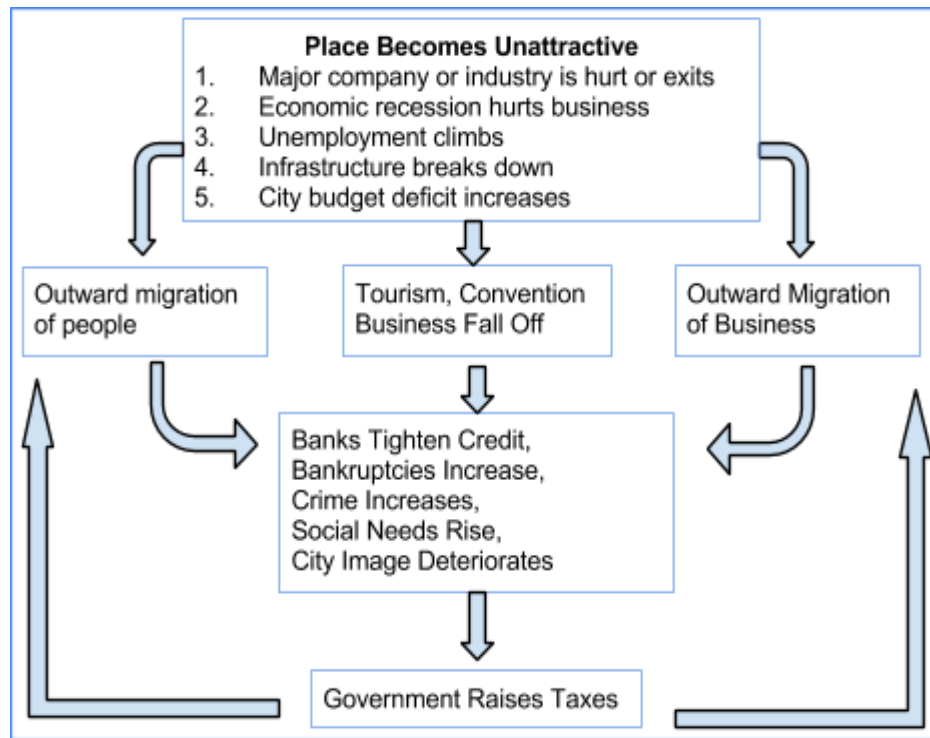


Figure 5 Decay Dynamics, (Kotler , Haider and Rein 1993)

We can clearly see that **Place Attractiveness** is the main factor that will determine the growth or decline of any city. By implementing this assumption on Öckerö municipality we can realize that when fishermen and the fishing industry had plenty of fish to catch with a high demand for it, it attracted people to come and start their own business, so the city flourished. But here we can also realize that the *Place Attractiveness* was based on a business opportunity which was the fishing industry and that is no longer attractive or available due to the following point.

B- External Factors:

“The major forces upsetting the economic equilibrium of communities are rapid technological change, global competition, and political power shifts” (Kotler , Haider and Rein 1993)

By implementing this assumption to Öckerö municipality we can realize the following:

- The fishing industry has moved out or decreased due to technological advancements, bigger fishing boats that require less manpower and strict quotas on the amount of fish they are allowed to catch.
- Rapid increase of aquaculture (approx. 45% of global production) in other countries.
- Intergovernmental shifts to other industries and businesses inland “Like Volvo”.
- Laws, rules and regulations.

2.2 City and Place Marketing

2.2.1 City Marketing

(Kotler , Haider and Rein 1993) wrote:

“if something works in place A, it is likely to work in place B. Designing downtown pedestrian shopping malls or river-front festival markets, sports stadiums, museums, research parks, and convention centers are a few examples of what often has come to be regarded as panaceas for troubled places.”

All of that might sound logical and practical until they re-evaluated their assumption with the case of Flint city in Michigan which faced a decline condition when General Motors decided to close down their plant production i.e. huge losses of jobs, businesses, and in real estate value...etc. City officials called for remaking Flint as a short-trip destination for Midwesterners looking for a weekend of entertainment. A giant theme park was financed by the city, a new Hyatt Hotel was built and some renovations to the downtown shopping area. It all sounded good, but quickly failed.

“The theme park was a pale imitation of Disney. The hotel and shopping improvements were too thin to present an image of a real transformation. And the surrounding deteriorated areas turned off visitors. The hotel ultimately closed down. Downtown Flint today consists of mostly shuttered stores, and a few bars and X-rated movie theaters.” (Kotler , Haider and Rein 1993).

So, it's not so true that what works for A works for B though there are basic requirements in order to turn a city to a tourist attractive city.

“Places differ in their histories, cultures, politics, leadership, and particular ways of managing public-private relationships. Accordingly,

places have to acknowledge that there are no simple panaceas, doctrinaire prescriptions, or magical elixirs” (Kotler , Haider and Rein 1993)

By combining those two points (Growth & Decline Forces and Place Differentiation) will lead us to the thesis question: RQ 1: What Marketing strategies can Öckerö municipality use in order to attract tourists to the municipality’s city center?

2.2.2 Place marketing

Place marketing, at its core, embraces four activities:

- Designing the right mix of community features and services.
- Setting attractive incentives for the current and potential buyers and users of its goods and services.
- Delivering a place's products and services in an efficient, accessible way.
- Promoting the place's values and image so that potential users are fully aware of the place's distinctive advantages. (Kotler , Haider and Rein 1993)

And from those points we will start building our thesis through presenting a hypothetical project, building it upwards and attesting if it will be consistent with strategic market planning process theories that we will use i.e we will use inductive approach.

The Marketing strategies we thought to use for Öckerö municipality development are from Strategies for Place Improvement, (Kotler , Haider and Rein 1993)as follow:

- 1 URBAN DESIGN
- 2 INFRASTRUCTURE IMPROVEMENT
- 3 BASIC SERVICES: POLICE, FIRE, AND EDUCATION
- 4 ATTRACTIONS
 - Natural Beauty and Features
 - History and Famous Personages
 - Marketplaces
 - Cultural Attractions
 - Recreation and Entertainment
 - Sports Arenas
 - Events and Occasions
 - Buildings, Monuments, and Sculptures

5 PEOPLE
(Kotler , Haider and Rein 1993)

Due to the study limitations we will mainly focus on the 4th and 5th points which are “ATTRACTIONS” and “PEOPLE”, but we will give brief information about the other points in order to make the topic coherent. We will attest our hypothesis using Marketing Strategy and that will help us to answer the second question:

RQ 1: What Marketing strategies can Öckerö municipality use in order to attract tourists?

2.3 PLACE BRANDING

2.3.1 WHAT IS A BRAND?

“Place branding is the management of place image through strategic innovation and coordinated economic, commercial, social, cultural, and government policy.

Competitive identity (CI) is the term to describe the synthesis of brand management with public diplomacy and with trade, investments, tourism and export promotion.” (Anholt 2007)

In their book *“How to Brand Nations, Cities and Destinations”*, Teemu Moilanen and Seppo Rainisto described a successful brand when it fulfilled the following:

- 1- Developed with a clear statement of the product’s use and its target groups in mind.
- 2- Satisfied the rational and emotional needs and expectations of the target customers.
- 3- Established a balance between all of the brand elements. (Moilanen och Rainisto 2009)

2.3.2 Benefits of a Brand

Teemu and Seppo quoted many quotations from different authors describing the benefits of a brand and stating that “A brand is created in the consumer’s mind and the benefits of branding apply to countries and businesses” (Moilanen och Rainisto 2009).

Their quotations are as follow:

- A brand differentiates/separates itself from competing products (Ambler and Styles 1995).
- A brand creates emotional benefits for the customer (e.g. Srinivasan 1987).

- Brands facilitate the customer's decision-making (Jacoby and Kyner 1973; Kapferer 1992), reduce information retrieval (Jacoby et al. 1977), and diminish risk (Murphy 1998).
- A brand protects the organization's marketing (Karakaya and Stahl 1989) and brings long-term strategic benefits (Murphy 1998).
- A brand enables the connection of responsibility to the producer (Keller 1998).
- A brand can support innovations and be the 'main thread' (de Chernatony and Dall'Omo Riley 1999).
- A strong company brand connects personnel and business partners so it is possible to develop stronger relationships and ensure long-term investments (Murphy 1998).
- Brands increase the efficiency of marketing operations (Demsetz 1973; Wernerfelt 1988) and strengthen the process that creates more financial value (Murphy 1998).
- A business brand connects all goodwill-value derived from doing business (Murphy 1998).
- A brand guarantees quality and gives protection if things do not go as they should (Besanko et al. 1996).
- A brand increases turnover (Broniarczyk and Alba 1994).

"Places . . . contain both tourism facilities and attractions and simultaneously are such a facility and attraction. The place is both the product and the container of an assemblage of products." (Ashworth och Goodall u.d.)

2.4 Key players in the City

Beyond the attractiveness aspects of the city/ place we consider them as static factors unless they are exploited by the following players in a coherent relationship. The key players we think of are:

- 1- The residents
- 2- The local businesses
- 3- The official authority
- 4- The Investors



1- The Residents:

“Paris remains the most visited capital in the world even if it is also considered as one of the less welcoming and one of the most expensive” (Balencourt and Antonio 2012)

From this quotation and remembering what Kotler, Haider & Rein said that the perception of what works for A works for B is not true. We consider the residents as an important player, Öckerö municipality doesn't have the attractiveness of Paris and cannot ignore the importance of her residents' roll in the developing process.

What should be the role of the people? Whatever the role is it will be vital for the success of any idea or project. If the people is not engaged in the other key players and united to achieve the goals, the rest of the players will be weak. In a democratic society such as Sweden, residents' role has a major influence and long-term energy for success. From the interviews with Arne and Katarina we noticed a tendency that people might be the weakest key player since they like Öckerö the way it is and don't want a change. Arne talked a lot about the NIMBY effect. Katarina was more positive and said that the locals are driven, hardworking and self-supporting a result of many generations of fishermen.

2- The local businesses

With their local market experience, awareness of their history and traditions, and coherence with the other key players, they will have an inner active role through satisfying the customers, promoting and implementing the vision. In the interview with Katarina she talked about loyalty among the people to the islands living community. That they try to stay open all year round and to keep up the service and not just be open in the summer. Katarina says that her goal and personal vision is to see a city center that does not close at 5 p.m., a city center that is full of life all year round (Stensryd 2013).

3- The official authority

Their role will be mainly in the city's strategic planning of infrastructure, City image promotion and business incentives. Again their cooperation with other players is vital since they have the responsibility for long-term and thorough analysis and planning. Also their responsibility to communicate, gather and motivate the other players.

4- The Investors

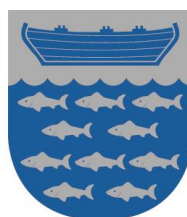
With their professional knowledge and experience they will play the outer active role i.e. attracting new customers through new projects, regional, continental or even international outreaching. Katarina sees that potential external investors as leaders and motivators for others to follow, but a combination of locals and external investors is better since they will protect the traditions and culture (Stensryd 2013).

2.5 Öckerö and Northern Archipelago image

"We define a place's image as the sum of beliefs, ideas, and impressions that a people have of a place. 2 Images represent a simplification of a large number of associations and pieces of information connected with the place. They are a product of the mind trying to process and "essentialize" huge amounts of data about a place." (Kotler , Haider and Rein 1993).

What come to mind when you hear the word Öckerö (or the name of the city)? That was the question Kotler, Haider & Rein kept asking when they discussed the city image, and how slogans, symbols, events etc, are related to the image.

Figure 6 Öckerö Logo (Municipality n.d.)



ÖCKERÖ KOMMUN

3.1 Approach and philosophical standpoints

We decided to use:

- 1- Inductive approach.
- 2- Qualitative analysis.
- 3- Interpretivism (antipositivism).
- 4- Constructionism as an ontological position.

3.1.1 Inductive approach.

Based on previously read theories and models from other literatures, we decided to use the Inductive Approach which means that we will begin with specific observations, which is in our case Öckerö's present situation and position as a tourist attraction city. Then conduct qualitative interviews with key players in the city. Formulate tentative hypotheses "in our case a proposed project". Those data collected from the interviews will be then analyzed in relation to marketing theories we chose to discuss to confirm or reject the hypotheses. Finally develop conclusions and recommendations.

"Deductive strategies are associated with quantitative research approaches while inductive strategies are associated with qualitative research approaches" (Bryman and Bell 2007)

The purposes for using an inductive approach are to:

- 1- to condense extensive and varied raw text data into a brief, summary format;
- 2- to establish clear links between the research objectives and the summary findings derived from the raw data and
- 3- to develop of model or theory about the underlying structure of experiences or processes which are evident in the raw data. (Thomas 2003)

3.1.2 Qualitative analysis.

Accordingly we will use qualitative approach. Qualitative research is primary used in social science and also in market research. The reason for choosing qualitative method

is that we need to go in depth when answering questions like HOW and WHY in decision not just What, Where and When.

“Qualitative research is a research strategy that usually emphasizes words rather than quantification in the collection and analysis of data. As a research strategy it is inductivist, constructionist, and interpretivist, but qualitative researchers do not always subscribe to all three of these methods.” (Bryman and Bell 2007)

3.1.3 Interpretivism (antipositivism).

Regarding the epistemological standpoint and our choice of inductive approach, it is suitable to use interpretivism (antipositivism) rather than using positivism since it is based on ethnographic fieldwork, conversation and discourse analysis or open-ended interviews, though smaller in quantity but much concentrated and focused.

“Anti-positivism includes a high involvement on the part of the researcher and a low number of respondents. Anti-positivism came about in the 19th century, when scientists Wilhelm Dilthey and Heinrich Rickert began to question sociological positivism and sociological naturalism because they argued that the world of nature is not the same as the world of society, as human societies have unique aspects like meanings, symbols, rules, norms, and values—all that can be described as the culture” (Trueman n.d.)

3.1.4 Constructionism as an ontological position.

Ontology is concerned with the nature of social entities. We were hesitated between the two ontological positions. The first position Objectivism, which is an ontological position, asserts that social phenomena and their meanings have an existence which is independent of social actors (Bryman and Bell 2007). It implies that social phenomena and the categories that we use in everyday discourse have an existence that is independent or separate from actors.

Or the second position Constructionism which is an ontological position (often also referred to as constructivism) which asserts that social phenomena and their meanings are continually being accomplished by social actors. It implies that social phenomena and categories are not only produced through social interaction but that they are in a constant state of revision. (Bryman and Bell 2007) p. 22-23.

We are more convinced with Constructionism since we think that systems, rules, beliefs etc. are formed by social actors and can be changed, i.e. they are not rigid and in a constant state to changes.

3.2 A qualitative method

Qualitative research is a research strategy that usually emphasizes words rather than quantification in the collection and analysis of data (Bryman and Bell 2007) p 402.

We will follow the main qualitative steps mentioned (Bryman and Bell 2007) p. 406 and they are illustrated in the figure below:

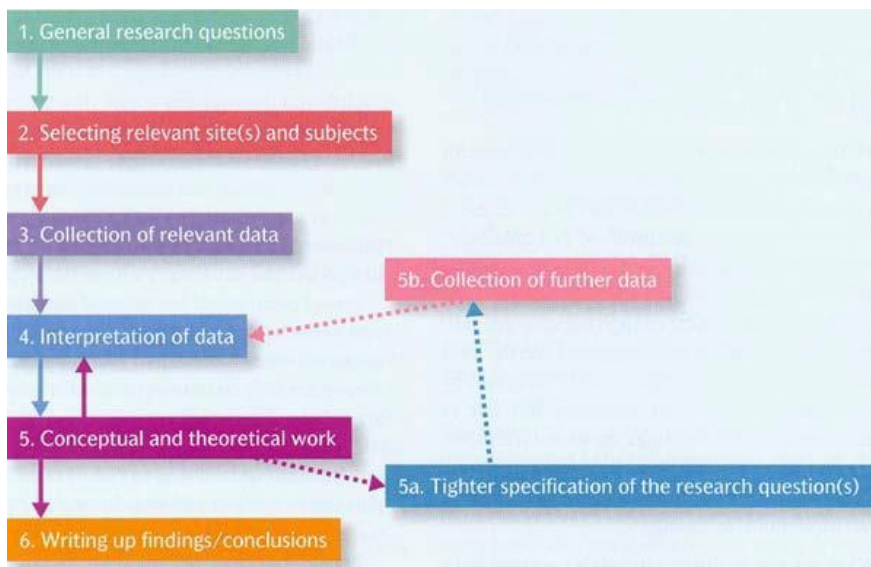


Figure 7 An outline of the main steps of qualitative research (Bryman and Bell 2007)

We have chosen to use Semi-structured interview. The researcher has a list of questions on fairly specific topics to be covered, often referred to as an interview guide, but the interviewee has a great deal of leeway in how to reply. Questions may not follow on exactly in the way outlined on the schedule. Questions that are not included in the guide may be asked as the interviewer picks up on things said by interviewees. But, by and large, all the questions will be asked and a similar wording will be used from interviewee to interviewee (Bryman and Bell 2007) p. 476.

Being aware that qualitative questions are highly variable, we will follow the nine suggested questions written by Kvale (1996) mentioned in (Bryman and Bell 2007) p. 485

and they will be as follow after re-adapting the given examples to relate to our research of Öckerö municipality:

- **Introducing questions:** *“How would you describe Öckerö municipality from the touristic and cultural angel?”*
- **Follow-up questions:** getting the interviewee to elaborate his or her answer, such as “More detail about cultural and touristic situation”
- **Probing questions:** following up what has been said through direct questioning.
- **Specifying questions:** *“What do you mean by? How do you think the 4 actors will react?”*
- **Direct questions:** *“How do you regard the project (hypothesis)? What are your proposals?”* Such questions are perhaps best left until towards the end of the interview, in order not to influence the direction of the interview too much.
- **Indirect questions:** *“What would be your proposal for that situation?”* perhaps followed up by “how positive/negative you are with the idea?” in order to get at the individual's own view.
- **Structuring questions:** *‘I would now like to move on to a different topic’*
- **Silence:** allow pauses to signal that you want to give the interviewee the opportunity to reflect and amplify an answer.
- **Interpreting questions:** *“What does the whole idea means to you?” “How close is it to your goals?”*

3.3 Research Design

According to (Bryman and Bell 2007) p. 39 there are 5 research designs:

- Experimental and related designs
- Cross-sectional design
- Longitudinal design
- Case study design
- Comparative design

Case study is the research design that will be used in this study. The basic case study entails the detailed and intensive analysis of a single case (Bryman and Bell 2007) p. 62.

A case can be: a single organization, a single location, a person or a single event (Bryman and Bell 2007) p. 62. We consider the single location case study design to be more applicable for our research.

Also it worth mentioning that there are different types of case study design, we will use *The Critical Case*. Here the researcher has a clearly specified hypothesis, and a case is chosen on the grounds that it will allow a better understanding of the circumstances in which the hypothesis will and will not hold (Bryman and Bell 2007) p. 64.

3.4 About Data Collection

We have chosen to do in depth interviews with a few people that are involved in Öckerö's municipally and the community for our primary data. The goal is to find out what are the ambitions of the municipally from the politicians point of view and the obstacles to develop the tourism at Öckerö.

Then for our secondary data we have the ambition to interview local people in small focus groups and see what their attitude is towards making Öckerö into a tourist destination. We have some ideas of what we think Öckerö is missing and some ideas backed up by theories of city marketing and destination marketing.

3.5 Reliability and validity

3.5.1 Reliability

Reliability and validity are important criteria in establishing and assessing the quality of research for the quantitative researcher (Bryman and Bell 2007).

Reliability refers to the consistency of a measure of a concept and has three prominent factors involved when considering whether a measure is reliable. (Bryman and Bell 2007)

- **Stability.** This consideration entails asking whether or not a measure is stable over time, so that we can be confident that the results relating to that measure for a sample of respondents do not fluctuate. This means that, if we administer a measure to a group and then readminister it, there will be little variation over time in the results obtained.
- **Internal reliability.** The key issue is whether or not the indicators that make up the scale or index are consistent – in other words, whether or not respondents'

scores on any one indicator tend to be related to their scores on the other indicators.

- **Inter-observer consistency.** When a great deal of subjective judgment is involved in such activities as the recording of observations or the translation of data into categories and where more than one 'observer' is involved in such activities, there is the possibility that there is a lack of consistency in their decisions. This can arise in a number of contexts, for example: in content analysis where decisions have to be made about how to categorize media items; when answers to open-ended questions have to be categorized; or in structured observation when observers have to decide how to classify subjects' behaviour.

3.5.2 Validity

Validity refers to the issue of whether or not an indicator (or set of indicators) that is devised to gauge a concept really measures that concept. Several ways of establishing validity are explored in the text (Bryman and Bell 2007):

- **Face validity:** People, possibly those with experience or expertise in a field, might be asked to act as judges to determine whether or not on the face of it the measure seems to reflect the concept concerned. Face validity is, therefore, an essentially intuitive process.
- **Concurrent validity:** The researcher might seek also to gauge the concurrent validity of the measure. Here the researcher employs a criterion on which cases (for example, people) are known to differ and that is relevant to the concept in question.
- **Predictive validity:** With predictive validity, the researcher would take future levels of absenteeism as the criterion against which the validity of a new measure of job satisfaction would be examined. The difference from concurrent validity is that a future rather than a simultaneous criterion measure is employed.
- **Construct validity:** Here, the researcher is encouraged to deduce hypotheses from a theory that is relevant to the concept.
- **Convergent validity:** In the view of some methodologists, the validity of a measure ought to be gauged by comparing it to measures of the same concept developed through other methods.

3.5.3 Reliability and validity of our interviewees:

Since:

- 1- Arne Lernhag is the municipality's executive chairman (Kommunstyrelsens ordförande) of Öckerö and Northern Archipelago,
- 2- Katarina Stensryd, the business development manager at Öckerö municipal and,
- 3- Johanna Joensuu, at Hönö tourist service office.

Are all occupying the highest professional positions in the municipality we conclude from that that they have high reliability and validity.

Arne Lernhag is in charge for the strategic developments of the island and has best overview of the social, economic and political current situation and future planning.

Katarina Stensryd is responsible for business developments, business opportunities promotion, has an informative roll for potential projects for the island's business developments.

Johanna Joensuu, though she has worked for less than a year in the island's tourist bureaus, but she is well educated in the tourism carrier and has previous experiences in other municipality's tourist bureaus.

Since we have chosen to use qualitative research we found our interviewees are the ones with the highest reliability and validity.

Part 4: Empirical Findings and Analysis structure

4.1 Interviews

We had a opportunity to interview 3 key players in Ockerö: (1) Arne Lernhag, the municipality's executive chairman (Kommunstyrelsens ordförande) of Öckerö municipality, (2) Katarina Stensryd, the business development manager at Öckerö municipality (3) and Johanna Joensuu, at Hönö tourist service office.

We also had few discussions with residents and employees from different places but we didn't find it necessary to record them down in the thesis since they were not planned or arranged.

In this part we summarized the interviews to highlight the key points that we see essential for our analysis, the detailed interview transcript can be found in the appendix.

4.1.1- Interview with Arne Lernhag - 29th of April 2013 (Full interview Appendix: 1)

We started the interview with a few simple questions about how far along in the development of Öckerö's city center the municipality is. According to previous meeting with Ove Krafft at Handelshögskolan in Gothenburg the process has started and the target is development of the harbor area in Öckerö's harbor. Arne confirms this and says that they are not further along than that. There are no plans on what is going to be built in this area but they have some suggestions, a house of culture and a museum. The goal is to follow the vision 2025 the municipality's council has agreed on and it's to make the city center more attractive for the locals and for new businesses to open up.

First thing that Arne says is that he thinks that the community is attractive as it is for tourists. One idea is a hotel that will make people stay the night in Öckerö and that way spend more money in restaurants and such places. According to Arne, people only come to Öckerö for one day at the time in the summer that cost more money than they spend due to their garbage parking and so on. "We are bad at taking people's money" (Arne) "It's about money and of course employment, you can see that Öckerö was and still is a fishing community", "We have the fishermen but not the fish, it's half of the size we had 10 years ago", "Nowadays people are here to swim and for nature" (Arne).

That's why tourism might be a way to go. Öckerö has the nature and culture to attract people but they don't take advantage of it. Arne says that they have talked about building

a larger conference hotel that would be more cost efficient and in business all year round since most conferences are in the fall and spring, the summer would be open for tourists. A larger hotel would be more cost efficient than a smaller one and would fit right into the vision 2025 of creating attractiveness and employment to the locals. The problem we see is that the industrial harbor is still in use and has no plans of moving so the place in the harbor they have pointed out might not be the most attractive.

Another problem Arne mentioned was the protection of coastline “strandskyddslag” in Sweden that involves building that are located close to the water and that it needs to match the surrounding area. Sweden in general is very concerned about protecting it's wildlife along the coast line.

The ambition Öckerö has as a tourist destination is to grow slow. They see themselves as a part of Gothenburg before they will become independent and market themselves as just Öckerö according to Arne (Lernhag 2013).

We asked Arne about what he thought the people in Öckerö would say about becoming a tourists destination, and his answer was; they would probably be leave it the way it is. When we talk about change or building something new that means change we often run into the NIMBY (not in my back yard) effect, which means; yeah I like the idea but not here “They don't see how they can benefit from tourism”, “Take a look at Spain and Italy, the small villages down there might not like it but they are dependent on tourism” (Arne).

The Mission Church brings about four to five thousand or more visitors to the island every year on their conference. This is an opportunity that Öckerö needs to take advantage of.

Nature is our biggest asset out here according to Arne when we ask him, “*We have sea and cliffs and the ice hotel in Jokkasjärvi has ice and darkness*” (Lernhag 2013). He says that their ambition is not to create another Smögen, he says that they are more family oriented. “*Smögen is for party we are for families*” (Lernhag 2013).

We started talking about advertising and what kind of advertising Öckerö is doing and Arne tells us about Skärgården Magazine and that they are advertising in Landvetter airport, hotels and tourists bureaus around Gothenburg, but also that they are working on the website, the tourist bureau in Hönö and with Göteborg Company (GC). We ask Arne more about GC and the cruise ship that are landing in Gothenburg since GC work with marketing the whole area of Gothenburg and we have talked with Ove Krafft about it. The response from Arne was that the passengers only spent one day or a few hours on the island and by that only was a cost and that the cruise ships wanted to passengers to

spend money on the boat instead of Öckerö. It would be a better if they stayed the night on the island.

What kind of people are coming to Öckerö in the summer? *“Northern Europeans, Danish, Germans and Norwegians”* (Lernhag 2013). Many of them are coming by boat and stay a night in the guest harbor to load up on food and go to “Systembolaget”, they are only spending 150kr/day since they come by boat according to Arne, and so they are not really good business.

4.1.2- Interview with Katarina Stensryd -15th of May 2013 (Full interview Appendix: 2)

The community together with Katarina the economic manager has started working together with the people in Öckerö to find out what they want to see what they want to have in their future city center. Katarina told us that they have had a workshop on the 14th of May. Everybody was invited to come and give suggestions on what they wanted to see.

“We have talked about a bike trail to “Pinan” since 2008, but instead of spending 10 million on one bike trail why not develop all the bike trails on the island” (Stensryd 2013). Katarina showed us a PowerPoint with statistics over what the community looks like right now and where there is room for improvement. She showed some places that had worked on city center development with success and then some places that really need to take advantage of their opportunity; an example is Akvarell museum in Tjörn that has several thousands of visitors ever year. The place that has done a very good job is the ice hotel in Jokkasjärvi that has created something unique and then Skärhamn that have made their guest harbor and surroundings very attractive.

Katarina tells us that overall goal is to create something that follows the vision 2025. A better business environment and a living city center is in focus is the main goal. The only project that is in progress right now is the snorkel trail under water at one of the beaches; it is finished in May or June. Other project that people are talking about is to build an apartment complex where they can mix generations, both families and elder can live together to get more life. *“They have also talked about grill spots along the coast and an outdoor stage. I think it is important to get away from all the romance and have it work in real life. We live in Sweden and the wind is blowing out here 330 days a year and there are maybe 20 days a year that an outdoor stage could be useful”* (Stensryd 2013).

We think she is right in her argument that whatever they decide to build needs to be open all year round and able to entertain tourists even when the weather is bad. *“Visitors*

come to Öckerö when the weather is nice and leave when it's bad" (Stensryd 2013). Many come and leave depending on the weather and it would make a big difference if they stayed one night or one more night in Öckerö. Another suggestion that Katarina told us about is moving the ICA store to the city center. We see that as a good idea because it would generate an even flow to the city center there would also be a "systembolag" and a drug store all year round and with a flow of people there would be opportunities to open up more stores in the area. The area is located close to the guest harbor with such an idea and some improvements they could make the Öckerö harbor to a really attractive destination for people coming by boat to load up on alcohol and food. Instead the having a camping area or RV park Öckerö can have the archipelagoes most attractive guest harbor with WIFI and all the facilities that most people are missing on their boat.

Something we asked Katarina about was the dip in the statistics from SCB showing that many 18 to 24 year olds are leaving the island, what she wants to do about it.

She says that many are leaving the island to study or find a job and then come back when they have a good job or starting a family. A hotel and an ICA would be a good idea to create jobs for the locals that are done with school after high school and still wants to live at Öckerö. The tourist industry is a good way for the less educated to start their working career.

Katarina explains how the businesses work on the island and says that most of the businesses are privately owned and the islanders are very driven. There are no big companies on the island, ex McDonalds. The only ones are ICA and wood store that is a part of XL Bygg. The islanders are very supportive of the local community, many people buy local products if they can. *"Not always good as the world becomes more globalized and the quality might not reach the standards that tourists expect"* (Stensryd 2013). We talked much about the importance out on the island of having the shops open all year round.

Especially for all the restaurant and cafes that we see lose a lot of business in the winter but it is a demand from the locals to be open all year round. That seems to be very unique for an island that has most of their business in the summer.

According to Katarina the customers becomes loyal to the ones that are open all year. *"I was at Marsstrand two month ago and all the cafés and stores were closed and you could not even get a cup of coffee, that is something we don't want to happen here at Öckerö"* (Stensryd 2013).

A problem out here is with creating new businesses compared to Gothenburg is that on the island there are a limited amount of space and the community cannot just sell land to anyone. One of the reasons is that the land increase in value very fast out on the island and it is an easy way of increasing value of the business. Many people want to build boat garages or garages for tractors but Öckerö does not have the space to do so. Katarina refers to Härryda for those whom want to do so. The real estate that is left on the island needs to be well used if the community is going to sell it to a private person or investor. There need to be a well-developed strategic plan from the investor.

The plan of a potential new project needs to follow the vision of the island, according to Katarina. Ex is a hotel that will both create employment for the locals and attract more tourists would. Katarina told us that she was not sure if she wanted to see an internal or external investor in Öckerö, that both had their pros and cons.

If the investor was internal it probably would small project like many others but would probably protect the local uniqueness and nature on the island. While a bigger external investor would have the chance of really be a “motor” and drive future tourist industry into something bigger that would benefit more people but maybe hurt the uniqueness of nature calmness and surroundings with a big hotel.

In the end Katarina told us about what tasks she and the politicians had in this project. What the community does is to plan right, plan for the people and to create attractiveness for the investors. The community is still doing the marketing for Öckerö by distributing the magazine all over Sweden. They hire a company that is responsible for the layout and printing.

Other marketing channel Öckerö is using is different kinds of fairs. They recently attended the boat fair and the outdoor fair in Gothenburg at Svenska Mässan.

“We think it is important to attend those fairs because that the category of visitors and businesses we have here on the island” (Stensryd 2013).

4.1.3 Interview with Johanna at the tourist bureau in Hönö Klåva - 14th of May 2013 (Full interview Appendix: 2)

The interview took place at the tourist center in Hönö Klåva where we asked Johanna about tourism at Öckerö. We had a small validity problem because Johanna had only worked there for seven months and had not experienced a full summer of tourists.

The interview was mostly about what is happening during the summer at Öckerö and what kind of activities there are on the island. Johanna told us there are several things to do on the island. *“Most tourists are families and they come out here to swim in the ocean and eat ice cream”* (Joensuu 2013).

There are also fishing safaris when it's season for mackerel and lobster. Tourists can also take a boat tour out to Vinga lighthouse where Evert Taube spend some of his time when he was alive and there are a tour to Vinga for seal safari that can be fun for children.

On the Island there are a few places to rent bikes and ride around the island to see the nature. Johanna told us that most of the islands have hiking trails but some are more difficult to walk than others. *“There was a lady that fell on one of the trail and hurt her leg so the ambulance had to come and get her”* (Joensuu 2013).

Canoeing is another activity that are on the rise on the island, there are a private company that renting out canoes and also have guided tour when they are paddling around in the northern archipelago according to Johanna. The tours have some restrictions for children because of insurance policies.

When we are talking to Johanna the problem is not the amount of activities is the marketing and advertising they do. Most of the activities are advertised on local billboards, in the Skärgård magazine and at the tourist bureau but nothing the local businesses are pushing to let more tourists know about. Johanna tells us that there is a tendency that most businesses are satisfied with the amount of customers they have.

According to Johanna the problem in Öckerö is the housing. There are not enough places to stay. There are some like Hönö hotel, ÖMC hostel, Trubaduren Hotel and a few more places. Many of the locals renting out there basement or there house in the summertime to tourists. The tourist bureau has tried to organize this rental on a website or through the tourist bureau.

Johanna told us that the problem is that it results in an administration cost for them and that the locals lose that control over who they are renting out to. Many of the locals have rented out to the same people for many years and have loyal customers that come back year after year. Another reason is that many people want the money to go straight to their pocket.

During the summer there are three big events on the island that brings a lot of people and its Mission church conference, Ö-bollen (the football tournament) and the hockey camp they arrange together with Frölunda hockey club. Johanna estimated the amount

of people to be close to twenty thousand for these three events combined. She says that many have problems to find a place to stay since there is no camping on the island and all the hotels are full during these weeks.

One of the most common questions she says she gets during these weeks is “what would you recommend to do on the island”. After talking to Johanna we realized that the businesses out on Öckerö don’t advertise for themselves because there are many activities to do but they are hard to find.

One of Johanna’s favorite things to do on the island was to take a speedboat and go out to one of the deserted places around the island and bring food. Something she hopes starts a taxi service so everybody can have that opportunity and experience when they are visiting the island.

4.2 Interview analysis according to inductive reasoning approach

In this part we will start discussing our empirical findings and analyzing interviews.

Since we have decided to use inductive approach, i.e. Hypothesis - Observation - then Theory, we proposed a solution or an idea that we will attest according to the theories we mentioned previously in Part 2 using the methodological approaches also mentioned previously in part 3, It’s important to confirm that the hypothesis we will use is not a solution but just a proposition that we will use as a testing balloon in order to get deeper answers for HOW and WHY since we are using the quantitative approach.

But before mentioning our hypothesis, it worth mentioning the following observation:

According to Kotler, Haider & Rein “*Places can be graded according to whether they have no attractions, a single attraction, a few attractions, or many attractions*” (Kotler , Haider and Rein 1993) p. 121.

They also categorized attractive places as follow:

- 1- Natural Beauty and Features
- 2- History and Famous Personages
- 3- Marketplaces
- 4- Cultural Attractions
- 5- Recreation and Entertainment
- 6- Sports Arenas
- 7- Events and Occasions

- 8- Buildings, Monuments, and Sculptures
- 9- Other Attractions

We thought to reorganize those categories into a simple four groups, with the main focus on Tourists rather than on general visitors, as follow:

- (1) Naturally: For ex. Grand Canyon in USA, Niagara Falls in Canada that have been professionally marketed, and many other big and small businesses around it are profiting from the place.
- (2) Or Artificially (man-made): For ex. Eiffel Tower in France, Icehotel in Sweden or Disneyland in USA which are specially built to attract tourists and also many other big and small businesses are profiting from it.
- (3) Or are founded due to major historical, religious or mythical incidents: for ex. Jerusalem, Mecca or Lumbini in Israel, Saudi Arabia and Nepal respectively.
- (4) Or places who were built for other purposes than for tourism but changed to be a tourist destination due to it's beautiful, historical or magnificent value: for ex. the Pyramids of Egypt, the Great Wall of China and Taj Mahal in India.

By comparing those categories with Öckerö municipality we can observed that Öckerö municipality only have the first advantage i.e. natural foundation, compared to international tourist destinations, though less attractive because of the weather condition, rocky beaches and limited tourist related business services.

But still Öckerö is an attractive destination for the locals and neighboring countries (Germany, Norway, UK etc.) that usually visit the islands either by their own boats, public transportation or private cars, enjoy the day on the beaches or a night at the gest harbor and spend the minimum amount of money to buy their essentials for their journey. Hönö Klåva has the most tourist related businesses like restaurants, Cafes, Pubs etc.

4.2.1 Our Hypothesis

When we were informed that Öckerö municipality is planning to build a big hotel (100 rooms) targeting the conferences market, especially in the winter, and providing accommodation for tourists during the summer, we asked ourselves a simple question "Why not turning the whole Archipelago into a big hotel ?"

The idea was mainly inspired from the Icehotel in Jukkasjärvil – Sweden, where they built artistically decorated rooms that provides exceptional experience to the guests (locally and internationally) in spite of the severe weather and wilderness.



Figure 8 Ice Hotel rooms (Hotel n.d.)

The Icehotel is almost like a unique museum built (and rebuilt) by artists from all over the world and changes it's themes (decorations) annually. It worth mentioning that the Ice Hotel has 60-70 rooms, 50,000 visitors annually and average price for a room is about 300 US\$/night. (Hotel n.d.)

Our Idea is to use the uninhabited small islands (minimum 50-70 m.sq.) and exotic spots on the main islands and convert them to an attractive accommodation place where the guests can find everything they need as a in a hotel. It's important to say that the idea is not about building, but placing a wooden platform and decorating it with a unique artistic theme and preparing it with removable glass for protection in case of rain, wind or strong sun in order not to obstruct the natural view, also it's not a shed "Sjödod" which is a famous in Sweden.

The Themes are endless, starting from contemporary art or historical inspiration, for ex. The Vikings Era theme where all the decoration (bed, chairs, cups, textiles etc.) which resembles and mimics that era, will supposedly give the guest a unique experience. Or a theme from the ancient Greek mythology, or ancient Chinese eras etc.

Transportation to those spots is done by small speed boats which are included in the package and those spots will have their docks, which will add another pleasurable experience to the guests through see transportation. .

Restaurants, cafes, pubs, fishing safari, events etc. that exists (and will be developed) all over the islands will be incorporated to serve the guests with food and entertainment.

If we could imagine from the pictures below how to convert the wooden platform and shed into an artistic ambiance inspired by endless of themes that might help explaining the idea.



Figure 9 (Limträ n.d.) & (Fotoakuten n.d.)

The big hotel that the municipality is planning to build can work as the managing administration, since they are already equipped with the main requirements and qualifications.

We have to remind that this idea is not a standalone idea, but the goal is to help developing the city center which is the main goal of the study,

We had two approaches to reach that goal, either inside-out i.e. to attract people to the city center then offer other attractions around the city center. Or outside-in i.e. to have a main attraction somewhere on the islands that will motivate and attract people to visit the city center too.

4.2.2 Why we chose this Idea

- Observing that Öckerö municipality's population is small "approx. 12,000 inhabitants", a calm area where visitors are welcomed but too much visitors is worrying and might be annoying to the residents.
- Also by knowing that, most of the time, guests doesn't spend much during their visit and sometimes even costs the community money in order to clean-up after their departure.

- We thought that this idea doesn't attract mass visitors but few wealthy guests who appreciate art and nature and willing to pay for unique good services.
- Also the uniqueness of the artistic themes combined with the uniqueness of the natural Archipelago, its flexibility to change to new themes every now and then will make Öckerö more famous and attractive spot as it happened to Jukkasjärvi - Kiruna or generally to whole Sweden.
- The Idea is not costly like building a hotel since there will be a headquarters only for management and administration, with no need for kitchens, restaurants, etc, which any regular hotel requires. And it can easily adopted by any existing hotel.
- Also the idea can be attest by just one unit (prototype) which can be promoted to the locals, politicians, travel agencies etc.
- Also the income will go directly to the people of the island weather to the managing company (if it would be established by the locals) or to the other businesses incorporated with this idea (like restaurants, cafes, suppliers etc.)
- The Idea will not affect or damage the natural foundations of the island, since it is established on a movable wooden platform that can be removed easily, cheaply and almost in no time.
- Less than an hour driving from Gothenburg (Göteborg), this makes it neither far nor close.
- From the customers point of view we suppose that many tourists would like to experience historical events. For ex. when The Da Vinci Code movie hit an international success the Daily Mail in UK wrote the following:

“The Da Vinci Code has already turned the book business on its head, now it's set to rock the travel world. A tourism industry has developed around the phenomenal popularity of the book, which has sold more than 40 million copies worldwide. Countless tourists have already made the pilgrimage to London, Paris and Edinburgh to visit the sights made famous in the book. This Da Vinci tourism trend is set to boom with the opening of The Da Vinci Code movie, starring Tom Hanks and Audrey Tautou, in Britain on 19 May.” (Daily Mail n.d.)

- We can also take another example from Sweden when the movie ARN was introduced, some tourist companies arranged tours according to the path of the story, and they arranged the trip far till Israel.
- From that we assume that there might be a tourist need to experience and live historical events, something like bring back the history and living it in an open museum.

4.3 Attesting the idea of becoming a tourist destination

In this point we will use those interviews to analyses and discuss the points regarding:

A- The four key players in the city mentioned before in part 2 and they are:

- 1- The residents
- 2- The local businesses
- 3- The official authority
- 4- The Investors

B- In combination with Kotler, Haider & Rein's theory "Strategies For Place Improvement" with the main focus on Attraction and People.

Those players are illustrated from Kotler, Haider & Rein's book where they stated:

"Place marketing succeeds when stakeholders such as citizens, workers, and business firms derive satisfaction from their community, and when visitors, new businesses, and investors find their expectations met" (Kotler , Haider and Rein 1993) p.18.

1- Residents

One of the key players in developing a tourist industry at Öckerö is the people. The data collected is based on Interviews, Internet research and observations. We did an analysis over the facts we could find on the community's website linked to SCB, where Öckerö is compared to the rest of Sweden. 12,500 people live in the municipally of Öckerö, which includes all the ten islands (Hönö, Hälsö, Fotö, Rörö etc.).

The population on the islands is equally divided among men and women. Looking at the curves over age statistics we see a decrease among people between the age of 18 and 24 leaving from the islands. According to the interview with Arne Lernhag this is due to study or work related matters. In the graph of population we see a steep increase in the age span of 30 to 40 of people moving in which is correlated to the amount of children between the ages of 0 to 18 Fig (15)

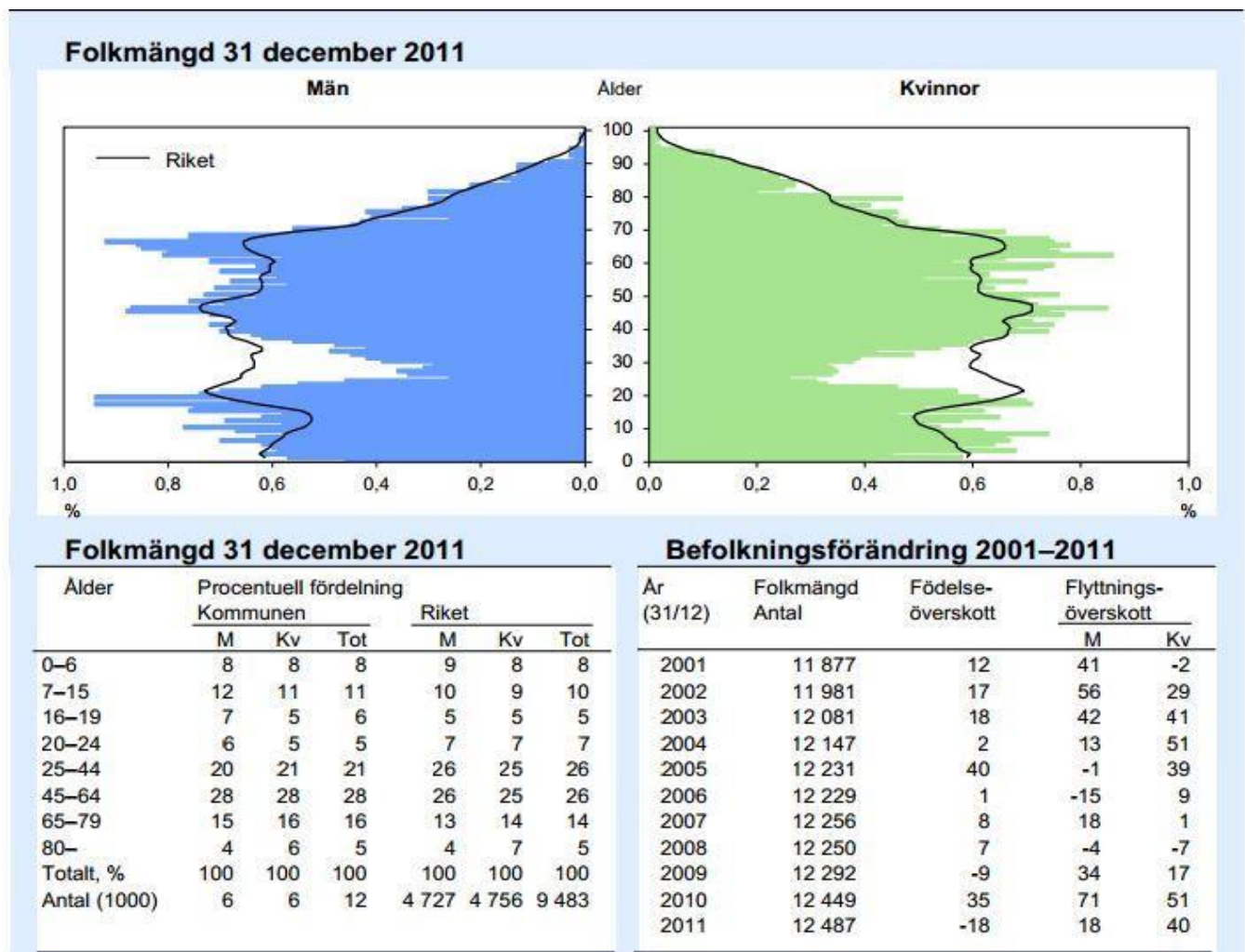


Figure 10 Statistics (Municipality n.d.)

Arne's conclusion of this is that many people have a connection to Öckerö and comes back after they are done with their education and ready to raise a family. The numbers are steady representing people living with another increase around 50 and 70, after that the natural cause of human life affects the decrease in the curve (SCB 2012).

People are living on the island tend to commute to the mainland to work, around 3400 are leaving the island and 670 people are coming every morning. The observations we had realized when visiting the island was that it's a housing community located on an island not a tourist destination or a on the spot living community (SCB 2012).

The municipally unemployment rates are below national average in both categories of young adults, 20 to 24, and general population. Where young adult rate is 7 percent and the average for 20 to 64 is 3 percent.

We had a deep interview with Arne the head of the municipality's council (kommunullmäktigte) where we discussed the future of the community in Öckerö. We started asking why they wanted to focus on tourism in the future and the answer from Arne was *"to generate income and employment"* (Lernhag 2013). He sees tourism as a *"good way to enter the workforce for young adults and an opportunity for them to stay on the island and make a living"* (Lernhag 2013). It would also generate more business the community itself.

The vision Öckerö municipally has developed for the future of the island is:

Vision 2025 Economy and Tourism (ockero.se)

- A positive entrepreneurial environment for development of local businesses and tourism.
- An active cooperation between the school and the economy where the entrepreneurship is a part of the education.
- Öckerö is a municipally supporting long term and responsible fishing.
- Opportunities for overnight stay and activities for development of a tourism industry.
(Municipality n.d.)

NIMBY Effect:

From our conversation with Arne Lernhag and Katarina Stensryd as official employees we realized the deep, healthy and continuous relationship and conversation between the community officials and the people, weather residents or businesses.

But as in any civilized and democratic country the people's power is almost equal to the government's power. So one the challenge that leaders of municipal face are the NIMBY effect which is defined according to Delaware University Analysis as:

"NIMBY, an acronym for "not in my back yard," refers to organized opposition to proposed land uses proximate to existing residential communities. Although NIMBYism can arise in the context of almost every type of proposed development, from upscale shopping malls to educational facilities, it usually refers to citizen-directed actions aimed at preventing the development of subsidized housing in or near an existing residential community." (Steven W. Peuquet, Leland Ware and Redding July 2003).

Arne Lernhag Gave us an example about when they wanted to erect Wind Power as a renewable and clean energy source the idea was welcomed as a good idea but some people said: *“not in my back yard”*

- Trying to understand the reason behind this behavior we assume the following:
- People have a high conscious about the calmness and exclusivity of their islands.
- People will not be motivated for changes unless they face benefits or threats, and in such an idea (Wind Power), there is no direct or sensible benefit to them.

2- Local businesses

From our repetitive visits to Öckerö municipality (Only Öckerö and Hönö islands), browsing their official website, and Västsvenska Turistrådet website, Goteborg reading their annual magazine (Göteborgs Skärgård) and having some chat with business owners or administrators, we observed the following:

- There is an increasing interest in tourist activities, events and services for the islands, for ex. new snorkeling activity will start by summer 2013, 10 islands race consisting of kayaking, swimming and running on the 31 of August, cycling opportunities, fishing safari etc.
- Hönö Klåva is an attractive guest harbor for tourism where tourists can find different kinds of cafes, restaurants, pubs etc. But Öckerö municipality needs more attention, which is already in a developing stage, and the municipality is holding serious conversations with local business, residents, and investors about the future.
- In Öckerö they are proposing to build a 100 room hotel on an attractive spot targeting the conferences market during the winter and tourists during the summer. Also there are talks about a new hotel in Hönö klåva at Långholmen a small Island owned by the city.
- There is no accurate statistics about the number of visitors, the expenditure preferences etc.
- There are two major events that occur every year that attracts people, a grand church meeting and a football competition, with average of 7000 visitors each.

3- Authority

Authority represents the leading power in and for any society. It worth mentioning that the roll of authority is very much different between different regimes, democratic and undemocratic regimes, as an example. In Öckerö, or in Sweden in general, where democracy is practiced thoroughly, the role and power of authority, though limited by the voters will, is also encouraged by the same voters that demands them to find new chances and possibilities for better life.

We can see that in Arne Lernhag's statement:

"D. Regarding the people how does it goes with them? you need an approval for example?"

A. yes, some kind of approval of course, we are elected by the people, but they are not going to vote about it, but the people are informed and they get the opportunity to say what they want, and there is a possibility to appeal the decision and they always do, and in every community they appeal everything." (Lernhag 2013).

We have the following remarks:

- By just having a quick glance to Sweden 100 -120 years ago, we notice that Sweden passed through difficult economic times that forced 20-25% of the population to emigrate. And by comparing the past with the time being, we can see that Sweden is enjoying the prosperity times.
- Also by reading about Öckerö's history where they faced rise and decline eras, regarding the fishing industry, for 3 times during the last 4 centuries (Larsson 2012)
- And by realizing that the fishing industry prosperity is in its decline stage right now, where 60% of the residents works on the mainland or in other businesses rather than their traditional jobs in fishing. (Larsson 2012)
- Adding to that the responsibilities of the politician's shoulders to improve living conditions.
- The NIMBY effect is strong and that is very normal in democratic societies. When Öckerö municipality suggested a 100 rooms hotel in Öckerö island and another in Hönö island we remarked dissonance among the people which is realized and understood by the politicians.

- We understood that Öckerö municipality needs and decided for a shift concerning its business orientation, i.e. from a fishing community to something else in order to keep the population functioning and self-independent.
- Luckily for Öckerö that it is geographically located close to a big industrial city (Gothenburg), where workers can go back and forth to their jobs on daily basis. But that doesn't give the islands to be economically independent, but they are dependent on fluctuated job opportunities offered by the neighboring big city.
- By thinking of tourism as an alternative solution was a wise thinking from the islands administration since they realized its uniqueness as an archipelago and closeness to a big city.

So the big questions are always raised: What to Do? And How to do it? Does by just having big hotels, which are essential, will solve the problem and put Öckerö on the tourism map? Or does the municipality need a unique attractive icon (figuratively) that functions as the main attraction and then build around it other tourist servicing facilities.

Of course a big hotel, developed city center with restaurants, cafes etc, are essential facilities, since how attractive the icon is, people will not visit if there is no suitable accommodation and living facilities.

4- Investors

We didn't have the chance to interview external investors, but from the few chats we conducted with local business owners, interviews with community officials and from the community's official web site we observed the following:

- Öckerö municipality is in coordinance with the county and country's percentage for workers in the hotel and restaurants business. The county and the country percentage is 3% for day-working. But Öckerö is 30% less regarding night-working percentage compared to the county and country percentage. Which confirms the problem mentioned by the community's officials that tourists usually don't spend the night over.

Arbetsstillfällena och förvärvsarbetande 2010 – totalt

Näringsgren	Dagbefolkning				Nattbefolkning			
	Kommunen		Länet	Riket	Kommunen		Länet	Riket
	Antal	%	%	%	Antal	%	%	%
Jordbruk, skogsbruk och fiske	143	4	1	2	136	2	1	2
Tillverkning och utvinning	334	10	16	14	1 060	18	16	14
Energi och miljö	22	1	1	1	58	1	1	1
Byggverksamhet	309	9	7	7	420	7	7	7
Handel	454	14	13	12	779	13	13	12
Transport	240	7	5	5	492	8	6	5
Hotell och restauranger	87	3	3	3	110	2	3	3
Information och kommunikation	28	1	3	4	168	3	3	4
Kreditinstitut och försäkringsbolag	26	1	1	2	66	1	1	2
Fastighetsverksamhet	57	2	2	2	98	2	2	2
Företagstjänster	134	4	10	11	471	8	10	11
Civila myndigheter och försvaret	124	4	5	6	280	5	5	6
Utbildning	511	16	10	11	659	11	10	10
Vård och omsorg	587	18	17	16	905	15	16	16
Personliga och kulturella tjänster, m.m	166	5	4	4	241	4	4	4
Okänd bransch	67	2	1	1	67	1	1	1
Totalt	3 289	100	100	100	6 010	100	100	100
Avser 16 år och däröver								

Figure 11 Statistics

- There is a strong desire among the local owners of tourist related services about developing and improving the whole area, but we realized a lack of common vision, or a specific vision about how they wants this to happen.

4.4 Analyzing according to: Strategies For Place Improvement - (Kotler , Haider and Rein 1993) theory.

Here we will discuss Kotler, Haider & Rein's theory mentioned before in Part 2 and will compare it to our observations and interviews, we have to remind that we decided to discuss mainly the 4th and the 5th points and briefly mention the rest, our observations are as follows:

1. URBAN DESIGN, 2. INFRASTRUCTURE IMPROVEMENT and 3. BASIC SERVICES: POLICE, FIRE, AND EDUCATION:

Öckerö municipality, like any town or city in Sweden, is very well designed and organized for residency; it's mainly a housing community and there is no industrial area but a couple of small factories. Big buildings are usually for authorities, hospitals, libraries, schools etc.

The infrastructure is very well founded, like roads, electricity, water etc. are very well founded. Transportation is always available, easy to access and timely accurate, weather inside the islands or to and from the islands.

4. ATTRACTIONS:

We tried to think for something common concerning the attractions we are about to discuss. We think that the common thing between the following attractions is ART, which we believe is the base for any kind of attraction.

- **Natural Beauty and Features:**

I.e. Natural Art or The Art of Nature. Öckerö municipality is gifted with a natural feature as an archipelago. The rocky cliffs and stony beaches are seen as a beauty by many people, though incomparable with golden sandy beaches in other countries like in Florida – USA. But we think that beauty and art are subjective, and every individual, society or culture has their own preference and definitions regarding aesthetics.

- **History and Famous Personages:**

The fishing traditions and fishermen stories are interesting and exciting, we had the opportunity to visit the municipality's fishing museum and found how proud they are with their fishing history, we didn't have much time to listen to many stories or legends, but we believe that there are plenty of interesting and attractive stories that can be used as tale telling during tradition and culture events.

- **Marketplaces:**

We couldn't find a real marketplace on any of the islands, though in Hönö Clåva we found few shops selling clothes, food or souvenirs, but nothing else on the other islands. We understood from the municipality leaders that there are thoughts in developing Öckerö's harbor area to move the supermarket there and encourage establishing more restaurants and cafes.

- **Cultural Attractions:**

Öckerö has a long history in the fishing industry and have been a main gate for supplying the rest of the country with sea fish, accordingly a fishing culture was rooted around it. But all of that started to deteriorate 50-60 years ago.

The memories and image of Öckerö municipality as fishing islands is still strong in the minds and perceptions of the locals and the rest of the country's population.

A sea food dish in a good restaurant is still an expected good experience in the visitors' minds.

- **Recreation and Entertainment:**

There are many opportunities that are used and could be developed. For ex. fishing safari, the new introduction for snorkeling activities and an old famous pub.

But generally to say, the municipality or the people have a big challenge to work on, we couldn't point a real attractive place for recreation and entertainment.

- **Sports Arenas:**

There is a cycling path almost all over the islands and there are opportunities to hire a bicycle and tour the islands. Also fishing safari is available. The municipality arranges an annual junior football school.

- **Events and Occasions:**

Maybe a big Church gathering for around 5-6 thousand visitors is considered the biggest event of the year. But there is no information about other big events or occasions. Of course there are plenty of local events that could be followed on the municipality's web page, but they are not tourist oriented.

- **Buildings, Monuments, and Sculptures:**

We had difficulty to identify an attractive or special building, monument or sculpture.

5. PEOPLE:

“A place can possess a fine infrastructure and many attractions and yet be unsuccessful because of the way visitors perceive its people. The hospitality of a place's residents can affect the place's attractiveness in a number of ways.” (Kotler , Haider and Rein 1993).

Two features that we often heard when others describe the Öckeröarna folk: *“Christian oriented”* and *“very honest”*. We can't neglect the hospitality and kindness we faced from everyone we met, weather from a high rank officials or just mere worker.

As we mentioned before that people are welcoming visitors but too many visitors will be disturbing their calm life style which they value very much.

Also there is a cultural consideration that we observed it worth mentioning; generally in Sweden the salesman/women is usually using the pulling technique in sales while in other countries or cultures the salesman/women uses the pushing technique.

PART 5: DISCUSSION

In this part we will discuss the main question based on the findings, analysis and observations done previously and evaluating them with the approach theories and structures we used.

5.1 Discussing the thesis' question according to our observations.

Reminding about the thesis' question *RQ 1: What Marketing strategies can Öckerö municipality use in order to attract tourists to the municipality's city center?* We like share the following observations:

- Öckerö has a natural uniqueness as an archipelago, close to a famous city in northern Europe (Gothenburg).
- Gothenburg's guest night growth increased by 60% during the past 12 years. So accordingly, Öckerö's percentage of visitors (should) meet the same increase, but we couldn't find real statistics about the number of guest nights in Öckerö due to many reasons, mainly that the visitors don't spend an overnight, and many privately owned villas rent their homes privately to their acquaintances.

Guest nights growth in Gothenburg Region 2000-2012 (2000=index 100)

Hotels, hostels, holiday villages

Source: Statistics Sweden and Swedish Agency for Economic and Regional Growth

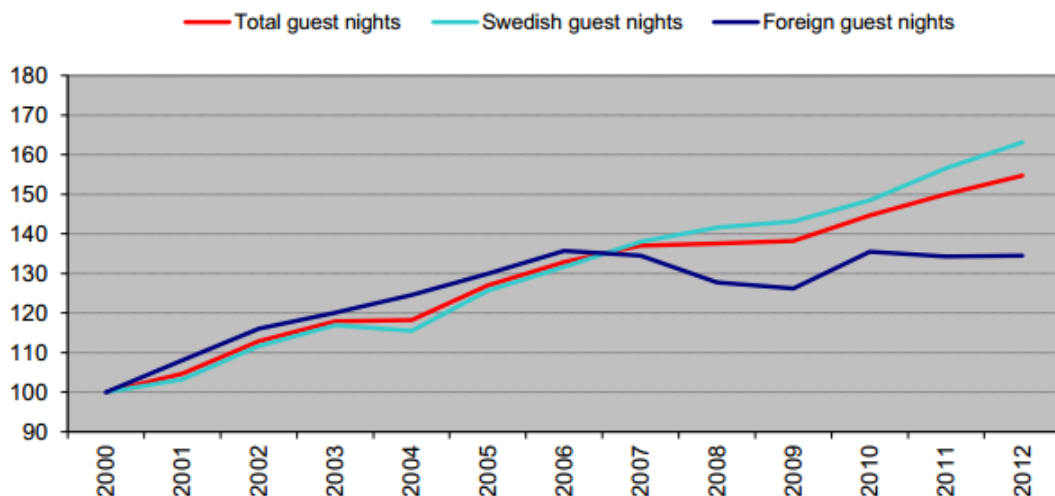


Figure 12 Statistics

- Norwegians, Germans, British and Americans represents approx. 50% of the total foreign guest nights per year and approx. 15% of the total guest nights per year. And the Nordic guest nights is about 30%. From our discussion with the municipality's authority we understood that many Nordic tourists arrive with their private boats and uses Öckerö as a rest and fill-up stop in their journey, but they don't spend the night since there is nothing really attractive to make them stay.

Guest nights per nationality 2012, Gothenburg Region

Source: Statistics Sweden and Swedish Agency for Economic and Regional Growth

	Hotels hostels and holiday villages	Percent change 2012 - 2011	camping grounds	Total
Total guest nights	3 613 287	3%	445 830	4 059 117
Swedish guest nights	2 693 981	4%	368 726	3 062 707
Foreign guest nights	919 306	0%	77 104	996 410
Nordic guest nights (excl. Sweden)	293 855	13%	42 930	336 785
European guest nights (excl. Nordic countries)	336 025	-6%	33 968	369 993
Other countries (excludin European countries)	289 426	-2%	206	289 632
Norway	212 987	19%	37 031	250 018
Germany	82 802	-12%	18 301	101 103
Great Britain	67 715	-11%	1 115	68 830
USA	55 777	14%	N/A	55 777

Figure 13 statistics

- The municipality's decision to build a 100 rooms hotel on an attractive spot can be seen from two perspectives:
 - Either as a reinforcing the infrastructure for tourist facilities and services, and in that case it's an essential requirement for the municipality's development process toward a tourist oriented destination.
 - Or as a standalone attraction for conferences market where big companies who wants to arrange a conference have an attractive opportunity in a remote and unique place.

- The residents are reluctant to big changes due to the NIMBY Effect which hinders radical changes that might be proposed by the authorities.
- The economical and living standard is fairly high which doesn't create a positive need for changes.

From all above we can see that the usage of any marketing strategy should mainly be in a conservative approach (no radical changes) due to the nature of this small society that avoids big and uncertain future changes that might affect their comfortable living style especially their natural resources that they are keen to preserve.

Also by taking advantage of the guest night growth in Gothenburg must positively affect the number of visitors to the municipality by using the appropriate media channels to promote for the municipality.

The municipality's approach to develop the city center, for example building a hotel, re-constructing the city center to have more tourist facilities etc., should strengthen the municipality's image and brand.

5.2 Discussing the thesis' question according to the theories we used.

When Kotler, Haider & Rein presented their strategies for place improvements and we followed the steps they mentioned with the main focus on Attraction and People because we thought that those are an influential points to be considered. As we explained previously; if an attractive destination exists without the people's awareness about its value and how to use it, the people who are living and managing that place will not achieve the maximum benefit of it.

And vice versa is true, how much the people are cooperative, aware and motivated, but without an Attraction their efforts we end to nowhere.

Since building or creating a highly attractive event, or landmark or even heavily using natural resources is not a welcomed strategy, adding to that the people are not willing to engage in radical developments like in other tourist developing cities, Dubai for example, then a slowly but surely marketing strategies can be implemented.

- 1- Reinforcing the infrastructure, primarily the city center.
- 2- Exposing and focusing more about the natural and already existing attractiveness on the municipality through marketing promotions

PART 6: CONCLUSION AND RECOMENDATIONS

From the last points in the discussion part we conclude the following:

- There is an increase in potential concerning the gust nights in the county area and especially Gothenburg which must be taken into consideration to develop a better marketing position for Öckerö municipality.
- Öckerö municipality is not fully profiting from that increase, for that strategic infrastructure developments for the city center with focus on tourist facilities is needed.
- Öckerö municipality is qualified to profit and to contribute back to the area as a standalone attraction destination through more advertisements locally and regionally.
- The development of the city center according to Kotler, Haider & Rein strategies for city improvements is not enough without the engagement and awareness of the residents about the municipality's goals to lever Öckerö into more tourist destination attraction

Appendix

Appendix 1: Interview with Arne Lernhag - 29th Of April 2013

A= Arn, J=Jesper, D=David

J: Our thesis is about Öckerö and making it into a tourist attraction place, and we understood that you are trying to build like a cultural house or a museum ...

A. No..no we don't have any plans for it.

J. because we talked with Ove Krafft and he said that you are somewhere in the process of developing something like a museum or house of culture.

A. No...ah, I don't know, we didn't discuss, he is living in the community and sometimes worked with us to develop a shopping center because he is very good in that, I mean he helps us to develop the city center, maybe we talked about a house of culture but their is no plans for it.

J. But we also understood from Ove that there is some kind of vision to attract more tourists to the island.

A. But we think that the community is attractive the way it is, but we have to make it possible for staying over , because if you just visit a day it is just a cost for us, but if you stayed over the night you will spend some money, so we have to make that possible and by that we are discussing a larger hotel.

J. and this is not just a hotel in Hönö but also Öckerö.

A. We discussed several places, one place here and one place at Hönö Klåva.

J. Why do you want to attract tourists to Öckerö?

A. Well, It's about money of course and employment, you that Öckerö community was and still is a fishing community, I think one of Europe's largest comparing to size, and we and Gothenburg takes 80% of the value of fishing in whole Sweden. We don't have industry here, we only have the fishermans here. And when the fishing gone down I think since i started 10 years ago was nearly half that size. So we have to find out something else, and we are an attractive community for people to come out here for bathing, the nature is fantastic, we haven't done anything about it, they just come. So we are not good at taking care of tourists, and we are definitely not good at taking their money. Now, as I said, they come for a day, they have their own food, their own drinking then they leave some garbage and then they go home, which is a cost for us, of course they are welcome, but we want them to stay over the night.

D. You said that they cost us more, what do you mean?

A. We have no employment, they don't pay any money, we have to pick up the garbage and keep the beaches clean, it just cost us. So we are discussing some kind of conference hotel and we learned that it have to be 90 rooms to be economical and be able to take large conferences. We have two hotels now but i really don't want to call them hotels, it's like a family run B&B. They have the high season in the summer and the low season in the winter, and that should be the opposite, the high season should be in the winter where the conferences needs a place.

J. Do they have the possibility to arrange conferences.

A. No they only have 15 rooms so they can't take big conferences, and they have big overhead cost because it's only 15 rooms, but if you have 90 rooms you will have approximately the same cost but more income. so we have two places that we want to exploit for a hotel.

J. and where are those places, are they here in Öckerö?

A. One in Öckerö, down here by the ferry, now it's a medical center, but it suppose to move and built a new one, and we are waiting for that. And on that place we can build a hotel. And in Klåva we have Långholmen island.

D. In the Hamn are we discovered that it is like an industrial zone with lots of fishing big boats, do you think this is an attractive place for them?

A. Yes, because as I said Öckerö is a fishing community, and this is the ground for the community, and I don't think that people come here for a hotel, but to see the real community like fishing boats, and we don't want to change it to be like Merry Go Round, we want it to be genuine, and the hotel must take place right to the genuine parts. And right there you can have more activities, a trip with a boat maybe.

J. is their statistics about employment and does people commute to Göteborg.

A. yes about 60% commute to Göteborg, around 3500 people leaves the island every working day and come back in the evening. We can't keep them all working here, but what we can do is not to let more people work outside, the tourist industry is good for young people. We have the lowest unemployment in the whole region, the old statistics are around 4-5%

D. How ambitious are you to put Öckerö on the tourist map, for Göteborg region? Västragötalång region? Sweden? Scandinavia? Europe? The whole world? I think I understood that you said that you are not ready or willing to accept lots of tourists.

A. I don't think I said that, but of course there's a limit, but I think the ambitious is rather high, we have cooperation with Göteborg company and they are world wide. and we are

marketing the northern and southern archipelago so when people are coming to Göteborg they can go to the archipelago too, so it's really a worldwide.

D. How ambitious are the people to put Öckerö on the tourist map, for Göteborg region?

A. If you ask the people I think there answer is no. No, people don't want a change, they don't want a lot of tourists here, of course not, using the same bath, making queues in the stores, they don't see the connection that we have to support the community, and most of the people cannot see the connection with that. We have a conference here every year with Mission Kyrkan, about 4-5 thousand people. I think it's good to have a cue in the shop since that means business to the shop, So I can see the connection but most of the people can't see the whole downsides with it of course. And when we say we want more tourists, that's not popular I think.

J. Does the age have an effect? like middle age?

A. No, I don't think that's the problem, in any small island that will be the same, unless you have a store, and if you asked the average people in Italy or Spain, I think they will say the same, Maybe when you have a lot of tourists and you live on it, your family depends on it, then the case is different.

D. We have the Natural archipelago which is very beautiful, we have Öckerö as one of the best 10 places in Sweden. so what kind or quality of guest you are looking for? Don't you think that you deserve the best kind of guests?

A. Can you choose? If we can choose we really want to do that, but I really don't think you can. Well you can always raise the price. We are in cooperation with Göteborg Company, and I don't think they pick any country I think they go out to every country.

J. So what do you think is the biggest asset of Öckerö?

A. Well I think it's the genuine part, the nature, and the variety of nature in Sweden, here in Bohuslän we have the sea and the cliffs, so we use this expression to dig where we stand, said by Yngve Bergqvist the founder of Ice hotel when he was here, he had darkness and ice, we have sea and cliffs, so don't change it, I think we have enough people coming here to see that, and we don't want to be another Spain-Tenerife, I don't think that is our ambition to be that.

J. So why should we go to Öckerö instead of Smögen? Because we want to differentiate ourselves in a small little things.

A. I think there is enough space for both of us, I think Smögen is for the youth, and I don't think we are going to be a place for the youth, I think it's for the family over here.

J. What kind of activities do you have here around fishing culture?

A. We have a museum, a have boats for fishing, and I think if you have big hotel, we can have more activities.

J. Do you have any kind of advertising?

A. Yes, we have some kind of cooperation with Göteborg Company of course and we have different kind of activities, just now we have a magasin for both north and south archipelago, and you can find it in tourist bureaus, and it is issued annually, this is the first you for both and in-cooperation with Göteborg company and they have it in there tourist information centers, and we have a website, and we had advertisement in Landveter and in newspapers.

J. do you also advertise on the cruise ships that comes to the harbor?

A. We discussed that, but it is a tricky part, they usually want to go out, then go back to the ship and eat there so they spend money in the place they are, and it usually very short time, about 4-5 hours. They don't want passengers to come here, spend money here, because they want keep their passengers to be on the boat, and we want them to spend money here. But maybe later they will have a package; we are talking with the person incharge.

D. We had a discussion about the name of Öckerö, right now the name of gothenburg is supporting you, and we ask why not make Öckerö have its own brand or name and can support Göteborg somehow.

A. that is a long way to go, some people knows about Göteborg but not many, we don't have that possibility to market us in the world. For several times we have to be depending on Öckerö I think. Actually they like us, as you said we are unique in the world as an archipelago, you don't have it in Greece or in Egypt, so it's unique and that's what kind of thing we can sell.

D. If we are to attest this Idea that i sent you about turning the whole archipelago to a big hotel and having spots as ställe, how do you find this Idea?

A. I am not sure if I follow you, not a big hotel?

D. No, I mean when i wrote to you about instead or besides building a hotel, I asked why not turning the whole archipelago into a big hotel by choosing spots?

A. We have already.

D. What kind?

A. You can rent a room or a floor in a private house, and we have lots of them and thats the main thing, because the fishermen are not rich people, so usually they rent their place and they move down to the cellar, mostly they have two apartments in one house and the tradition is that they rent one of the apartments.

D. I was talking about something directly on the beach with different themes from different cultures.

A. we are not fond of buildings especially of this kind of buildings because it's a big problem in the whole coast over here when you have buildings close to the sea. and this is the smallest community in Sweden we are only 25 Km² and we are trying to protect the coast a lot, so i don't think we want to build things. Though we have something closer to that which is Havskatten in Hönö. But I do think we need a big conference hotel.

J. We had difficulties to have a place to eat.

A. well there is now, but before yes, now we have two places here in Öckerö like strand Baren and Nimbus and maybe 4-5 piza, and we are starting a new fish restaurant, so comparing 4-5 years ago, there were nothing here in the winter. and there are 4-5 new places by the harbour in Hönö.

J. Is there a vision, a vision statement?

A. Yes we have a have a vision, very basic on our web page:

Vision 2025 Näringsliv och turism

- Ett positivt företagsklimat bidrar till nyetablering och utveckling av näringslivet och besöksnäringen.
- En aktiv samverkan finns mellan skola och näringsliv där entreprenörskap är en naturlig del i undervisningen.
- Öckerö kommun är ett centrum för hållbart och ansvarsfullt fiske.
 - Det finns goda möjligheter till boende och aktiviteter för besökare.

A. I am a good friend of people who are running hotels, and they that this is a perfect place for conference hotel, it is Lagom In Swedish language as a distance to Göteborg, not to far and not so close that you can go home over the night, and you can come here by boat and that's perfect as they say which is an attraction in itself.

D. What Nationalities are mostly visiting the guest harbour? and for how long do they stay?

A. Mostly Norwegian, German, Danish and English. And I think they stay for a couple of weeks, the whole trip, and here is just for a night. Boat gusts are the cheapest ones, I think they spend 150 kr each and arround 100 kr for docking, but we must have it, they stock from the systembolaget but we don't have supermarket in the harbour, so we are planing in the centrum some kind of supermarket.

J. Is there any land the the kommun owns?

A. yes we own some like the parking place, but in Hönö Klåva we own nothing, we own part of the parking place there but we can't build anything. We own the island Långholmen that's where we will build a new hotel.

D. Regarding the people how does it goes with them? you need an approval for example?

A. yes, some kind of approval of course, we are elected by the people, but they are not going to vote about it, but the people are informed and they get the opportunity to say what they want, and there is a possibility to appeal the decision and they always do, and in every community they appeal everything, people are afraid of changes, they don't want, for example when we wanted to build a home for the elderly people, we faced objection, people say for sure we need a home for old people, "but not here", the same with wind energy, people support the idea, "but not here ", do it somewhere else and that goes to every thing like schools, roads etc. they follow the term "not in my backyard" and this goes with the whole world, people doesn't like changes, they are afraid.

J. Do you have anything you like to add?

A. Well, we are a small community and there are limits, we cannot take many people and in the same time we cannot choose people, we have a limited parking area, we can't have a bigger, it cost us a lot, not in money but in space. I think the core idea will be the Hotel and other things will develop around.

J. Where can we find statistics?

A. You can have everything on our webpage

Appendix 2: Interview with Katarina Stensryd - 15th of May 2013

Jesper Swedenborg (J) David Sami (D) Katarina (K)

J; Ni hade en Workshop igår som jag förstod, får jag fråga vad den handlade om?

K; vi bjöd in allmänheten för att diskutera hamnplan och centrum, vi hade samma workshop för näringslivet i Mars. Samma workshop för politiken med alla partier. jag har gjort samma arbete med alla kommunchefer. så vi försöker arbeta oss igenom flera olika målgrupper och nästa vecka ska vi träffa flera klasser, då 8e klassare för att se vad de ser framför sig.

J; dumt att vi inte var här igår.

K; hela allmänheten som som var intresserade.

J; har ni haft företagen på workshop?

K; ja alla företag var inbjudna för ett tag sedan och då hade vi föreläsning av Henrik, som har jobbat på GC tidigare för att få motivation och sen kom en kille från fastighetsägarna riksförbund hit och pratade. Som jobbar med centrum utveckling. Sen en kille som Erik Nissen, som jobbar med utveckling och sedan med koncept och strategi. Dom jobbar med hotell... ta fram en marknadsplattform för en ort. Han pratade för att få igång tänket. Här ut jobbar man inte med en strategi utan mer det får bli vad det blir. Vill man bygga vårdcentral så gör man det. Inte med centralisera funktion

J; folk får göra lite som dom själv vill

K; Ja lite så..

K: igår va det jag som pratade utifrån mina kunskaper och sen Ove som kan mycket pratade också. Det va bra.

J; vad kom dom med för förslag? Eller vad kom dom fram till?

K; alla har kommit med jättemånga förslag och arbetet har pågått under väldigt lång tid, man har kört igång detta många gånger så har det runnit ut i sanden.

J: det ältas en hel del?

K; nej, det blir ingenting helt enkelt för ingen för arbetet framåt. Någon måste driva frågan framåt. Jag har tagit den bollen, jag kommer från fastighetsvärlden så jag tar den frågan. Nu när jag satt fart så hänger fler på. Vi pratade om en cykelväg till pinan den bilden har dom fortfarande. Men varför lägga 10 miljoner på en cykelväg till färjan. Men varför inte lägga 10miljoner på att förbättra all cykeltrafik på ön, för mig är det helt fel tänk, men dom ideerna finns fortfarande.

Nu visar PPT från workshoppen, väldigt bra.

K: VAD vill vi ska finns. Vad ska det vara för turistmål som folk ska besöka. Vad mer ska vi fylla den med (karta över hamnen) '. det är detta alla har fått jobba med, trivsamt och trevligt. Nu ska det bli snorkel leder i havet

J; det fick vi reda på igår

K; sedan kommer cykelleder.

Samtal fortsätter med Genomgång vad som står i PPT, läses innantill. Hänvisar till PPT. Bostäder, äldreboende, blandad struktur med alla åldrar.

K; 2008 togs ett beslut om att vi ska jobba med centrum utveckling. Pratade om handelsindex, hur ser arbetsmarknaden ut.

Bla bla bla bla....

K; många lever kvar i tiden då sverige var ett produktions samhälle

J; nu går vi över till att vara ett service samhälle (Katarina håller med)

Katarina visar statistik över Göteborg om turism.

K; 25% spenderas på Hotell resten spenderas på handel utav turister.

Katarina berättar att den som samlades in under workshopparna är inte sammanställt och där kommer vara fler workshops innan något sammanställs.PPT avslutas och allt som sades finns i PPT, det var nästan ordagrant ur den. Bara att bläddra.

J: nu får vi komma till skott med det vi verkligen kom hit att fråga dig om, vi har utgått från fyra olika kategorier som vi ska tillfredsställa eller hitta möjligheter för. Det är folket, företag, kommun och investerare. Vi känner att vi har ganska bra koll på folket men det är övriga poster vi behöver prata med dig om.

Vi tänkte börja med att prata om företagarna här ute. Hur ser egenföretagandet ut på ön?
K: strukturen?

J: är det öbor som driver den mesta verksamheten?

K; det finns nästan ingen externa företag eller kedjor här ute, endast trähandlen. Inget MCD, ICA då endast.

J; kan man säga att öborna är drivna företagare?

K; Ja, det finns en kultur att försörja sig i eget företag och det kommer från att det är ett fiskesamhälle och innan så fanns det ingen färja till fastlandet så att man har köpt och sålt till varandra. Lite grann som Grekland, man köper lokalt

J; man byter bara pengar

K; lite så, det är väldigt bra, kan bli bekymmer när världen globaliseras, man köper hellre lokalt än bra. Och det är inte alltid sunt det skapar ingen konkurrens. Kan bli bekymmer om inte besökare hittar den kvalitén den förväntar sig. Kan vara så, men behöver inte vara så.

D; we went to visit Hönö, do they build their business the whole year? Or is it just summer?
Winter they close

K; finns ingen bara sommarverksamhet utan allt är året runt, det finns en indisk restaurang som bara har öppet på sommaren men det är nog den enda.

Appendix 3: Interview with Johanna Joensuu at the tourist bureau in Hönö Klåva - 14th of May 2013.

(Jo) Johanna (Je) Jesper Swedenborg (D) David Sami

Johanna teorin om varför det finns många småföretagare på Öckerö

Jo; många här ute har varit fiskare och har ingen eller väldigt liten utbildning så att det blir naturligt för dem att starta eget om de inte hittar ett jobb

D; first recommendation if I'm a family with children to go out here at Öckerö

Jo; just a small group/ family children I would suggest... there is no rollercoaster park out here to go to but there is a museum to go to in hönö that could be fun for children other than that just go to the beach swim catch crab in the ocean. it is nothing you can sell but it attracts people then they can eat lunch and have ice-cream. Then there is the "kommun", they have a snorkeling path under water, not yet finished but in May or June.

other than that the nature at Rörö and fotö is very beautiful. Maybe not fun for children because they want more action.

D; fishing and swimming is something that really attracts the children and families. they get happy and excited when they catch crabs.

Jo; boat people that like the primitive lifestyle comes here with their boat. motorboat or sailing boat both from Gothenburg and other countries .

D; is canoeing big on the islands?

Jo; yes there are two places where you can rent canoes, both "ideella" föreningar and they have canoe for both one and two people and they have guided tours in the archipelago go around to several islands. There are also classes you can take, idk about the age tho because of insurance.

D; and there are fishing safaries?

Jo; yes four different boats leaving from hönö harbor, they d ofour different kinds of fishing. lobster mackerel and two more. and there is trips to VInga fyr to see Evert taub, he spend some time there and lived there. then there are seal safari around vinga fyr. the tour is four hours and is popular for children. then you can rent bikes

D; very interesting.

Jo; one place at björkö, have a website, private company they have really nice bikes and also ice-cream in a small cafe, really nice island to ride around on. they have something called hyr cyklen people with difficulties to adapt to society get a job there and restore bikes and then they rent out them

J; nonprofit organization

Jo; yes it is, they have bikes for everybody and the shop is at hönö pina hamn. every island has its own walking trail, some are better than others some are really difficult to walk on

D; are all the places accessible or are they hard to get to?

Jo; some are better than others I would not recommend an older person to walk on some. Rörö has places which are really difficult to walk on and not long ago a woman hurt her leg there.

They picked her up by ambulance

J; how many visitors are coming to the island every year?

Jo; that is a very difficult question because there are no real statistics on it because nobody report oin to us and nobody is really counting, the only one that is counting is the guest harbors. it difficult because we are supposed to report in to SCB every year numbers, we can say that Öckerö is a blind spot in the statistics. Something that we are working on to get better in the future.

We know that rörö is the most popular guest harbor.

Then we have the problem that people are renting out here houses on their own which is a dark number too. Many people do that , they move down in the basement and rent out upstairs.

D; how do they do that? Are they doing it through turistbyrån eller on blocket or website

Jo; many people do it on their own because they want to have control over it and have rented out to the same people for many years. They don't knew people to just come to their house and live there, it is also a cost for us to have the website we are running for this.

D; you have a finger in this?

Jo; yes there is a number you can call at turistbyrån if you want us to rent out your house or cabin or something or if u need to rent a house.

another big problem is that everything is a cost so we charge them a small percentage to have their house on our website. Everything is an administrative cost these days. We have a booking system online and schedule contracts with customers and they get keys from us

all and all people just want money in their own pocket.

Je; is it because they don't want to pay taxes.

Jo; many people have done this for many years so they don't have to market themselves and they have loyal customers that comes year after year, they don't want to lose control over that.

Je; D; We agree

Jo; that is what we see as one of the main problems out here on the islands, it is to find a place to stay, many customers ask for recommendations and we cannot give them what we have on the market. some places on the black market?

J; what would you recommend if I came as a new tourist to Öckerö and wanted to stay on the island.

Jo; she takes out the magazine and shows us several places to stay.

J; there are no bigger hotels

Jo; hönö hotel has about a 100 rooms together with the vandrahem

D; they are planning on building a new hotel in the harbor here in hönö?

Jo; yeah but that is way in the future

D; with your experience what do u think,

Jo; I think it is really exciting but people out here don't like it, they don't like change.

They want it as it always been. But we have problems here during the summer with Ö-bollen the football tournament and then we have hockey camp and the week of the mission kyrka.

they hockey camp is together with frölunda hockey week 28 to 32, it is really attractive and alot fo people are coming out here, and they have a difficult time to fine places to stay.

“we need more places to stay” there are about 20000 people coming

ÖMC is a conference center but they are for their guest and classes but in the summer they are opening up pto the public,

J; do they work together with the hotels or on their own?

Jo; they are on their own, they saw that they needed more rooms so they built it and now they are renting out in the summer time. most of hte rooms are for their own people.

J; D; that is the place where they have Gunilla the boat?

D; so that is a hostel?

Jo; yeah

Je; a ok, kommunhus is right there and tis also nimbus... ÖMC is it private?

Jo; yes it is private and they do classes in sea rescue

Je; how many rooms are there totally on the island?

Jo; Idk you have to call around on the island but it's not enough

D; Hönö is attracting most tourists?

Jo; yes it has all the shops and most of the restaurants, so most people comes here.

You can buy clothes, the center for shopping is here. This is one of the goals for Öckerö

D; I lived in Hälsö, it's a beautiful place "strand baren", it has been destroyed because it's a beautiful place with just serving pizza and beer.

Jo; we can't do anything about that, we can't pick the ones that are running it.

Ex there is a restaurant called Francis that are never open

D; use to be famous

Jo; since I have been here it has never been open

Je; are they just open in the summer?

Jo; idk, one thing when you do tourism is that you have to makes your place attractive and unique and everybody has to cooperate. This is what the "kommun" has to do.

D; yea we talked to Katarina about it, that everybody need to cooperate.

Jo; people has to communicate, that makes it hard for us at "touristbyrå" when people come and ask about Francis and we don't know if they are open closed or...

Communication is really important.

D; they use to be famous for some red drink that Ove told us about.

Jo; that is one of the rules of marketing if you are not seen and heard you don't exist. If you want to be successful

D; like when we went to the museum the lady had recommendation on where we should go and have lunch. She said what they had the best fish for lunch

Jo; did she ask what people did out here?

D; she said that we should go to tullhuset, but it was too expensive

BLA BLA BLA about Francis

Turistbyrå is the place to get info from, people need to update you so you can give info to the tourists both here and online.

Jo; people need education, and they need to learn how to update themselves online. People need to work towards the same goal, and the need to want people to come out here and see what we have to offer.

D; This is the main thing that we talked about when we did the problem analysis. The people are not really interested in selling their services

Jo; people need to know how to market themselves when they start a new business. And people out here don't know what marketing can do for them.

Tourism in Sweden is fairly new branch and the industry is a way to make money.

D; they are not tourist oriented on the island. the people out here are scared of many people coming to their island, they are taking away the calmness and the quietness of the island. The driven people are working somewhere else.

Jo; you need education to learn and not think that you already know everything. The people out here get their income from people living out here so that's what they focus on.

Je; so they are happy to break even and survive, they don't want to be big

Jo; I had a meeting with the "idrottsförening". They asked us, the people that come out here, the parents and so on, where should they stay, what should they do, how can we entertain them? Activities! So why has nobody thought about this before. The people are already here. Take advantage of them?

D; great idea

Jo; go fishing, go here go there, eat here... the people are already on the island

Je; the problem is that on the island they do not advertise for any activities, people are not aware of what you have? Because there are thing to do out here.

Jo; yeah

Je; so if you want to make money advertise more and make people aware of what you have out here because the customers seems to already be here.

So the magazine of the archipelago has been out a year?

Jo; we want people from Gothenburg to come out here and see the islands and the archipelago

D; Swedes are not selling themselves compared to Egypt or any other middle eastern country, they are not approaching the customers. Is that right?

Jo, big companies know about this and working with it

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Fig 2 Eniro Kartor <http://kartor.eniro.se/>

Fig 3 Google earth <https://maps.google.com/maps?hl=en>

Fig 4 (Kotler , Haider and Rein 1993) P. 5 & 7

Fig 5 (Kotler , Haider and Rein 1993) P. 5 & 7

Fig 6 Öckerö web page
<http://www.ockero.se/download/18.24490030139bdce5faa2f4/OckeroLogo.zip>

Fig 7 (Bryman and Bell 2007) P. 406.

Fig 8 Ice Hotel web page <http://icehotel.com>

Fig 9

http://www.fotoakuten.se/displayimage.php?album=35&pid=3642#top_display_media &
<http://www.martinsons.se/butikssortiment/sjobod>

Fig 10 Statistics from Öckerö web page

<http://www.ockero.se/download/18.3019e2b013b337fdadf2bfb/1407%2B%C3%96cker%C3%B6%2BFAKTA2012.pdf>

Fig 11 statistics from Öckerö web page

<http://www.ockero.se/download/18.3019e2b013b337fdadf2bfb/1407%2B%C3%96cker%C3%B6%2BFAKTA2012.pdf>

Fig 12 & 13 Statistics from Goteborg Company <http://corporate.goteborg.com/wp-content/uploads/2011/08/%C3%85rstatistik-G%C3%B6teborg-2012.pdf>

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