Destination Development on Prangli Island

Tõnis Prangli
Supervisor: Lars Larsson

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1. Introduction

Several isolated areas are popular travel destinations because of their uniqueness, peacefulness and quietness. Rural areas, such as islands evolve tourism to better facilities and quality of life. Therefore many destinations are endeavouring to attract tourists and establish tourism development plans.

Rural areas, such as islands hope to gain benefits through tourism development. There are numerous barriers to tourism development such as seasonality, complex community relationships, and negative attitudes of inhabitants towards tourism development. To overcome barriers, it is necessary to research matters, which causes consequences of tourism development in an area.

It is popular among researchers to describe destination development through Butler´s Area Life Cycle. Through this model destinations evolve via the stages of exploration, involvement, development, stagnation, and mature or rejuvenation (Butler, 2006). Stages are dependent upon facilities and characteristics of a destination.

Prangli island is a rural area near Tallinn in Estonia. It is an island with a complicated history and inhabitants supposedly of Swedish origin. Inhabitants mostly involved in fishing and nowadays Prangli island is becoming an attractive tourism destination. There are several accommodation providers, tour operators as well as catering suppliers.

The purpose of the current thesis is to identify the hindrances and opportunities of tourism development on the island as well as the ways for breaking the barriers. The author hopes that in a longer term, the thesis will help to generate discussion between the inhabitants of the island and the local municipality about how to work towards common targets. Research questions of the thesis are: At what stage is the Prangli island as regards the Butler´s Area Life Cycle? What barriers can be identified in reaching to the next stage of development? What needs to be done in order to reach the next stage?

One method of the study is researching the opinions of tourism developers about tourism destination development on Prangli through interviews. Interviews are conducted with tourists
visiting the island, inhabitants and representatives of the municipality. Additional analysis is made with accommodation, shipping and web visits statistics.

There are a number of studies done on destination development applying the Butler´s Area Life Cycle model (McElroy & Hamma, 2010; Albuquerque & McElroy, 1992; Rodriguez, Parra-Lopez & Yanes-Estevez, 2008). Majority of the studies were conducted as regards southern island destinations, such as on Caribbean and Canary islands (e.g. Albuquerque & McElroy, 1992; Henderson, 2010; Atkisson, Anielski & Quevedo, 2003; Buhalis, 1999) and not many on northern islands, such as on Shetland islands in the North Sea or Bornholm in Baltic Sea (e.g. Bull, 1999; Fennel, 1996). This study contributes to research in the field of destination development on small islands and more specifically, to island tourism in the Baltic Sea region.

2. Theoretical Background: Tourism and Territorial Development

2.1. Tourism Impacts and Benefits in Regions

Tourism tends to have extensive impacts for a region. Impacts are caused by social, cultural and economical factors depending upon characteristics of a host community. Brunt & Courtney (1999) note that impacts bring change in the society´s values and beliefs. Impacts can be positive and negative, and it is important to mitigate negative and to reinforce positive ones for effective tourism development.

Citizens of rural areas are benefiting from tourism, but are also under pressure of negative impacts. Negative impacts are likely to occur in peripheral areas, such as islands because of sensitivity to economic and socio-cultural factors. Islands are likely to be more sensitive to changes, because of isolation and deeply established attitudes towards tourism development. According to Kariel & Kariel (1982) negative impacts are for example overload by tourists, tourist reliance, bad tourist behaviour and limited economic beneficiaries. Negative impacts are likely to occur in the circumstances of mass tourism. In rural areas, where tourist flows are not so high, positive impacts tend to outbalance negative ones.
Considerable problem for small islands is the outmigration to mainland. Kariel & Kariel (1982) suggest that to gain benefits for a region, community leaders need to provide employment opportunities for youth who want to stay at home. As tourism sector offers a variety of opportunities for employment, tourism development ties locals to their host community and provides a possibility for self-realization.

Positive impacts vary according to size and characteristics of a destination depending on tourism facilities and benefits can be felt by both, by tourists and by inhabitants. This intercourse fosters activation of communication, because tourism brings inhabitants in isolated areas together with foreigners. Communication contributes to identifying common values in respect to tourism development. Besculides & McComrick (2002) note that presenting one’s culture deepens identity and pride of an area. Representing an area to foreigners strengthens the understanding of the area’s speciality and provides better knowledge of opportunities to demonstrate a destination for tourists.

Thus, tourism in rural areas brings benefits to a region and this sector is sometimes a significant source of income for improvement of social and economic conditions. Evolving rural tourism offers solutions to several problems in a peripheral area. Sharpley (2002) points out that tourism generates economic and socio-cultural development, betterment of public facilities and revitalisation of cultural life. The betterment of social and economic conditions requires participation from external and internal factors such as inhabitants, municipality and stakeholders.

2.2. Island tourism

Today, many rural areas are contributing to tourism development, because through this sector rural areas are trying to achieve economic growth and socially better conditions. Sharpley (2002) confirms that tourism is an influential tool of rural socio-economic progress. Development strategies in peripheral areas are made by the peculiarity and characteristics of a destination. One group of rural areas with similar characteristics is the islands.
Several rural areas, such as islands, estimate contributing to tourism sector and island’s promotion has become an essential issue in tourism development (Gayle, 2002). People today like to travel to places, which are peaceful and quiet because of accelerating pace of life. Therefore islands have become popular destinations. Lim & Cooper (2009) argue that the characteristics of islands are bound to the local political circumstances and specific activities. Islands have unique authenticities and communities are trying to keep quality of cultural characteristics through investments. McIntry (1993) confirm that in island destinations major objectives are improvements in the quality of life of the host community and in maintaining the quality of cultural environment. Through making improvements in infrastructure and attractions, lot of islands and rural areas are trying to improve the quality of tourism services and also raise the number of tourists.

Development strategies are likely to be made from upper level and tourism development relies on concerns of a dominating region through government’s tourism development management. Chaperon & Bramwell (2013) outline the dependency theory, which examines the core-periphery relations, claiming that peripheral area problems are connected with their relations to economic centres or cores. This theory is meant mainly for global scale, but can also be adapted to municipal level. Success can be achieved with effective government policy planning as in the Maldives (Inskeep, 1994) and Shetland (Grydehoj, 2008). It is often not easy to achieve interest among politicians and foreign stakeholders. On Jeonam Islands on Korean Peninsula for example government leaders perceive that more superior alternative to tourism development is sustaining natural resources, owing to the island’s unique standing on the global periphery (Shin, 2008). Therefore it is necessary to explore the concerns of public administration towards tourism development in a rural area and according to these concerns to make tourism decisions.

Peripheral areas, such as islands, are likely to be economically and naturally isolated from the centres. Armstrong & Reed (2002) explain that isolation is a result of invisibility with the core region. Because of isolation there occur negative impacts such as higher costs for goods and services. Higher prices are caused from transportation and communication costs, which vary on dependency from the core region. Mykletun, Crotts & Mykletun (2001) explain that islands are often at a deprivation in a vying market due to their isolation and lack of affordable access and facilities. To overcome negative impacts is to reinforce positive ones through reasonable
investments. The Aegean islands for example have complicated and well developed transportation system and improvements in accessibility has made the destination one of the most attractive tourism destinations in Greece (Buhalis, 1999). Therefore contribution to accessibility and overcoming from other barriers are important influencers for beneficial tourism development in isolated areas.

2.3. Barriers of tourism development

Rural areas and islands are facing barriers of tourism development. Kwan, Frankish, Quantz & Flores (2003) categorize barriers into three major contexts: barriers at the individual, community and organizational level. Barriers for tourism developers at the individual level comprise lack of knowledge and competence – for example lack of language, business and management skills. Important individual barrier is lack of competence on how to write tourism projects (Flores, 2003). Barriers at organizational level include lack of external endurance (Flores, 2003). This means lack of interest towards tourism development in an area among foreign stakeholders. Barriers at organizational level may also be the lack of organized cooperation in a destination, which means associations between tourism developers. Barriers at community level include lack of local collaboration, power and community structure (Flores, 2003). Much of the tourism activity is dependent upon local community’s relationship concerns towards tourism development. Thus, to overcome tourism barriers, citizens and local need to cooperate on individual, organizational as well as on community level.

Barriers appear primarily in the inhabitant´s attitudes towards tourism development, which is an individual barrier. Negative attitudes tend to prevail among those citizens, who are not involved in tourism. They may see tourism development in a bad light in the way of unfavourable behaviour of tourists, jealousy to tourism developers and overcrowding by tourists at a destination. The case study with Rhode island shows that negative attitudes of inhabitants appear primarily among those living closer to tourism facilities, because in this case there occur problems in traffic and congestion (Tyrrell & Spaulding, 1984). Conflicts are likely to occur when there is variance in interests of the ways tourism is managed. For example some
inhabitants do not want active holiday, because it may cause noise and disturbance of quiescence. Therefore to have a clear vision towards tourism development, it is necessary to establish communication between tourism developers and the citizens.

Communication barriers also cause obstacles in achieving common goals. This is mainly organizational barrier of involving different interest groups. Sharma (2004) associate barriers in tourism development with lack of information and consciousness of tourism activities in a region. This means that tourism developers do not have overview of each other’s activity and development trends. A major difficulty for example on Jeonam Islands is to coordinate conflicting forms of land use and opposing interests of the various parties involved (Shin, 2008). Information caps may also cause misunderstandings in differences in prices, offered quality and services. To overcome factions it is necessary to establish communication between tourism developers itself and the citizens. It can be done through associations, educational events and negotiations to take into account interests of different parties. In order to bring benefits to an area, it is advantageous to have different opinions, because variety of services generates more opportunities to tourism development. But different opinions need to be reconciled with general visions and this sometimes requires public initiative.

Initiative from the public sector is a key factor to achieve benefits from tourism for a region. It can be classified under barriers in community level, because of involving local collaboration and community structure. Through active participation and cooperation it is possible to make decisions related to ways how to work towards common targets. Litchfied (1996) acknowledge that a good participation means involvement of inhabitants at different stages of development. Cooperation is needed to share common perceptions and to achieve discussion about options of how to break barriers related to tourism development.

Barriers can be associated with lack of support from internal and external factors. Byrd, Cardenas, & Greenwood (2008) claim that differences in expectations about tourism development could end up in a conflict among the stakeholder groups in conjunction with government. Thus, these barriers can be associated with barriers in organizational and community level. Conflicts are caused from lacking mutual visions and unconsciousness of how to work towards common targets. To better the performance of tourism, public participation should commerce with empowering and educating citizens about tourism development and about
ways of how to achieve desired targets (King, 1998). Cooperation is achieved through open discussions, including experts and other participants. Arnstein (1969) suggests that participation needs to be planned consistently so as to achieve its targets. Thus, participation should begin in early stages of destination development and entrepreneurs need to know their ambitions from the beginning.

Seasonality is a major part of concern among tourism developers. For example on Jeonam´s island high season is short (July-September) and this extreme seasonality has resulted in problems associated with unemployment, oversupply of services, etc (Shin, 2008). Seasonality is a major barrier in individual, organizational and community level of tourism development for peripheral areas such as islands, and this is caused by transport problems and lack of entertaining facilities for all seasons. To overcome this barrier, tourism developers need to cooperate in individual, organizational and community level in order to provide entertainment for all seasons.

Thus, tourism development may have both positive and negative influences to areas such as islands. On one hand it creates employment opportunities, but on the other hand it causes disturbance for inhabitants such as overcrowding, noise and litter problems. In order to solve problems in an area, such as outmigration to mainland and low standard of living, areas are doing efforts to develop destinations through tourism. There are several barriers of tourism development on individual, organizational and community level and barriers need to be broken to achieve positive attitudes of citizens and tourism developers towards effective tourism development.

2.4. Butler´s Area Life Cycle

There are several theories about destination development. Plog (1973) describes psychographics of tourists, where he suggests a model describing how changes in the tourism market are related to ensuing changes in a destination. Doxey (1975) researches residents´ attitudes towards tourists in destinations. Berret (1958) on the other hand researches resorts´ development, markets, morphology and dynamics. Researchers have largely got example about destination development
from product area life cycle, where products are described through the evolution of attributes and characteristics through time (Rink, 1979). A popular destination development model inspired by above mentioned studies is Butler’s Area Life Cycle model (Butler, 2006), which has got much attention from researchers (e.g. McElroy & Hamma, 2010; Albuquerque & McElroy, 1992; Rodriguez, Parra-Lopez & Yanes-Estevez, 2008). This model has enabled the researchers to analyse destinations, rural areas as well as also islands and provided inspiration for destinations to explicate a tourism area. Butler area life cycle model explains destination development through evolving stages (Butler, 2006). Stages are described through different indicators.

Butler (2006) argues that tourist areas are dynamic and they advance and modify in a course of time - evolution of a destination is touched by factors such as alters in the claims of inhabitants, contribution to facilities and attractions. Destination development is affected by internal and external factors. Butler (2006) explains that the evolution of a tourist area is up to the intention of local and foreign accomplices towards development. Partners involved to tourism activity determine characteristics of destination development. According to Butler (2006) “tourism development in destinations evolves via the stages of exploration, involvement, development, consolidation and stagnation, followed by either decline or rejuvenation” (Figure 1).

**Figure 1.** Hypotical evolution of a tourist area. (Butler, 2006, p.5)
Butler (2006) starts that in exploration stage the tourist number is not high, there are individual travel orders and not many specific services provided for visitors. Connection with inhabitants is intensive (Butler, 2006). Still the social and economic circumstance of an area is unchanged by tourism and tourists have little effect to the characteristics of a destination (Butler, 2006). A destination is becoming recognized among inhabitants as a tourist destination. The citizens start to realize the potential for tourism development and become interested in promoting an area. They offer a small degree of tourism service besides their main field of activity.

Butler (2006) continues that at the involvement stage inhabitants become involved to tourism development and in this phase perception from outside appears. An area becomes recognised among foreigners. At this stage some level of organization in tourism planning is anticipated, and government and public agencies are taking steps to better transport and other facilities (Butler, 2006). Inhabitants are more organized in different fields of tourism catering (Butler, 2006). They start to discuss with each other about how to offer tourism service more effectively. Inhabitants start to demand external organizations to find support and cooperation (Butler, 2006) and an area becomes recognised also among foreign stakeholders. Still, tourism is managed mostly on local level and decisions are made between local entrepreneurs.

Butler (2006) argues that as the area reaches the development stage, local participation in tourism service will diminish, and the number of tourists will presumably be similar or cross the local population. Inhabitants are still involved in tourism development, but are largely influenced by external forces (Butler, 2006). Changes in the area are noticeable and not all of them may be accepted by inhabitants (Butler, 2006). At this stage conflicts between inhabitants may emerge because different opinions towards tourism development. Supposedly there will also be conflicts between inhabitants and external stakeholders because of not considering each other’s interests and intentions.

In the consolidation stage the rate of increase in numbers of visitors will decline, although total numbers will still increase, and total visitor numbers cross the number of constant residents and the area’s economy is largely bound into tourism (Butler, 2006). At this stage the area is starting to lose popularity (Butler, 2006). Visitors are getting bored from a destination and they are
starting to look for other attractive places to go. Butler (2006) argues that in the stagnation stage the top numbers of visitors is achieved and a destination faces environmental, social and economic problems. Other destinations will outbid an area with more attempting attractions for tourists.

Butler (2006) explains that in the decline stage the area is not able to emulate with newer attractions and it does not enhance to tourists much. Attractions are becoming out of date and no longer offer excitement to visitor any more as much as before (Butler, 2006). Competitors from other regions, which are in different Butler area life cycle stages will take over attracting tourist flows. On the other hand rejuvenation may occur if there are changes in the attractions (Butler, 2006). A market is undergoing competition from other markets and needs to find new ways to differentiate itself from rivals (Butler, 2006). This means that a destination needs to start developing again from another perspective.

Every destination is unique and each tries to develop a tourism style that is socially acceptable and economically compatible in order to reach the next stage of development. Therefore it is essential to make development plans according to characteristics of a place. There are numerous studies done about destination development and it’s relation to Butler’s Area Life Cycle.

For example, Hernandez-Martin (2008) describes in his paper the relationship between tourism, the size of a country and economic growth and argues why tourism usually grow so rapidly in small economies. Butler’s lifecycle model is likely to be used in the case of small areas, because in this occasion it is easier to follow the developmental nature. Also, the small size of an area gives better specification about in which Butler’s Area Life Cycle stage a region is currently in. Albuquerque & McElroy (1992) analysis suggests for Carribean small-island tourism three basic stages of destination life cycle model – these areas are typified by modest tourism growth, small-scale tourism facilities and lack of transport facilities. On the other hand, the Greek tourism industry on small islands on Aegaen archipelago has reached to the consolidation stage, where its potential and competitiveness have become questionable (Buhalis, 1999). There are several indicators to classify destinations to development stages.

McElroy (2003) describe destination development through small-scale facilities and infrastructure quality, and nature of visits. This means analyzing for example accommodation
supplies, transportation accessibility and satisfaction of visitors. In Rodriguez, Parra-Lopez & Yanes-Estevez (2008) work on the other hand political decisions are considered – in particular plans from two levels of government are included in the analysis: the regional level, which means determinations to settle tourism on the islands, and the island level, which means direct measures to examine tourism supply. Therefore an analysis should include both internal factors (such as quality of accommodation and tourism attractions, and maintenance of contentment of inhabitants towards tourism development) and external factors (such as financing from funds and support from municipality).

Thus, a destination may belong to several Butler Area Life Cycle stages. The specification depends on the characteristics of a place and nature of facilities. The formation of destination’s development depends also on the goals set by development plans. Therefore analysis of a destination should start from researching the destination.

3. Tourism in Estonia

Estonia is a state in Baltic region of Northern Europe bordered by Gulf of Finland, Baltic Sea. The population of the country is 1.2 million, total area is 45 227 km² and GDP per capita 21,713 (Estonian Ministry of Foreign Affairs, 2013). Tourism in Estonia has developed successfully after the collapse of Soviet Union, and joining the EU, Euro zone and Schengen visa zone. The importance of tourism in Estonian economy has grown in recent years.

According to Bank of Estonia foreign tourists spent in total 947 million Euros on different goods and services and Estonia’s tourism receipts reached a record, amounting to 1,2 billion Euros in 2012 (Bank of Estonia, 2013). Concerning the regional divide and the structure of the travel related expenditure of foreign tourists, Tallinn’s share of the revenue within the Estonia’s tourism export is estimated at 85% (Tallinn Tourism, 2013).

The number of tourists in Estonian accommodation establishments has also grown since 2005 (Figure 2), both in Estonia and Tallinn. The difference between Tallinn and Estonia from revenue share is not so big, because many tourists in Tallinn are one-day visitors and spend
more in Tallinn than rest of Estonia. 1.87 million foreign tourists stayed overnight in the accommodation establishments of Estonia in 2012. Their number increased by 3.6% or by 65,600 compared with 2011. The number of nights spent was 3.82 million. (EAS, 2013)

Figure 2. Tourists in Accommodation Establishments. (Statistics Estonia, 2013)

Finland is the most popular source market among foreign tourists with 829 225 accommodated tourists from 2005-2012, followed with 266 192 tourists from Russia, and Germany with 111 251 tourists (Figure 3). So, the main emphasis of tourism services in Estonia relies on serving Finnish tourists.
In Estonia rural cover nearly much of the territory. Therefore developing rural tourism is substantial field in tourism policies. There are about 15 000 islands in Estonia along the coast of Baltic Sea and Gulf of Finland. Most of them are small in scale with poor accessibility, but among these there are also attractive tourism destinations.

4. Study Area

Prangli island is a rural area situated in the Gulf of Finland, between Helsinki and Tallinn, 9 km north-east of Viimsi Peninsula (Map 1). Total area of the island is 6.44 km², population ca 100 people. The ferry “Vesta” connects the island with mainland twice daily. The trip takes about 45-50 minutes and the ferry accommodates about 50 passengers. From the viewpoint of tourism, the island is conveniently located, it’s close proximity to Tallinn as a main tourism attraction in Estonia is a clear advantage.

There are three villages on Prangli island: Kelnase, Lääneotsa ja Idaotsa (Map 2). The island has a school, church, museum, library, grocery store, community centre, post office and a souvenir shop. There are 5 noteworthy accommodation providers and tour operators.
Most of the island is covered by pine forest and junipers. There are stony and sandy beaches on Prangli. The destination is diverse, accommodating coastal meadows and protected plants. Therefore the island is sensitive towards mass tourism. Approximately 140 species of birds...
inhabit the island and therefore the island is an attractive destination for birdwatchers. The main identity for the island is nature, peace and quiet and unique island atmosphere.

Main attractions on Prangli island are fisherman villages, memorial of the ship “Eesti Rand”, Prangli Museum, Prangli Church, erratic boulders, beaches and forests, natural gas-grill and souvenir shop. There is also a folk house, which organizes cultural events to locals and tourists and presents the island’s history to public.

Prangli island emerged from the sea around 3500 years ago. The first mention of the island dates back to 1387. It is considered that by the end of the 13th and the beginning of 14th centuries the island was populated by Swedes, later by Finns and Estonians who were fishermen, seal hunters and ship robbers- (Gustavson, Malmsaar & Talström, 1979)

During first Estonian Independence (1918 – 1940) development of tourism on the island was favoured. At that time, the island’s population was 600. In the World War II many inhabitants (e.g. descendants of Swedes) fled. The third bigger immigration from the island was in 1944 (Kendra, 2012).

In 1944 before Soviet Russia was occupying Estonia, the Germans were co-operating with the Swedes to immigrate coastal Swedes from Estonia. Tourism development on the island was thriving and was in better condition than nowadays (Őun, 2003). During Soviet period Prangli island was under Kirov fishing collective. As the island was located within the border area, many restrictions were applied on the island. For example, there were no foreigners allowed on the island without permission (Őun, 2007).

After second Estonian independence (1991) it took a while for tourism on the island to start developing again (Gustavson, Malmsaar & Talström, 1979). Today the island is increasingly noticed among local and foreign tourists and inhabitants are becoming increasingly involved in tourism development.
4.1. Tourism Development on the Island in the Municipality Level

The main problems on Prangli Island is aging population and emigration of young people to mainland. In the field of tourism, the main problem is uncontrolled behaviour of tourists. The municipality has compiled a development plan until 2020 which includes objectives for solving the aforementioned problems (Viimsi, 2009):

- Outmigration to mainland. Not enough jobs, low paid jobs. Seasonality;
- Infrastructure. Sewage system, unstable electricity;
- Security problems. Complex relationships between locals;
- Unused buildings;
- Uncontrolled passage for motor vehicles;
- Second home dispersal harming nature and cultural authenticity;
- Tourists harming nature conservation areas (Viimsi, 2009)

One of the main problems on the island is inconsistent ferry connection during the winter time and lack of seats during the summertime. During the winter the ferry rides are often cancelled due to ice. Over the summer the ship tends to be overcrowded and may not have enough seats. Therefore the island is getting a new ferry, acquired by initiative of Viimsi Municipality, in spring 2014 with 75 seats as well as an icebreaker.

An effective way to solve above mentioned problems on the island is to develop tourism as the island is fast becoming an attractive tourism destination. Viimsi Municipality has set objectives to develop tourism on the island until 2020 (Viimsi, 2009):

- Reconstruction of Kelnase port and construction of parking spaces for boats and yachts.
- Construction of required infrastructure for fishing and seafaring.
- Setting up a development plan for recreation promotion on the island.
- Organization of accommodation and catering. Also, creation of integrated data system for tourism developers.
• Regulate the seasonality of tourism and development of tourism also in the wintertime.
• Opening of tourism information centre in the Kelnase port.
• Offering training and education for guides, inhabitants and tourism entrepreneurs, and introduction of opportunities for achieving external support.
• Developing fishing, shipping and other recreational activities.
• Reconstruction former border guard tower to bird-watching tower.
• Collecting ideas for Prangli island souvenirs and handicraft. (Viimsi, 2009)

As of yet, there is no separate tourism development plan for the Island, but Viimsi Municipality is in the process of compiling one by July 2013. The development plan includes also other areas of the municipality. Nevertheless it gives an opportunity for Prangli island to develop tourism and to achieve targeted cooperation between tourism developers.

3. Methodology

This destination development study is based on three methods. The first is semi-structured interview study, because a suitable way to explore nature of destination development in an area is by interviewing tourism entrepreneurs, tourists and municipality. A second is a questionnaire, which is a useful tool for gathering information from large amount of respondents at the same time. Results from interviews and questionnaires display influencers of tourism growth, barriers and intentions of developers. A third method is document analysis to get statistics about tourism arrival and background information of the research area to interview analysis.

7 open-ended interviews were conducted with tourism entrepreneurs on the island: the island chief, owner of camping sites, director of the school; owner of tourism companies, owner of the museum and community center, and owner of the souvenir shop. One of the interviews was a Skype interview due to complicated access to the participant. These tourism entrepreneurs were all the possible entrepreneurs to be interviewed on the island. 5 telephone interviews were made with local inhabitants. These interviewees were suggested from the entrepreneurs and allegedly were the most capable inhabitants to be able to share their experiences and different opinions
about tourism situation on the island. 1 interview was made with the communication and development manager of Viimsi Municipality, who is responsible of dealing with tourism issues on in Viimsi Municipality.

Also 25 questionnaires were conducted asking opinions from tourists. In May 2013 two groups of tourists who were on a day trip with a tourist firm to Prangli island were interviewed. 15 out of 25 interviewed tourists were women. 7 Respondents were less than 30 years of age, 8 visitors 30-40, and 9 more than 50 years old. All the respondents were Estonians and 13 out of 25 come from Tallinn. 13 visitors had not been on Prangli island before. Since the study is composed in the beginning of tourism season, it was not possible to questionnaire larger amount of tourists. With these questionnaires experiences of the trips, attitudes, experiences and suggestions towards tourism development were ascertained (Opperheim, 1992). The context of the questionnaires and the data analysis was similar to above mentioned open-ended interviews.

Qualitative interviewing is appropriate for delineating social processes (Rubin & Rubin, 2005), for example evaluating barriers and development influencers of a tourism destination. The value of interlocation is that the researcher gets to know information needed, which means that the attitude towards the area of investigation is predictable and the information is immediate (Obdenakker, 2006). Since tourism development on Prangli island is predictably in exploration or involvement stage, it is possible through face-to-face interviews to get to know opinions of operation directions without time delays and to guide the conversation towards requisite concerns.

On the other hand, narrative data is voluminous and may work against the richness of reliability of qualitative reports (Anastas, 2004). Researcher and respondent are engaged into conversation, where atmosphere may ruin the accuracy of the data. Respondents may also be unprofessional to give adequate information of the topic. Kvale (1996) argues that although the research interview may not lead to accurate outcome, it captures different viewpoints of the topic. This way it is possible to detect barriers of tourism development and possible ways to overcome these.

Conducting interviews included the following steps: conducting analysis of previous research done in this field, choosing the interview format and developing questions (Boyce & Neale, 2006). Different question types were conducted and made proportionally independent to show
different exemplars of variables. Open-ended questions covered fields such as impacts, benefits, current situation and barriers of tourism development, development goals. These questions led on to spontaneous questions about issues on internal and external cooperation and working towards common goals.

Interview guide was used (Daniel & W., Turner, III, 2010). The length of the interviews was about 20-60 minutes and the interviewing took place in 2013. Ethical issues were considered, such as securing confidentiality and anonymity of interviewees, and stimulus of the study was explained to them (Office of the Auditor General of Canada, 1998). Since one of the main barriers of tourism development is complex community relationships, the data was generalized showing different opinions anonymously.

The interviews were transcribed and re-written in accordance to the sub-themes to find patterns and relationships in the data with reference to destination development (Insites, 2007). The data was labelled and classified into sub-themes: current situation of tourism on the island, barriers of tourism development, ways to overcome the barriers and development goals. Analysis included also tracing interconnections with presented theories in relation to destination development and grouping items in accordance with the research questions. The data was reported using narrative style (Zeller, 2006). Finally, the data was analysed seeking connection and meaning with the theories.

Concerning secondary sources, document analysis (Richards & Munsters, 2010) was done with material of tourism establishments, Viimsi municipality and the shipping company. The data included the development plan of Viimsi Municipality, statistics of accommodation establishments, travel statistics of a shipping company and web-statistics of a tour-operator. Document analysis meant asking questions about the number of arrivals and the arrival of the origin of tourists to Prangli Island and characteristics of tourism management. The analysis meant compilation of statistics as regards tourist arrivals, tourism development barriers and goals. Document analysis was used as background information for the interview study.
4. Results

Interviews with entrepreneurs, local inhabitants, tourists, and development and communication manager of Viimsi Municipality show different barriers of tourism development on Prangli island. It also gives an overview about current tourism development situation on Prangli island and possible development trends.

The author presumes that currently Prangli island is in exploration or involvement stage. The destination has a potential to develop, but the hindrances include lack of support from external factors, such as the municipality. As internal factors, citizens of the island want to reach the development stage, but there is lack of mutual visions of how to do it.

4.1. Tourism Entrepreneurs

The majority of the 7 interviewed entrepreneurs are native of Prangli island. They have gone to school in Prangli elementary school and after that worked as fishermen. 2 interviewees have moved to the island because of their husbands and one interviewee is permanently residing in Tallinn. All of the interviewed have got involved in tourism mostly in the 90’s. Accommodation providers, tour operators and the museum and souvenir shop have started their businesses within last 5 years. Thus, tourism development has only recently kicked off on Prangli island.

Most of the entrepreneurships own a family business. Accommodation businesses have mostly started with their own financing. Establishments such as tour operators and the museum and souvenir shop have received financing from Estonian and EU funds in the beginning. All the interviewed establishments have shown business growth since their commencement. According to the interviewee 1, there has been increase in visitor numbers in recent years, especially in 2012 (Figure 5). The housing is fully booked during weekends or when there are events such as Midsummer celebration, fishing days, a sporting day, etc. The number of tourists has been
increasing gradually, also in other accommodation services according to interviewees, and this shows that there is potential for the destination to increase the number of tourists.

**Figure 5.** Service in Mardi Accomodation 2008-2012. (Mardi Holiday Home, 2013)

The tourism season starts from May and ends in September. The highest visitor numbers are in June and during winter there are almost no visitors. The entrepreneurs are doing most of the work in the field of tourism in summertime and winter is spent in preparing for the next season. According to the interviewees, doing business in the wintertime is complicated, because of lack of activities available during the season and due to the fact that Prangli island is mostly regarded as a summer destination for tourists.

As can be seen from Figure 6, the number of ferry passengers has increased from 2009. At the moment there operates a ferry “Vesta” with 47 seats is in operation. In 2014 there will be a new ferry “Wrangö” with 72 seats. There is also a possibility of additional vessel, which can be rented in a case there are not enough seats on the ferry. In the summer weekends the ferry is often full and renting of the additional vessel is often necessary. During winter months the ferry is often cancelled because of thick ice. This is also one of the reasons, why tourism activity during the winter is complicated. This problem is probably going to be solved with a bigger ferry
with an ice-breaker starting operating in 2014. Still the interviewees suggest that the schedule of the ferry transport should be tighter, especially during the weeks – this is also recommendation from the clients of tourism entrepreneurs.

Figure 6. Passengers with the Ferry. (Kihnu Veeteed, 2013)

![Passengers with the Ferry](image)

Majority of the tourist flow to Prangli island hails from across Estonia. Accommodation businesses host mostly groups as firms, school groups, fellowships who are coming during the summer. Interviewee 3 explains that some of the tourists have an intention to visit one small island every year and they come with small groups. There are lot of repeating visitors, especially among groups, which are coming to spend summer days on the island every year. The large proportion of Estonian tourists may be caused by the fact that the advertising is done mainly in Estonia. 3 out of 7 tourism services Internet homepages are only in Estonian, which in itself is also a barrier why foreigners do not reach the information they need. One more barrier in attracting foreign tourists is lack of foreign language skills among tourism entrepreneurs and tour guides.

People who are visiting the island are, according to interviewed, mostly from Finland, Russia and Germany. These are mostly one-day visitors and clients of the souvenir shop, museum and
the tour operators. As can be seen from Figure 7, visitors to Prangli Travel homepage are primarily from UK, Finland, Russia, USA and Sweden. UK is a popular source of tourists because of cheap Ryanair flights from London. Tourism developers wish that there should be more Finnish tourists, because there are lot of tourists from Finland in Tallinn. To attract more Finnish tourists to the island, it is necessary to make more advertising as regards the island in Tallinn hotels, Tourist Information Centre, tourism web-sites, etc.

**Figure 7.** Foreign Visits to Prangli Travel Homepage. (Analytics, 2013)

![Foreign Visits to Prangli Travel Homepage](image)

The major income for destination according to interviewees 3,4 and 6 is accommodation, catering and excursions. Main attractions according to entrepreneurs are serene nature, clean sandy beaches, quaint village life, culture and intriguing activities offered by community centre, museum and souvenir shop. These are facilities offered for tourists. Thus, there is much cooperation to be done between tourism entrepreneurs in order to offer high-quality service.

There is cooperation between tourism entrepreneurs, but on personal level only. There is no common association established between tourism entrepreneurs. Entrepreneurs do not also find a need to make regular meetings to discuss problems. All the interviewed state, that at the moment, collaboration between business owners works well on personal level.
5 out of 7 interviewees think that destination development has reached the peak, where there are enough visitor numbers. During summer accommodation services are mostly booked to the full, especially so in the weekends. Interviewee 7 thinks that there is room to increase the number of tourists during the week. Interviewees 4 and 6 feel no need to develop their business because of lack of own time and strength. They feel that they get enough income from tourism business and do not want to develop it besides other duties.

Interviewees desire that there should be more cooperation with the municipality. Tour operators wish to have a schedule with more travels a day. Entrepreneurs also want for the construction of a new restaurant, new benches, a renovated port with a nice toilet, garbage cans and a playground for children. Also, the entrepreneurs wish to increase the number of bicycles available for rent. Right now there operates a bicycle rent with 3 bicycles, which is not enough. Also the entrepreneurs wish that activities and sporting games should be organized better. All this requires investment and support from external organizations such as the municipality and funds.

Tourism entrepreneurs on the island want, that there should be a person responsible for tourism development working full time. Right now the destination is missing sufficient marketing, infrastructure and development goals. The municipality is in the process of compiling a tourism development plan and some of the entrepreneurs have been invited to discuss it, but still tourism developers need someone to be approached in the municipality. Viimsi Municipality has also other destinations besides Prangli island, which are popular tourism destinations and it these have a potential to develop. Thus, coordination in the field of tourism is necessary through an appropriate tourism development plan and an official working in the municipality with issues related to tourism development.

According to interviewee 2 and 5 there should be a guide service with a better quality. For this it is necessary to educate guides who are making excursions right now. The entrepreneurs wish to focus more on nature tourism – show Prangli landscape and to make nature hikes. For this, it is according to interviewee 7 necessary that guides get necessary skills and knowledge in order to provide a high-quality guiding service. To raise the quality of tourism service it is necessary to educate guides in cooperation with Tallinn Guide’s association and other tourism organisations.
The developers claim that tourists behave in a bad manner. They are bothered by tourists who are leaving the trash behind, make noise and disturb peace of inhabitants. These kinds of tourists are likely to be youth fellowships as accommodation providers allege. Entrepreneurs are trying themselves to keep the situation under control if there is a need. There is no police on the island or other such person on duty. According to interviewee 1, the discipline of tourists has got better in recent years – there are less drinking and litter problems and tourists are calmer than a decade or two decades ago. Still there are a large number of tourists causing problems to entrepreneurs and inhabitants. The author suggests that to make tourists behave better, there should be more options for entertainment for tourists – for example games, sporting events and hikes.

According to 7 interviewed tourism entrepreneurs on the island, the number of tourists has been increasing in recent years, and will also rise in the future. However, the tourism developers wish that the number of tourists in the future would remain stable because lack of their own will and strength. The entrepreneurs desire to better the quality of tourism services. The interest of Viimsi Municipality and external organizations is likely to be increasing.

4.2. Tourists

Most of the interviewed said that Prangli island is one of the islands with permanent settlement and that it is a good place for vacation. 10 respondents were on the island with colleagues and most came to get to enjoy the nature. Thus, visitors came to discover the island because of its uniqueness and to get away from daily routine.

The information about the island was mostly gained through travel agencies, friends/relatives and through the press. About half of the respondents said, that there are rather enough opportunities for spending free time on the island. To the question, what disturbed them the most on the island the answer was mainly the ferry schedule and that the port should have a waiting pavilion, insufficient opening times of the shop, and missing trash cans. Thus, tourists are drawing attention to quality of services, not to quantity of them. The tourists found that tourism facilities should be improved.
14 respondents said that Prangli island should have a bicycle rent. At the moment there is a bicycle rent with 3 bicycles which is not enough for the amount of tourists on the island. 13 visitors thought that a new cafe/restaurant would be necessary as there is only a small open-air café operating on the island. Also benches and an information desk at the port and more opportunities and activities for spending free time. These demands also coincide with the entrepreneurs requirements.

**Figure 8.** What should be changed on Prangli island.

23 out of 25 of respondents mentioned that they regard Prangli island as a developing region. 6 respondents said that Prangli island is in exploration stage, 8 that it is in involvement stage and also 6 that Prangli island has reached development stage. All the interviewees thought that tourism on Prangli island is developing and it has a potential to be an attractive tourist destination in the future.

All of the respondents mentioned that they want to visit Prangli island also in the future. Reasons for that are nice port, beautiful nature, a good interchange to the pace of life and that the place is nice and quiet. Thus tourists who were visiting the island were overall satisfied with their visit.
They enjoyed the nature to the change of city life, but thought that facilities on Prangli island should be improved.

### 4.3. Local Citizens

There are different attitudes towards tourism development among local citizens. 3 out of five interviewed think that tourism brings benefits for the area. According to interviewee 5, tourists bring money to the area and vitalize life in the community. Those who think about tourism development positively see themselves involved in tourism – they wish to build facilities, organize hikes, or even set up an accommodation establishment. Locals, who are thinking positively about tourism development thought that the number of visitors is optimal, and the amount of tourists should not grow. They wished that tourism would improve the quality of life on Prangli island and solve general problems such as unemployment.

Consequently conflicts are about to rise because of different viewpoints to tourism development. 2 interviewed, who were mainly negative about tourism development on the island were pensioners living close to tourism activity. They were complaining about drinking and litter problems, noise and harming nature. Both negatively positioned respondents mentioned that tourism entrepreneurs do not cooperate with inhabitants within their activity. The main problem according to interviewees is that inhabitant´s interests are not taken into account in tourism management.

Inhabitants are likely to agree, that tourism development will improve conditions on Prangli island. Inhabitants, who do not profit from tourism, tend to be negative towards tourism development, because of disturbance of their life. Thus, on Prangli island there is lack of cooperation between tourism entrepreneurs and local inhabitants.
4.4. Viimsi Municipality

The interviewee at Viimsi Municipality works as a communication and development manager. According to the interviewee, tourism development on Prangli island is at the starting phase. Not much emphasis is has been given to tourism development and it has only been promoted in the last two years. So, it is early to talk about tourism development through the municipality. Rather the development has been evolved through local entrepreneur´s initiative, as the interviewee mentioned.

According to the interviewee, there is development potential on Prangli island. Barriers of tourism development as the interviewee mentioned are transportation problems and negative attitudes towards tourism development among local inhabitants. The development is possible only in circumstances, if there is a common vision, which is pleasing local citizens´, entrepreneurs´ and municipality´s interests.

The municipality is now putting together tourism development plan, which will be ready in June 2013. It is the first such project in the municipality. According to the interviewee at the municipality, the number of tourists is growing at Viimsi Municipality and tourism is about to develop. The development plan is divided into four main priorities – museum, nature, spas and hotels, and islands. Inhabitants and the entrepreneurs on Prangli island had an opportunity to advise and take part of the composing of the tourism development plan, but according to the interviewee, the entrepreneurial attendance was low.

Main barriers according to the development manager of Viimsi Municipality on Prangli island are complex community relationships – local inhabitants do not want tourism development, because they do not derive much profit from entrepreneur´s activity. Therefore entrepreneurs need to give contentment to inhabitants (job, entertainment, etc) while bringing tourists to the island, so that locals do not feel uncomfortable. Now there are complains about tourism activity from local residents addressed to Viimsi Municipality. The development and communication manager of Viimsi Municipality finds that these issues should be solved amongst the community, because the municipality does not have enough resources to do that besides multitude of other tasks.
At the moment, there is no official in Viimsi Municipality working with tourism issues full-time. According to the interviewee, the will to establish such a position is present. According to the interviewee, in order to achieve this, there has to be a development plan and clear vision, how tourism should be operated through a development plan. A tourism manager should also find best ways of how the municipality can work in cooperation with entrepreneurs and local citizens, also to find out common visions and to find balance between different interests.

Tourism development has become a central topic in the last two years. The municipality sees now potential of tourism promotion and starting to take steps to improve it. According to the interviewee, there are complex community relationships within the community between entrepreneurs and local inhabitants. Main barriers are that there is no common vision about tourism development and lack of coordination between different interest groups. The municipality is making the tourism development plan now and probably there will be soon a tourism coordinator, which are contributions of Viimsi municipality to tourism development on Prangli island.

5. Discussion

It can be argued, if tourism on Prangli island is worth to promote and break the barriers related to tourism development. If the remaining 100 inhabitants would get a better life and income by moving to mainland, then aggregate welfare might improve by abandon the island. A low paid seasonal tourist employment might then tempt young people to stay and lock them on the island instead of moving and getting an education, better job and income from abroad. There are about 1500 islands and in Estonia and only 11 are populated (Government of Estonia, 2013). These islands have an unique authenticity and characteristics. The development plan of Estonian Small Inhabited Islands mentions, that keeping local cultural traditions and sustainability is a prior concern on few inhabited islands in Estonia (Keskpaik, 2009). Also the priority of Prangli island is to stop decreasing population and to increase the number of inhabitants up to 300 by 2020.
(Viimsi, 2009). Therefore it is in the favour of the state to give jobs including in tourism sector to local citizens on inhabited islands in Estonia and to develop tourism.

Interviews with tourism entrepreneurs showed that the number of tourists on Prangli island is growing gradually. Most of the undertakings are less than 5 years old and are owned by local families. This means that tourism development on the island has started recently and the destination may be in exploration stage according to Butler’s Area Life Cycle – inhabitants start to realize the potential of tourism development and the opportunity of developing tourism. To reach to the next stage of development, it is necessary to raise the quality of tourism service by educating guides and entrepreneurs and offering bigger variety of services such as sporting events and hikes. In the development stage external stakeholders will take over controlling tourism activity on the island (Butler, 2006). Therefore tourism developers on Prangli island need to choose favourable partners for example in Tallinn among tour operators, catering providers and accommodation businesses.

Visitors came to discover the island because of its uniqueness and to get away from daily routine – they consider Prangli island as a travel destination because having a permanent settlement and because it is a good place for vacation. They thought that Prangli is an evolving destination, about starting to progress in the field of tourism, and has a potential for further development. Tourists were satisfied with their visit and claim wanting to return also in the future. Butler (2006) explains that in exploration and involvement stage visitors are attracted by distinctive features to a destination and facilities are about to be developed. Half of the respondents said, that there are enough opportunities for spending free time, but thought that facilities should be improved such as the ferry schedule, waiting pavilion at the port, tourist information board, bicycle rent and establishment of a restaurant. Thus, betterment of public facilities are needed for tourists in order to reach to the next stage of development.

There are different kinds of attitudes towards tourism development among inhabitants. Sharpley (2002) explains that tourism generates economic and socio-cultural development and betterment of public facilities. Those, who are engaged into tourism development on Prangli island see it in a positive manner. They presume that tourism improves local facilities and quality of life. According to Kariel & Kariel (1982) negative impacts of tourism are for example overload by tourists, tourist’s reliance, bad tourist behaviour and limited economic beneficiaries. Those who
were negative about tourism development believe that tourism on the island causes noise, litter and drinking problems as well as being harmful towards nature. To raise the quality of tourism services should be of a higher level to solve tourists’ behaving problems. All interviewed locals think that the visitor numbers on the island have reached the peak, which is also an obstacle for people who want to develop tourism. Local inhabitants and also entrepreneurs wish to improve quality of services at the destination instead, which are island destination’s major objectives (McIntry, 1993). Thus, the destination should not be developed in quantitative manner which means not increasing visitor numbers, but to improve quality of services.

At Viimsi Municipality tourism development is also at exploration or involvement phase due to appearance of some level of organization in tourism planning (Butler, 2006). Developing tourism has become a priority at the municipality recent years. Litchfied (1996) describe that a good participation means involvement of different parties at different stages of development. The municipality is putting together development plan and thinking of hiring tourism manager who would be the link between tourism entrepreneurs, local citizens and the municipality. According to the development and communication manager of Viimsi Municipality, the main problems on Prangli island are complex community relationships and no common vision and agreements of how tourism in the destination should be managed. Therefore it is necessary to establish communication between local inhabitants, tourism entrepreneurs and the municipality to achieve advantage of tourism development for all accomplices. Butler (2006) explains that in involvement stage the first outrages upon government and other public agencies is assumed to better transport and other facilities. The transportation problem on Prangli island during the wintertime is going to be improved due to the investment from the municipality into a new ferry with more seats and an ice-breaker. The interest of Viimsi municipality towards tourism development on Prangli island is growing and hopefully there will investments in the future from the government.
6. Conclusion

The purpose of the present thesis was to identify barriers and opportunities of tourism development, and ways how the break the barriers. The research questions of the thesis were: At what stage is the Prangli island as regards the Butler’s Area Life Cycle? What barriers can be identified in reaching to the next stage of development? What needs to be done in order to reach the next stage?

The author presumes that tourism on Prangli island is in exploration or involvement stage according to Butler’s Area Life Cycle. There is no separate boundary between different these stages, thus Prangli island can be somewhere in the middle of these stages. Tourism businesses have started on the island recently, 2-4 years ago, and are realizing the potential of tourism development and there is a certain degree of cooperation in local level. There is also a growing recognition of the island among tourists, the number of tourists is growing gradually and tourists think that tourism is starting to progress. Those local people are starting see tourism development as a problem solver to local problems (e.g. unemployment, low standard of living) who are involved into tourism. In all Viimsi Municipality tourism development is about beginning to develop – the municipality is making tourism development plan and about to hiring an official dealing with tourism issues. Thus, it can be interfered that tourism development on Prangli island is in exploration or involvement stage according to Butler Area Life Cycle.

There are several barriers in reaching to the development stage in individual, organizational and community level. The tourism season starts in May and ends in September. The entrepreneurs are doing most of the work in summertime and winter is for preparing for the next season. Thus, seasonality is one of the main barriers for tourism developers to work full time in tourism sector. Transport to the island is one of the main barriers of tourism development with uneven ferry connection and lack of seats. This problem is partially going to be solved with the new bigger ferry “Wrangö” starting to operate in 2014. Still there are problems with unsuitable ferry schedule for bringing tourists to the island. One more barrier is lack of skills, such as language skills in the field of tourism among entrepreneurs. Since tourism establishments are relatively
new, entrepreneurs do not have enough experiences in the field of tourism for raising quality of services. A problem for local citizens and entrepreneurs is bad tourist behaviour, drinking and litter problems. Local citizens are bothered by tourists who are leaving trash behind to the nature, make noise and disturb peace of inhabitants. Barriers are associated also with complex community relationships between municipality, entrepreneurs and local inhabitants. There is lack of coordination between different interest groups. Missing is a common vision and agreements how tourism should be managed, because tourism is a relatively new phenomena on Prangli island.

To overcome current barriers it is necessary to establish communication between local inhabitants, tourism entrepreneurs and the municipality in order to better above mentioned facilities and services. At the exploration or involvement stage there is cooperation on the individual level, which means that entrepreneurs and local inhabitants are negotiating about current issues in the field of tourism activity in case of need mutually. There are a number of inhabitants, who think that tourism development brings bad effects to Prangli island. Conflicts in this kind of circumstances are likely to occur because lack of information and consciousness (Sharma, 2004) and different interests in the community. To make effective tourism planning it is essential to set up an association which deals with issues related to tourism development on Prangli island. Solving issues and setting goals at the local level is a foundation to effective tourism development at municipal level. In the municipality level also local inhabitants need to be involved into decision making of the new tourism development plan, which is going to be launched. Mostly family businesses are operating on the island currently. Interest of Viimsi Municipality and other external stakeholders is likely to be increasing. The destination is heading to development stage. As Butler (2006) argues, at development stage local involvement and control will decrease and external forces are starting to take over tourism activity, but also conflicts will emerge between interested parties. Thus, reaching the next stage of development is dependent upon external forces and reasonable agreements between tourism developers, inhabitants and local community.

Prangli island is getting recognised among tourists, local and foreign stakeholders, therefore it has a potential to develop in the future. This study aims to contribute to tourism development on the island by finding out barriers and possible ways of how to overcome these. In longer term the
outcome will be to achieve discussion between the citizens and the local municipality about how
to work towards common targets, to overcome common shortcomings, and to create values and
visions. For researchers this study can be an example for similar studies about destination
development going to be made in the Baltic Sea region.

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Although my family name is Prangli, I don’t have known family origin from Prangli island. 3
years ago wife of my brother, Annika Prangli, established a tourism firm, which is making day-
trips from Tallinn to the island. Through this thesis I got to know people of the community and
situation on the island and with my family I can be helpful to develop tourism on Prangli island.
References


Appendix 1. Interview with tourism entrepreneurs

1. Please talk about yourself and your educational and professional background.
2. Talk about your business. Is it your first field of activity? Have you been involved in other fields? Who else is involved in your business?
3. What motivated you to start with your business? When did you start and what process followed?
4. Have you received any mentorship and assistance? If yes, from whom and what organization?
5. What are the biggest barriers so far?
6. How to overcome current barriers?
7. What are the communication barriers? How to achieve discussion between inhabitants and the municipality?
8. How strong is the initiative of inhabitants towards tourism development? How and how many inhabitants are involved to tourism development?
9. What are the biggest successes that you have had so far?
10. Which positive impacts has tourism development brought to the island?
11. What are the main problems on the island? How to overcome these?
12. How many and which kind of jobs has tourism created on the island?
13. Which investments have been made on the island? Will be made in the future?
14. Which negative impacts from tourism development are you wary of?
15. What is the speciality of the area? How to strengthen the image of the island?
16. In which Butler Area Life Cycle stage do you think Prangli island is at the moment?
17. What needs to be done in order to reach the next stage of development?
18. Do you want (if yes, to what extent) tourism development on the island?
19. How do you see tourism development on the island in the future?
20. What advice would you give someone, especially a young person, interested in setting up a tourism business on the island?
Appendix 2. Interview with tourists

1. Sex:  Man    Woman
2. Age:
3. Where do you come from?
4. Have you visited Prangli island before? If yes, how many times?
5. What did you know about Prangli island before?
   - It is one of the small islands with permanent settlement
   - The uniqueness of the island environment and culture has been preserved at Pranli
   - There are nice beaches and nature
   - It is a good place for resting
   - There are original events
Other:

6. What affected you to come to the island?

7. Where did you find information about the island?
   - From the press
   - TV and radio
   - Social media
   - Homepage of Viimsi municipality
   - From the homepages of accommodation providers on Prangli island
   - Friends/relatives
   - Tour operators
   - Tourism information centre
Other:

8. Do you think that on Prangli island there are enough opportunities for spending free time?
   - Enough
   - Rather enough
   - Don’t know
   - Rather not enough
   - Not enough. Please explain:

9. Why would you visit Prangli island?
   - Holiday
   - Sporting events
   - To spend time with friends
   - Corporate event
   - To visit friends/relatives
Local event on the island
Other:

10. What distracts on the island you most? What should be changed?

11. Do you see Prangli island as a developing destination? Yes No

12. In what development stage do you think Prangli island is right now?
   - Exploration stage, where people don’t know about the island much
   - Involvement stage, where the island becomes noticeable
   - Development stage, where tourism develops thrivingly
   - Mature stage, where tourism development has reached the peak
   - Decline stage, where popularity of an area is starting to decline

13. What needs to be developed on Prangli island?
   - Information desk
   - New cafe
   - Benches
   - Recreation facilities
   - Events
   - Bicycle rent
Other:

14. Would you visit Prangli island also in the future?
Yes, because:
No, because:
Don’t know:

15. Would you recommend visiting the island to your friends/relatives? Yes No
Appendix 3. Interview with local people

1. Please tell me about yourself. How old are you? Are you from Prangli island?

2. What is the current situation of tourism on the island? What are the biggest barriers?

3. How tourism has been evolved after the collapse of Soviet Union?

4. Do you wish that tourism on the island is developing?

5. How local people can be involved into tourism development?

6. What are positive and negative influences of tourism on the island?

7. What tourists mostly are doing on the island?

8. What is the peculiarity of the island? What can be offered for the tourists?

9. How local people can be involved for betterment of tourism?

10. How do you see tourism development on the island in the future?
Appendix 4. Interview with the Development Manager of Viimsi Municipality

1. Please talk about yourself, your educational and professional background.
2. In which stage do you think Prangli island is right now?
   - Exploration stage, where people don’t know about the island much
   - Involvement stage, where the island becomes noticeable
   - Development stage, where tourism develops thrivingly
   - Mature stage, where tourism development has reached the peak
   - Decline stage, where popularity of an area is starting to decline
3. How do you see tourism development on Prangli island compared to other tourism destination in the municipality?
4. How do you see Prangli island as a tourism destination?
5. Do you think that tourism on Prangli island should develop? If yes, in which direction?
6. Do you think that visitor numbers should increase? Should the quality of services improve?
8. Do you think that there are enough opportunities for spending ones free time? What should be developed?
9. What should be developed on the island in the field of tourism? Bicycle rent, information desks, benches, etc.
10. How does the municipality support tourism development on the island in general?
11. What are the biggest barriers to tourism development on Prangli island?
12. Do you think that the schedule of ferry transport should be changed?
13. Do you think that there should be someone separately hired in the municipality to deal with tourism issues?
14. Are employees in the municipality in general interested in tourism development on Prangli island? How much discussion is there as regards the topic?
15. When will the tourism development plan for the municipality be completed? What are the main goals in the field of tourism development?
16. How do employees of the municipality get along with the entrepreneurs on Prangli island? How are they bound by decisions related with tourism development on Prangli island?
17. Are there any communication barriers with inhabitants of the island and the municipality? How to break these barriers?
18. Do you hope that there will be foreign investors and stakeholders on the island?
19. Who would be the potential investors?
20. What advice would you give someone, especially a young person, interested in setting up a tourism business on the island?