

Version of Record

This is a self-archived version of the original publication.

Reference:

Renfors, S-M. (2020). Stakeholders' Perceptions of Sustainable Tourism Development in a Cold-Water Destination: the Case of the Finnish Archipelago. *Tourism Planning & Development*. Published online ahead of print.

The Version of Record of this manuscript has been published and is available in *Tourism Planning & Development* 10.9.2020

<https://www.tandfonline.com/doi/full/10.1080/21568316.2020.1816566>

# **Stakeholders' Perceptions of Sustainable Tourism Development in a Cold-Water Destination: The Case of the Finnish Archipelago**

Sanna-Mari Renfors, Satakunta University of Applied Sciences

## **Abstract**

Research on sustainable tourism development in the context of islands has mainly focused on warm-water destinations. Because the concept of sustainability differs according to the type of the destination, this case study increases understanding of sustainable tourism development in a cold-water destination. The Finnish archipelago was chosen as a case destination, since sustainability has become an important policy framework for the tourism industry in Finland. The findings show that economic sustainability is the most important and socio-cultural sustainability the most contradictory as well as the weakest sustainability dimension. In particular, the conflicts caused by the pivotal role of the municipality, the specifics in legislation, the Finns' emotional and personal relationship with nature and second home ownership emerge as the context specific features in sustainable tourism development. These findings have important practical implications for the destination stakeholders when converting the intentions related to sustainable tourism development into practice.

**Keywords:** sustainable tourism development; island tourism; coastal tourism; cold-water destinations; tourism stakeholders

## **Introduction**

This article explores sustainable tourism development from the stakeholders' perspective in a cold-water destination, in the Finnish archipelago. Increasing understanding of the sustainable development of tourism is a necessity in coastal and maritime destinations, because coastal

and maritime tourism is one of the fastest growing and the largest segments of maritime economy (Hall, 2001; Orams, 1998; Papageorgiou, 2016). In this context, there is a strong and pervasive interconnectivity between economic, environmental, social, cultural and political sustainability dimensions (Twining-Ward & Butler, 2002). Especially the unique characteristics of the islands as tourism destinations, such as vulnerability, insularity and peripherality, result in the fact that the islands will experience even more pressure as the combined impacts of economic, social and environmental change increases (Carlsen & Butler, 2011; Lim & Cooper, 2009).

The sustainable development of tourism is not an optional extra on an island but a practical necessity, because the relationship between tourism and island development creates management dilemmas of various scales (Hall, 2010; Twining-Ward & Butler, 2002). Due to the need for promoting the sustainable development of island destinations, sustainability has been one of the main areas of interest in island tourism research (Parra-Lopez & Martinez-Gonzalez, 2018; Tiago et al., 2020). One of the contextual themes in sustainable tourism research has been small island destinations and, in particular, small island developing states (SIDS) and islands as part of developing or less developed nations. In addition, most research into island tourism has mainly focused on islands in warm-water destinations with tourism as a major source of income (Lopez-Guzman et al., 2016). As Baldacchino (2006b) stated, it seems that only warm islands can be used for tourism purposes.

There is no doubt about it that cold-water destinations have rather different issues in sustainable tourism development than their warm-water cousins. However, it is relatively hard to find literature on tourism in cold-water islands (Baldacchino, 2006b), even if low-density cold-water destinations provide an interesting laboratory for scholars (McElroy & Potter, 2006). Since the nature and practices of the tourism industry in a cold-water destination are very different from what is experienced on a stereotype of a warm, tropical and exotic island

(Baldacchino, 2006a), additional studies are required to understand the key tenets of sustainable tourism development in cold-water island destinations more completely.

Thus, the aim of this study was to increase understanding of sustainable tourism development in a cold-water destination, i.e. the archipelago, which is one of the main travel regions in Finland. The study analyses the stakeholders' definitions of sustainable tourism development by considering it as a multidimensional concept. This approach was chosen, since sustainability has become an important policy framework for the tourism industry (Saarinen, 2015). The Finnish Ministry of Economic Affairs and Employment (2019) has adopted a multidimensional approach to sustainability when working towards its aims in developing Finland as the most sustainably growing tourist destination in the Nordic countries. As a result, the following research question was formulated: How are sustainable tourism development and its different dimensions defined in the context of a cold-water destination, the Finnish archipelago?

In this study, a tourism destination is defined as an archipelago municipality located by the sea and/or an individual island for tourism, e.g. an island with a lighthouse or a fortress. There can be residents on the island or the islands are only tourist destinations without permanent residents. Coastal and maritime tourism are defined as consisting of sea-related tourist activities in the archipelago focusing on peripheral areas and including landside facilities and services necessary for tourism (cf. Hall, 2001). The activities are both water-based and land-based, e.g. nautical sports, recreational fishing, cycling, boating, and small-scale cruising. The tourists are domestic or foreign leisure tourists who mainly participate in self-guided or guided tours individually or in a small group or they visit the archipelago with their own boat.

The topic of this study is highly relevant in Finland and this study supports sustainable tourism development at national, regional and local level. According to the Ministry of

Economic Affairs and Employment (2019), the development of sustainable tourism is a key issue for tourism and the tourism stakeholders must invest in developing sustainable tourism taking into consideration the environment as well as the social, cultural and economic issues. Consequently, to help the tourism industry in Finland to adopt sustainable practices, a Sustainable Travel Finland Programme was designed for tourism enterprises and destinations by Visit Finland. However, more information is needed about the specific features of sustainable tourism development in this setting for the stakeholders to be able to implement the programme efficiently in the archipelago.

The paper starts with a discussion about sustainable tourism development, its island tourism applications and characteristics of cold-water island destinations. The methodology section is followed by the findings of the study. Lastly, implications are drawn for sustainable tourism development policy-makers.

### **Sustainable Tourism Development and Island Destinations**

There are a large number of definitions of sustainability and sustainable development. The most cited definition of sustainable development was provided by the Brundtland Commission in 1987: 'sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs'. The definition provided by the World Tourism Organisation in 2005 (UNEP & WTO, 2005) was inspired by the Brundtland Commission, and it defines sustainable tourism as 'tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities'. This definition is also used in this study.

Sustainable tourism development has been one of the fastest growing research areas in tourism studies since the late 1980's. Tourism and sustainable development have become a

prominent area of research and an agenda of concern for different stakeholders within developed and developing countries (Chan, 2010). However, it is difficult to define and operationalise the concepts of sustainability, sustainable tourism and sustainable development. Making tourism sustainable is not easy, mainly because the imprecise nature of the concept of sustainability makes it difficult to apply (Torres-Delgado & Palomeque, 2014). Consequently, these concepts are interpreted in various ways and used loosely and often interchangeably (Berno & Bricker, 2001; Liu, 2003; Sharpley, 2000). Furthermore, sustainability should be addressed as a holistic and long-term concept by the industry developers and policy-makers who set the scope for tourism development in order to create a more desirable tourism future for coastal areas (Andersen, Blichfeldt, & Liburd, 2018).

The concept of sustainability differs according to the type of the destination, because destinations have different kinds of natural environment, community characteristics and institutional arrangements and policies to manage tourism (Chan, 2010; Poudel, Nyauapane, & Budruk, 2014). Therefore, there seems to be no conclusive, holistic conceptual framework, which identifies the key attributes and guides the sustainable tourism development of a particular destination (Chan, 2010). In practice, the multidimensional view of sustainable tourism is prevalent in the literature, and the dimensions of sustainability are seen as a powerful tool for defining sustainability issues.

As said, sustainable tourism development involves economic, political, socio-cultural and environmental dimensions. Economic sustainability ensures that development is economically efficient and the development growth rate is optimised at a manageable level (Choi & Sirakaya, 2006; Timur & Getz, 2009). Political sustainability refers to the political system and power distribution in society, as governments have assumed greater responsibility and involvement in tourism destination development at all levels (Choi & Sirakaya, 2006; Ruhanen, 2013). Socio-cultural sustainability implies respect for the social identity and social

capital, for community culture and the cultural authenticity of host communities, and for the strengthening of social cohesiveness through participation and seeking improvements in the quality of life (Choi & Sirakaya, 2006; Padin, 2012). Environmental sustainability involves the optimal use of environmental resources and ensuring development that is compatible with the maintenance of essential ecological processes and helping to conserve natural resources and biodiversity (Padin, 2012; Timur & Getz, 2009).

There are a lot of studies on tourism on islands which examine the economic, cultural, social, and environmental factors and their respective impacts (Tiago et al., 2020). However, the focus of sustainable tourism development related to islands has mainly been on the economic aspects due to high dependence on tourism and its contribution to island economies and poverty alleviation in warm-water island microstates and islands as a part of developing or less developed nations. However, in a cold-water destination, tourism is often one of several contributors to the economy (Brown & Cave, 2010), which causes very different challenges. In addition, special attention has also been paid to the environmental and socio-cultural dimensions of sustainability. In particular, sustainability in island tourism has been linked to the carrying capacity, community involvement, local political environment and special interest activities (Lim & Cooper, 2009).

Research on sustainable tourism development on islands mostly consists of case studies. The most researched islands include Cyprus, Mauritius, Aruba, and Barbados (Tiago et al., 2020). Many books including a wide collection of case studies have been published on island tourism and sustainable development in the 2010's (cf. Carlsen & Butler, 2011; Dodds & Graci, 2012; McLeod & Croes, 2018; Meyer-Arendt & Lew, 2015; Modica & Uysal, 2016). These case studies have mostly been conducted in the context of the Pacific Ocean (e.g. Samoa, the Galapagos, Hawaii, Fiji), Indian Ocean (e.g. the Andaman and Nicobar Islands, the Maldives, Mauritius, the Seychelles), Atlantic Ocean (the Canary Islands, the Cape Verde

Islands, the Bahamas), Caribbean Sea (e.g. Cuba, Trinidad & Tobago, Jamaica), and Mediterranean Sea (e.g. the Balearic Islands, Cyprus, Malta). Only two of these numerous case studies in the above-mentioned books have been conducted in a cold-water destination in northern latitudes: in the Shetland Islands (Butler, 2011) and in a small island in Ontario, Canada (Graci & Dodds, 2012).

The peripheral cold-water destinations include the following competitive assets: strong natural environment and direct encounters with nature, unusual terrestrial and marine wildlife, unique geologic and atmospheric features, scenic values, local culture, and special interest activities (Baldacchino, 2006a; Blomgren & Sørensen, 1998; McElroy & Potter, 2006; Schmallegger & Carson, 2010). These destinations are defined by small-scale tourism, and the nature of tourism is described as active, because people visit the destinations to engage in specific activities (Butler, 2006). In other words, the business model for tourism in a cold-water destination focuses on niche tourism, i.e. specific added value, unique services and experiences by local natural and cultural resources attracting a potential lower volume of visitors, who value the quality of services more than cost-effectiveness (European Commission, 2013). Due to low population and the low level of tourism penetration, the added value per tourist is greater than in warm-water destinations and the economic impact of tourism is important even with low figures (Baldacchino, 2006a).

The type of tourism the peripheral cold-water islands foster within the northern European context can also be described and analysed through the concept of rural tourism (Prince, 2017). In fact, a number of previous studies have identified a variety of features influencing sustainable tourism development in peripheral destinations, in remote settings such as islands. The most common issues in these destinations are extreme, climate-induced seasonality (Baldacchino, 2006a; Baum & Hagen, 1999; Butler, 2006; Nash & Martin, 2003), difficult and expensive access, limited tourism infrastructure and facilities (Baldacchino,



2006a; Butler, 2006; Jewell et al., 2004; McElroy & Potter, 2006; Nash & Martin, 2003), and lack of local capital for investments as well as limited local entrepreneurship (Schmallegger & Carson, 2010). On cold-water island destinations the facilities are limited in range and variety, and tourism is often catered for on a part-time basis by the local residents whose main income is derived from something else (Butler, 2006). Therefore, in cold-water destinations, tourism is not likely to experience a spurt of growth. The small-scale of tourism is likely to remain a long-term characteristic of visitation to these islands (Butler, 2006).

### **Setting**

The Finnish coast and archipelago are part of the Baltic Sea, which is a small sea with brackish water almost completely surrounded by land in the north-eastern part of the Atlantic Ocean. The Finnish coast is 1,100 km long, the coastline extends to 46,101 km and Finland's marine area includes over 81,000 islands (Island Committee in Finland, 2017; Ministry of the Environment, 2006). Thus, Finland's coast boasts one of the world's largest archipelago with the tiny, pristine islands located along the coast of the mainland. For example, the Finnish Archipelago Sea, a part of the Finnish territorial waters, has the world's highest density of islands.

### **FIGURE 1. MAP HERE**

The archipelago of Finland is characterised by a rapidly advancing shoreline and rocky waters. The steady uplift of the Scandinavian shield at 1 cm/year results in a progressive rise of numerous low-lying islands along the coast (Depraetere & Dahl, 2007). New islets and islands are still emerging slowly, and the existing islands are expanding. Therefore, the archipelago is fragmented with underwater rocks, and the waters around the islands are shallow. The

average depth of the water is only about 20 meters in the Archipelago Sea, and it makes the area especially vulnerable.

The coast and the archipelago are among the most important travel regions in Finland and the Ministry of Economic Affairs and Employment has recently supported the growth and innovations in the tourism of these regions by allocating money to the development of tourism. There is only small-scale tourism in these regions but it has strong significance, in particular, for the tourist hot spots in the archipelago. In 2019, about 4.7 million domestic and 1.1 million foreign tourists visited the region (Visit Finland, 2020). The most important foreign countries where the tourists came from were Sweden (25%), Germany (11%), Russia (7%), and Norway (6%) (Visit Finland, 2020). The peak for leisure travel is clearly in the summer on the coast and in the archipelago. The attraction of the area is based on cultural values and their attachment to the sea and nature. Nowadays, the most important factor that attracts tourists is nature (43%), but they are also interested in culture (28%) (Visit Finland, 2019). In addition, Finland is one of the world's leading countries in terms of second home ownership and tourism with second homes located on the shoreline (66.9%) and on an island (19.4%) (Hiltunen & Rehunen, 2014). Müller (2013) argued that second home tourism is in fact a true form of mass tourism in the Nordic countries, since more than 50% of the population have access to second homes.

The population is small on many islands and only a few islands have permanent, full-time population because of lack of road connections. Many municipalities on the coast and in the archipelago have lost permanent residents during the past decades. These demographic changes have taken place because the jobs in traditional fishing industry and processing have diminished (Baldacchino, 2006a; Island Committee in Finland, 2017). The decrease in the possibility to practice this form of livelihood has created challenges to the social and economic sustainability of the remote regions as well as the maintenance and development of their

unique cultural heritage (Ministry of the Environment, 2006). As a result, it has been considered important to maintain and strengthen the vitality and economic functions of the regions by making use of the specific features and attractions of the coast and the archipelago. However, the economic functions should develop in harmony with the environment in order to develop permanent and sustainable economic functions based on nature (Ministry of the Environment, 2006).

The tourism industry on the Finnish coast and archipelago is comprised of micro enterprises (Ministry of Economic Affairs and Employment, 2019). Many micro entrepreneurs work part-time and alone in the tourism season and their income also comes from other sources. During the past years, most new enterprises have been created in nature-based activities (Ministry of Economic Affairs and Employment, 2019).

As noted by Baldacchino (2006a), in non-sovereign island territories, the concentration of local politico-economic power is more likely to lie in the hands of a small identifiable group. In the Finnish context, the local government, i.e. the municipality sector, is widely acknowledged as a pivotal tourism stakeholder. Policymaking in tourist destinations is in the hands of local governments, as there exists neither a hierarchical tourism administration system nor strong industry leadership (Komppula, 2014). It is worth noting that Finland has a special local government structure differing from many other European countries. This system is based on strong local self-government with local democracy and decision-making and the local authorities are responsible for the provision of public services. In addition, the municipalities are to promote sustainable development on a local basis, and it is their task to support the conditions for business and economic development. This policy has increasingly become a task for the entire municipal organisation (Association of Finnish Local and Regional Authorities, 2019). However, the role of the municipalities in developing tourism is not statutory as in their other services.

## **Methodology**

A case study with a qualitative approach was selected for this study, since the purpose was to gain deep and rich understanding of sustainable tourism development in the Finnish archipelago as experienced by the different stakeholders. It is crucial that the tourism destination stakeholders' views and opinions are analysed and understood, because they influence tourism activities and are affected by the consequences of tourism actions (e.g. Dabphet, Scott, & Ruhanen, 2012; Holden, 2010; Timur & Getz, 2009; Özdemir et al., 2015). At the same time, there are different conceptions of the meaning of sustainable tourism development among various destination stakeholders (Chan, 2010; Wickens, Bakir, & Alvarez, 2015). Therefore, it is necessary to take the diverse stakeholders' views, conflicting interests as well as shared goals into consideration.

An intrinsic case study was selected, because the researcher wanted to gain understanding of a specific case in all its particularity (cf. Stake, 2000). The main aim was to understand and explore the case from within and from the perspectives of the people involved in the case (cf. Eriksson & Kovalainen, 2008). The author collected the data by in-depth, semi-structured, face-to-face interviews from 18 different tourism stakeholders during spring 2019. These stakeholders were identified as relevant to sustainable tourism development in the Finnish archipelago. They were chosen because of their role in the tourism industry and in the implementation of policies in the tourism industry in the archipelago of Finland from the city of Vaasa down the coast until the Russian border representing the following regions: Satakunta, Finland Proper, Uusimaa, Ostrobothnia, and Kymenlaakso.

A snowball method (cf. Berg, 2001; Krippendorff, 2013) was used as a means of identifying the relevant informants. In other words, the already existing informants provided contact information and thereby new informants. As a result, the sample snowballed from a

few interviewees to eighteen informants. The informants were selected with the purpose of including representatives with different views to widen the perspective and to add richness to the research. Consequently, the following stakeholders representing the different regions of Finland participated in the interviews (Table 1): local public authorities, i.e. the authorities of the municipalities (n=3), regional public authorities, e.g. from the regional councils (n=5), national public authorities managing nature protected areas (n=2), non-governmental organisations, e.g. citizen-based groups related to nature protection and cultural heritage (n=3), regional business development organisations (n=2), and tourism entrepreneurs with micro-sized companies (n=3). The sample characterises accurately the stakeholders involved in the tourism industry in the Finnish archipelago.

**Table 1 near here**

A semi-structured interview protocol was employed because of the desire to receive in-depth information. The interviews included a consistent set of open-ended and unstructured questions, which were designed to elicit discussion about sustainable tourism development. A topic guide covering the framework of the themes relevant to the aim of the research was used in a flexible way during the interviews. The questions were formulated in order to detect the stakeholders' perceptions of sustainable tourism development in the Finnish archipelago. After the first interviews had been conducted, the topic guide was established as effective, because the interview questions were broad and encouraged respondents to describe the stakeholders' perceptions of sustainable tourism development in the Finnish archipelago. In the interviews, sustainable tourism development was approached from a multidimensional perspective with economic, political, socio-cultural and environmental dimensions. For example, the following questions were asked: How do you perceive sustainable tourism

development in your destination? Which sustainability dimension has a strong effect on tourism development in your destination and why? What kind of sustainability-related conflicts are created between different groups of stakeholders? Could you give an example of sustainable tourism development in practice in your destination? The questions were adapted to each situation with extra questions and new themes if needed. The informants were given full freedom to express their thoughts and ascribe meanings. The duration of each interview was from 45 min to 1 hr. and 30 min. The sample size was completed, when information reached a saturation point, and the interviews would not produce any additional substantial information.

The analysis was inductive, which involves discovering the patterns and themes emerging out of the data (Patton, 2002). The purpose of the data analysis was to understand the people studied and induce meaning from the data. The interviews were analysed to identify the key themes, i.e. categorical forms, relevant to the research aim. Inductive coding was used for analysis to allow the discovery of patterns. Recurring patterns, i.e. descriptive findings, were revealed and data categories merged into key themes, which were coded under a smaller number of headings. First, the interview data were transcribed and the researcher familiarised herself with the transcribed data. The data were studied several times in their entirety to acquire a sense of the whole and to identify the essential features of the content for further analysis. Secondly, the data were coded manually based on the research question. Individual transcripts were dissected and reorganised in terms of codes. The codes were analysed, refined and combined to form a core group of broader themes. In the last phase, common themes, which best reflected the perspectives of the stakeholders, were identified from the data. Each of these themes is described in the findings with further context provided by illustrative quotes from the interviews.

## **Findings**

Four major themes representing economic, political, socio-cultural and environmental sustainability dimensions were derived from the qualitative analysis. They describe how sustainable tourism development and its different dimensions are defined in the context of a cold-water destination, the Finnish archipelago. The stakeholders expressed these themes repeatedly, and they made similar statements about them.

In sum, economic sustainability was strongly connected to tourism entrepreneurship as a means to preserve the vitality of the archipelago. Political sustainability was considered as a battlefield of public and private interests. Socio-cultural sustainability was attached to the conflicts of interests caused by the local residents' and second home owners' emotional and personal relationship with nature and differing concerns in land use. Environmental sustainability was strongly present in the archipelago, but no major issues were attached to it. It was mainly considered from the perspective of economic and political sustainability.

### ***Tourism Entrepreneurship as a Source of Vitality***

In the stakeholders' opinion, economic sustainability is by far the most important dimension of sustainability in the Finnish archipelago. In particular, archipelago was regarded as an operational setting of the local micro entrepreneurs, since tourism in the Finnish archipelago involves micro enterprises and their offerings. Tourism was considered a significant means of livelihood and tourism entrepreneurship as an opportunity to preserve the vitality of the area. Thus, tourism provides an opportunity to establish and run an enterprise and to gain income. A stakeholder from a non-governmental organisation (I13) expressed it the following way:

Tourism is an important form of livelihood in this area. It is important to maintain the vitality of the archipelago and have people here. In the archipelago people do a

lot of things for their income. Therefore, tourism is also important. It can be one of those means to provide income for people. Even if you are not a tourism entrepreneur, you can still make money from tourism. Many tourism entrepreneurs make other things during the winter.

Seasonality was seen as the most important factor influencing the nature of tourism entrepreneurship. Since entrepreneurship is constituted of small-scale family enterprises, it was important for the entrepreneurs that they can employ themselves and provide employment for the locals during the summer season. Because of seasonality, it is hard for the entrepreneurs to earn their living from tourism all year. On the other hand, the bed capacity and number of piers in marinas limit the number of visitors during the high-season, which can also limit the growth of tourism and the entrepreneur's income.

Due to the short season and limited capacity, the entrepreneurs consider their economic investments carefully. The enterprises have optimised their operations by focusing on a specific target group and time period, because the limits of growth are reached quickly. In the entrepreneurs' opinion, it is particularly important to adapt the selection of services to the capacity. In other words, the key factor of profitability consists of providing appropriate products and services to the right target group. A tourism entrepreneur (I18) commented this fact in the following way:

The circumstances limit us very much. It is of no use to long for more tourists during the year. Our port is as small as it is, and it is not possible to increase the capacity. We can't build more rooms either. The growth for us has to be made in such a way that instead of leaving 20 euros, a tourist will leave 40 euros.



Economic sustainability is closely connected with accessibility. The stakeholders stated that the marine environment is often only regarded as a picturesque background and scenery, because the archipelago consists of many small and fragmented islands, and it is therefore difficult to access. Non-accessibility hinders economic sustainability, and it also causes significant costs for the entrepreneurs, since they have to invest in their own transport equipment to take the clients to their enterprises on the islands. Therefore, organised group tours could be one solution in increasing economic sustainability (I2):

We could have more opportunities to take people to the islands. At times, we are criticised for marketing our destinations as being close to the sea but a person who doesn't own a boat can't get there. There should be more organised tours.

### ***Tourism Development as a Battlefield of Public and Private Interests***

Political sustainability and, in particular, the contradictory role of local public authorities, i.e. the municipality, were strongly present in the interviews as one of the dimensions of sustainability in the Finnish archipelago. The interviews show that the creation of prerequisites for sustainable tourism development and business operations is based on the plans and actions made by the authorities, e.g. land use strategies, local plans, land policy and building regulations. The local government influences sustainability by building the infrastructure intended for tourists, for example water pipes, electricity, piers and public toilets. The tourism infrastructure can be established only on locations allowed by the detailed local plan and after public hearings and appealing processes. These actions direct the tourist flows to certain destinations and contribute to the environmental sustainability of other areas. A representative of a regional public authority (I5) stated that:

Sustainable tourism is based on the activities of the authorities. The municipality creates opportunities for the entrepreneurs to do business. In particular, land use is strictly controlled in Finland, and the municipality directs the functions to a certain area by zoning.

Political sustainability involves many conflicts, in particular, between the entrepreneurs and local public authorities. The authorities thought that they create opportunities for the entrepreneurs to operate but according to the entrepreneurs, the actions of the authorities can have a hindering effect on entrepreneurship. The entrepreneurs are also worried about the fact that the municipalities do not invest in developing the infrastructure of the tourism industry in the same way as in other industries e.g. manufacturing, because they lack understanding of tourism as an industry. For this reason, tourism industry stakeholders might think that the public authorities inhibit economic sustainability and create a bottleneck for development, because the growth and competitiveness of the tourism industry is not considered important enough. An entrepreneur (I18) commented this as follows:

The actions of the city have a lot of impact on our functions. The harbour is owned by the city and we need part of the pier. We don't need a lot to cope but it makes me laugh, when I think about how many other industries have a lot of things to benefit from but we have only the side of the pier.

The stakeholders stressed the role of public-private sector cooperation and involving local commercial interests in the provision of infrastructure, since there are various stakeholders operating in the marine areas. However, lack of communication and coordination between different tourism stakeholders and within the different departments in municipalities was

regarded as a key challenge in the provision of infrastructure by tourism entrepreneurs and the representatives of municipalities. According to the stakeholders, cooperation should be strengthened, and there is a need for networks, which include the local government, entrepreneurs and other stakeholders. According to an entrepreneur (I16):

The local government doesn't ask anything about the infrastructure from the tourism entrepreneurs. We always just watch what has been done. We are not involved in anything and we don't hear anything.

On the other hand, it was acknowledged that the local government can have a positive impact on the entrepreneurial environment by being a facilitator and by supporting economic sustainability. The local government can provide enterprises with direct financial support in order to maintain enterprise activities and make enterprises profitable despite the short season and challenging accessibility. Because of the financial support given to the connection traffic by the local government, tourists can travel free to the largest islands by commuter ferries. According to a stakeholder from a municipality (I2):

We have an agreement with one entrepreneur who regularly takes people to an island in the summer time. The municipality has been forced to increase its stake, because otherwise there wouldn't be any entrepreneurs on the island. If the municipality doesn't support the functions, it is possible that there will be no entrepreneurial activities.

***Tourism Development Connected with Emotions and Personal Relationship with Nature***

The socio-cultural dimension was considered the weakest dimension of sustainability in the Finnish archipelago, and it causes many conflicts, not necessarily between the host community and tourists, but between the local residents, second home owners, municipality, and tourism developers as the archipelago mainly consists of private property with free-time dwellings. A stakeholder from a regional public organisation (I8) explained that:

Finland has a very strong summer cottage culture, which affects the planning of land use. Bodies of water are private areas, and they have been zoned as cottage lots. There is no free coastline which could be used for recreational and tourism activities unless you own it. And cottage owners cause conflicts, because in Finland it is important to have an opportunity to be alone and have peace without outsiders.

This is what we are used to here.

Benefiting from nature in the form of tourism arises many emotions. According to the interviewees, the development of tourism in the archipelago is strongly linked with the local residents' and second home owners' emotions, which are connected to their unwritten rights, attitudes, images and personal experiences. A stakeholder from a municipality (I3) shows this in the next quotation:

The social dimension is really important, if not the most important one. We should find a common way of working for the nature of the archipelago. Finns have a very personal and strict relationship with nature and it is considered the only right one. In my opinion, it is fine that people experience that they own the archipelago and nature and defend it. However, the discussion shows lack of background

information, little understanding and one-sidedness. The archipelago has amazing potential, if we could consider the development of the islands with less emotion.

Indeed, most conflicts are related to the Finns' personal relationship with nature. Nature is their own personal space. Finnish people feel that they own the surrounding nature together, even if in reality they do not own the area. According to the interviewees, the main reason for this relationship is the Finnish legal concept everyman's right, which guarantees free movement in nature and gives everyone an opportunity to enjoy nature regardless of who owns or occupies the area.

In particular, the second home owners and local residents have different interests related to the land use in the Finnish archipelago, since their motivations differ. The most important motive for the Finns to own a second home at the sea shore or on an island is to maintain well-being by enjoying the tranquillity of nature and relaxing. This causes a lot of problems among local stakeholders in relation to the purpose of the use of an area and in placing services.

In addition, socio-cultural sustainability is connected with the conception of democracy in the Nordic countries. The Nordic countries are democratic and Finland's Land Use and Building Act safeguards the residents' rights to participate in the planning process of land use. Local residents and second home owners are included in the decision-making process, and they can submit objections. It takes a lot of effort to find common goals, which all parties can commit to and which are also in line with the public development goals. According to a regional business developer (I15):

We have an area at the sea shore which is owned by the municipality, and they have desired to build a hotel there for decades, but it has always been rejected by the

residents. On the other hand, the process guarantees the evaluation of sustainable values at every phase, but it takes a lot of time.

### *Triangle of Environmental, Economic and Political Sustainability*

Although many stakeholders had concerns about the condition of the Baltic Sea, they agreed that as long as the tourist volume remains small, it has no major environmental impacts. Small capacities in transport, guest marinas and accommodation as well as small group numbers of tourists prevent overload. If the volume increases, the economic and environmental dimensions of sustainability must be taken into account in a more coordinated way. However, several stakeholders said that the archipelago would never be a great mass tourism destination because of its special features. One entrepreneur (I17) explained that:

When there is no mass tourism, the products on sale don't burden nature very much. This is due to the small number of the groups rather than to ecological thinking.

Ecological sustainability was often considered through economic sustainability. For example, it was connected to climate change and its impacts on tourism. In particular, tourism entrepreneurs were concerned about the loss of sea ice and shorter winter season. Their main concern is whether the business will still be profitable, if the environmental effects occur. They were also worried about the increase in blue-green alga and extreme natural phenomena, i.e. rain and storms and their effects on entrepreneurial activities. In their opinion it is essential to identify, assess and prevent the risks caused by climate change to the safety of tourists. A representative of a tourism development organisation (I14) commented that:

Nature is still in a rather good shape, but of course we worry about it. Our aim is to expand the season, but climate change affects these plans, because it creates extreme circumstances. The storms cause many problems, e.g. power breaks and fallen trees.

Environmental sustainability is also closely connected with political sustainability. The role of the local authorities was highlighted again, since they maintain services, e.g. waste recycling and disposal stations located in harbours, on islands and along waterways. The governmental planning systems related to tourism, e.g. plans on the usage and maintenance of an area, have a major effect on environmental sustainability. They ensure that the carrying capacities of tourism destinations reflect the sustainable levels of development. Before destinations are opened to tourists, their use is planned in detail and both the demand and services are directed to areas, where the soil quality is not easily declined. Instead, the stakeholders expressed concerns about the overgrowth in the destinations because of lack of tourism flows. One stakeholder from a municipality (I3) commented this as follows:

People have always moved around and benefited from the islands. It should be understood that defence forces have used many island destinations for 200 - 300 years. The biodiversity on the islands is the result of their usage. Therefore, it is important to understand the history of the destinations.

## **Discussion and Conclusions**

The stakeholders' perspective on sustainable tourism development in the Finnish archipelago includes the following aspects; preserving the vitality of the archipelago by fostering tourism

micro entrepreneurship, optimising its operations and offerings with carefully selected market niches and the capacity of tourism infrastructure. Sustainable tourism development also involves providing the prerequisites for business operations based on the instruments and actions of the local public authorities, in particular, municipalities. It is also about participatory planning, which takes into the account the local residents' and second home owners' emotional and personal relationship with nature and their different concerns in land use. Furthermore, environmental sustainability is subsumed under economic and political sustainability, rather than being considered per se.

The findings implicate that stakeholders' views on sustainability differ from the definitions used in this study (the Ministry of Economic Affairs and Employment, 2019; UNEP & WTO, 2005). The tourism stakeholders consider the economic and socio-cultural issues, although there exists many disputes, in developing sustainable tourism. In this context, there is a strong interconnectivity between economic, socio-cultural and political sustainability dimensions. Since tourism development has not generated major environmental impacts, the needs of the environment are considered in relation to economic, socio-cultural and political issues.

The findings show that sustainable tourism development is closely connected with the characteristics of island tourism, i.e. peripherality, insularity and vulnerability. These include small-scale tourism, micro entrepreneurship and seasonality, which are affected by limited capacity, facilities, infrastructure and accessibility. Other characteristics involve the pivotal role of local government and governmental planning systems, legislation related to land use and everyman's right. In addition, local development is strongly connected with emotions and second home ownership. Many of these characteristics are highlighted in the literature related to cold-water islands. However, the role of the municipality, legislation and second home ownership emerged as context specific features in the Finnish archipelago.



The findings show that there is consensus among various groups of stakeholders on the fact that economic sustainability is the most important dimension of sustainable tourism development. It is associated with entrepreneurship, which is considered a central force of economic development. As the findings demonstrate, tourism entrepreneurship is regarded as a means to continue living in a place, sustain and improve the quality of life and preserve the vitality of the Finnish archipelago. This supports the notion of Butler (2006) that dependency on tourism in a cold-water destination is growing as the traditional livelihoods are declining.

It was mentioned above that politico-economic power is more likely to lie in the hands of a small identifiable group in the context of islands. This article concludes by arguing that the context of sustainable tourism development is highly political, and local public authorities, i.e. municipalities are pivotal and influential stakeholders in sustainable tourism development in the Finnish archipelago. As Ruhanen (2013) stated, in the absence of strong private sector leadership in addressing and determining the objectives of sustainable tourism development, responsibility is left with the public sector and sustainable tourism development is based on their instruments and actions. The role of the local government is to ensure good governance of the community and in the island context the local government can have a very powerful position (Dodds & Graci, 2012). On the other hand, this responsibility causes many conflicts. As Dodds and Graci (2012) as well as Ruhanen (2013) suggested, the local government is indeed very powerful in terms of hindering or moving forward the agenda in island destinations. As a result, it can be both a facilitator and inhibitor in sustainable tourism development.

To avoid conflicts, public-private partnerships should be strengthened to facilitate the coordination of public and private interests and resources. Thus, in line with the ideas of Brokaj (2014), to achieve sustainable tourism, tourism enterprises have to be given more emphasis in government planning and policy. It is particularly important to find common

ground between the political and other sustainability dimensions and between the entrepreneurs and local public authorities by engaging the parties in a dialogue. As shown in previous studies (Lordkipanidze, Brezet, & Backman, 2005), it is important for the policy-makers to understand, in particular, where entrepreneurship comes from and what factors affect its growth.

The findings emphasise the fact that the local government does not have statutory obligations to develop tourism in Finland. Therefore, the local governments find it difficult to define their role in tourism development, and there is great variety in the investments and perceptions of tourism as an industry in different municipalities. The role of the local government in developing sustainable tourism has also been defined rather narrowly in the new Finnish tourism strategy (Ministry of Economic Affairs and Employment, 2019). This strategy identifies “supporting activities that foster sustainable development” as a key priority, but the local government has no role in its action plan. In conclusion, since the local governments have not been ascribed a role in the development and coordination of sustainable tourism in Finland, they do not identify their role in sustainable tourism development in practice. Therefore, the responsibilities of the local government in the development of sustainable tourism should be defined clearly, because accountability is an important parameter of good governance (Beaumont & Dredge, 2010). Ruhanen (2013) reached a similar conclusion and according to him the role and responsibilities of the local government in working towards sustainable tourism have not been defined well.

Previous studies have emphasised the involvement of the local community in tourism planning, development and decision-making including initiatives generated by the community. In this study, socio-cultural sustainability was considered crucial but it was also perceived as the most contradictory as well as the weakest sustainability dimension. Many factors in the Finnish social context, e.g. legislation and culture affect the socio-cultural

dimension of sustainability and the possible conflicts and opportunities. The local residents include both those people who live in the area permanently, but also those who own their second homes in the area. This causes conflicts as well as the Finns' strongly emotional and personal relationship with nature. As highlighted by Helgadottir et al. (2019), there is a need to consider the procedural aspect of social sustainability, i.e. the way in which social sustainability can be achieved. Accordingly, the stakeholders expressed a need for practical tools for developing socio-culturally sustainable tourism.

The findings show that the representatives of non-governmental organisations have the most coordinated and comprehensive perceptions of sustainable tourism development, which are also less emotional. They could identify the importance of economic, socio-cultural and environmental dimensions and were aware of the issues, which different stakeholders face. The findings demonstrate that the greatest differences in the perceptions of sustainable tourism development exist between tourism entrepreneurs, business developers and local public authorities, i.e. municipalities.

In future work, it would be important to investigate the political and socio-cultural sustainability dimensions in cold-water destinations to ensure sustainable tourism development. Because effective governance and the role of local governments in destination planning and development are the key requirements for achieving and implementing sustainable tourism development objectives, more attention should be directed towards a better understanding of the engagement, roles and responsibilities of the local governments (Ruhanen 2013; Shone, Simmons, & Dalziel, 2016). Future research could also continue to investigate the conflicts between different groups of stakeholders related to the political and socio-cultural sustainability dimensions. In addition, an issue that needs addressing is the lack of practical tools for socio-culturally sustainable tourism development.

An intrinsic case study method was adapted to this study, as the aim was to increase understanding of the phenomenon in a specific context rather than to present any generalisations. Thus, the findings cannot be generalised, because coastal and maritime tourism is diverse in its activities, locations and influence (cf. Orams & Lück, 2014). Although this study only deals with Finland, it nevertheless contributes to a more detailed understanding of sustainable tourism development in cold-water destinations.

This paper explored sustainable tourism development in a cold-water destination, which has so far been addressed only to a very limited extent in the scientific literature. The findings cast light on the specific features of sustainable tourism development in this context. They have important practical implications for the destination stakeholders and provide a basis for future research on the application of sustainability principles in a destination. Thus, the findings of this study can be utilised as the basis of sustainable tourism planning in the Finnish archipelago, since the first step in formulating an action plan is to find out, how the stakeholders interpret sustainable tourism development. In this way, the intentions related to sustainable tourism development can be converted into practical development to improve the level of sustainability.

### **Disclosure statement**

No potential conflict of interest was reported by the author.

### **Funding**

This work was supported by the European Commission, Joint Research Centre

### **References**

- Andersen, I. M. V., Blichfeldt, B. S., & Liburd, J. J. (2018). Sustainability in coastal tourism development: an example from Denmark. *Current Issues in Tourism*, 21(12), 1329–1336.
- Association of Finnish Local and Regional Authorities. (2019). *Finnish municipalities and regions*. Retrieved from <https://www.localfinland.fi/>
- Baldacchino, G. (2006a). Warm versus cold water island tourism. *Island Studies Journal*, 1(2), 183–200.
- Baldacchino, G. (Ed.). (2006b). *Extreme tourism: lessons from the world's cold water islands*. Amsterdam: Elsevier.
- Baum, T., & Hagen, L. (1999). Responses to seasonality: the experiences of peripheral destinations. *International Journal of Tourism Research*, 1(5), 299–312.
- Beaumont, N., & Dredge, D. (2010). Local tourism governance: A comparison of three network approaches. *Journal of Sustainable Tourism*, 18(1), 7–28.
- Berg, B. (2001). *Qualitative Research Methods for the Social Sciences*. Needham Heights, Massachusetts: Allyn & Bacon.
- Berno, T., & Bricker, K. (2001). Sustainable tourism development: the long road from theory to practice. *International Journal of Economic Development*, 3(3), 1–18.
- Blomgren, K. B., & Sørensen, A. (1998). Peripherality—factor or feature? Reflections on peripherality in tourism research. *Progress in Tourism and Hospitality Research*, 4(4), 319–336.
- Brokaj, R. (2014). Local Governments role in the sustainable tourism development of a destination. *European Scientific Journal*, 10(31), 103–117.
- Brown, K. G., & Cave, J. (2010). Island tourism: marketing culture and heritage—editorial introduction to the special issue. *International Journal of Culture, Tourism and Hospitality Research*, 4(2), 87–95.

- Butler, R. (2006). Epilogue: Contrasting coldwater and warmwater tourism destinations. In G. Baldacchino (Ed.), *Extreme Tourism: Lessons from the World's Cold Water Islands*, pp. 247–257. Amsterdam: Elsevier.
- Butler, R. (2011). Sustainable tourism in high-latitude islands: Shetland Islands. In J. Carlsen & R. Butler (Eds.), *Island Tourism: Towards a Sustainable Perspective* (pp. 140–154).: Wallingford, UK: CABI.
- Carlsen, J., & Butler, R. (Eds.). (2011). *Island Tourism: Towards a Sustainable Perspective* (Vol. 8). Wallingford, UK: CABI.
- Chan, J. K. (2010). Building sustainable tourism destination and developing responsible tourism: conceptual framework, key issues and challenges. *Tourism Development Journal—An International Research Journal*, 8(1), 24–32.
- Choi, H. C., & Sirakaya, E. (2006). Sustainability indicators for managing community tourism. *Tourism Management*, 27(6), 1274–1289.
- Dabphet, S., Scott, N., & Ruhanen, L. (2012). Applying diffusion theory to destination stakeholder understanding of sustainable tourism development: A case from Thailand. *Journal of Sustainable Tourism*, 20(8), 1107–1124.
- Depraetere, C. & Dahl, A.L. (2007). Island Locations and Concentrations. In G. Baldacchino (Ed.), *A World of Islands: An Island Studies Reader*, 57–103. Malta & Canada: Agenda Academic & Institute of Island Studies.
- Dodds, R., & Graci, S. (2012). *Sustainable Tourism in Island Destinations*. London: Earthscan.
- Eriksson, P. & Kovalainen, A. (2008). *Qualitative Methods in Business Research*. London: Sage.
- European Commission. (2013). *Study in support of policy measures for maritime and coastal tourism at EU level*. Final report. Netherlands: Ecorys.

- Graci, S. & Dodds, R. (2012). Moose Factory Island, Ontario: Putting community-based tourism into practice, 155–166. In R. Dodds, & S. Graci (Eds), *Sustainable Tourism in Island Destinations*. London: Earthscan.
- Hall, C. M. (2001). Trends in ocean and coastal tourism: the end of the last frontier? *Ocean & Coastal Management*, 44(9-10), 601–618.
- Hall, C. M. (2010). Island destinations: a natural laboratory for tourism: introduction. *Asia Pacific Journal of Tourism Research*, 15(3), 245–249.
- Helgadóttir, G., Einarsdóttir, A. V., Burns, G. L., Gunnarsdóttir, G. Þ., & Matthíasdóttir, J. M. E. (2019). Social sustainability of tourism in Iceland: A qualitative inquiry. *Scandinavian Journal of Hospitality and Tourism*, 19(4–5), 404–421.
- Hiltunen, M. J., & Rehunen, A. (2014). Second home mobility in Finland: Patterns, practices and relations of leisure oriented mobile lifestyle. *Fennia-International Journal of Geography*, 192(1), 1–22.
- Holden, A. (2010). Exploring stakeholders' perceptions of sustainable tourism development in the Annapurna conservation area: Issues and challenges. *Tourism and Hospitality Planning & Development*, 7(4), 337–351.
- Island Committee of Finland. (2017). *National archipelago programme 2017–2019*. Ministry of Agriculture and Forestry.
- Jewell, B., Blackman, A., Kuilboer, A., Hyvonen, T., Moscardo, G., & Foster, F. (2004). Factors contributing to successful tourism development in peripheral regions. *Journal of Tourism Studies*, 15(1), 59–70.
- Krippendorff, K. (2013). *Content Analysis. An Introduction to Its Methodology*. Thousand Oaks, CA: Sage.

- Komppula, R. (2014). The role of individual entrepreneurs in the development of competitiveness for a rural tourism destination—A case study. *Tourism Management*, 40, 361–371.
- Lim, C. C., & Cooper, C. (2009). Beyond sustainability: optimising island tourism development. *International Journal of Tourism Research*, 11(1), 89–103.
- Liu, Z. (2003). Sustainable tourism development: A critique. *Journal of Sustainable Tourism*, 11(6), 459–475.
- López-Guzmán, T., Orgaz-Agüera, F., Martín, J. A. M., & Ribeiro, M. A. (2016). The all-inclusive tourism system in Cape Verde Islands: The tourists' perspective. *Journal of Hospitality and Tourism Management*, 29, 9–16.
- Lordkipanidze, M., Brezet, H., & Backman, M. (2005). The entrepreneurship factor in sustainable tourism development. *Journal of Cleaner Production*, 13(8), 787–798.
- McElroy, J. L., & Potter, B. (2006). Sustainability issues. In G. Baldacchino (Ed.). *Extreme Tourism: Lessons from the World's Cold Water Islands*, pp. 31–40. Amsterdam: Elsevier.
- McLeod, M., & Croes, R. R. (Eds.). (2018). *Tourism Management in Warm-Water Island Destinations* (Vol. 6). Boston, MA: CABI.
- Meyer-Arendt, K., & Lew, A. A. (Eds.). (2016). *Understanding Tropical Coastal and Island Tourism Development*. Abingdom, UK: Routledge.
- Ministry of Economic Affairs and Employment. (2019). *Sector Reports – Tourism*. Publications of the Ministry of Economic Affairs and Employment 2019:3.
- Ministry of the Environment. (2006). *Finnish Coastal Zone Strategy*. Helsinki: Edita.
- Modica, P., & Uysal, M. (Eds.). (2016). *Sustainable Island Tourism: Competitiveness and Quality of Life*. Boston, MA: CABI.



- Müller, D. K. (2013). Progressing second home research: a Nordic perspective. *Scandinavian Journal of Hospitality and Tourism*, 13(4), 273–369.
- Nash, R., & Martin, A. (2003). Tourism in peripheral areas – The challenges for Northeast Scotland. *International Journal of Tourism Research*, 5(3), 161–181.
- Orams, M. (1998). *Marine Tourism: Development, Impacts and Management*. London, UK: Routledge.
- Orams, M., & Lück, M. (2014). Coastal and marine tourism. In C. Hall & A. Williams (Eds.), *The Wiley Blackwell Companion to Tourism* (pp. 479–489). West Sussex, UK: John Wiley & Sons.
- Padin, C. (2012). A sustainable tourism planning model: components and relationships. *European Business Review*, 24(6), 510–518.
- Papageorgiou, M. (2016). Coastal and marine tourism: A challenging factor in Marine Spatial Planning. *Ocean & Coastal Management*, 129, 44–48.
- Parra-López, E., & Martínez-González, J. A. (2018). Tourism research on island destinations: a review. *Tourism Review*, 73(2), 133–155.
- Patton, M. (2002). *Qualitative Research & Evaluation Methods*. Thousand Oaks, CA: Sage.
- Poudel, S., Nyaupane, G. P., & Budruk, M. (2016). Stakeholders' perspectives of sustainable tourism development: A new approach to measuring outcomes. *Journal of Travel Research*, 55(4), 465–480.
- Prince, S. (2017). Rural authenticity and agency on a cold-water island: perspectives of contemporary craft-artists on Bornholm, Denmark. *Shima: The International Journal of Research into Island Cultures*, 11(1), 102–121.
- Ruhanen, L. (2013). Local government: facilitator or inhibitor of sustainable tourism development? *Journal of Sustainable Tourism*, 21(1), 80–98.

- Saarinen, J. (2015). Conflicting limits to growth in sustainable tourism. *Current Issues in Tourism*, 18(10), 903–907.
- Sharpley, R. (2000). Tourism and sustainable development: Exploring the theoretical divide. *Journal of Sustainable Tourism*, 8(1), 1–19.
- Schmallegger, D., & Carson, D. (2010). Is tourism just another staple? A new perspective on tourism in remote regions. *Current Issues in Tourism*, 13(3), 201–221.
- Shone, M. C., Simmons, D. G., & Dalziel, P. (2016). Evolving roles for local government in tourism development: a political economy perspective. *Journal of Sustainable Tourism*, 24(12), 1674–1690.
- Stake, R. (2000). *The Art of Case Study Research*. Thousand Oaks, CA: Sage.
- Tiago, F., Oliveira, C., Brochado, A., & Moro, S. (2020). Mapping Island Tourism Research. In A. Kavoura, E. Kefallonitis & P. Theodoridis (Eds.), *Strategic Innovative Marketing and Tourism* (pp. 71–79). Cham, Switzerland: Springer.
- Timur, S., & Getz, D. (2009). Sustainable tourism development: How do destination stakeholders perceive sustainable urban tourism? *Sustainable Development*, 17(4), 220–232.
- Torres-Delgado, A., & Palomeque, F. L. (2014). Measuring sustainable tourism at the municipal level. *Annals of Tourism Research*, 49, 122–137.
- Twining-Ward, L., & Butler, R. (2002). Implementing STD on a small island: Development and use of sustainable tourism development indicators in Samoa. *Journal of Sustainable Tourism*, 10(5), 363–387.
- UNEP & UNWTO. (2005). *Making Tourism More Sustainable - A Guide for Policy Makers*. United Nations Environment Programme and World Tourism Organisation.
- Visit Finland. (2019). *Matkailun suuralueet: Rannikko ja saaristo*. Retrieved from <https://www.businessfinland.fi/>

Visit Finland. (2020). *Foreign overnights in Finland 2019*. Visit Finland's Statistics Service

Rudolf, Statistics Finland. Retrieved from <http://visitfinland.stat.fi/>

Wickens, E., Bakir, A., & Alvarez, M. D. (2015). Sustainable destination development: issues and challenges. *Tourism Planning and Development*, 12(1), 1–5.

Özdemir, G., Yilmaz, M., Yalçın, M., & Alvarez, M. D. (2015). Stakeholders' perception of Istanbul's historical peninsula as a sustainable destination. *Tourism Planning & Development*, 12(1), 87–98.

Figure 1. Map of the Finnish archipelago (National Land Survey of Finland)



Table 1. Interview sample characteristics

<b>#</b>	<b>Stakeholder group</b>	<b>Gender</b>	<b>Age</b>
<b>1</b>	Local public authority	F	30-39
<b>2</b>	Local public authority	F	30-39
<b>3</b>	Local public authority	F	30-39
<b>4</b>	Regional public authority	M	50-59
<b>5</b>	Regional public authority	F	40-49
<b>6</b>	Regional public authority	M	30-39
<b>7</b>	Regional public authority	F	40-49
<b>8</b>	Regional public authority	F	40-49
<b>9</b>	National public authority	F	40-49
<b>10</b>	National public authority	F	40-49
<b>11</b>	Non-governmental organisation	M	60-69
<b>12</b>	Non-governmental organisation	F	40-49
<b>13</b>	Non-governmental organisation	F	40-49
<b>14</b>	Regional business development organisation	F	50-59
<b>15</b>	Regional business development organisation	F	50-59
<b>16</b>	Tourism entrepreneur	M	50-59
<b>17</b>	Tourism entrepreneur	M	30-39
<b>18</b>	Tourism entrepreneur	F	30-39