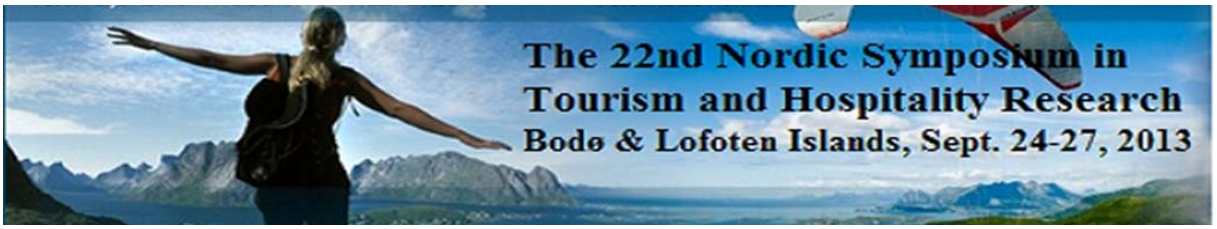

"Innovation and value creation in experience-based tourism"

Book of Proceedings

Editor

Frank Lindberg

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Preface

On behalf of the consortium members of the research program "Northern InSights – Service Innovation and Tourist Experiences in the High North" (Opplevelser i Nord), we have the pleasure of welcoming you to conference! This volume contains the papers presented at the 22nd Nordic Symposium in Tourism and Hospitality Research held in Bodø/Hurtigruten/Lofoten, September 24-27, 2013. The conference is arranged by Bodø Graduate School of Business at University of Nordland on behalf of the consortium members: Bodø Graduate School of Business at University of Nordland, University of Tromsø, Nordland Research Institute, Harstad University College, Northern Research Institute Alta, and Bioforsk Tromsø.

The main topic of the conference, "Innovation and value creation in experience-based tourism", directs the attention to how tourism firms can find new ways of creating values by strengthening their capacities to develop better experiences for tourists and other visitors. It also offers opportunities to discuss how research areas, such as organization, management, marketing, psychology, innovation, learning and entrepreneurship, can contribute to advancing tourism research.

In the spirit of the main conference theme a number of papers were submitted. We have received a total of 122 papers and 90 will be presented at the conference. Among all authors of these papers, 126 researchers come from the Nordic countries, while 26 are from non-Nordic countries. All papers were double-blind peer reviewed. Furthermore, we have urged the researchers to focus on research questions, theory gaps, methods, and contributions. Although this may represent a greater work load to the authors, such efforts have increased the quality of the conference papers.

The following themes are presented throughout the conference: Innovation within and between tourism firms, cooperation and learning, co-creation and tourist involvement, extraordinary tourist experiences, tourist learning and perceptions, entrepreneurship of tourism firms, innovative packaging of experiences, the role of guides, special events & festivals, sustainable destination development, social electronic media, destination marketing, food tourism, tourism economics, tourism education, research methods, tourism behavior and experiences, nature-based tourism, and hospitality, strategy and management. You will find the sessions and papers organized according to these themes later in this volume.

We would like to take the opportunity to thank all those that have made this conference possible. First of all to Merete Fabritius, Ellen Abelgaard and Anita Eide, and other colleagues at Bodø Graduate School of Business and Nordland Research Institute, who have helped to put the conference together and to take care of all practical issues before and during the conference. Thanks to the main sponsors; Nordland County and Troms County, that are supportive as they value knowledge generation in our region. Our regional bank, Sparebanken Northern-Norway, and Northern Norway Tourist Board, are supportive when it comes to development of the experience economy in the Northern-Norway. We are grateful that The Research Council of Norway have supported both the research program "Northern InSight" and the conference directly. Thanks to the members of the Program Committee and to the session leaders. Finally we thank all the anonymous reviewers whose work has been invaluable.

Thank you all.

Øystein Jensen, Conference Chair
Frank Lindberg, Chair Scientific Committee
Nina Prebensen, Member Scientific Committee

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Conference Program

Tuesday, 24 September		
Bus from hotels to welcome reception	19:30	From Thon Hotel Nordlys, Bodø Hotel, City Hotel
Welcome reception - registration	20:00 - 22:00	Norwegian Aviation Museum
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Key note 3: Prof. Deborah Kerstetter, PennState University, USA; "Using the emic approach to investigate affective outcomes of tourists' experiences in distinct spaces"	09:50 - 10:30	Thon Hotel, Svolvær
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Lunch & departure of conference participants	12:15 - 13:15	Thon Hotel, Svolvær
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The 22nd Nordic Symposium in Tourism and Hospitality Research, September 24-27, 2013, Bodø/Lofoten

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WEDNESDAY SEPTEMBER 25, 17:45 – 18:45
PARALLEL SESSION III: Hurtigruten (Coastal Voyage)

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Chair: Jon Sundbo, Roskilde University, Denmark

Session 4.3: Innovation within & between tourism firms 2 – room Blackbox
Chair: Lars Fuglesang, Lillehammer University College, Norway

Session 4.4: Destination marketing 2 – room Vestfjord
Chair: Nina Iversen, Norwegian Business School (BI), Norway

Session 4.5: Special events & festivals 2 – room Trollfjord
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Chair: Peter Fredman, Mid Sweden University/ETOUR, Sweden

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Session 6.2: Nature-based tourism 2 – room Vestfjord
Chair: Kreg Lindberg, Oregon State University, USA

Session 6.3: Sustainable destination development 3 – room Blackbox
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Session 7.4: Tourism economics – room Vett
Chair: Dieter K. Müller, Umeå University, Sweden

Session 7.5: Tourism education and pedagogy – room Trollfjord
Chair: Malin Zillinger, Lund University, Sweden

PAPER PROCEEDINGS

Business models and innovation in agritourism

Einar Lier Madsen and Evgueni Vinogradov
Nordland Research Institute, Norway

1 PURPOSE

Agritourism is a significant part of the tourism sector, especially in rural areas, and is a context which represents some particular opportunities as well as some challenges. However, tourism industry is so different from the primary agricultural production that combining traditional agriculture and tourism will inevitably involve introduction of a new business model. In the same vein, tourism is an extremely competitive sector and, therefore, tourism firms' competitiveness depends on their innovativeness (Sundbo, Orfila-Sintes and Sørensen, 2007). Furthermore, the amount of conceptual and empirical studies on the development of tourism-oriented businesses in the farm sector is limited.

The purpose of this paper is to study agritourism firms to find out *how farmers incorporate tourism business into their activities, i.e what kinds of business models farmers do within agritourism use and what is the importance of these models for innovation?*

2 PERSPECTIVE

2.1 BUSINESS MODELS

Despite two decades of studying business model frameworks, rigorous research on this topic remains in a nascent stage (Zott, Amit, & Massa, 2011). Multiple definitions, contexts and approaches preclude integrated and consequent research on business models. Several attempts to review the literature and to clarify the concept have recently been made (George and Bock, 2010; Makinen and Seppanen, 2007).

Business model concepts have been proposed to provide a link between strategy and operations (Makinen and Seppanen, 2007). The concept of business model is not equivalent to the concept of strategy. Strategy is a dynamic set of initiatives, activities and processes which is competitor or environment centric. Business model, on the other hand, is a static configuration of organizational elements and activity characteristics. Business models are opportunity-centric. Business models describe the organisations activities and how to deliver value to the customer while strategy decides how the business model is utilised by considering competition and thereby stressing the need to position (Wikstrøm et al., 2010). A business model together with marketing strategy constitutes a marketing model (Timmers, 1998, p. 4).

George and Bock (2011) argue that business models should be understood in a particular context. Different business models have been discussed most active in the contexts of such novel, complicated and fast-evolving sectors as e-business and biotechnology. To some degree the agritourism sector is also relatively new and definitely growing sector of Norwegian economy.

George and Bock (2011, p. 99) define a business model as "the design of organizational structure to enact a commercial opportunity". This definition focuses particularly on SMEs in for-profit sector of economy that is relevant for the context of this paper. The opportunity-centric conceptualisation of the business model presents "a useful framework to assess impact on firm behaviour and outcomes" (George and Bock, 2011, p. 102).

Two streams of research were identified in the literature on e-business models. The first stream aims to describe and define components of a business model (Hedman and Kalling, 2003). These components may, for example, include context, structure, and governance of transactions (Amit & Zott, 2001); customer value, price, connected activities, implementation, capabilities, and sustainability (Afuah & Tucci, 2001); and many other components concept (Applegate, 2001; Chesbrough, 2010; George & Bock , 2010; Hedman and Kalling, 2003; Magretta, 2002; Timmers, 1998). These studies guided the development of a questionnaire for this paper.

The other stream develops descriptions of specific business models. For example, Weill & Vitale (2001) define the following finite e-business models: direct customer, full-service provider, intermediary, whole of enterprise, shared infrastructure, virtual community, value net integrator, content provider). Focusing on the business models adopted by farmers involved into agritourism, this paper seeks to contribute to this later stream of research.

2.2 AGRITOURISM AND BUSINESS MODEL INNOVATION

Agritourism, also called on-farm recreation, agrotourism or agritainment provide benefits derived from the scenic beauty generated by the rural landscape to the farm visitors. Agritourism may be defined as "visits to farms, ranches and other agricultural settings with recreational purposes" (Carpio, Wohlgenant and Boonsaeng, 2008, p. 255). Examples of Agritourism may include farm stays, pick-your-own produce, Christmas tree sales, children's educational programs, petting zoos etc. Along with the marketable benefits, agritourism provides also nonmarket benefits associated with preservation of rural culture and specific landscapes. The recent growth in agritourism is both demand and supply driven (Carpio, Wohlgenant and Boonsaeng, 2008). On the supply side, economic restructuring presses farmers to diversify their income sources. On the demand side, people's interest in farm activities increases due to the growing general interest for outdoor activities, increasing travelling as a family by car, and growing interest by the public to support local farmers.

It is suggested that a firm can have several business models (Markides and Charitou, 2004). The ability to innovate the business models may be important for the firms depending on commercialisation of new ideas and technologies. Some sectors (for example electronics, e-commerce) depend relatively heavily on technological and business model innovation. For centuries

agricultural sector was not considered as an innovative one. However, a number of new technologies ranging from tractors to gen-modification were introduced to this sector in the last century. New business models consistent with highly effective mechanised large-scale production partly replaced traditional business models associated with small-scale single farms. In this changing and challenging environment the farmers are forced to innovate in order to survive. The role of innovators is somewhat novel to the farmers who are traditionally considered to represent one of the most conservative parts of the western society. Adapting a new business model is a more radical step for a farmer then introduction of a new technology. Tourism industry is so different from the primary agricultural production that it inevitably involves introduction of a new business model. In the same vein, tourism is an extremely competitive sector and, therefore, tourism firms' competitiveness depends on their innovativeness (Sundbo, Orfila-Sintes and Sørensen, 2007).

Business model innovation may be hindered by a number of barriers such as organisational culture, employees/leaders' attitudes toward business model experimentation, dependence on the models currently in use (Chesbrough, 2010), marketing-related barriers and lack of interpersonal skills among farmers (Che, Veeck and Veeck, 2005). Doganova and Eyquem-Renault (2009) suggest that networks around the entrepreneur and encounters between stakeholders gradually shape the business model. "Each encounter puts the entrepreneur's business model to a test and if the business model resists, the associations that it builds gain in solidity and the business model becomes more and more real. This process gradually transforms the business model from a model into business" (Doganova and Eyquem-Renault, 2009, p. 1568).

It is suggested in the literature that a cooperative approach, rather than competitive one, can strengthen agritourism in particular areas. Agritourism destinations benefit from joint brochures and web linkages, information sharing, referrals to other agritourism businesses that serve different markets or offer different products, purchase linkages, and a regional approach to establish agritourism destinations and increase visitation (Che, Veeck and Veeck, 2005).

What kinds of business models farmers within agritourism use has not been previously discussed in the literature. Neither the role of innovation in these models has been studied. In order to examine the relevant research questions we have collected survey data from 39 agritourism firms located in Nordland County, Norway.

3 FINDINGS

The analysis included two stages. First, the following eight dimensions were identified, varying significantly across the responding firms. There were tourism products category, supplementary activities, the levels of agricultural and tourism activity, innovation and product development, cooperative behaviour, use of local history, and target markets (from local to international).

The firms were then attributed to several business models in a way that combines maximal intergroup heterogeneity with maximal in-group homogeneity. In this way, four businesses models were identified. The first model includes the firms focusing on "serving local food as an experience"

and catering in combination with lodging. This group is characterized by minimal level of agricultural production and orientation on national and international customers. Unlike the first group, some firms focus on serving local food as an experience and catering without lodging. These firms target local and regional and they are also actively involved in full-scale agricultural production. Active uses of local history, multiple innovative activities, focus on research and development, and extensive cooperation with external partners are widespread in the aforementioned two groups. All the firms with relatively high turnover and employment in this study belong to these two groups. The other two business models generate moderate to insignificant turnover. One of these models is based on fishing and lodging. This model is characterized by low level of innovative activity, orientation towards national and international customers and seasonal variations. The other less-lucrative model relates to lodging (often with catering). This model is characterized by few innovations and research activities, as well as a lacking focus on any particular part of the market (local, regional, national and international customers are equally important).

4 CONTRIBUTIONS

The paper extends prior research by identifying the four different business models for agritourism. Our results suggest that a business model choice may influence the performance of agricultural businesses. For example, business models which are based on a use of local history, innovative activities, research and development, and cooperative behaviour, tend to generate relatively high levels of turnover and employment. Less lucrative business models are characterised by low level of innovative activity and heavy reliance on relatively traditional tourism products such as lodging and fishing. Thus, the ability to innovate and adopt new business models is argued to be essential for agritourism firms.

Compared to national level surveys, agritourism firms in this study were found relatively active in introducing product innovations, process innovations and market innovations. This finding sees to contribute to our knowledge on how introduction of tourism activities stimulates innovations in the agricultural sector.

Tourism products through the looking glass of lifestyle entrepreneurship: Findings from Finnish Lapland

Dorothee Bohn, Multidimensional Tourism Institute (MTI), Rovaniemi University of Applied Sciences
José-Carlos García-Rosell, Multidimensional Tourism Institute (MTI), University of Lapland, Finland

Over the past decade increasing attention has been devoted to the importance of lifestyle motives and values in stimulating entrepreneurship in tourism (Ateljevic & Doorne 2000; Morrison et al. 2008; Peters et al. 2009; Williams et al. 1989). This phenomenon, which is more evident among micro-sized tourism firms, challenges our understanding of entrepreneurship in terms of development, efficiency, profit orientation and business growth (Ateljevic & Doorne 2000). Indeed, the emerging literature on lifestyle tourism entrepreneurship highlights the role of social, cultural and non-economic values as key business drivers. Most of the discussion on lifestyle tourism entrepreneurship has revolved around the nature of lifestyle entrepreneurship, its implication for local economies and its relevance in shaping sustainable tourism demand.

Yet, few studies have examined the relationship that exists between lifestyle tourism entrepreneurs and their products. In particular, the strong link between personal values and business makes lifestyle tourism entrepreneurs relevant for looking into tourism products from a socio-cultural perspective (see García-Rosell 2013). The notion of a lifestyle tourism product is interesting in the sense that it emphasizes social and cultural values as business success factors, rather than technical products elements or customer orientation. Lifestyle entrepreneurs themselves play a central role in co-creating tourism experiences with customers and different tourism stakeholders. These entrepreneurs operate not only at the interplay of simultaneous production and consumption circles (Ateljevic 2000) but also in processes of globalization and localization (Hall 2005) which are strongly reflected in their products.

The main objective of the study presented here is to explore the relevance of lifestyle entrepreneurs' values, way of life and ideologies in shaping their products and overall tourism experiences. More precisely, the study aims to answer the following question: How do the values and ideologies of lifestyle tourism entrepreneurs influence their products? And how are the products of lifestyle tourism entrepreneurs created, mediated and negotiated in a demand driven tourism industry? In doing so, this study contributes to a more comprehensive understanding of both tourism entrepreneurship and product development from a socio-cultural, more humanistic perspective.

Empirical material consists of 12 in-depth semi-structure interviews, observations and documentary material gathered in two different time-periods in Finnish Lapland. While the first set of data was collected between May 2006 and June 2007, the second set of data was gathered in 2013. The lifestyle entrepreneurs participating in this study operate in different areas, including catering, hospitality, pottery, natural health care, tours, gastronomy, twig crafting, interior design, artistic and nature-base activities. The entrepreneurs were aged between 25 and 65 and employed between one and six people, depending on the season. By using applied thematic analysis, we identified common themes that illustrate how the values and character of lifestyle entrepreneurs are reflected in tourism products and how these products are developed and negotiated within a demand driven marketplace.

Tourism Entrepreneurship – Review and Future Direction

Sølvi Solvoll, Nordland Research Institute
Gry Agnete Alsos, Bodø Graduate School of Business, University of Nordland
Oxana Bulanova, Nordland Research Institute

Purpose

The tourism industry is a highly competitive industry with substantial growth, in which entrepreneurial behavior and innovation are crucial factors in the competition, especially for the part of the industry offering experiences to tourists. The industry is presently undergoing extensive change due to the transition to more experience-based products (Sundbo et al, 2007) and as a result of high market growth (Lordkipanidze et al., 2005). The need for new, viable firms to serve a growing group of customers seeking unique experiences is large. These entrepreneurs enter a fast-growing industry branch in a sector in which established and larger firms have to a limited extent been able to develop their offerings to meet an increasing demand for unique experiences creating memories, engagement and emotional involvements for tourists. Hence, the industry is largely dependent upon new firms to offer experience products, adding value for the visitors.

There is a need for new knowledge about entrepreneurship within the tourism industry to capture the present changes. Such knowledge should build upon the knowledge accumulation within the field of entrepreneurship in general, but also take into account the specific characteristics of the sector and the current industry transformation. Research related to entrepreneurship in the tourism sector has up till now been limited (Carmichael and Morrison, 2011). Currently an increasing number of studies examining new business start-ups within the tourism sector are emerging. However, there is lack of synthesized knowledge from which to build on for researchers as well as policy makers and practitioners.

The purpose of this paper is to address this gap by providing an extensive review of studies of entrepreneurship within the tourism industries, synthesizing their perspectives, methods and results. Further, the tourism entrepreneurship literature will be discussed in relation to the general entrepreneurship theorizing. Finally, we discuss the shortcomings and gaps and present an agenda for future research that contributes to our understanding of tourism sector entrepreneurship.

Perspective

Tourism entrepreneurship as an academic field of study slowly emerged from a few articles published in the 1970s and 1980s, mainly within the area of business economics and economic geography, to a more diverse literature with an increasing number of studies (Carmichael and Morrison, 2011). However, until recently, only a very small proportion of articles on tourism relates to entrepreneurship issues. In a literature review, Ateljevic and Li (2009) found that only 2 % of articles published in leading tourism journals from 1986 to 2006 addressed entrepreneurship, in total 97 articles over this 20 years period. Further, while other areas of tourism research are clearly embedded within the discipline-oriented literature, tourism entrepreneurship still seems to be disconnected from the more general entrepreneurship literature.

Based on a literature review of innovation research within tourism, Hjalager (2010) differentiated between two strategies for further development tourism research. She argued that research can follow a convergent or divergent track when examining specific issues within tourism, such as innovation or entrepreneurship. Following the convergent track will be to learn from the existing disciplinary research to provide advantages an terms of comparability, which will give deeper value

to the tourism studies. For tourism entrepreneurship research, this may also create greater visibility for tourism researcher in mainstream entrepreneurship academia and a possibility to affect entrepreneurship policy. Alternatively, the divergent approach will treat tourism as a phenomenon rather than an industry. Hence, the investigation of entrepreneurship must be based partly or fully upon research angles and instruments specifically developed for tourism entrepreneurship. This implies to develop methodologies and reach out in cross-disciplinary manner, but not to engage extensively into debates within mainstream entrepreneurship or innovation research. This paper will analyze the current literature on tourism entrepreneurship to identify indications of convergent and divergent developments, and suggest areas for further development for the field of tourism entrepreneurship along these strategies.

Method

For this review, the Scopus database was used to search for articles. Scopus is one of the most comprehensive abstract databases of research literature. Search terms representing 'tourism' and 'entrepreneurship' were combined to find relevant articles. The following terms for tourism were included: tourism, hospitality industry, hospitality business, travel industry and travel business. To represent 'entrepreneurship', the following terms were included: entrepreneur*, new firm, new business, business start-up, new venture, nascent venture, nascent firm and nascent business. Different from previous reviews (Ateljevic and Li, 2009; Li, 2008), we did not limit the review to tourism journals, but included publications on tourism entrepreneurship in any journal listed in the Scopus database as long as it met the selection criteria. The search retrieved 514 unique articles which were downloaded. Double manual checking based on reading of titles and abstracts were used to remove articles which did not deal with tourism entrepreneurship or were not research articles. Further, only articles presented in English language have been included. After the sorting, 259 articles remained for the next step, in which articles were read, systematized and coded. A table was produced to give an overview of all articles on issues such as authors, titles, year of publication, journal, research questions, theoretical framework, method, key findings and implications.

This categorization was then used to make a content analysis of tourism entrepreneurship studies. Topic areas were identified and reviewed. Trends in use of theoretical perspectives and empirical methods were examined. Finally, the scholarly impact of tourism entrepreneurship research was assessed. In total, this provides a state-of-the-art of tourism entrepreneurship.

Findings

The review of the literature shows an increase in the number of published studies on entrepreneurship within tourism, from less than 10 studies per year in the early 1990s to more than 200 studies per year since 2010. The studies are spread in a large number of journals, most of which are specifically oriented towards the tourism industries. Many of these are quite marginal journals with low impact factors and ranking. The journals with the highest number of studies on entrepreneurship in tourism are Tourism Management, Annals of Tourism Research, Tourism and Tourism Planning and development, indicating that entrepreneurship is a relevant topic for the leading tourism journals. Few studies are found in entrepreneurship journals, and only a handful in high ranked entrepreneurship journals.

The review reveals a diverse literature, covering a large number of topics and which only to a limited extent contributes to an accumulative knowledge base on entrepreneurship within the tourism industries. However, the following partly overlapping topical categories of tourism entrepreneurship studies can be put up:

1) Studies dealing with sub-groups of the tourism sector such as farm-based tourism, life-style businesses, food and culinary experiences, eco-tourism, etc.
2) Studies dealing with the role of government in tourism development and supporting tourism entrepreneurs

3) Studies dealing with tourism entrepreneurship in developing economies, focusing on how to set up business in resource-constraint environments and the impact for the local area.
4) Studies focusing at start-up and development strategies for tourism businesses
5) Miscellaneous topics

Results from each of these topic areas are summarized in the paper. Current achievements are reported and knowledge gaps for future research are identified. The literature on tourism entrepreneurship is also viewed in light of trends within general entrepreneurship research to identify further knowledge gaps.

The review reveals several weaknesses of current research on tourism entrepreneurship. Despite the increase in number of articles published the recent year, the articles are still mainly published in tourism journals and few of them in high ranked journals or more general entrepreneurship journals. This indicates either the quality of the research is lower than the standards for high-impact journals, or that the topics explored are not considered to be of interest outside the tourism field. Despite recent examples of theoretically well developed articles and some more sophisticated empirical studies, the review still indicates that studies are generally weakly theoretically grounded, and many suffer from weak methodological designs, low data quality and lack of methodical sophistication. Many studies take a practical approach seeking to respond to real life problems faced by tourism entrepreneurs or agencies seeking to develop the tourism sector. Hence, many studies contribute with applied knowledge which is relatively easily accessible for practitioners and policy makers. However, the diversity of topics and approaches, and the practical nature of many studies, along with the lack of theoretical grounding, also limit knowledge accumulation and as it results in low possibilities of building on prior studies.

Contributions

The results from this review portraits tourism entrepreneurship as an immature field of research, with, so far, limited accumulated knowledge. In 2008, Li noted that empirical work within tourism had not increased over the past two decades and that theoretical work remained at a consistently low level. However, the field has received increased interest lately and is experiencing a high growth of studies the last years. As a result, the field of tourism entrepreneurship is rapidly changing. Not only is there a higher number of studies and larger variety. There are also indications of stronger theoretical anchoring and more well developed methodological designs in some studies. Nevertheless, there is still a strong need for further development in this field of research to be able to build reliable knowledge based on theoretical development, sound empirical work, replication and knowledge accumulation.

So far, the field seems to have chosen a divergent strategy as most articles are published within the dedicated tourism journals and the literature seems to engage only to a limited extent with the more general entrepreneurship literature. However, the specifics of tourism entrepreneurship to justify a divergent strategy are largely underdeveloped. Consequently, this strategy appears more as a convenient strategy than a strategy to advance the field. More studies engaging with disciplinary entrepreneurship research is needed. In particular, taking advantage of the currently strong theoretical and methodological developments within the entrepreneurship literature will be important to further improve tourism entrepreneurship research. Hence, the field will benefit with more convergent strategies, where tourism entrepreneurship research is more related to the ongoing debates in entrepreneurship research.

Moreover, the research field of tourism entrepreneurship can also give important insights to general entrepreneurship research. For instance, the analyses of tourism entrepreneurs as often driven of non- economic motives, often explained as a life-style entrepreneurship (Morrison, 2006), give important insights into the discussion of goal driven behavior in entrepreneurship (e.g. Sarasvathy, 2001; 2008), and can challenge the main body of entrepreneurship research which often is based on the rational decision making models employed by neoclassical economist (Perry, et al. 2012). Further, studies of entrepreneurship within the tourism industry can give an important context for further development of knowledge on business in resource-constraint environment and entrepreneurial bricolage (Baker and Nelson, 2005). Finally, studies of entrepreneurship grounded in deep knowledge on the tourism industries also respond to calls for more contextualized studies of entrepreneurship (Zahra, 2007; Welter, 2011). To further develop the field of tourism entrepreneurship, we recommend enhancing the importance this research in this context can have for further elaboration of rising issues in the field of entrepreneurship.

Dynamic network structures and innovation opportunities of small tourism companies

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Purpose: The paper discusses how social innovation network structures among small tourism companies and their dynamics are dialectically related to innovation opportunities.

Theoretical perspective: The main theoretical arguments of the paper are two. The first is that there is a dialectic relationship between network structures (in terms of for example cohesion and spatial distribution), their dynamics, knowledge distribution and different innovation opportunities. Thus, different innovation opportunities of small tourism companies affect the nature of network structures and of their dynamics. Conversely, the network structures and their dynamics affect small tourism companies' innovation opportunities. The second argument, which is derived from the first, is that small tourism companies' networks represent a multitude of different configurations of network structures and dynamic characteristics. Consequently no given predefined network configuration or type of dynamism exist which can be said to be generally the optimal. On the contrary a number of factors, of which this paper highlights some, determines the structural and dynamic characteristics of social innovation networks among small tourism companies.

Methodology: The dialectic relationships between network structures, their dynamism, knowledge distribution and innovation opportunities are illustrated in 3 (or 4) cases. The cases have been selected from a larger number of cases all pertaining to the same geographic area. The cases illustrate the existence of a variety of network structures, network dynamics and related innovation opportunities, even within the same small geographic setting.

Expected findings and conclusions: The analysis results in a theoretical proposition about the mentioned dialectic relationship. We conclude that the diversity of networks and of network dynamics are important aspects to take into account when building, for example, publicly guided and financed networks in tourism destinations as well as when tourism companies strategically build network relations.

Contribution: The main contribution of the paper is its focus on the diversity of network configurations (rather than trying to single out particular configurations as optimal) and its focus on the dynamics of networks and the relation to innovation opportunities in small tourism companies.

Diffusion and attributes of innovations: The case of certifications within nature based tourism

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Purpose

Tourists are increasingly seeking spectacular nature experiences and peripheral areas. The demand for nature experiences has led to an entrepreneurial boom with many new enterprises, and where existing enterprises have diversified their products and services. To some extent and for a number of years, this development has taken place as "wild west" in the sense that entrepreneurs have attempted to exploit new areas of tourism on an experimental base, without a solid prior knowledge and without consolidated methods. Innovation is particularly vital within experience based sectors, since customers tend to seek something new, as well as high quality products. Innovations include new products and services as well as new methods of provision and delivery (Gyimóthy & Mykletun, 2004; Weber, 2001). However, the specific characteristics of the innovations and the causes and effects are less well understood both theoretically and empirically. Innovation can be defined as a new idea, practice or object being explored and exploited commercially or in other ways practiced. Innovations can be of different types, such as product, process, market, organizational/management, institutional, and related to business models (Sundbo & Galouj, 1999; Hall & Williams, 2008). This paper contributes to the understanding of innovations in nature based tourism. We determine the characteristics of the business related innovations and explore how the informants explain the causes and implications. There is a special focus on the certifications as a driving force for innovations in nature based tourism, and the paper investigates to what an extent the membership of recognized certification bodies enhances the changes in the nature based tourism business, taking into consideration the attributes of the innovations. We discuss certification as a facilitator of innovations in nature tourism and certification as an institutional innovation in its own respect.

Theory

This paper relates to two bodies of theory: Theory which explains the diffusion of innovations across sectors, industries, time and place, and theory which deals with the roles in society of certification and standardization.

Rogers's (2003) diffusion of innovation (DOI) theory is widely applied (Le et al, 2006) and addresses why, how and what rate that ideas and technology spread. DOI has seldom been applied within tourism sectors (Deng-Westphal & Beeton, 2011; Shaw & Williams, 2009; Hjalager, 2010). Rogers (2003) suggests that the adoption rate of innovations can be explained by five perceived attributes (characteristics) of innovations. The five are:

1) Relative advantage is the degree to which an innovation is perceived as being better than previous solutions in term of economic profitability, social prestige or other benefits.
2) Compatibility is the degree to which the innovation is consistent with existing values, past experiences and needs.
3) Complexity is the adaptors perception of how difficult or easy it is to adopt.
4) Triability is the degree to which the innovation may be experimented with on a limited basis
5) Observability is the degree to which the results of innovations are visible to others.

These attributes can bring understanding of why or why not and partly how innovations spread. Innovation attribution has seldom been studied in tourism, but can probably explain many of the problems with innovations (Hjalager, 2002).

The innovation attributes are only one part of the DOI theory. The theoretical frame includes also characteristics of the organization and the external environment (e.g. level of competition, governmental regulations) (Deng-Westphal & Beeton, 2011). Other writers emphasize the importance of enterprises' internal managerial capabilities, and the existence of social capital and networks (Hjalager, 2002; Macbeth et al, 2004; Shaw & Williams, 2009). Innovations within tourism seem to take place through open and varied interactions involving different stakeholders (Fuglsang & Eide, 2012).) This paper focus on the five attributes as the main theoretical frame for the content analysis.

The second body of theory is related to certification and standardization. In many fields of tourism, attempts have emerged to implement certification systems and other comprehensive quality systems and standardizations. In theory, certification systems usually include one or more of the following; 1) quality standards, 2) safety and accessibility standards, and/or 3) environmental sustainability. Tourism in general is characterized by a large amount of certification systems, and nature based tourism is emerging as an area of increasing emphasis as well. Certification is usually considered an issue essential for transparency for the customers, although labels provided through certification may also be of positive importance for the marketing and branding of a destination or of specific companies. In addition there are potential effects on professionalization, quality level and learning of 'best practices'. Serious doubts have, however, been raised about the overall impacts and performance of certification systems (Font, 2002; Andereck, 2009).

The role of certifications and standardizations as catalysts for innovation is less examined. Certification systems are usually established after a lengthy process of research and evidence finding, and ideally they are only implemented, if they include consistent best practices that will benefit firms, customers and a wider group of stakeholders. The proposition introduced in this study is that innovations are embodied in certifications and standards. Certifications and standards are carefully planned and based on learning and knowledge. They are normally determined after a long process of consultation with knowledge agencies and enterprises (Grindley, 1995). Accordingly, certifications can be claimed to contain the ultimate practice in the field. By implementing certification and standards, enterprises will, directly or indirectly acquire an easy access to the best knowledge. They will not need to spend extensive resources on experimentation and testing, as the risk is already narrowed down, and there is a chance of maximizing the combined profits in the sector. How the markets receive the certifications may also be verified by issuing and controlling bodies. Enterprises adopting certification are thus likely to experience a determined innovation with a limited effort.

Deng-Westphal & Beeton (2011) attempts to use the DOI frame when studying environmental certifications of nature tourism as innovations. However, they understand the certifications and labels as institutional innovations that are under a continual dissemination. They conclude that only few nature tourism enterprises are certified. The authors claim that the idea of environmental certification is still new and can thereby be seen as innovation. The theory and literature on certification and innovation dwells considerably with the non-dissemination and non-implementation, and this also is highly relevant for this study (Tether et al, 2001; Blind, 2004).

Along another strand of discussion, certification is a double edged blade – it may allow for quick and easily adoptable innovations, but standards can also have a built-in conservatism, and thus they may block or delay radical innovations. The maturity and stage of development of a sector and its first-movers is essential for the understanding of the role of certifications and standards for innovation dissemination (Rogers, 2003).

Methodology

The study is based on semi-structured interviews with nature based tourism providers, including providers of guided tours, cycling tourism, visitor facilities, angling, accommodation, bird and wildlife

watch, kayaking, trekking, marine observations, snowmobiling. In addition certification bodies and other actors have been selected for interviews. The tourism enterprises had experiences from one or more official certification systems. The geographical frame is Scotland, Iceland and New Zealand.

An interview guide comprised a numbers of questions related to certifications and experiences. In particular the enterprises were inquired to what extent the certifications would affect various aspects of their own business and subsector. They were asked to elaborate on how they address innovation in their enterprises. 35 interviews were performed either face to face, or over Skype, and transcribed. Data are analyzed within and across countries. The analyzing and presentation moves between using more open analyzing of the focus areas of the involved certifications, about innovation more general, and experiences with and effects with certifications; and a content analyzing using the theoretical frame on innovation attributes.

Findings

The analysis of the nature of the certifications systems reveals that certifications are both national and international. Certifications focus areas are mainly related to one or some of the following issues: Safety & risk management, staff training, environment & sustainability, management, service issues, some general guiding tasks or specific skills within a subfield (e.g. kayaking, climbing). A few tourism certifications are more holistic. In general, they are limited when it comes to areas of experience design.

The study comes up with the surprising indication that, when asked directly, the definition of innovation is unclear to the enterprises or they understand it only as product innovations (e.g. a new or improved guided tour, the implementation of a new concept in outdoor accommodation). When asked about the implications of certifications on innovation, the enterprises respond that certifications are of limited importance. However, when scrutinizing the interview material, a range of processes, marketing, delivery and institutional innovations emerge as being related to the certifications, such as for example a new organization of the staff, better handling of information and adapting the certification information to serve the needs of the enterprise. Thus, a transfer of methods takes place from the certification bodies to the enterprises although this is not clearly recognized by the enterprises. It is also discovered that certification processes enhance collaborative structure with complementary product owners etc. In addition, the enterprises raise relevant discussions about the extent of the pros and cons of certification. This provides information that underlines the importance of enterprise size and the maturity and context of products, as well as governmental regulations.

The analyzing of attributes of innovations according to the theory of DOI is still in an early phase (work-in-progress), some preliminary findings are: Enterprises assess the compliance extremely carefully. Nature based tourism is an emerging field, and the complexity issue is crucial, and so is the observability. The professionalism of the certification organization is commented by many respondents for its ability to transmit information for innovation.

Contributions and implications

The findings, theorizing and discussion contribute to the understanding of innovation and in particular the dissemination and attributes of innovations. We show and elaborate on how certifications can be understood as contributing to innovations in different ways. Certification bodies do R&D tasks for the tourism industry, as they develop and update innovative knowledge and systems work; and eventually these innovations represented as the certifications are spread to the industry as requirements or best practice. The implementation and use of the certifications can either facilitate or hamper other innovations. The cases show how diffusion and adaptation of innovations (certifications) can be understood and predicted depending upon the innovation

attributes in particular, supplemented with how other contextual and processual issues may influence. The paper takes mainly a meso perspective, but addresses some macro elements since countries and certification bodies learn from each others, certification systems and ideas are also matters of dissemination Across country not only enterprise .

In regards of management and policy implications, this study is informative not only for the nature based business community, but also for tourism bodies and policy makers in charge of national tourism development. Nature based experience enterprises are often very small, they seldom have the resources needed to do all the potential or needed innovations and quality work sufficiently. One way to support some of these issues can then be the help of external shared R&D units like certification bodies. Governments' stimulation of innovation through perspective regulation has received very little research attention (Hjalager, 2012; Mahmood & Rufin, 2005), and governments' intervention to compensate for a lack of market-led innovation signals to the industry is a crucial issue in the research on modernization of the tourism industry (Font, 2009). In addition, how tourism enterprises themselves constitute a strategic political pressure on standards and certification is an issue that needs further inquiry (Frankel & Højbjerg, 2009).

Innovating and promoting the spa and wellness industry in Norway

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Introduction

For many Scandinavian politicians the experience industries have been at the centre of attention with regard to regional and rural development (e.g. Bille, 2012; Bille and Lorentzen, 2008; Freire-Gibb, 2011, Lorentzen, 2009; Lorentzen and Hansen, 2009). As a result, research on the experience industry in Norway has so far to a large extent dealt with parts of the industry characterized by voluntary work (e.g. Festervoll, 2003), part time employment and seasonal activities in rural locations (e.g. Almås et. al 2008; Nilsen 2009). Research on festivals and theme parks (e.g. Ryan & Wollan, 2013), locally produced food, and nature-based experience tourism (e.g. Mehmetoglu 2007; Vittersø, 2012) is presented by predominantly geographical and sociological approaches. Although enlightening with regards to rural development this focus somewhat misses out on other parts relevant for getting a grasp of the experience industry. The spa and wellness industry can be characterized in quite different ways with its year-round business, growing number of employees, and location in both urban and rural areas, and is therefore worthy of attention for representing a part of the experience industry less studied. For being a growing industry with a recent resurgence the industry is also interesting in a wider context, illustrating aspects relating to topics like identity formation and globalization.

As the contemporary spa industry is adapting to meet current demands for experiences, the industry makes use of a variety of elements, among them the long traditions and positive associations already established in relation to the traditional spa industries. The spa industry that we experience in Norway today can therefor partly be seen as a result of incremental innovation, where old and far away spa industries associated with ancient Rome or exotic Thailand characterized by health promotion, hygiene, and healing, are both transformed into a new industry focussing more on experiences related to beauty and wellbeing. Knowledge about this transformation and innovation can be useful in understanding and developing other parts of the experience industry, as well as understanding the industry's appeal in current society.

The first purpose of this paper is to present the Norwegian spa industry as an experience provider: What kinds of spa concepts exist? What kind of experiences are on offer? The second purpose is to discuss how the Norwegian spa industry innovates and promotes itself.

Theoretical perspective

The theoretical perspective in this study is centred on well-known contributions to our knowledge and understanding of experiences and the experience industry (Boswijk et al. 2007; Jantzen & Vetner, 2007; Pine & Gilmore, 1999; Schulze 1992; Sundbo & Bærenholdt, 2007), as well as relevant theory concerning the spa industry (Bjelland, 2008; Constant et al., 2008; Klepp, 2009; O'Dell, 2007a; 2007b; 2010; Tabbachi, 2008). A selection of theoretical contributions on marketing and innovation in the experience industries are included (Ek et al., 2008; Fuglsang et al., 2010; Hudson and Ritchie, 2009; Schmitt, 1999; Sundbo, 2009; Teigen et al. 2009) as well as some findings regarding health and beauty where deemed relevant (Bell et al. 2011; Covino, 2004; Crouch & Desforges, 2003; Ettorre, 2010; Gomes, 2010; Grogan, 2008). The purpose of the theory is to provide a point of departure for the argumentation in the paper, but also to substantiate and back up claims and findings.

Research design

The homepage "altomspa.no" ("everythingaboutspa.no") represents a starting point for collecting data for this paper. In addition to articles on spas and general information about the business, the

website offers a list of spas in Norway. This list was extended via a further net-search and media coverage. All spas were then checked for an active homepage. Spas without either a homepage or an updated Facebook-profile were excluded from the list. The same was the case for beauty parlours not offering spa-products. An initial list of 218 spas/beauty parlours was in this way reduced to a total of 50 spas which was then categorized and analyzed. In addition to the spas' own homepages and altomspa.no, two volumes (2011 and 2012) of a magazine called SpaBeauty (describing itself as a professional magazine directed towards the spa- and beauty industry) was searched. In all eight presentations of individual spas were found, and these presentations were combined with information from the same spas' homepages and information from altomspa.no to create more thorough profiles of this selection of spas. The analyzed data is both written and visual.
The analysis is a combination of content analysis and 'plain' text analysis. Considering that the material up for analysis is commercial and aimed at being easily understood and appealing, the text and images are taken for 'face value', without attempts to overanalyzing the material. The analysis itself aims at revealing both apparent and less apparent truths about how the industry promotes itself, and how that can say something more general about parts of the experience industry.
In addition, earlier conducted research, general information and statistics about the spa industries before and now are obtained from several sources to provide a back-drop for the study.

Preliminary findings
The first stated purpose of this paper is to present the Norwegian spa industry, and in categorizing the variety of spas in Norway, this analysis ended up with three main categories: Hotel-spas/spa-hotels; day-spas/medical spas; and 'alternative' or complimentary medicine spas.

Hotel-spas/spa-hotels
Hotels sometimes provide a spa section to have that extra "something" to attract customers, where the spa is not a fully integrated part of the rest of the hotel. The marketing resembles any hotel's marketing, but the spa is used as one of several arguments to make customers choose their hotel. In the experience industry vocabulary, this can be categorized as secondary experience industry, where the experience is an "add-on" to what is really for sale, a hotel-room for the night.

Some hotels however, are spa-hotels, where the spa-business and hotel-business can be seen as two parts of the same product. Spa-hotels focus on health-benefits, relaxation, good experiences, mental calmness, anti-stress, but can also offer weight loss and beauty treatments to some extent. Some of them offer 'packages' for a stay of 2 - 5 nights, where hiking, low-carb diets, and spa treatments are all included. These spa-hotels are often located near water and/or beautiful and "unique" nature, and use their location for marketing purposes. Some of these spa-hotels can be seen as belonging to the primary experience sector, as experiences are marketed as their main product.

Day-spas/medical spas
This category of spas is perhaps the main representative of the 'new' spa industry, where health benefits no longer necessarily represent the main argument in their marketing. They can offer a breathing space in a busy work day through spa treatments for relaxation and anti-stress, but usually also promote products that can be termed "result-oriented" (aiming at making visible changes of some kind). The gap it provides in a stressed workday is all about well-being, but at the same time a lot of the income comes from products having little to do with well-being experiences. Like medical spas, some day-spas also offer cosmeceuticals (see next section for elaboration).

What is termed 'medical spa' represents a related but somewhat different part of the more recent spa development. Products recognizable as spa-products, like massages, mud-wrappings and the like are still on offer, but in addition they go one step further in the beauty-treatment direction. A medical spa doesn't offer medical treatment in the "curing" sense of the word, but it rather requires medically trained staff qualified to perform various beauty treatments like injecting Botox, Restylane

etc., called cosmeceuticals. A medical spa therefore represents a product-mix; either well-being products or the not very pleasurable cosmeceuticals.
The two types of treatment and views on health and medicine can be both contradicting and potentially problematic in the marketing and promoting of spas. As a result, while arguments for traditional spa treatments focus on "beautiful and healthy on the inside equals beautiful and healthy on the outside", and seem to strive to make everybody feel welcome, the cosmeceuticals are offered without any arguments apart from safety and professionalism. There seems to be something in the overall image of spas that doesn't go well with Botox, and these products are therefor offered (due to profit and demand), but not really promoted or made part of the image of the spa (the pure medical spas excluded).

'Alternative'/complementary medicine spas
'Alternative' or 'complementary' medicine is increasingly utilized in the spa industry, as one part of a much larger 'alternative' trend in the western society. In an attempt to be an alternative to the public health-care system, alternative medicine spas focus on well-being experiences such as stress-reduction from being massaged, as something clearly benefiting your health. In addition these alternative medicine spas offer a range of products with medically-sounding names like 'Otopathy' (ear light), or foreign-sounding names like 'Reiki' or 'Ayurvedic' therapy, accompanied with more or less direct promises of health gains.

The second stated purpose of this paper is to discuss elements in how the Norwegian spa industry innovates and promotes itself, as the spa industry in Norway as of today bears relatively little resemblance to traditional spas. For one, their location (with very few exceptions) has nothing to do with the location of healthy springs nearby. Also, pampering, and well-being has partly replaced the treatment aspects since modern medicine arose, and beauty and looks have a much more prominent place in today's spa industry. It is possible to argue that today's spa industry can be seen as the result of incremental innovation, where a product (the traditional spa industry) is developed into a new, but still recognizable product. Various links to traditional spas are however maintained and used as a way of providing recognizability and credibility to a new and much diversified spa industry.

In general, spas argue for both health- and well-being benefits from receiving the various treatments. In this argument, the interest in scientific proofs or arguments is nearly non-existing, and instead arguments are based on "myths" and "truths" from places far away both in time and space. One repeating argument is therefore that spas offer health benefiting treatments, and not only so, but they have been for thousands of years. That the word spa stems from "Old Greek mythology" is for instance referred to, but not caring too much about the truth content in the argument. Several spas are also explaining (to the best of their knowledge) the origin of the word SPA as Salus Per Aquam, "health through water" providing associations to old Rome, where of course both civilization as well as aqueducts originated. Several other traditions providing spa credibility worldwide are also mentioned as sources of influence.

There are clearly legitimization efforts from linking spa treatments to old and remote treatment traditions. But not only remote in time, the sources of inspiration are also geographically remote. Various treatments are linked geographically to a wide range of places, from Japan to Thailand, Rome and Belgium. As several places are considered 'authentic' origins of the traditional spa industry, there is an eclectic use of these places in many Norwegian spas. Some provide esthetic inspiration, like orchids associated with Thailand, and mosaic tiles, associated perhaps with both Roman times as well as Turkish hammams. Treatments like "Thai massage" or "Swedish massage", are used and recognized worldwide, and provide legitimacy to the spas offering these treatments.

Tentative conclusions/contributions

There are several, and sometimes contradicting messages in the innovation and promotion of the spa and wellness industry, which makes for an interesting analysis of both texts and images in the promotion material. The main contribution stemming from this analysis is on the one side, to show some of the variety in this fairly new but promising part of the experience industry, and on the other side to show how the spa industry on the one side responds to current experience demands, but on the other uses historically and geographically remote elements in the incremental innovation of a new - yet old industry.

The Impact of Tourism Development on Community Stakeholders' Quality of Life

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Purpose

The primary goal of this study is to determine the relationship between community residents' perception of tourism impacts and community stakeholders' quality of life. Two main stakeholder groups are the focus of this study: community residents who are employed in the tourism sector and community residents who are not economically affiliated with the tourism sector. Community residents' satisfaction with life in general derives from their satisfaction with particular life domains (such as material life, leisure life, family life, etc.); and their satisfaction with particular life domains, in turn, is also affected by their perception of tourism impacts on the community at large. Therefore, our study attempts to investigate stakeholders' perception of tourism impacts in life domains (residents employed in the tourism sector versus those who are not affiliated with tourism), their satisfaction with particular life domains, and their overall life satisfaction. The interrelationships of these three sets of constructs will be examined. Our expectation is that depending on the type of stakeholder group, community residents' perception of tourism impacts on community quality of life might be different. Specifically, we expect that the relationship between residents' perception of tourism impacts on community economic well-being and residents' perception of community economic well-being (i.e., satisfaction with material life) to be stronger for residents affiliated with tourism than residents not affiliated. Conversely, we expect that the relationship between residents' perception of tourism impacts on community non-economic well-being and residents' perception of community non-economic well-being (i.e., satisfaction with leisure life, family life, social life, etc.) to be stronger for residents not affiliated with the tourism sector than those who are affiliated. The following is a list of hypotheses empirically tested in this study.

Hypothesis 1: Residents' satisfaction with material life is associated with residents' life satisfaction.

Hypothesis 2: Residents' satisfaction with non-material life is associated with residents' life satisfaction.

Hypothesis 3: The relationship between residents' perception of tourism impacts on community economic well-being and residents' satisfaction with material life is stronger for residents affiliated with the hospitality and tourism industry than residents who are not affiliated.

Hypothesis 4: The relationship between the residents' perception of tourism impacts on community non-economic well-being and residents' satisfaction with non-material life is stronger for residents not affiliated with the hospitality and tourism industry than those who are affiliated.

Theoretical Perspective

The theoretical foundation of this study is based on bottom-up spillover theory, stakeholder theory, and social exchange theory (Ap, 1992; Diener, 1984; Diener, Suh, Lucas, & Smith, 1999; Freeman, 1984; Sirgy, 2002).

Bottom-up theory seems to be most appropriate to conceptualize the impact of satisfaction with life domains on global life satisfaction (Diener, 1984; Diener et al., 1999; Sirgy, 2002; Sirgy & Lee, 2006). The basic premise of bottom-up spillover theory is that overall life satisfaction is affected by

satisfaction with important life domains and life events affecting those domains. Life satisfaction is considered to be on top of a satisfaction hierarchy. For instance, overall life satisfaction is influenced by satisfaction with family, social, leisure and recreation, health, work, financial, and travel. Satisfaction with a particular life domain (e.g., leisure life) is influenced by lower levels of life concerns (or life events) affecting that domain (e.g., Kruger, 2012). Satisfaction with a hospital stay, for example, affects satisfaction with health life and community life, which in turn contributes to overall life satisfaction (e.g., Sirgy, Hansen, & Littlefield, 1994).

Different stakeholder groups within a tourism community may perceive the tourism impact on community economic and non-economic well-being differently. Government officials, business leaders, and other community residents employed in the tourism sector may be more sensitive to the economic impact of tourism on community well-being than other residents not affiliated with the tourism sector. Therefore, their perception of tourism impact on community economic well-being is likely to be strongly associated with their perception of community economic well-being, compared to residents not affiliated with tourism. Conversely, the perception of tourism impact on community non-economic well-being (i.e., leisure and social well-being of community residents) for residents not affiliated with the tourism sector (i.e., their families are not employed by hospitality or tourism firms)is likely to be strongly associated with their perception of community non-economic well-being (i.e., leisure and social well-being of community residents). Stakeholder theory and social exchange theory may help us better understand these relationships. Stakeholder theory suggests that an organization is characterized by its relationships with various groups and individuals, including employees, customers, suppliers, governments, and members of the communities (Freeman, 1984). Common examples of tourism stakeholders may include chambers of commerce, tourism authorities, local agencies, tourism-related faculties and professionals, and local residents and tourists (Byrd, Bosley, & Dronberger, 2009; Yoon, 2002). Stakeholder theory posits that the various groups can and should have a direct influence on managerial decision making, and consideration should be given to each stakeholder group, regardless of the relative power or interest held by each (Sautter & Leisen, 1999). In addition, each stakeholder group must participate in determining the future direction of the firm in which a stake is in question (Donaldson & Preston, 1995). Different types of stakeholders might have different opinions and perceptions depending on stakeholders' attitudes about costs and benefits.

Social exchange theory, on the other hand, can be defined as "a general sociological theory concerned with understanding the exchange of resources between individuals and groups in an interaction situation" (Ap, 1992, p. 668). From a tourism development perspective, social exchange theory assumes that stakeholders' attitudes toward and support for tourism in their community is influenced by their evaluation of the actual and perceived outcomes that tourism has in their community (Andereck, Valentine, Knopf, & Vogt, 2005). This theory suggests that people evaluate an exchange based on the costs and benefits incurred as a result of that exchange. If the individual perceives benefits from an exchange, he/she is likely to evaluate it positively; however, if he/she perceives costs, he/she is likely to evaluate it negatively. Thus, depending on the costs and benefits of the social exchange related to tourism. Community residents' sense of well-being might be positive or negative. If residents perceive tourism impacts positively, then their lives are likely to be also positively affected by tourism; however, if they perceive tourism impacts negatively, then their lives might also be negatively affected.

Research Design and Methodology

The target population of this study is two different stakeholder groups in specific tourism destinations: Group 1: Related to the hospitality and tourism industry, whether employed, self-employed, or a business owner, Group2: Unrelated to the hospitality and tourism industry, whether employed, self-employed, a business owner, or retired.

The level of tourism development in a community affects community residents' perceptions, attitudes, and quality of life (Uysal, Woo, & Singal, 2012). Therefore, to control the level of tourism development, the current study selected four locations with a similar stage of tourism development based on the number of tourists: (i.e., Hawaii; Nevada; Florida; Virginia).

The measurement scales and survey questionnaire were developed in several stages following the procedures recommended by Churchill Jr (1979) and DeVellis (1991). The survey instrument consisted of four parts. The first part captured demographic information; the second part captured residents' perceptions of tourism impacts in various economic and non-economic life domains. The third part captured residents' life domain satisfaction, and the fourth part captured residents' overall life satisfaction. All of the survey sections consisted of items involving 5-point Likert type scales.

Data were collected using a marketing research company (Surveymonkey.com).
An online panel survey was conducted through the company's website. The company e-mailed invitation letters to their panel of people who sign up to take surveys through Surveymonkey.
A total of 407 responses were used for data analysis. Of the 407 respondents, 227 (55.8 %) were female and 187 (44.2%) were male respondents. Among the 407 respondents, 92% respondents reside in Virginia, 79 in Hawaii, 109 in Las Vegas, and 127 in Orlando. Among the 407 respondents, 95 reported working in the hospitality and tourism industry; 161 reported working outside of the hospitality and tourism industry; and 151 reported that they are retired, unemployed, or students.

Findings and Discussion

To test the hypotheses this study adopted two different analytic techniques: structural equation modeling (SEM) and hierarchical multiple regressions (HMR). To test the hypotheses 1 and 2, SEM was used; HMR was applied to test the moderating effects of two stakeholder groups: community residents affiliated versus non-affiliated with the tourism sector (H3 and H4).

The relationship between material and non-material life satisfaction and overall quality of life was examined by hypotheses 1 and 2. The result indicated that residents' satisfaction with material and non-material life positively affect their overall quality of life (life satisfaction). The results were consistent with the previous studies (Andrews & Withey, 1976; Campbell et al., 1976; Cummins, 1996; Flanagan, 1978; Kyungmi Kim et al., 2012; Sirgy, 1998, 2001). Thus, we conclude that the study results provide support for hypotheses 1 and 2.

As hypothesized, the type of community stakeholder group (residents affiliated versus nonaffiliated with the tourism sector) moderated the relationship between the residents' perception of the impact of tourism on community economic well-being and residents' satisfaction with material life. Specifically, for the residents who are affiliated with hospitality and tourism, the relationship between their perception of tourism impact on community economic well-being and their satisfaction with material life was positive; for community residents not affiliated with hospitality and tourism, the relationship was negative. Therefore, Hypothesis 3 was supported. This finding is essentially with social exchange theory. However, the type of stakeholder group failed to moderate the relationship between residents' perception of the impact of tourism on community non-economic well-being and their satisfaction with non-material life. Nevertheless, the pattern of interaction was as expected (although not statistically significant): the relationship between community residents' perception of tourism impact on community non-economic well-being on their satisfaction with non-material life was stronger for residents not affiliated with hospitality and tourism than affiliated residents. Therefore, we conclude that Hypothesis 4 was partially supported.

Conclusions and Contribution

This study provides an integrated approach to understanding the relationship between community residents' perception of the impact of tourism on community well-being and residents' satisfaction with certain life domains and life at large. The overall pattern of results was mostly supportive of our hypotheses. That is, the influence of community residents' perception of tourism impact and their life satisfaction is dependent on whether the residents are affiliated or not affiliated with the tourism sector. Those who are affiliated with the tourism sector are likely to perceive tourism impact on community economic well-being as high, which spills over to their own sense of material well-being. Conversely, those who are not affiliated with the tourism sector are likely to perceive tourism impact on community non-economic well-being as high, which spills over to their own sense of non-material well-being. In turn, community residents' satisfaction with their material and non-material life plays an important role in influencing their life satisfaction overall.

Innovative Value of Sustainable Tourism Practices

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After growing threefold in 30 years, to reach 983 million arrivals in 2011, tourism has become a true global industry and is expected to reach 1.8 billion arrivals by 2030 (UNWTO, 2012). Despite a substantial slowdown in 2009, tourism has maintained its key role in the global economy as the world's fourth generator of exports, after fuels, chemicals and food, being responsible for nearly 30% of the world's exports of commercial services and 6% of overall
exports of goods and services (UNWTO, 2012). Such unmitigated growth however, depends on the good quality of the surrounding natural, political, institutional, social, and cultural landscapes (Rotmans & Martens, 2002). In line with global commitments to sustainability, tourism is committed to a development ''that meets the needs of present tourists and host regions while protecting and enhancing opportunities for the future'' (WTO, 2000).

Conceptually, sustainability is institutionalized as a guiding principle for economic development that is crystallized around concepts such as protection, futurity, equity, and holism (Pekkola et al., 2000). Particularly, a sustainable development involves managing resources in a manner that fulfills economic, social, and aesthetic needs while maintaining cultural integrity, ecological processes, biological diversity, and life support systems (Simpson et al., 2008). Ultimately, a sustainable development of tourism has the ultimate objective to ''maintain its viability in an area for an indefinite period of time'' (Butler, 1999).

In practice, a sustainable management of tourism activities involves raising efficiency and effectiveness of service provision, through for example, eco-efficiency measures in the accommodation sector (Bohdanowicz, Zientara 2008, Accor Group 2007) or technological and infrastructure eco-innovations in the mobility sector (Gronau, Kagermeier 2007, Holden 2007, Gössling 2009). At inter-organizational levels, further optimization of tourism provision includes the value creation processes along the supply chains of tours operators (Budeanu 2009) and in destination networks (Schianetz et al. 2009, Budeanu 2009, Ferhan 2006, Hudson, Miller 2005). However, the adoption of sustainable tourism practices is still slow, calling for innovative approaches that are able to create value for businesses by offering meaningful experiences to customers, within the limits of available resources. Moreover, environmental and social imperatives, such as the severity of global warming, irreversible loss of biodiversity and cultural values in sensitive areas, indicate that gradual improvements do not suffice anymore and radical systemic transformations are necessary to counteract damaging effects of human activities (Hellstrom 2007).

Research on tourism innovation is still in incipient stages (Sundbo et al. 2007), having immature frameworks and debatable definitions (Decelle 2004). Starting with the seminal work of Hjalager (1997, 2002), the research interest on tourism innovation grew to include business perspectives (Nordin, 2003; Decelle, 2003; Weiermair, 2004) as well as network and regional systems perspectives (European Commission 2005; Novelli et al. 2006; Sundbo et al. 2007). The slow progress of tourism innovation is reflected by performances of industrial actors. Although the maturity of tourism markets calls for innovative product offers, companies often neglect renewal and development, or engage with minimum effort possible (Jones et al. 1997; Hjalager 2001; Gustafsson and Johnson 2003). Most creative energy is spent on seeking new locations or marketing strategies rather than developing entirely new products (Mattsson et al. 2005) while major investments go into in the development of information and communication technologies (Decelle 2004). The low investment in research and development is claimed to have a direct consequence on the low rate of tourism innovation (Hjalager 1997) and possibly a reason for its superficial transformations (Weiermair 2004). The high rate of imitation and product

homogeneity discourage tourism entrepreneurs and are likely to hinder progress of sustainable tourism. Therefore, a better understanding of the nature of innovation in tourism can provide a better conceptualization of sustainability aspects in tourism, advancing progress of theory, practice and policy.

Recently, a new impetus was visible with the emergence of ICT and social media, with researchers being largely preoccupied with the technological innovations and the socio-economic conditions of their adoption. However, the strong attention to the supply side of tourism, has led to a slight oversight of the realm of soft innovation (Rogers 1995) and social practices. Particularly, the role of tourists as key stakeholders for innovation is rarely discussed. Even then, consumers are regarded as evaluators of the end-result of innovation (Edvardsson 1997; Faché 2000) without exploring their involvement in innovation process. Apart from cultural studies that examine the meanings of innovative products for tourist identities, little research is being done on the business aspects of experiential innovations or the structural consequences of creating new practices of consuming tourism. Furthermore, the employment of innovative models for the examining and advancing the goals of sustainability in tourism is still in incipient stages. This paper has a starting point in the assumption that the intersection between innovation theory, tourism services and sustainable practices can provide insights into additional opportunities for progress towards a sustainable development of tourism.

This paper examines current practices of sustainable tourism from an innovation perspective, reflecting on the following question: *to what extent can innovation theory support the progress toward sustainability in tourism?* Most innovation frameworks available today have a strong orientation towards technological or supply perspectives. However, novel practices initiated in pursuit of sustainable tourism, display a wider array of social practices that involve the consumer-actor and the structures of tourism provision. Using the lenses of the structuration theory (Giddens, 1984), this paper makes a critical analysis of cases of sustainable tourism described in the literature in order to extract innovative practices that can bring socio-cultural transformations necessary for a sustainable future.

Largely theoretical, the paper expands the current understanding of tourism innovation and suggests an extended typology of innovations for sustainable tourism. Based on text analysis of secondary data sources, the paper brings new insights into innovation and sustainability in tourism by the employment of structuration theory and the concept of social practices. Therefore the paper starts by interpreting the goals of sustainable tourism through the lenses of social practice, at the intersection between agency and structure. After identifying social practices that are relevant to sustainable tourism, the next section of the paper introduces a review of innovation theory in tourism and suggests a taxonomy of tourism innovations that include technological, structural and social practice changes. The new taxonomy is used further to re-examine cases of sustainable tourism documented in the literature, and to discuss their innovative potential. The paper concludes with a discussion on how innovation can help overcome challenges of sustainable tourism.

Keywords: sustainable tourism; tourism innovation; sustainable innovation

Public Stakeholders' Perspectives on Tourism Development: The Case of Swedish Lapland

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Tourism has often been identified as a tool for regional development. However the scientific literature identifies numerous problems for tourism development in peripheral areas particularly not least caused by limited access to knowledge and capital. Public stakeholders like municipalities, tourist information offices and destination management organizations (DMOs) have important roles within the local arena to facilitate a development toward that goal. However, public stakeholders can have diverging ideas about development and how it should be accomplished. This can cause gaps within the local promotion of tourism hindering a positive development. Against this background this paper departs from theories on tourism planning and management. Here the literature suggests different approaches to planning reaching from boomerism focusing mainly business needs to approaches favoring the development of sustainable communities acknowledging even social and cultural aspects. However, it has also been argued that tourism planning and management seldom address the tourism development in a systematic way. Instead it has been argued that the situation best can be described as chaotic.

The aim of this explorative study is to identify how different stakeholders in tourism perceive problems and possibilities regarding tourism planning and destination development in Swedish Lapland and how they think these can be solved. This was done by telephone interviews with i) the individuals responsible for tourism within the municipalities, ii) the head of the tourism offices and iii) the head of the DMOs. All municipalities, tourist information offices and DMOs within the 12 municipalities of Swedish Lapland were addressed. Altogether 23 interviews were conducted. Questions were asked about tourism in the different municipalities; the organisation of tourism planning, the most important tourism products and perceived problems and possibilities within tourism development. Open-ended questions were asked and the respondents were also requested to assess the impacts of a number of factors, for example infrastructure and access to knowledge, on current tourism development.

In Swedish Lapland, the municipalities usually work together with the tourism offices and the DMOs regarding tourism and destination development. The results show that different actors agree on the problems concerning tourism within the municipalities. Besides infrastructure and communication problems more place-specific problems are mentioned as major constraints for development. In contrast constraints suggested in the literature such as knowledge and geographical location are not perceived as major problems for development. There is furthermore a discrepancy within the municipalities regarding the future possibilities; the different actors have different views regarding this. This obviously implies a risk that efforts are made that point into different directions.

Thus local communication between public and private organizations involved in tourism seems to be an important key to achieve a common strategy for developing tourism. However, even the failures of acknowledging important constraints related for example to the geographical location form major challenges to development and indicate the lack of knowledge about tourism obviously present in the remote municipalities. Thus a major conclusion is that the current situation of a more chaotic approach in many of the municipalities mirrors this and is in itself a reason and a cause for the immature development in the region.

Keywords: tourism strategies, tourism planning, destination development

Place in Food Branding: New Nordic Cuisine

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Purpose

Copenhagen has become a global food capital. This new found fame stems partly from the publicity Noma received as "The S.Pellegrino Best Restaurant in the World" in 2010, 2011 and 2012. Noma is part of the New Nordic Cuisine movement. This study traces the invention of a new tradition, the New Nordic Cuisine, since its birth in the early 2000s. This success has not only made Copenhagen into a food destination but has also generated culinary pride in Denmark and the Nordic region.

While we consider the debates on what constitute the New Nordic Cuisine, we look at the relationship between food, place branding and tourism. For example, we investigate the genealogy of the new kitchen-identity, e.g. why not "New Scandinavian Kitchen", since "Scandinavian Design", "Scandinavian Film" and the likes are already globally recognized? Essentially, this study presents the logic of cultural and physical boundaries in the invention of the New Nordic Cuisine, in the context of branding for the world. We highlight the dialogical social and political processes involved, drawing out the poetics and politics of inventing a new kitchen and brand-identity, in the search for authenticity, legitimacy and popularity.

Theoretical perspective

This paper concentrates on the interface between food and place branding, namely how the New Nordic Cuisine serves to brand a place. In place and destination branding theory, there is an emphasis on the uniqueness of the place. The New Nordic Cuisine, however, highlights not the uniqueness of Copenhagen or Denmark but uses a regional or "bloc" brand, i.e. the Nordic region. This paper thus questions the unique-story approach to place branding, and attempts to enhance theoretical development in place branding. Issues of authenticity, legitimacy and place identity - faced by the New Nordic Cuisine brand – will also be addressed through institutional theories.

Research Design This study is built on interviews with leading chefs, entrepreneurs, politicians, scholars, and journalists who were known in shaping the content and spirit of the New Nordic Cuisine movement in Denmark. The interviews were supplemented by a two-hour meeting with a group of representatives from the Nordic Council of Ministers, in order to get background information on their programmes, initiatives and perspective on the New Nordic Cuisine. We also collected various archival data (e.g. reports by consultants, documents by the Nordic Council of Ministers and national Ministries). Press articles, documentaries, leaflets, cooking books and websites were also used. Finally a database media search on newspaper articles was carried out on New Nordic Cuisine.

Discussion

Destination and place branding literature has concentrated on the poetics of the brand. In our understanding of the "bloc" brand, we will accentuate the challenges of defining what is unique, coordination amongst brand stakeholders (e.g. New Nordic cuisine initiators, tourism authorities, journalists and politicians) and the search for legitimacy.

Contributions

This paper will contribute empirically on the development and invention of a globally-recognized food movement. Just as importantly, it will contribute to theoretical development in the place and destination branding literature.

The Film Tourism Dream –
A critical discussion of destination development projects

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The concept of film tourism relates to tourism induced directly or indirectly by a tourist destination or attraction being viewed on film and TV. It attracts people who are interested in audio visual media and who respond to the opportunity to visit a production location and to find more information about it (whether actual or fictional). For the tourist it can either be the primary driver for visiting a place or something which gives added value to a region or place (see for instance Hudson & Ritchie, 2006, Beeton, 2010, Connell, 2012 or Månsson, 2011).

The potential of film products attracting tourists visiting a destination seen on screen is evident in well-known productions like the The Sound of Music in Salzburg, Notting Hill in London or the TV series and film Wallander in Ystad, but also in more recent productions such as Downton Abbey, Harry Potter and The Bridge. During the last years there has been a growing interest in attracting film productions to different places, regions and countries for economic purposes. However, examples like these have created a 'hype' amongst destination developers to search for local film products to exploit for touristic purposes. Film commissions have been around for many years, but the growing interest has resulted in a substantial increase in the number of film commissions. Since they are all aiming at attracting film productions to their specific region, the competition is fierce (see Månsson & Eskilsson, 2013).

This paper discusses the conflicting interests and hopes of film as a saviour from economic decline. Film tourism appears to be one of the new destination development 'tools', but what are the actual effects in reality? Is it a new kind of tourism or is it just a new way of packaging established destinations? There is clearly a potential for destination development, but to what extent? The aim of the paper is to critically discuss film tourism development projects, especially collaborations between film commissions and tourism destinations organisations. The empirical material has been collected in liaison with an on-going film tourism Interreg project (called EuroScreen) with eight participating regions from all over Europe and Lund University as an academic partner. It consists of cases, policies, practises and interviews with stakeholders from the participating regions as well as participatory observations from meetings etc. within the partnership (see also Månsson & Eskilsson, 2013).

The findings especially highlight the different and often conflicting starting-points and agendas from the different stakeholders in these projects. Measurability is one of the complicating factors in this context as with all tourism is it very hard to measure the actual effects of tourists. Another is the question of transferability; to what extent one best practise can be duplicated at another place

Destination development through storytelling focused on maritime culture

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Within recent years, competition among destinations has escalated hence also the need for well-coordinated tourism offerings. Calls have been made for innovative offerings that are coordinated to contribute to overall destination development (Morgan, Pritchard & Piggott, 2003). At many destinations a large number of stakeholders from private, public and voluntary sectors interact (see Garrod, Fyall, Leask, & Reid, 2012; Getz, et al., 2007). These stakeholders are often involved in different networks accordingly there is a need of coordination of the offerings of destinations. Earlier tourism studies furthermore show that networks are crucial since successful destinations are based on interrelated stakeholders that understand the concept of the destination and are committed to cooperate in offering visitors a holistic experience (see Bornhorst, Ritchie & Sheehan, 2010; Morgan, Elbe, & Curiel, 2009; Swarbrooke, 2001).

Storytelling has gained attention as an innovative means of competitive destination marketing as stories can give emphasis to the unique aspects of a place or a destination which often are difficult to replicate by others (Mossberg & Johansen 2006; Mossberg, et al. 2010; Olsson, Therkelsen & Mossberg, 2013). The storytelling concept is applied in business studies related to business culture, personnel, management, consumers, brands, and advertisements (Mossberg & Johansen, 2006). This paper however focus on storytelling linked to marketing concepts of a destination i.e. destination based storytelling. Authentic events or characters though also fictive characters are the main ingredients of story-based marketing concepts. Storytelling may offer unique competitive advantages and the opportunity to create *storyscapes* (Chronis, 2005, p. 389) and offerings as memorable extraordinary experiences (Mossberg, 2008) that stimulate the senses of visitors e.g. involving seeing, hearing, smelling, and tasting. Furthermore storytelling may also create conditions for co-operation among destination stakeholders. In this study storytelling is viewed as strategic experiential approach for destination marketing. This approach may unite networks and stakeholder cooperation hence acts as a strategic compass that directs internal and external destination development (Fog, Budtz, Munch & Blanchette, 2010).

Today there is an increasing interest for exploring and /re/development of waterways sites with surrounding areas used for leisure, recreation and tourism. Many destinations encourage development of waterfront festivals and events as well as other activities both water-based and land-based (Erfurt-Cooper, 2009).

The aim of this paper is to provide an explorative case study of destination based storytelling here limited to maritime culture and more specifically the strategic use of storytelling and stakeholder co-operation around canals, inland waterways and coasts within a Nordic context.

The data collection includes a combination of different methods: interviews with main stakeholders, collection of existing documents related to the selected regions, and observations of storytelling events.

The study is ongoing but so far a few stakeholders are interviewed and their insights in how to cooperate in order to develop destinations by means of storytelling are gained. Potential findings point out the importance of strategic co-ordination of offerings and involvement and management of stakeholders in destination-based storytelling.

Experiential dissonance

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1. Purpose

This paper develops a theory and model of experiential dissonance. The theory is based on the experience economy approach. Experiential dissonance, which is a new concept, occurs when a customer is attracted by one experience factor, but another experience factor is crucial for the total experience. The paper illustrates the concept of experiential dissonance by drawing on a case study concerning a safari park. The study showed that people – primarily families with small children – naturally come to see the animals, but the playground is the decisive factor in making a good day.

Although the concept and theory have been inspired by a case study, they are mainly developed on the basis of desk research. The paper starts with a theoretical investigation of the notion of experience – what an experience is and how the appearance of an experience can be explained. This will specify the framework for the theory answering the question: For which phenomena is the theory valid? That leads to a discussion of experience as a customer phenomenon, which further specifies the framework of the theory. Thereafter the theory and a model with two core concepts will be presented and the perspectives for experience economy theory discussed. The two core concepts are called the Frame, which is the main attractor for people and the reason for seeking the total experience, and the Occupant, which gives people the particular experience. Finally will the practical consequences of the theory for firms and management be developed.

2. Perspective

The paper is based on experience theory and aims at understanding how people experience and how experience is created and delivered by firms and public institutions as a business phenomenon. The particular focus is on the total experience: The experiencing person, or consumer, gets a total experience, which consists of all the partial experiences elaborated in his mind. This elaboration is influenced by his past experiences and cultural and social capital and by the purpose of his experience-consumption (for example being together with the family on holidays). The particular theory on experiential dissonance provides new scientific understanding and a practical tool: The perspective of the paper is both to provider a better psychological understanding of experiential dissonance and a tool for firms to better plan their delivery of experience elements thus they will have more business success.

3. Findings

The paper is theoretical thus the findings are new concepts and a theoretical understanding of experiential dissonance.

Basis for the model. A case study and further theoretical considerations

The inspiration for the theory of experiential dissonance came out of one specific case study, which was a Safari park. The primary experience is to look at wild animals in wider fields than a narrow cage and maybe touch them. The guests were mainly families with small children. The investigation showed that the guests used most of their time in the playground, which was also part of the park.

The visit to the safari park created two important experiences in the minds of the guests of which one experience, watching animals, was the primary one, while the other, the playground, was unexpectedly the most important and valuable. Thus two memories or experiences were created in the minds of these guests and their value may be assessed differently. This makes it difficult for the guests to make a total assessment

of the visit to the park. They are often not aware of the secondary experience being the most successful and valuable because they are led to focus on the primary one that is the rational for going to the Safari Park and which is the one promoted by the park.

The primary experience is the main business of the provider, it is the experience provider's raison d'être. The secondary experience is an add on. The provider may be aware that the secondary experience may be crucial to the users or not; the users may also themselves seek the secondary experience element and create their own experiences. The provider can emphasize the secondary experience – if he is aware of it, also when marketing the Safari Park, but if the emphasis is exaggerated thus the secondary experience element appears the most important, the main business, or raison d'être of the provider changes. That may not be an advantage to the provider because he will then enter a new business field or industry (the Safari Park will suddenly be in the amusement park business), which establishes a completely new situation with regards to competition and another focus from the customers.

The secondary experience element is what occupies people most and the one in which they use most time and energy to experience, even if it is not an obvious option; maybe people do not even know beforehand that this experience is possible. People are often not consciously aware of this. They may still think that the primary experience is the reason for their visit, or why they want to receive the experience package. However, the secondary experience is nevertheless the crucial determinant of their overall assessment of the total experience.

A model of the total experience: The Frame and the Occupant

The theory of experiential dissonance which sees experiencing as something that happens in the mind of the user (guest, visitor, customer), must be seen within the framework of the provider offers elements that may give the user several experiences, which taken together create a total impression, or a total experience, in the mind of the user. This approach helps us analyse 1. Which `pieces´ of experience the provider has, and 2. How the user creates the picture and the memory of a total experience which is crucial for how valuable the total experience is to the user; the latter is decisive for whether the user comes back and for how high a price he is willing to pay (cf. Pine and Gilmore's, 1999, theory of high experience value for users).

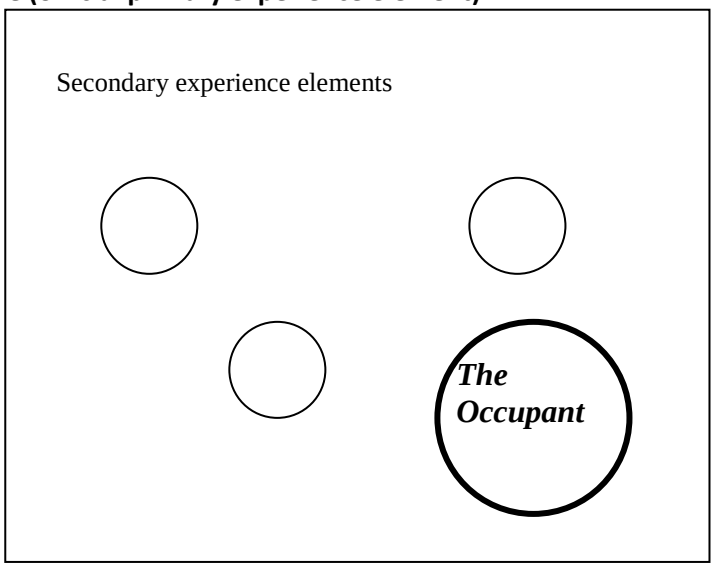
We may create a model of the total experience which includes and characterises of both the primary and secondary experiences. The primary experience is the main attractor, at least it is seemingly the reason for seeking the total experience (the attraction or other); it becomes the frame for other, added and more secondary, experience elements. The primary experience could be called the Frame. Within the Frame several secondary experiences may be offered. One (or in rare case eventually more) of these gives the visitor a particular experience (such as the playground in the Safari Park). That part of the experience may be called the Occupant because it is what occupies people, both for a longer time and as an activity that especially absorbs people.

As said, the Occupant is the most crucial part of a successful total experience although it is not the advertised main attraction that the individual is seeking. The individual will still afterwards think of the Frame as the main experience, but he will, consciously or unconsciously, assess the total experience mostly on the basis of the Occupant. The Occupant is not like a peripheral service as this is defined in the service management and marketing literature (such as free champagne in the airplane). The Occupant is not an inferior add-on, but an integrated part of the total experience. However, the Occupant does not necessarily imply as much absorption and feeling of having carried out an achievement as expressed by Csikszentmihalyi 's (2002) concept of flow. The Occupant might have the character of a flow, but it might as well be just a relaxed and enjoyable activity (such as playing with the children in a playground).

The model can be depicted as follows:

Figure 1 The total experience

The Frame (official primary experience element)



Dissonance

The user still comes to the provider because of the Frame (for example watching animals), which is the raison d'être for the visit. The Occupant is to some degree unexpected. The secondary experience that the Occupant may give might be known by the visitor (for example because he has been there before), but still it has an aspect of the unexpected because it is not the main reason for visiting the place. This situation where the user is attracted by the Frame, but the Occupant is most successful and crucial for the total experience may create some tension for the user. The total experience is not as expected. This situation may be termed dissonance. There is an inconsistency between which part of the experience is the opportunity to get a total experience and which part is the most successful. This may create a tension in the user's mind about which experience he and his possible co-users (for example a family group) had. This tension can be termed dissonance.

The inspiration for the term ` experiential dissonance´ comes from the psychologist Leon Festinger's (1957) theory on cognitive dissonance (the concept of dissonance has also been applied to organizations, Koolhaas 1982). The theory of experiential dissonance is not an application of Festinger's theory to the experience field. Festinger's theory concerns knowledge and roughly states that if a person has two inconsistent pieces of knowledge or attitudes, dissonance is created in his mind. The individual cannot live with such dissonance and will try to solve it by changing one or both of the attitudes or knowledge thus establishing psychic or knowledge harmony in his mind. From Festinger's theory I take the idea of two factors being important for individuals' psychic reaction to a phenomenon and the notion of dissonance as an expression of the fact that the two factors are not in accordance or harmony with each other.

Experiences are generally positive – a pleasure, meaning-creating (gives your life a meaning as for example that you learn to understand something) or similar. Experiential dissonance does not create psychic displeasure as cognitive dissonance does according to Festinger's theory. However, it creates confusion

about which experience is the most positive and why the individual is seeking another part of the experience, the Occupant, rather than the Frame. The experiential dissonance may lead to different reactions from the user. 1. The user may bring order into his mind by suppressing the effect of the Occupant and only remember the experience produced by the Frame. This reaction is not very likely because the user has no unpleasant psychic tension to resolve, but only several positive experiences to remember. 2. He or she may decide that the experience provider provides the Occupant and forget about the Frame. This approach to the total experience may be difficult to sustain since the user is met with the Frame in marketing and at the place of the experience. 3. The user may also turn the dissonance into something conscious and positive: the Occupant is welcome as an addition to the Frame. However, it is an addition that is somewhat irrational and the user must realise that he is not that rational in his choice of experience provisions, but let himself be surprised by Occupants. This tension may be considered a strong motive to seek this type of total experience.

4. Contributions

This paper offers a theoretical approach to people's experiencing in a customer relation. Experiential dissonance is a general psychological phenomenon, based on emotions and sensing that people can meet in many situations, also outside business or customer relations. They can meet it in, for example, leisure activities. The theory of experiential dissonance thus is a contribution to understanding peoples' experiencing in general. The concept and theory of experiential dissonance is useful to behavioural and psychological science that has not yet come far in understanding what creates experiences for people and why some experiences are more important (more memorable) than others.

However, the phenomenon also occurs in situations where individuals are customers and in this situation experiential dissonance is of importance to business providers. Experiential dissonance is of importance to experience firms' business success because it determines the value of the total experience for the customers and their loyalty, re-purchase and general attitude towards the firm.

Welcome to the High North: Open Road Experiences and How They Transform Space into Place

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How do visitors experience the High North through its roadways – how it be transformed from being a space to travel through to a stored place worth stopping and exploring? This first of a two-part, cross-cultural study, examines how people's purpose, focus and restorative experiences influence the way visitors think, feel and act while in the North American High North. The purpose of this study was to (1) capture key qualities of High North Experiences that (2) may matter to how people think, feel and act while visiting the region. This study was also conducted in order to identify the best key concepts to focus on in a subsequent comparative study based in the region of the Norwegian High North.

Based on what is known about experiences that interest us and how they are typically measured (Hidi & Renninger, 2006; Krapp, 2002; Renninger & Hidi, 2011), we chose to focus on the nature of open-road automobile visitor experiences in terms of purpose (journey vs. destination), focus (in and outside of the vehicle), emotions (positive and negative) and perceptions of restorativeness (Kaplan & Kaplan, 1989). This was done in a questionnaire study conducted with automobile travelers in Canada and Alaska in the summer of 2012. The questionnaire included self-composed and standardized items from the Basic Emotions State Test (BEST; Vittersø, Dyrdal & Røysamb, 2005), the Perceived Restorativeness Scale (PRS; Hartig, Korpela, Evans & Gärling, 1997) and the Perceived Restorative Activity Scale (PRAS; Norling, Sibthorp, & Ruddell, 2008). We used people's scores to examine to what extent the nature of these experiences mattered for people's interest in the region and desire to explore it through measures of affective interest (as measured with BEST) and visitor absorption and curiosity to explore (as measured with the Curiosity and Exploration Inventory developed by Kashden, Rose & Fincham, 2004).

Preliminary results from MANOVA analyses indicate that visitor purpose does influence their feelings of restorativeness in varying ways, though first round analyses do not indicate much variation in what their attention is focused on and what people do in the car while driving/traveling – perhaps reflecting the limited range of possibilities while in the car. Also, regression analyses for which visitor purpose, feelings of restorativeness, and positive and negative emotions were entered as independent variables revealed different patterns in how they predicted affective interest (positive emotions and feelings of extent have the greatest effect), curious absorption (compatibility having the greatest effect) and curiosity to explore (a more complex finding that warrants closer analysis).

These findings will be discussed with an eye on how relatively anonymous spaces become meaningful places for those who visit them. They will be explored theoretically in terms of their relevance for advancing our understanding of the psychology of experience and interest. Implications these findings might also have for how we think about welcoming automobile visitors to discover and explore the High North while driving and what we might anticipate in the cross-cultural comparisons that will emerge from the Norwegian 2013 study will also be shared.

Value creation in experience-based tourism: Liminality and the Isles of Scilly, its representation through storytelling

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Purpose:
Using the Isles of Scilly as a case study location, this paper explores the notion of islands as liminal spaces. Focusing on the representation of Scilly in media this paper employs content analysis to consider the appeal of liminality as captured through storytelling; its ability to attract visitors and its role in enhancing the experience of, and adding value to island locations. In establishing the appeal of liminality, this paper assesses the relationship between liminality and islandness, considering its consequent involvement in establishing a unique sense of place. In the context of tourism demand, the effect of liminality in the formation of organic image –through narrative- and complex image –through experience- is established.

Perspective:
The term liminal is derived from the Latin word "limen" meaning threshold, however has commonly come to be understood as a transition period or rite of passage, as identified by Anthropologist Van Gennep (1960), and developed by Turner (1967). Liminality also signifies more general states of ambiguity (Auge, 1995), referring to time, space and objects. Through this understanding landscapes were considered liminal in-between spaces and thresholds (Thomassen, 2012), which has given credence to the discussion of islands in terms of their own liminality. The nature of tourism as a liminal experience is well documented (Trauer and Ryan, 2005; Jansson, 2007). This paper also explores the liminality of tourism, discussing its three perspectives; place, time and self (Selanniemi, 2003).

Findings:
The physical separateness and boundedness of islands was found to both enhance the inherent sense of islandness (Weale, 1991) and the extent of liminality perceived by visitors to island locations. The representation of islands as liminal spaces, documented within media, was perceived to inform the organic image (Gunn, 1988) of place, contributing to their appeal as destinations. Liminality was identified to add value to the tourist experience, increasing the sense of authenticity felt at a destination and, in turn influencing the formation of complex image (Fakeye and Crompton, 1991). Liminal spaces were found to add value by facilitating a unique experience, place was identified as an event, a moment, the encounter with the here and now (Orley, 2012) and as such it was found to allow the tourist the opportunity to engage in a true experience. It was also identified that variation in the intensity or level of liminality experienced by tourists exists dependent on the depth the tourist experience. Content analysis identified that the theme of liminality was present within media representations of the Isles of Scilly, where imagery associated with liminality enhanced the appeal of the islands, accentuating their intrigue and mystery.

Contribution:
Liminality was found to influence sense of place and as such was deemed to inform the organic image of place. This paper adds to existing research on image formation, identifying the importance of storytelling in conveying image of place. Furthermore this paper presents the notion that liminality within the tourist experience increases authenticity, adding value to the experience.

Tourist Experiences with *Zero Inclusive*

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The aim with this paper is to get a better understanding of the experiences volunteers get, when they use much money to work for free, and without getting any material rewards. It is about the creation of tourist experiences in events, with *zero inclusive.* Tourism packages with *all inclusive*, can offer the best flights, hotels, beach location, restaurants and activities. How is the tourist experience created when all of these traditional tourism demands are not fulfilled, and *zero* is inclusive? And what are the experiences? *Zero* inclusive in these experience context are tourists that work voluntarily in an event, where the volunteers pay their own travel, food, overnight stay, and work for free with the reward of being part of an event.

The theoretical perspective questions are the often strong division made between tourism and leisure. The consumption of experiences has become more important in tourism as well as in leisure and we argue that the production as well as the consumption of such experiences can be characterized by dedifferentiation between spheres formerly separated. To understand such experiences, we apply Appadurais (1986) perspective on the social life of things to understand the commodifying and non-commodifying processes engaged in the production and consumption of experiences.

This paper uses a qualitative approach, with fieldwork and 25 interviews have been conducted in four events in Finnmark, Norway. The interviews are analyzed as narratives where the narrators situate themselves in the changing social contexts of everyday life and the event.

Potential findings are that participation as volunteer at an event provides the individual with apparently non-commodified events that creates a sense of authentic experiences.

Nothing in the experiences is facilitated, and the experience creation is in the work tasks together with volunteer colleagues. It's like a holiday experience, without a stream of commodified moments. It is a value creation that could be seen as authentic and real, created together with the event organizer and the other volunteers.

Key words: experience, event, volunteers, authenticity

DEVELOPING FOREST-BASED WELLBEING TOURISM PRODUCTS TOGETHER WITH POTENTIAL CUSTOMERS

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Background and perspective

The idea to develop forest-based wellbeing tourism products in North Karelia, Finland, came from a Japanese doctor who visited Eastern Finland in 2010. Mental and physical health benefits that Finnish nature and forests bring to a tourist have a central role in forest-based wellbeing tourism. The goal is to develop new products to a new target group (Japanese) by involving the potential customers to the new service development processes (NSD). As an outcome new well-targeted offering is developed to meet the needs of the potential customers.

In the marketing literature the role of the customer in product and service development processes has been underlined. Acknowledging e.g. the changing customer lifestyles, increasing use of the social media and customer's willingness to be active participants in the production of their services have highlighted customer involvement and co-creation in new service development. Co-creation of products and services is seen as a novel way to create value, both for consumers and for businesses. Co-creation enables consumers to co-construct the service or experience to suit their purposes and needs (e.g. Miettinen, 2009; Prahalad and Ramaswamy, 2004). One of the reasons in discussing the importance of customer involvement is that it is seen to be an effective strategy to improve the success of new services (Sjödin and Kristensson, 2012).

Shaw et al., (2011) have argued that tourism research has not been successful in adapting contemporary marketing theories such as service-dominant logic (SDL) (see also Li and Petrick, 2008). This has changed in last few years as more studies adapting service-dominant logic or service logic approach in tourism have emerged. However, there is still lack of empirical studies in this field.

Purpose

This study is a part of an ongoing development process. In 2011 an explorative study was made to find out the needs and interests of Japanese tourists towards the forest-based wellbeing products. The Japanese have long traditions for wellbeing tourism and they have also experiences of forest therapies. Based on the information related to Japanese consumer behavior and trends (e.g. OECD Economic Surveys, Japan, 2011; FTB -Border interview survey 2011, Japan) and from the explorative study, businesses started to develop diverse service modules.

This study focuses on the service module testing phase. In this phase potential customers are involved to a tourism product development process by using virtual product testing. The aim of the paper is twofold. First the content and the usefulness of the comments given by potential customers are described and discussed, and second the usability and usefulness of virtual product testing are evaluated.

Data and methods

For the purpose of the study a virtual testing environment was build around the forest wellbeing theme. The environment includes diverse examples of tourism service/product modules and also different forms of accommodations. The tourism service/product modules are presented in the platform by giving a short written description about the product and showing pictures or a video related to the product. Altogether 15 product module and five accommodation facilities were included to the test environment.

The development of the virtual test environment and the realization of the ideas how the test should be implemented was challenging. There was no ready framework or technological system that was used for this purpose. WordPress platform was chosen because it's features and the possibility to make modifications to it. In the development phase there were some challenges e.g. related to how the system understand Japanese writing and how the written characters are saved. The problems were spotted in quite early phases and the needed changes were made. However, due to this problem 19 written evaluations ware lost as they were saved to the system as "?"-marks. Anyway, the star ratings of these evaluations were still usable.

The target group for the product testing was Japanese. Hence all the information in the virtual product testing environment was translated into Japanese. The test environment can be found here: http://wanda.uef.fi/tkk/wordpress/. The link to the test environment was sent to Japanese contacts on April and May 2013, and they were asked to distribute the link in their networks.

The participants were asked to write what kind of feelings the product gives to them, what is good and is there something that they would change, and would they use the service themselves and to whom they see that the service is suitable for. The virtual testing was implemented during May and June 2013. Altogether 130 comments were received together with star ratings. In addition, feedback from the test environment itself was received by e-mail.

Findings

Types of information gained from the comments

The received comments about tourism products and activities gave good ideas and brought forth different perspectives. Different themes and development ideas were given related to diverse product modules.

Part of the comments were written from respondents own perspective and they focused on expressing their own feelings and interests in participating the particular activities. Some commentators also brought forth their own situation in life and also their interests. These were used to explain if a particular activity or a product were felt to be interesting or not (e.g. housewife, age, no interest in fishing). Based on these kinds of comments and descriptions travel motives and reasons to participate to particular kinds of services were revealed (being together with a family, relaxation, and gaining energy and strength).

Some of the comments focused on diverse components of products modules and to contents of the modules. For some of the product modules were hoped to include more activities or features or the respondents were expecting more information about the content of the modules. This is partly due that the product module description in the test environment was kept short and it didn't include very detailed information (e.g. how different parts of the product are realized and in what order). More practical information was inquired related e.g. to suitability and accessibility of the product. As

the virtual product testing environment was planned to find out what product modules are seen to be interesting (main goal), these detailed information was left out (so that the evaluation would not be too heavy for the respondents). The comments and star ratings gave a very clear idea which services were the most appealing.

In addition to the comments related to the product modules and accommodation services the respondents gave ideas and suggestions for new products and services and additional themes for services. E.g. related to a product module that focused on farm tourism the respondents pointed out that it is possible to visit a farm everywhere in the world. Hence it would be interesting to know more about local wildlife. In the comments it was suggested that a product module that includes a walk in the forest in the night time could be developed. This module could also include owl watching.

The comments also pointed out things and issues that need to be considered when the products and product modules are marketed. The respondents pointed out that the product descriptions should include more concrete and practical information. In some of the product modules the respondents paid attention to the terms that were used in the product names and descriptions. E.g. one product description mentioned that the product is presenting the traditions for tourists. Mentioning the word tourist raised some negative feelings for some commentators. They said that they are not interested in products or services that are developed just for tourists. Some respondents gave also alternative possibilities for some phrases used in product descriptions. They said that using a slightly different terms the product could be more attractive for Japanese. The phrases and terms used in the virtual product testing environment might had slightly different meanings as the product descriptions were translated from Finnish to Japanese and all the words and terms do not have matching word in the other language. However, these suggestions are very important when the final product descriptions are made.

Experiences about virtual product testing environment

The aim of the virtual product testing was to get opinions and ideas of potential tourists about different product modules and accommodations. The goal was to gain information that supports the development of product modules that are part of a comprehensive tourism test product developed for Japanese test group and tested on August 2013.

The usability of the platform might have been a little difficult for the respondent. The front page included information what the respondent was expected to do. The “start here” button led the respondent to a page that first did not include further instructions. The more detailed instructions were added on May. These instructions included more detailed information how and where the respondents can give the evaluations for the individual product modules. Most of the comments for the product modules were saved to the system after this modification.

Some comments concerning the virtual product testing environment itself was gotten via e-mail. The main point of the test environment website was not evident to all who commented about the test environment. When the link was sent to the contacts in the accompanying letter was explained that at this point the website is used just to get opinions and ideas how interesting the product modules are for Japanese target group. However this information may have got lost when the link was distributed as some comments were criticizing that there was no practical information e.g. from where the product can be bought. Hence, the information stating the purpose of the website should have been included to the introduction text in the front page. On the other hand in many of the comments the layout of the page and the pictures were complimented and it was said that it brings

forth well the atmosphere of Finnish nature that was seen appealing. All in all, depending the further use of the webpage (product testing and/or marketing), different modifications need to be made.

Even if the virtual product testing was quite new and hence had some challenges the comments received from the test environment gave lot valuable and versatile information. The information gained helps the development of the product modules' content and marketing. In addition ideas for new products were presented. The information helps tourism service providers to develop service concepts and service processes. Additionally the gained information can be used in diverse phases of new product/service development processes (getting new ideas, testing and developing product and service prototypes, developing the marketing measures of product/service).

Contributions

This study contributes to the new service development and customer involvement literature by giving an empirical example and evidence how consumer involvement is working in new tourism service development and what kind of information and suggestions potential customers give to the development process. The study also evaluates how well the chosen method (virtual testing) suited for the purpose.

Money for something – Four propositions on the role of monetary objectives in the nature-based tourism sector

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Previous research has shown that the nature based tourism sector is characterized by small scale operations, seasonality in supply and dependence on natural resources. Most nature based tourism businesses are located in rural regions and several studies have reported that managers are often motivated by non-monetary objectives. These businesses are typically based on the manager's own interest in certain outdoor recreation activities and/and preferences for rural living environments. As such, they do not have financial ambitions as their main objective, but rather to enable a chosen life-style. With these observations in mind, this presentation is an extension of previous work on nature-based tourism supply by Lundberg and Fredman where results indicate that the role of money is more complex than previous research suggests. Data from 176 nature-based tourism entrepreneurs in Sweden was collected in three consecutive steps, including qualitative life story interviews, a telephone inquiry and critical incident interviews. Access to natural resources, skilful management and lifestyle were considered as most important among the 26 success items identified, while low profitability, lack of capital, regulations, infrastructure and taxes were given the highest weights among the constraints. Looking specifically at the role of money and monetary objectives, it was obvious that they enter the scene as constraints rather than success factor. For the purpose of this presentation, we have re-analyzed the life story interviews (where pro-money opinions are almost completely absent) and suggest that the relationship between nature-based tourism operators and money is not fully understood. The aim is to explore this topic further through the following four propositions:

1. The identity of nature-based entrepreneurs is not compatible with profit and growth
2. Niche markets and limited market knowledge obstruct opportunity for growth
3. Dependence of natural resources put sustainability ahead of growth
4. Nature-based tourism firms have limited control over their production process

Elaborating these propositions will provide the nature-based tourism research field with a more nuanced view on business growth and the role of money. They may also provide insights for policy-makers how to design successful strategies to support this sector. We also argue that these propositions can serve as a point of departure for further research in the nature-based tourism entrepreneurship, business development and resource management nexus.

Keywords: *Nature-based tourism, Money, Monetary, Growth*

Knowledge Mixes in Rural Tourism: Proposed Typologies

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This study aims at shedding light at knowledge bases in rural tourism based on Asheim and Gertler's (2005) argument that a firm's development depends on its particular knowledge base and hence, propose typologies.

The tourism industry is a highly competitive sector and being innovative is important to stay in business. Knowledge is a key component in innovation processes. Focus on knowledge has been fairly limited within the tourism literature suggesting a general low level of formalized knowledge and a dependence of importing knowledge especially via application of new technological solutions and forms of organization. However, tourism firms are developing and creating new services and products and hence, they must have considerable knowledge in order to do so. This knowledge is not limited to formalized knowledge. Knowledge bases entail different mixes of knowledge. A broad understanding of the concept knowledge will be applied, including codified and tacit knowledge as well as experienced based knowledge/learning by doing.

In-depth qualitative interviews with managers of small rural tourism firms at two locations in eastern Norway are conducted. Common for the managers interviewed are that they all have developed a tourism business as a diversification of their farm and are now managing a rural tourism firm. In this process there is a constant need for knowledge and this study's aim is to explore what knowledge base is the foundation of these firms/managers.

Preliminary analysis indicates at least two typologies. One based on formalized and codified knowledge and one based on a mix of tacit knowledge and experience based knowledge. There is also a clear tendency that the manager's education provides guidelines for the development of the firm.

This study contributes to broader understanding of knowledge in small rural tourism firms and its importance for firm development.

Tour guides in movies. Guides on the move.

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The aim of this paper is to examine the occupation of tour guides as represented in films. The rationale is that the representation of organizations and working life in popular media both reflects and shapes contemporary practices and institutions. In social sciences popular culture has been used, for example, to investigate the representations of place, society and culture in tourism studies. However, research on how management and occupations, such as guides, are represented in films is still scarce.

We hold that films provide an extraordinary opportunity for studying guiding as a profession or work activity in a comparative perspective. The paper is inspired methodologically by grounded theory. We have compared three contemporary films on tour guides, one English speaking, one Spanish speaking film and one Swedish speaking. The organizational aspects of the work of guides are analyzed with special focus on public and private spheres. When analysing the work activities of the guides we decided to use Goffman's concepts back- and frontstage, and commercial friendship, as they emerged from the data.

The findings indicate that the profession of tour-guides, in common with other professions in the hospitality industry, is represented as life-style entrepreneurship: guides are striving for a correspondence between their values and the customers' values; and bring personal values (passion for art, fitness, night life or history) into the economic value of tourist services. The relationship between tour guides and tourists in these movies becomes in the films a 'commercial friendship'. In all cases, emotional and social relations add value to the commercial transaction of the service. Furthermore, in the three movies, the temporary home (hotel rooms, lobbies, pools, restaurants, or buses where guide and guests live together in time and place) was shared intensively both by guides and tourists and became the sites where boundaries between personal and commercial activities are enacted. Tour guides faced significant tensions to balance work and private life and created, as a consequence, spaces of intimacy (backstages) within the spaces of representation (frontstages) where they interact with tourists via language (speaking unknown languages), but also irony and body language.

Keywords: popular culture, tourism, guides, films, commercial friendship, emotional labour

Tourist guide training – levels, volumes and structures across Europa

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Tourist guides are commonly thought of as an important element of tourist destination development. In the extreme case, like for the increasing numbers of cruise ship passengers, the guide may be the only native or local representative the visitors meet. This guide may act as an informal educator and create or co-create experiencescapes for the visitors. New tools and equipment are appearing, with the potential to outdo the classical role of the guide or go beyond it; alternatively they may be integrated in the guides' toolboxes. On the organisational side, guides may be asked to present certain ideologies, as exemplified by the European Union goals that include *unification, integration and citizenry development* (ET, 2020; Innoguide, 2012). In this respect tourist guides' contributions to *Europe's image and sustainability* can be significant. A way in which guides can contribute to change is through the informal education they offer tourists; an innovative way that can add to tourists' knowledge. The current study is part of the Innoguide Project. It advances that for guides to contribute to Europe's development their training need to be innovated to include concepts of *sustainability* as well as knowledge and skills in *interculturalism* and *experiential guiding,* which would all emphasize a stronger Europe.

However, guides' training across Europe is an under-researched topic. Previous research focuses mainly on third world guide training programs. As stated by Pereira & Mykletun (2012; Innoguide, 2012), topics like of *sustainability* as well as knowledge and skills in *interculturalism* and *experiential guiding* are not sufficiently integrated in guides' training curricula across Europe. The present study takes the training issue further by focusing structural assets of these training programmes. Assuming that relevant training increases the quality of the work performances, the question asked here is 'What is the structure and organisation of guides' training programmes across Europe?

The present research examines guide training structure and organising from training institutions in eight participating European countries (Belgium, France, Hungary, Italy, Malta, Netherlands, Norway, and Spain). Data were hard to collect, and the analyses are limited by some shortness of information. The results showed that the structure and organising of guides' training programmes are multiplex. It varies between being the responsibilities of public authorities with strict exams, licencing and re-training to its most liberal forms where the training is a task for the guides' federation and no public control or licencing applies. The levels of the programmes offered vary from life-long learning courses across vocational or high school levels to university degrees. The length of the programmes varies from 150 hours to two years. The study concludes that guides' training should be innovated also regarding structures and organising to increase the quality of the guides' performances.

Keywords: tourist guides, training, quality, performance, organising of training, structure of training, Europe

The meaning of food on self-catering holidays- A qualitative study of empty nesters and families with children

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Food as a determining factor for choice of holiday destination and a central experience during the holiday have been recurring arguments in debates among academics as well as practitioners within recent years. The study of food consumption in tourism is, however, still at an early stage, and hence we know relatively little about the meanings and practices related to food consumption on holidays. Moreover, the self-catering aspects of tourism-related food consumption have not been given much attention, just as the combination of self-catering and dining is left under-researched.

The purpose of this study is hence to establish the meaning of and practices in relation to food for different consumer groups on self-catering holidays and on this basis contribute with new qualitative knowledge on tourists' food relations useful for scholars and practitioners alike.

A predominant tenet in the existing studies is that tourists are characterized by a search for unknown or well-known food, which is a reflection of their personality as either extrovert and adventurous or introvert and timid. Possession of or lack of local cultural capital is another explanatory framework used for understanding the search for unknown or well-known food on holidays. In view of general consumer theory, it is, however, pertinent to ask whether the dichotomous pairs of unknown/well-known, extrovert / introvert, plus / minus local cultural capital should be supplemented by additional concepts which acknowledge the volatile and fickle nature of postmodern consumers. A few tourism studies have adopted this approach and demonstrate that tourists' food relations are dynamic and may change across and within the same holiday and this is the approach to tourists' food relations adhered to here.

Qualitative interviews with Norwegian mature couples (i.e. empty nesters) and Danish families with children (i.e. full nesters) on of self-catering holidays in rented holiday houses constitute the empirical data of the study. This enables a discussion of the meaning of food for different consumer groups on self-catering holidays.

The analysis demonstrates that food has an experiential potential for both consumer groups on self-catering holidays in Denmark, though food is not a reason to go but rather a supplementary experience to the more central nature oriented experiences. A model is developed with summarizes four food-related experience types: food as enjoyment, food as cultural insight, food as togetherness and food as health, of which the former two are primarily, but not exclusively, identified among Norwegian empty nesters and the latter two among Danish families with children. The main contribution to the scholarly debate is hence that food experiences should be viewed as multi-faceted, i.e. they entail hedonistic qualities based on the sense stimulation that they provide, serve as a means to cultural insight of the place visited, provide the context for social bonding among family and friends, and/or are a means towards healthy living.

Keywords: food experiences, authenticity, self-catering holidays, empty nesters, families with children

Self-Identity Creation by engaging in local food experience

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Local food has been recognized as an important component of the tourist experience and sometimes one of the key reasons for travelers to visit a particular destination. However, even though there is a growing interest in food tourism, it is being widely recognized that there is a need for further research. Particularly, little effort has been invested in understanding what influence tourists to consume local food in a destination. Physical objects, services and places are consumed not only for what they are or offer but because they play an important role in the identity formation process. Similarly, many refer to food as a marker of class and as a mean of self-expression. It is considered as a symbol which is used to reinforce or enhance the self. We take gastronomic experiences with us; we consume for our own sakes but also to allow others to see who we are. Seafood is often regarded as a competitive advantage for the West Coast of Sweden and is also used in destination branding. There are a number of activities offered for the tourists based on shellfish experience; like Mussels and Oyster Adventure Tours, Oysters' safaris and Shellfish Gourmet Experiences. The consumption of oysters, lobsters, mussels and champagne also marks who we are and who we aspire to be. Hence, this paper sets to explore how tourists' use food to construct their identities. A case study approach has been applied, with tourists participating in the oysters, mussels and lobsters food activities in the Swedish West Coast (Bohuslän). In this initial phase of the study secondary data sources such as tour operators' brochures, films, and web material has been studied. In-depth interviews have been carried out as well. Preliminary results show that consumers use shellfish stories for identity creation. The stories add to the series of travel experiences in the tourists' life. In particular the stories provide opportunities for gastronomic identity creation. The study contributes to the ongoing discussion about self, gastronomic food consumption and the display of identity linked to tourism consumption. The result from this study also provides useful information for both the marketers of the tourism sector and the shellfish food industry.

Keywords: self-identity, tourist food consumption, symbolic consumption.

The relationship between national parks and nature-based tourism businesses development – National park tourism supply in Norway.

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Tourist visitation in national parks is becoming increasingly popular in most countries (Wray et al., 2010; Eagles & McCool, 2001) and those with reliable visitor statistics like New Zealand (Department of Conservation, 2011) and Finland (Puhakka, 2008) report rapidly growing numbers of people who come to enjoy protected landscapes and nature. However, in Norway tourism is still of a relatively modest scale in most national parks (Gundersen et al., 2011).

During the past decade, the human dimension of national parks has risen to the forefront of Norway's political agenda. The ban on commercial activities in established parks was lifted in 2003 (Heiberg et al., 2005), but in reality, there was already a growing tourism industry in and around the national parks by this point (Andersen et al., 2003). In the so-called 'mountain text' (Finansdepartementet, 2003; Miljøverndepartementet, 2005), the Norwegian authorities signaled a clear desire to increase sustainable economic development in protected areas. This change in the national policy has resulted in a series of regional and local initiatives to develop commercial activities (such as tourism) in protected areas. At a time when primary industries in peripheral areas are in decline, utilizing protected areas for nature-based tourism (NBT) can thus be seen as a mechanism for regional development.

The purpose of this paper is to identify the volume and structure of this particular tourism supply at a national level and to further analyze the relationship between the utilization of national parks and tourism businesses' economic performance. Around 38 % (n=232) of the examined 616 Norwegian NBT businesses nationwide could be regarded as NPT businesses. 69 % of NPT businesses used the national park status for marketing purposes. National parks were considered to be of a relatively high importance for tourism development in general and, although to a lesser extent, perceived to improve accessibility and infrastructure. New nature conservation and management policies seemed to possess more concern for tourism interests than before, but a high number of NPT businesses still expressed uncertainty on this issue. Findings of this study indicate a perceived absence of decisive national park authorities that support tourism development. No clear empirical evidence was found for causal relationships between NPT businesses' perceptions on the utilization of national parks and economic success. Results indicate a prioritizing of life quality objectives over economic objectives. Objectives and economic performance may vary among different types of NPT businesses, classified by their supply characteristics and if they were established before/after designation of the national park status. A better understanding of these segments can contribute to the development of holistic, long term, tailored tourism strategies that fit within wider nature management and economic development policies.

Residents' Perceptions of Tourism Development: A Holistic Approach

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This paper deals with the local residents of three coastal communities in Bohuslän on the Swedish west coast, their ideas of sustainable community development and their perceptions of the role of tourism in such development. The aim is to investigate the relationships between general ideas of sustainable community development, the attitudes towards tourism and, ideas of the potential of tourism development. Furthermore, the study is comparative as it deals with three coastal communities, all in different stages of (tourism) development and facing different challenges in future development. The study revolves around two research questions: How satisfied are the local residents with the place they live in and its community structure and organization? What are their attitudes towards tourism and how do they perceive the potential of tourism development as a strategy to spur sustainable community development?

Traditionally, the importance of including the local population in tourism development has too often been neglected, nevertheless increasingly stressed as a key element in sustainable tourism. The fact that knowledge about how the residents of a tourist destination perceive tourism is important, both as an asset and a condition in successful and sustainable tourism planning and management, calls for more research in this field. Furthermore, in spite of a growing awareness of the importance of involving local residents in tourism studies, a more holistic approach is more seldom applied. Hence, in this study we analyze the relationships between residents' perceptions of community development in a more general sense and their perceptions of potentials, risks etc. of tourism development to the community. By doing so local residents' attitudes towards tourism can be better understood.

Within the EU funded project Coasts of the Future (Framtidskuster), case-studies were conducted in three coastal communities in the county of Bohuslän on the Swedish west coast. Qualitative interviews and quantitative surveys were conducted with real estate owners (including second-home owners) in the coastal communities.

Preliminary results show that the local populations perceived a high quality of life due to the uniqueness of the natural and cultural landscapes. Hence, these were assets of the local communities that made the local residents proud of being part of the community, at the same time as they expressed worries about future development and the risk of exploitation due to increased tourism. However, interestingly enough, the local residents tended to express negative feelings towards the local authorities and the local general development and tourism policies, rather than towards the visitors, who they (with some exceptions) welcomed warmly and considered a potential for development of local business life and local recreation. Consequently, the results implies both the need for increased raised awareness of tourism and its impacts in the local communities and, the need for local governments to develop more integrated tourism policies.

Predicting Athletes Experience, Enjoyment, Satisfaction and Memories at the Extreme Sport Week in Voss, Norway

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Purpose: This study aimed at a) improving the measurement of athletes' experiences at extreme sport events, and b) considering these experiences and how they relate to athletes' demographic, sport careers and networks. The study is justified by the recent increase in demanding and extreme sport events and their tourism potential, few if any empirical studies and lack of adequate measurement of the phenomenon in the Nordic context.

Theoretical perspective: The study departs from Brymer's (2005) definition of extreme sports and the "serious leisure" concept (Stebbins, 1982; 1992), the event tourist career trajectory by Getz and Andersson (2010), experience theory (Pine & Gilmore, 1999) as further developed by Boswijk, Thikssen and Pelen (2007), and by Oh, Fiore and Joung (2007) for its measurements.

Method: Athletes at the Extreme Sport Week in Voss, Norway, responded to an electronic questionnaire (n=292) probing for: length of extreme sports career, perceptions of different aspects of the event and the competitions, their enjoyment and satisfaction with the event, and their memories from the event. Most scales used were previously tested on other samples and some were published. Data were analysed by frequency, correlation and multiple regression analyses.

Findings: Main findings showed that most of the extreme sport athletes were amateurs that had developed serious leisure careers. The event was embedded in a complex web of social ties between participants and volunteers, but these ties did not correlate with the main outcome variables of the study. A majority of athletes had positive experiences during the event, and positive experiences within the realms of education, aesthetics and entertainment were generally the strongest predictors of enjoyment, satisfaction and memories; and level of excitement augmented the amount of variance even more, especially for the memories. However, length of career tented to be negatively related to positive experiences, indicating that those with least experience enjoyed the event most. The majority of participants were positive about attending the Extreme Sport Week in Voss in the future, and more so if they were satisfied with the experience, had enjoyed their stay and had good memories from the stay.

Conclusion and contribution: This study is the first to explore the experiences of athletes who participated in the Extreme Sport Week. Few if any similar studies have been undertaken in a Nordic context. In particular, it addresses the extreme sport athletes' involvement with the sport and their sports career development, their social ties, and their experiences during, and satisfaction and memories from the event participation. The model employed in this study may be useful to the study of athletes' perceptions and experiences at other demanding sport events, and the relationships observed between perceptions, experiences, enjoyment, satisfaction and memories may be generalised to other athletes and sports events. Hence it may be a valuable tool for managers of the increasing number of sports events.

Keywords: Voss, Ekstremsportveko, extreme sport athletes, experience, enjoyment, satisfaction, memories

Use-Value of the Event Experience

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Background and Objectives: Getz (2007) argues that the core of event studies should focus on the event experience and that much more research is needed in the area. This study answers the call for research by proposing first that the value of an event experience can be measured in monetary terms based on evaluations made by event visitors and second, that the value of event experiences can be explained by a few fundamental factors in a model. The objectives of this study are first to define Direct Use-Value, Indirect Use-Value and Use-Value in an event context and to assess the reliability and validity of monetary measures of these concepts; second, to propose explanatory models of Direct Use-Value, Indirect Use-Value and Use-Value; and third, to test the models against data from a survey of 714 visitors to a three day long music event.

Definitions and theoretical model: Use-Value is defined as the total value of experiences related to an event visit. Direct Use-Value is defined as the value of experiences at the event area and Indirect Use-Value is defined as the value of experiences at the event destination apart from experiences on the actual event premises. Use-Value of an event experience can be understood in terms of intensity and duration. Intensity is created in a *liminoid zone* where normal social processes may be replaced by *communitas* which describes a loss of the normal identity and social status, and sometimes also role reversals. *The duration of an experience* has been described as "time out of time" (Falassi, 1987). The "Springboard" metaphor (Jafari, 1987) describes the tourist experience in four time phases which also give a relevant description of an event experience;

The proposed model states that the value of the event experience measured by Use-Value depends on the intensity (Experience) and duration of the event experience (Extent of visit) as well as the reference value in terms of visitors' actual (Expenditure) for the visit.
The "Three Ex" model states: Use-Value=f (Experience, Extent of visit, Expenditure) + e.

Results: The monetary measures of Use-Value, Direct Use-Value and Indirect Use-Value meet statistical requirements of reliability and validity. Direct Use-Value of the event is more homogeneous and has a lower standard deviation than Indirect Use-Value but they are of similar magnitude.

The "Three Ex" model provides significant explanations of Direct Use-Value, Indirect Use-Value and the overall Use-Value. The "Three Ex" explaining Use-Value had significant effects in all models. Experience carries more weight in explaining Direct Use-Value (the event experience) followed by the Extent of the event visit. Socio-economic variables of event visitors had limited importance.

Conclusions: The definitions of Direct Use-Value, Indirect Use-Value and Use-Value applied to an event context provide a contribution to event studies and a starting point. The test of the reliability and validity of measurements of Use-Value as well as the significance of the concepts Experience, Expenditure and Extent in explaining Use-Value is a first attempt to form a basis for further analysis. This initial model gives a rough description of the effects from what is believed to be three fundamental concepts for future research on event experiences.

The use of nature in attractive and sustainable experiences: Organised tours in Svalbard and Frasier Island.

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Introduction

Nature-based tourism is perceived as a substantial and growing market for many countries such as Australia and Norway. Nature-based tourism is accepted as a growing part of the tourism industry with significant potential to ensure sustainable growth in rural environments. Countries such as Norway brand themselves with slogans like "Norway powered by nature" (visit.norway.com), hence attracting tourist to take part in nature-based experiences.

Today's experience focus prevails in many areas in society. It is accentuated within culture and art and businesses use various forms of experiences to increase attention and create image. Within tourism "the experience" is the core aspect of travel. Hence, experience is a key issue to acknowledge in tourism in order to enhancing customer value and subsequently improving the competitive strength of the firm. There is an increase in organized tours to special nature areas with activities based in local resources such as the unique, the specific and often the extreme. Many of the destinations are in peripheral areas, and many in vulnerable nature and national parks. The products are labour intensive, the prices are relatively high and the experiences sometimes perceived as exclusive and often as a once in a life experience.

The present work focuses on organized pre-packed and pre-priced nature based tourist experiences. Nature based tourist experiences is about bringing the tourist into the nature. The tourist then partakes more or less active in various activities while being there. The way the tour is organized, planned, promoted and delivered regarding sustainable aspects will consequently effect on the tourist perception of the trip experience. These issues are addressed by Fredman and Tyrväinen (2010) as of important challenges to study.

The organised tours vary in type and form. A particular type of tour offered in the marketplace is those conducted by special motorised vehicles. The transportation is then often an important part of the experience. In Norway for instance, this type of organised tours include the use of snowmobile to bring the tourist to different cultural and natural sites. Similar product is offered many places in the world such as the Frasier Island in Australia, where they use 4WD on sand. There is apparently a lot in common with these products. Frasier Island is for instance on the UNESCO list and Svalbard has applied to be part of the list. Both places include national parks. Where Svalbard has a tradition of coalmining, the Fraser Island had a former sand mining history. Weather conditions, climate, topography and wildlife are relative extreme on both places. The number of tourists are however very different with far more visitors to Fraser Island and there is a comprehensive research material about Fraser Island and tourism available in journals, reports and books. For comparison, the Frasier Island is utilised as a comparison and a context to study Svalbard, which is a much less studied case.

Despite, the growing interest and concern of nature based tourism and its impact on nature few have actually explored how tourist firms use nature in order to offer attractive and sustainable experiences to visitors. Thus, the present work aims to put forward the firms' situated in environmental vulnerable places, e.g., Svalbard, perceive and utilise nature in their offerings to tourist.

Theoretical perspective

Nature-based tourism is defined by Lucas (1984:75) as 'tourism which is based on the enjoyment of natural areas and the observation of nature' and further specifies that such tourism 'has a low impact environmentally, is labour intensive and contributes socially and economically to the nation'. A number of researchers designate nature-based tourism to include aspects such as environmental awareness, ecological conservation, nature conservation motives in practice, (e.g. Dowling, 2001; Hall and Boyd, 2005; Valentine, 1992). Wolf-Watz, Sandell and Fredman (2011: 194) outline the interchangeable use of the terms "environmental attitude, environmental behaviour and environmental concern", and refer to Berns and Simpson (2009: 81) claiming that environmental attitude denotes to an awareness of environmental problems and a commitment to protection, often including self-reported behaviour, while environmental behaviour means "the actions actually taken based upon particular attitudes".

Based on these views, motorized transport as an experience in itself and as a part of an experience to more easily reach the sites within the tourism destination or to secure the tourist from dangerous animals or natures (e.g. snowmobiling, 4W drives in jungles), may be problematic. However, the use of motorized vehicles is often argued from an economic standpoint. Hence, it can be claimed that using motorized vehicles indicate a paradox in nature-based tourism. However, as all human movement in nature influence nature in one way or the other, and that structuring the tourist in certain ways by motorized vehicles for instance instead of free access to vulnerable natural scenes in fact can reduce the negative impact.

The complex feature of tourist attractions and activities makes it difficult to examine them systematically (Becken and Simmons 2002). In particular, these authors points to systematically categorization in addition to management attitudes and styles as important factors to overcome these encounters. The present work thus adopt different theoretical frameworks and perspectives on, attractions and activities (Leiper, 1990, 1995, Swarbrooke, 2002, Steven and Heron in Prideux, 2002), and how resources are organised for mediating experiences for tourists (Lyngnes, 1994, 2007). Physical impacts of tourism is delineated by Weaver and Lawton (2007) and Weaver (2006, 2008) to include permanent reconstruction, generation of waste, and tourist activities, while Mathieson and Wall, (1982) discusses how to gain impact control. Different aspects of tourism impacts in Fraser Island are discussed i.e. Burns and Howard (2003), Fleming and Cook (2008). Mühlhäusler and Peache (2001), Rodger, Moore and Newsome (2007), Thompson and Schlacher (2008), and Buckley (2004). Fredman and Tyrväinen (2010) discusses important objectives for managers and tools and methods are outlined in experience related literature regarding for instance storytelling (Mossberg 2007) and co-creation (Prebensen and Foss 2011), Prebensen, Dahl and Vittersø 2013).

Design/methodology/approach.

The present work studies organized motorized tours offered at two different destinations focusing on snowmobile tours in Svalbard in Norway. The comparative context of the study is a 4 WD tours at Frasier Island. The study is explorative in nature. Qualitative techniques such as depth interviews with managers and guides utilizing a semi-structured interview guide and participation observation in organised tours offered at the two destinations are employed. The research focuses on how tourist firms utilize nature in their offering of attractive experience product and the perceived impact the nature. The research themes are: The nature – use and categories, tourism and environmental impacts, management and guide skills to increase the experience and tools and methods in the product (authenticity, storytelling, co-creation/interaction and activity).

The study in Svalbard is based on a convenient sample of seven informants representing 5 managers/guides from 2 firms, and 2 stakeholders from a tourist organization. The data collection was performed from October-12 to Aug-13. Participated observations were conducted in an organized tour the 13.03.12.with one of the authors and one employee. Data collection in Frasier Island is participatory observations in an organized tour conducted 10.11.11 with both authors, supplied with secondary literature, i.e. from firms organizing tours to Frasier Island, and research articles, reports and books about tourism in Fraser Island. Sample and implementation will be discussed in the article.

Findings/Discussion

Overall, there is a consensus among the Svalbard informants that the nature such as topography, location, and climate are the core product, and that seeing animals is a potential bonus. As for environmental impacts all travelling is perceived to have certain negative impacts. However, as utilizing snowmobiles there was less direct impact on the nature than using 4-W drives at Frasier Island, as the latter make lasting tracks and trails while snowmobiles do not. Both vehicles do produce CO2. Furthermore the trips include pollution from the tourists being present in the vulnerable nature. The study results reveal that developing motorized nature based tourism brings knowledge and consciousness about conservation regarding nature. The management emphasizes a holistic view, routines, skills, experience, and knowledge in many fields and especially security. Furthermore, the study discusses how the aspect of sustainability effects the attractions and experiences on the tour.

Conclusion/Contribution (originality/value)

Motorized nature based tourist trips pollute the nature in various ways and degrees. However, the existence brings up discussions and consciousness regarding how to preserve and develop sustainable tourism from a broader perspective. The study results reveal a number of challenges which is discussed and outlined. Designing, promoting and delivering motorized nature-based tourism in line with sustainability criteria should not be underestimated, and more systematic methods should be carried out.

Keywords: organized motorised tours, sustainability, experiences, value-creation.

Whale-watching tourists in Northern-Norway

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During the summer of 2011 a survey was conducted on nature-based tourists in the region of Lofoten, Vesterålen and southern Troms (LOVEST-region). A sample of 866 surveys was collected, and 1/3 of these derived from two whale-watching tour-operators in the region of Vesterålen.
Whale-watching as a tourist attraction has been steadily growing in number of participants worldwide during the last decades, and two of the companies participating in the LOVEST-region survey, offer boat trips to an area where younger sperm whale males aggregate to feed on deep water squids and fish. The main season is from May to September, and the survey was conducted from June to September.

Purpose
The number of academic papers with focus on the socio-demography of whale-watching tourists is rather low, a fact that is certainly also the case for whale-watching tourists in Northern Norway. The essence of the demand for nature-based tourism is an important issue, seen both from an academic and practitioner's perspective, and the purpose of this presentation is to reveal more information about the whale-watching tourists, their activities and satisfaction with this specific nature-based tourism product in Northern Norway.

Theoretical perspectives
The majority of published studies on whale-watching are either focussed on sustainability or the conflict between whaling and whale-watching. Very few have studied the whale-watching tourists, their socio-demographic composition, travel companions, origin and satisfaction with the product. There is accordingly a need for empirical research into this field, particularly in Northern Norway where this has not has been devoted any attention at all.

Design/methodology/approach
The data collection method used was a convenient sample, where the hosts distributed the questionnaires to their guests and collected them on completion. The whale-watching companies received questionnaires in six languages, and by 1 September 276 were collected, representing a return rate of 37.3 %.

Findings/discussion (or potential findings)
The survey reveals that among the whale-watchers males and females were 50/50, and generally whale-watchers were middle aged, although a notable proportion (40%) were younger participants. Only 10% travelled with children, and most (62%) were together with partner/spouse/cohabitant. 82.3% were first time on holiday in the region. 75% of the whale-watchers were on an individual arranged trip, and 88% had chosen the destination before the trip started. Only 3% of the whale-watchers in the survey were domestic, while German tourists were in majority (43%). Compared with a reference group, tourists from the UK turned out to be the most dedicated, as 68% had participated on whale-safari.

Conclusion/Contribution (originality/value)
The results of this survey is both a contribution to the academic study of whale-watching as a nature based tourism activity, as well as it is of interest to the two companies offering the product and the regional DMOs. A comparison with a similar survey carried out among whale-watching tourists in West Scotland in 2000, clearly demonstrates that findings from one geographical area are not necessarily transferable to another.

Web surveys and respondent recruitment - how to reduce survey errors in tourism settings

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The use of web surveys for data collection has become popular among tourism researchers and tourism managers. Lately, a number of studies point out web surveys to be inferior compared to traditional methods in regards of response rates and survey errors (non response, sample and coverage errors).

The aim of this article is to present a method for the tourism setting, able to reduce survey errors in web surveys by combining web surveys with preceding, short face-to-face interviews while recruiting respondents. A theoretical framework (using social exchange theory and the psychological approach) explaining how and why this method allows for better response rates, better sampling, reduced coverage problems, and control of non-response error is presented. The main focus is on better response rates, a crucial indicator for data quality and non-response error. Empirical evidence from several research studies in event and tourism settings is used to illustrate advantages.

Results suggest that the method has positive impact on response rates and allows controlling for non response error. Moreover, it has strengths as a sampling tool in touristic settings presented in the paper. The method also reduces coverage problems by offering respondents possibilities of alternative survey modes.

Participant Observation in Event and Sport Management Research

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Purpose and Theoretical Perspective

The vast majority of sport and event management research uses questionnaires and interviews or relies on secondary data. The paper however explores participant observation as a legitimate method of engaging in sport and event management research. It raises and discusses a range of methodological issues commonly associated with the approach and suggests a number of ways by which issues of validity can be addressed. This is notwithstanding the limitations of sample size that are inevitably associated with the method. Another reason why participant observation hasn't made its way as a broadly accepted method into sport and event management research might be that the methodology of participant observation is sometimes considered epistemologically suspect, however the sorts of insights sought in the adoption of participant observation are wholly different to those feasible through more traditional methods.

Design/Methodology

The participant observation technique is commonly associated in the literature with the following six strengths that compensate the weaknesses of other methods:

First, it needs to be mentioned that participant observation focuses the researchers' attention on the behaviour of individuals rather than simply on comments received in verbal interviews or an individual person's (a group's) testtaking behaviour. It is argued that active participation increases the range, relevance and reliability of data. Range is increased because discussions are much freer and the nature of the relationships are relatively open. Relevance is increased because questioning is often tied up to the current situation rather than being retrospective. Reliability is increased because higher levels of depth and intimacy can be achieved that are inaccessible to interviewing or by using questionnaires.

Second, participant observation tends to force the researcher to look at individuals, groups of peoples, institutions or organizations and the surrounding social and physical environment in a holistic, integrated network perspective. Participant observation is seen as ideally suited for examining reciprocal relationships between individuals. It is this specific advantage of the technique that might also be seen to be in line with the argumentation of the Nordic School in management research, where relationships, networks and interaction appear as central concepts.

Third, observers often see things that respondents take for granted or are unaware of. Recognizing differences is the necessary first step to anticipating potential threats and opportunities for research encounters. But in order to go beyond awareness and to create useful interaction these differences need to be the subject of discussion.

Fourth, participant observation demands a change of perspective by the researcher, as the focus of attention shifts from describing observation from an outsider´s perspective to a hermeneutic portrayal based on understanding from an insider's perspective of common shared experiences between researcher and the subject under investigation.

A fifth good reason why a researcher should try participant observation in at least one study, is that this technique puts him or her in the context of discovery and facilitates what is called the 'serendipity pattern' of social research. This refers to the experience of observing an unanticipated, anomalous strategic datum which becomes the mechanism for developing a new theory or extending an existing theory.

Sixth, the participant observation technique centres around the participant observer gathering data by participating in the daily life of the group or organization he studies. He watches the people he is studying to see what situations they ordinarily meet and how they behave in them. He enters into

conversation with some or all of the participants in these situations and discovers their interpretations of the events he has observed. In using this technique it is argued not only that the investigator views himself as a participant, but also that the other members of the group being studied regard him as a participant. Otherwise the observer will not be regarded with sufficient legitimacy as a member of the group for the group to behave in any way ordinarily.

An important aspect of the approach is that the researcher does not 'drive' the data as he/she is gathering it. In this respect, participant observation also adheres to a principle of grounded theory. Taken in this way it is a method of discovery, where categories emerge from a continuous comparison of the data. As it is noted by Glasser, we do not know what we are looking for when we start, we simply cannot say prior to the collection and analysis of data what our study will look like. It also needs to be mentioned in this regard that the researcher enters the field with only a broad topic in mind, without specific preconceived research questions or a detailed reading and understanding of the extant literature in the area. This leads to the methodological problem of classifying situations or interpreting certain behaviour as one of the most important concerns for field researchers, as the development of an adequate taxonomy would allow the comparison of the data gathered in the light of existing theory. This allows comparison with other researchers' work in order to facilitate the development of empirical generalizations, or to highlight new findings found in the observed empirical setting.

It needs to be emphasized that data collected by participant observation is open to more validity threads than that obtained by any other research method. Based on the summary of methodological concerns in the ethnographic literature we suggest to take the following topics into consideration for research, by which objectivity and validity of participant observation data can be increased:

1. Distinguish carefully between informant and respondent data. In this way separate facts from interpretations. Indeed, this distinction should be maintained at all times. The data base for an interpretation should be recorded at the time the interpretation is made.
2. Bolster interpretations and triangulate your data with information from other sources, such as other observers, structured and unstructured interviews, recordings, pictures, archival data, etc. Make also sure that your informants know you will be gathering data from others.
3. Observe your subjects in as many different contexts as possible and examine all counter positions carefully and openly. The plight of the worker may indeed be miserable, but it must be understood in the context of management's situation. Be also aware of the motivations, biases, and prejudices of your respondents and informants. Recognize that your subjects are not a random aggregate, but rather a social network. People live, work, and function in groups.
4. When quantitative terms are used, such as 'many', it is important to indicate the percentage of the total group to which you are referring and how you arrived at the figure.
5. Be aware of your own prejudices, defences, biases, stereotypes, etc. and to be sensitive to your own position in the social structure. Avoid over-rapport and do not identify symbolically or emotionally with any subgroup unless it is tactically necessary. Maintain sufficient distance so that your implicit commitments to individuals will not proscribe your movements.
6. Be sensitive to changes in your own attitudes, beliefs, and emotions. Such changes are often cues to a lack of objectivity.

We propose the six issues above to achieve objectivity and validity in participant observation. Further to our view, going into the field without a pre-determined theory is central to a sound account. In using participant observation, therefore, we argue there is considerable truth in Sir Arthur Conan Doyle's fictional character Sherlock Holmes' assertion, that "it is a capital mistake to theorize before one has data. Insensibly one begins to twist facts to suit theories, instead of theories to suit facts."

Findings / Discussion:
We illustrate the uses of participant observation through a case study of a successful sidecar motorcycle world land speed record attempt ("Flying Kiwi Promotions Ltd"), which was accessed through the method and which enabled otherwise unavailable access to the complexities, privations and core values of the people involved. Over the course of the 3-year project once a fortnight one of the authors went to the workshop of the sport and event entrepreneur to see how they were getting along. He also had a number of evenings acting as an executive coach/mentor for the entrepreneur. During the course of the final year, he visited the workshop more than 25 times, spending an average of two hours each visit. He also became a member of the land speed record track team, where he went down to the road together with the team to plan it. He also organized five planning meetings to work up the concept of a one-off rally special stage event. On the day of the attempt, he was a member of the road team working the timing system and confirming the course was safe.

What became obvious during the coding and data analysis was that the structure and organizational culture of Flying Kiwi Promotions was a critical success factor. These were essentially designed to achieve high levels of organisational learning and facilitated by a charismatic entrepreneur (arguably another critical success factor) who recognised the need to empower his 'staff' and let other people make decisions that would or could have a very drastic effect on the success or otherwise of his venture. With an all-volunteer workforce, and difficult financial and technical challenges to overcome, considerable personal and group learning needed to take place and be communicated throughout the organization, engendering trust between himself and the volunteers and acting as a fulcrum for trust development among the volunteers themselves. This in turn generated a close-knit team identity and a clear goal that translated vision, communication, planning, feedback and learning. Ongoing evaluation of goal achievement was a significant aspect of organisational learning and thus strategy development in Flying Kiwi Promotions which 'morphed' successfully from a marketing organisation (to gain sponsorship) into a manufacturing organisation (to build the vehicle) and then an event management organisation (to actually run the attempt), all to deliver a unique and ultimately tangible 'product' of a world land speed record.

Conclusion / Contribution:
Events, sport teams and projects exist precisely as a result of a camaraderie among the individuals that is not fully observable from the outside. Sport and event management scenarios require access to the ephemeral and the personal precisely because that is where the value that is inherent within them resides. It is for this reason we suggest the participant observation technique may usefully be applied to other related topics of interest. Participant observation is valuable in research on event management, fans and spectators or insights into the 'dark side' of sport such as hooliganism. The latter studies also explore the limits of the method, when participant observation comes close to breaking the law. It further encompasses investigations into sports or event brand communities and consumption cultures. It enables in-depth studies of event/sports organisations and their relations with the communities they represent. Finally, as our case has also shown, participant observation allows access to the complexities of volunteerism, entrepreneurship and the actors' perspective in sport/events, and addresses calls for increased attention to and the subsequent understanding of volunteerism. We further suggest the method has applications in other growing fields of tourism and hospitality research interest such as environmental or humanitarian activism.

In sum, each of these topics concern the implicit, intangible and inestimable personal 'feel good' value that the athlete, actor, fan, spectator, volunteer or organizer gets out of participating in and being associated with the event. Only participant observation, we argue in conclusion, can connect the academic researcher to the topic of study in a manner that allows an otherwise unavailable rich engagement with and insight into the nature of that value on a human level, and thus as a lived experience.

The Effects of Co-Creation and Satisfaction on Subjective Well-Being

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Purpose - Co-creation is an upcoming topic and trend in today's hospitality industry. Co-creation is centered on the idea of the consumer as a creator of value, interacting with a company to "co-create" value. As the concept of co-creation gains popularity among many industries, it is receiving increased attention from researchers. Although many topics are being researched within this new topic, one of the essential missing links is what outcomes can be expected from participation in co-creation. This paper focuses on the hospitality and tourism industry in order to observe the influences participation in co-creation and satisfaction have on a tourist's subjective well-being. By identifying the relationship between co-creation, satisfaction, and subjective well-being, service providers can change strategies and implement a platform for creating unique experiences, allowing tourists to become more physically and emotionally engaged.

Research Questions - What are the underlying dimensions of co-creation in the context of the tourism experience? In what ways does the level of participation in co-creation affect how satisfied a tourist becomes with his/her vacation experience? How does the level of participation in co-creation affect the impact satisfaction has on a tourist's subjective well-being? In what ways does the level of participation in co-creation affect a tourist's subjective well-being?

Objectives – To investigate the relationships between: participation in co-creation and satisfaction with the vacation experience, participation in co-creation and a tourist's subjective well-being, and satisfaction with the vacation experience and a tourist's subjective well-being. To explore how the levels of participation in co-creation affect: how participation in co-creation influences satisfaction with the vacation experience, how satisfaction with the vacation experience influences subjective well-being, and how participation in co-creation influences subjective well-being. To test whether the proposed model is appropriate to predict the influence co-creation has on a tourist's subjective well-being.

Methodology – An online survey using panel data from a commercial firm was used to gather 561 completed questionnaires. Before the survey was sent out via the commercial firm, a pilot study was utilized to refine the study questions and constructs. Participants were screened on the following criteria: 18 years of age or older and having taken a leisure trip in the last year consisting of three or nights away from home. In order to measure co-creation and level of involvement, respondents were asked whether or not they participated in any organized activities during their most recent leisure trip. Finally, respondents had to indicate whether or not they had a travel professional assist them with some aspect of this activity. The last two screening questions helped ensure that all respondents had participated in an activity where they were required to interact with a travel professional, thereby narrowing the scope of the co-creation interaction and activities for this study. Satisfaction, level of involvement, and subjective well-being were measured using different scales which have been adapted from previous works (Woo and Uysal, 2012; Sirgy 2012, 2013; Laurent and Kapferer, 1985; Kyle, Absher, Hammitt, and Cavin, 2006; Kyle and Chick, 2004; Prebensen, Woo, Chen, and Uysal, 2012; Neal, Uysal and Sirgy, 2007; Neal, Sirgy, and Uysal, 2004).

Analysis – The analysis consisted of several steps including a profile of respondents based on descriptive statistics, a simple correlation analysis of all the summated variables, and simple

correctional analyses which looked at the relationships between co-creation and satisfaction, co-creation and subjective well-being, and satisfaction and subjective well-being.

Theoretical Contribution – This study helped develop a deeper understanding of co-creation and creating value in experiences. Attributes of co-creation can now be labeled based on the responses from the questionnaire and co-creation can be said to include enhanced tourist participation in the experience, the confidence of being able to open up to a travel professional and comfortably work alongside of them, an environment which facilitates the coming together of two or more parties to create a unique, personalized, value-added experience, and the opportunity for greater social interaction. With these attributes, co-creation is no longer simply about a tourist becoming a co-creator of value with increased personalized attention which results in different interactions. Co-creation should be expanded to include the co-production of new and improved services, with added value for both tourists and travel professionals, as a result of their trust in one another through cooperation and collaboration in a setting which allows both parties to participate equally alongside of each other. In this manner co-creation is always ongoing, adaptable, personalized, and unique. Furthermore this study contributed to the growing body of knowledge in understanding the perceived value of tourism experiences by establishing a theory based empirical link between co-creation and subjective well-being via satisfaction. This aspect of tourism experiences had not yet before been empirically demonstrated.

Practical Implications - As this study revealed support for the model, service providers now have a foundation to reexamine how they can facilitate tourism experiences and the setting. As a result, they can change strategies and implement a platform for creating unique experiences, allowing tourists to become more physically and emotionally engaged, thus encouraging co-creation. While this study did not specifically focus on the setting, it can be seen as an essential element to facilitate the co-creation process. As service providers must create a platform in which co-creation may occur, they must also consider the setting in which co-creation is expected to take place. The interaction between the service provider and tourist is not the only one which must be considered as each party will also interact with the setting which will contribute to the overall co-creation experience. Results of co-creating for the tourists are increased satisfaction and enhanced subjective well-being.

Co-creation of value in personal interactions: A study of receptionists and guests in Swedish hotels

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During the last decade, the creation of value has progressed as the most important concept in service marketing. With the introduction of the service dominant logic in marketing, researchers has claimed that value is created when the customers can use the offering in a meaningful way (*value-in-use*), that value always is *co-created* by the company and the customer, and that value must be understood on its social context (*value-in-context*).

However, much of the research in this area is conceptual and few empirical studies show how value is co-created by the customer and the company. Recently studies of technical services have been published; still there is a lack of studies that show how value is co-created in *high contact services* and *tourism and hospitality services,* or how value *progresses* in service meetings or personal relationships.

The purpose of this paper is to analyze how value is co-created by receptionists and guests in hotels. The study builds on a qualitative ethnographic study of hotel receptionist in four star hotels in Sweden. The empirical material was gathered with observations and interviews. In addition to theories on value creation, symbolic interactionism has been used as a theoretical perspective in the study.

In focus of the study is how the receptionist plan and perform strategies and tactics with the guest to create value in the interaction. The results of the study suggest that receptionists use formalization and informalization strategies to create value with the guests. Each strategy is connected to a number of tactics that are performed by the receptionist to create different values. The formalization strategy is associated with tactics as establishing a symbolic distance between the guest and receptionist and by formal greetings. In addition, the receptionists perform deference work that place the guest in a superior position to the receptionist. The formalization strategy is used to create values of hospitality such as superiority, deference and respect.

The informalization strategy is associated with tactics such as recognition of the guest, the pronunciation of the guest's name, the use of personal information and giving of gifts. The informalization strategy is used to create values of hospitality such as kinship, closeness and reciprocity.

The results also indicate that use of the strategies and tactics are context specific, and the receptionists adapt them to the behavior and need of the guest. The strategies and tactics are part of the personnel's competence and are used deliberately to affect the guest. They become means for co-creating value in the interaction and establishing values of hospitality. Hence this study contributes to our understanding of how value is co-created in personal relationships and how values progress between actors such as receptionists and guests. Specifically it shows what tactics are used in establishing values and how they are used to be value creating in a hospitality context.

The Co-Creation of Experiences:
The Process and Elements that Evoke Experiential Value

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Pine and Gilmore (1999) pointed out that although providing experiences is not something new, experiences have thus far been grouped with utilitarian services like cleaning, car repair, and transportation. They called for untying experiences from services and understanding them as a distinctive category. This sentiment is shared by Mossberg (2003) who states that there is a need to split services into functional and experience oriented offerings, to be able to plan suitable and strategies for each.

Tourism, entertainment and leisure industries are in general considered to be the main providers of hedonic or experience-based offerings. The term hedonic stems from the Greek word "hedone" meaning pleasure. Hedonic consumption, increasingly referred to as experiential consumption, represents consumption pursued as an intrinsically valued end in itself, rather than extrinsically valued means to some other end (Holbrook 1999). In contrast, the term utilitarian consumption is used to categorize products that are meant to serve some purpose. Utilitarian products are instrumental as the service or object is bought to supply a specific function or achieve some particular outcome (Strahilevitz and Myers 1998). There is little doubt that people distinguish between products according to their relative hedonic or utilitarian nature (Batra and Ahtola 1990; Mano and Oliver 1993). According to Lofman (1991) offerings may be placed along a utilitarian-hedonistic consumption scale. Paying for the service of getting the car fixed versus paying for the experience of racing a formula-one car around a track, represent opposite ends of the scale, and exemplifies the difference between a service and an experience.

While an experience product may meet many of the traditional characteristics of services (intangibility, perishability, inseparability, and variability), it is distinct from services because of its emphasis on primarily offering the customer hedonic value. Hence, it follows that the characteristics of experience offerings, those processes and elements that creates superior experiences and high experiential value, is likely to be distinct from the characteristics of what creates services and service quality as well. Consequently there is a need to understand experiential value on its own terms and premises.

The intent of this paper is to explore the making of experiential value and how and through what elements it is brought forth. In doing so the paper sets down three objectives; 1) To identify the essential factors inducing experiential value, 2) To explore the role of co-creation in the delivery and consumption of experience products, and 3) To call for recognition of the underpinnings of experiential value and value creation in experiences as distinct from that of services and the notion of service quality.

Extant Literature - Consumption of Leisure and Extraordinary Experiences

Psychological aspects of various hedonic experiences have been studied by a number of scholars in the field of psychology. Extraordinary experiences are closely related to the increasingly popular concept of "flow". One of the early scholars to discuss the "flow" phenomena was Sigmund Freud (1929), who used the term "oceanic feeling" for characterizing flow, a state where the individual loses track of the conscious self and becomes one with the environment. Freud's theory was that this was such a pleasant state of mind because it resembled the period of infancy, when the individual

did not have a clear sense of self, and therefore never felt fear and solitude that come with the recognition that one's self is separated from others and from the environment. Psychologist Abraham Maslow discussed a form of "being psychology" (1962) in being oriented to ends as opposed to means, such as end-experiences. Maslow also alluded to "peak experiences," which he described as an altered state of mind in which a person experiences an ecstatic dissolution of the usual bonds of space and time with an attitude of wonder and awe (Maslow, 1964). More recently Csikszentmihalyi, (1990, 1996) has seen flow as involving the centering of attention or absorption in an activity. He has used the concept of flow to explain how experiences are intrinsically valuable, and how they are partaken for their own sake, and not driven by some utilitarian motive.

In addition consumer behavior researchers have conducted a number of in depth qualitative studies examining participants while they take part in different leisure activities in a verity of contexts. Various case studies have investigated aspects of the hedonic consumption experience related to such activities as extreme sports, including skydiving (Celsi, Randall and Leight, 1993), river rafting (Arnould & Price, 1993), and kayaking (Hopkinson and Pujari, 1999). Other studies have looked into the consumption of educational and aesthetic experience like visiting museums (Falk & Dierking, 1992, 2000) and galleries (Annamma & Sherry Jr., 2003), cultural events such as The Burning Man Festival (Kozinets, 2002), as well as the consumption of entertainment experiences such as movies (Cooper-Martin, 1991) and games (Holbrook et al., 1984), spectator sports (Holt, 1995), and gambling (Cotte, 1997).

While these studies have brought forward various insights relating to value and benefits consumers tend to gain from experiential consumption, little work has been done on searching for commonalities between these apparently closely related offerings. To simply continue this research of particular experience offerings, would lead to repetition of comparable studies in just increasingly more marginal contexts. Rather a search for the experience offerings' common underlying characteristic is needed to move the focus from context to concept.

Design/Methodology

This research, unlike previous work, does not primarily intend to be concerned with experimental consumption related to one or the other particular leisure activity, but rather is designed to find commonalties across various contexts. The study purposely selected as diverse a range of offerings related to leisure and tourist experience, as possible (including, shark, bungee jumping, theater plays, museums, karaoke bars, bingos, football spectacles, the Oktoberfest, car racing as well as meditation courses and Zen gardens - and some more). The study likewise intentionally selected a wide range of locations, collecting data on three continents. Lastly a wide spread of nationalities, occupations, and age groups (from 10-70) has been ensured as well.

The data was collected by undertaking in-depth semi-structured interviews with participants, asking them to describe and evaluate the consumption event in relation to a recently undertaken experience offering. The interviews were in most cases undertaken while or shortly after, they had completed their visit. 25 interviews with participants and on-site participation and observations were done at the facilities of 13 experience providers.

Creating Magic Moments - Findings in the Empirical Study

An apparent paradox of experience offerings is that although the provider can offer access to activities and environments meant to trigger an experience, the experience itself does, and can only take place, within the mind or body of the consumer. Therefore, one might want to specify that what the provider actually delivers is an "opportunity for having an experience" rather than an experience

per se (Mossberg, 2003). An experience offering is a result of the interaction between a subject (the customer) and an object (the experience provider), and the act of co-creation between the two (Poulsson & Kale, 2004). Hence, experiential value may arise inside a consumer's head only through a complex interaction between the stimuli outside the individual and through that person's personality, current mood, previous history, etc. Neither the stimuli nor the experiencing person is fixed entities that can ensure experiential value independently; rather the key to whether the potential experiential value from the stimuli will result is determined by the subject's individual filtering of the stimuli, through each individual's personal preferences and character.

Factors that Evoke Experiential Value

Experiential value can be created by one sole stimulus alone, but more typically, a number of the elements will play and melt together, contributing with differing intensity and significance, abate creating what the consumer perceives as a unified experience. The study identified seven key factors that have strong potential to induce experiential value in the subject.

Propositions:

1) Sensory richness and intensity tend to evoke/intensify consumers' experiential value

2) Social aspects, (such as social interaction, belonging and identity) tend to evoke/intensify experiential value

3) Novelty and familiarity, particularly in combination (a new twist on an old favorite) tend to evoke/intensify experiential value

4) Elements of challenge (tasks that are perceived as highly demanding but achievable) tend to evoke/intensify experiential value

5) Suspense and surprise (created through the building and braking of expectations) tend to evoke/intensify experiential value

6) Elements of storytelling (content/activities given a narrative and dramatized structure) contribute to and tend to evoke/intensify experiential value

7) Interactivity (involving direct participation and instant feedback) tend to evoke/intensify experiential value

Co-Creation Dynamics - Provider/Consumer

Co-creation is not only desirable but an essential ingredient in experience products.

It is vital to acknowledge that there are two sides to the dyad, and that both parties are contributors in turning the interaction into a valuable product. However, while co-creation does imply that both are necessary partners, it does not imply two similar partners. The experience provider and the guest do not having the same role in the process of creating an experience product, neither are they equal partners. They are not equal partner because the provider of an experience has a lot more information and control over the outer parameters of the interaction. The provider develops, prepares and structures the interaction. The experience provider designs the facilities and stages the activities. He also prepares the stimuli and plans how to build anticipation and how to disclose it for maximum effect for the consumer delight. The consumer participates within the given structure and reacts and interacts with what is presented there and then. The consumer selects an experience offering they hope to find enjoyable at some level, and then steps into it, knowing there are boundaries and expectation to his behavior, and accepts the restrictions and takes directions, assuming this will be to his benefit. Creating experiential value in a commercial setting is not about a

random meeting in the woods. It's a transaction were the provider need to be prepared to provide the right elements, so that the consumer can step inside, react and act. The more fully and thoroughly, thoughtfully designed and prepared, the more the consumer will be made to feel that events unfold effortlessly.

Propositions Regarding the Co-Creation of Experiential Value

1) Experiential value is evoked by (a provider's) external stimuli, inducing a subjective experience to arise in the consumer

2) Experiential value is subjective in so far as it is filtered by and occurs in the person consuming it. It is not the particular stimuli in itself, but each person's "subjective membrane" that is decisive for whether the stimuli will be suitable and able to arise experiential value in the consumer

3) Experiential value is always co-created because there always has to be some content provided, as well as a subject that is physically and mentally present to interact with and react to the content, for experiential value to result

Conclusions/Contribution

The research has identified seven essential factors for evoking experiential value. Presented as propositions that suggest the principles for how and why these factors work to induce experiential value. Identifying and describing these driving factors is vital for thus equipping practitioners with more knowledge and tools for developing enhanced experience products in experience based tourism. Furthermore, previous discussions on co-creation have tended to see co-creation mainly as physical and practical involvement in delivering a service outcome. Here the discussion is shifted to discussing co-creation's role in bringing forth psychological aspects and experiential value. Moreover, the concept and the role of a "subjective membrane" were introduced.

By specifying the process and value creating elements in creating experiential value and superior experience products, experiential value can begin to be recognized and evaluated in its own right and as an independent universe. To move forth, not only does experiences as a category need to be separated from services, we need to separate and understand experiential value quite apart from the criteria that warrants service quality, as well.

Examining Effects of Acculturation on Service Failure Responses: Insights from Australian-Chinese Consumers

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The topic of acculturation has received some attention in both the tourism and hospitality context. From the consumer perspective, research has examined the impact of acculturation on dining-out behavior of Chinese and Korean immigrants in Canada and the US respectively (Yang, 200; Bojanic & Xu, 2006; Rajagopal, Zheng, Kang & Lee, 2009), restaurant selection of Korean Americans versus US born non-Koreans (Magnini, 2010) and travel behavior (Lee & Cox, 2007). These studies found that the extent of acculturation resulted in significant differences among respondents in terms of dining-out behavior, restaurant selection and travel behavior. A related stream of research focused on acculturation of Chinese consumers, including that of Chinese-Americans (e.g., Kaufman-Scarborough 2000), Chinese-Canadians (e.g., Chen, Aung, Zhou & Kanetkar, 2005) and Australian-Chinese (e.g., Quester & Chong, 2001; Quester, Karunaratna, & Chong, 2001), with study contexts of these studies ranging from food consumption to consumption of durable goods. In the context of service failure/recovery research, several studies have focused on Chinese customers and their reactions in service failure/recovery situations (e.g., Hoare & Butcher, 2008; 2011; Hui & Au, 2001; Lee & Sparks, 2007; Liu et al., 2001, Magnini & Ford, 2004). However, to date none has examined the effect of acculturation among Chinese consumers in the context of service failure and recovery. Yet, this appears warranted and timely given the increased importance of Chinese travelers for many tourist destinations and service providers around the world (e.g., Cripps, 2013; Xinhua, 2011), combined with the fact that service recovery measures that have proven successful for Chinese consumers who live in Mainland China may not be suitable for Chinese who have been exposed to vastly different cultural influences and norms when residing in a Western country.

This study examined the moderating effects of acculturation modes (integration, assimilation, separation) on the responses of Australian-Chinese to a service failure situation, and contrasted it with those of Chinese residing in Mainland China. The service failure situation was characterized by two variables that were manipulated at two levels: 1) Location of the Service Failure (Australia versus Mainland China) and 2) Occasion (family versus business). The setting for the service failure was a restaurant setting. The study employed a 3 (acculturation) x 2 (Location of the Service Failure) x 2 (Occasion) between-subject experimental design, whereby acculturation mode was measured, and location of the service failure and occasion were manipulated. The dependent variables were face, word-of-mouth (online and offline), satisfaction and repeat visitation. Data was collected from a sample of 300 Australian-Chinese and 300 Mainland Chinese, drawn from a panel of consumers residing in large metropolitan centers in Australia and Mainland China respectively.

Results indicated significant differences among respondents, depending on the extent of their acculturation, that need to be considered by service providers targeting a multi-cultural customer base. This research is unique in that it explores the impact of culture in the service failure context beyond the prevalent Western/Asian consumer differentiation. Theoretical and practical implications of study findings will be discussed.

Experience-Based Brand Personality as a Source of Value Co-Creation: The Case of Lofoten

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1. INTRODUCTION AND PURPOSE

Consumers seek to exercise their influence on the firm, and they want to interact and "co-create" value together with the firm (Prahalad and Ramaswamy, 2004). The future of innovation is co-creation of value through personalized experience (Prahalad and Ramaswamy, 2003).

A clear and attractive brand personality for a tourist destination would help tourists and tourist destinations in the co-creation of experience value, because it provides a foundation for dialogue, risk assessment and transparency.

A tourist destination's brand personality (TDBP) is a good metaphor for understanding the tourist's perception of a tourist destination (Morgan et al. 2002). TDBP is defined as "the set of human characteristics associated with a destination" (Ekinci og Hosany, 2006, p. 3). A distinctive and attractive TDBP creates value for the tourist and the tourist destination because tourists are more satisfied with a holiday visit when the tourist's self-image is in accordance with the perceived TDBP (Murphy et al., 2007a). A tourist destination's brand personality can also create symbolic effects for the consumer (Aaker, 1996), and can thus make a holiday a status symbol and an expression of a lifestyle (Aaker, 1996).

There is strong documentation of the TDBP's positive effects on tourist experience and value creation in marketing and branding. Still, research on TDBP is in an exploratory stage (Ekinci and Hosany, 2006). There is, for example, no valid instrument for measuring TDBP. The purpose of this study is to validate a measurement instrument for the brand personality of a tourist destination.

2. TEORETICAL PERSPECTIVE

Prahalad and Ramaswamy (2003, p. 12) suggest that "a new point of view is required; one that allows individual customers to actively construct their own consumption experiences through personalized interaction, thereby co-creating unique values for themselves."

Three main drivers of co-creation of experience value (e.g. Prebensen et al., 2013) are dialogue, risk assessment and transparency (Prahalad and Ramaswamy 2004). Knowledge about TDBP facilitates dialogue and interaction between firm and consumer. This interaction allows co-creation to take place and lets consumer and firm influence what experiences and experience value will be achieved. TDBP provides access to transparent information that facilitates interactions and dialogue between consumers and providers of tourism products. A TDBP helps firm and consumer to evaluate whether co-creation of experience can in any way harm the consumer. A TDBP may therefore be important to help a tourist with their risk assessment and to achieve the expected vacation experience.

TDBP provides some degree of transparency in that it helps the consumer with information about attributes and characteristics of the tourist destination. This can serve as a basis for comparison,

dialogue and experience value. The creation of this experience value is governed by the consumer (Vargo and Luch, 2004) and partly depends on the consumer's operant resources. Since operant resources are individual and heterogeneous, access to a TDBP helps a consumer to understand what experience value can be achieved at the specific destination.

Although access to information about TDBP is very useful for co-creation of experience value, there still are only three published studies of the brand personality of tourist destinations (i.e. Ekinci and Hosany, 2006; Murphy et al., 2007b; and Usakli and Baloglu, 2011).

The first attempt to validate Aaker's (1997) industry-neutral brand personality scale on a tourist destination was made by Ekinci and Hosany (2006). They found a three dimensional TDBP. Murphy et al. (2007b) studied the brand personality of two tropical nature based tourist destinations. In one destination they found a TDBP of three dimensions, and in the other destination they found a TDBP of four dimensions. Usakli and Baloglu (2011) examined the TDBP of Las Vegas, Nevada, USA. They found a TDBP of five dimensions.

Current research is not consistent with regard to witch personality traits to use to measure TDBP. The three existing studies have found TDBP to have three, four and five dimensions. To facilitate the co-creation of experience value among tourists and tourist destinations it is of outmost importance to have access to a reliable and valid instrument to measure TDBP.

3. METHODOLOGY

We have followed commonly agreed upon procedures for determination the dimensionality of a construct (Churchill, 1979). A cross-sectional survey design was conducted using questionnaires. The target population is summer tourists visiting Lofoten, a nature-based tourist destination in Nordland. A sample of 234 respondents was personally contacted outdoors at resting places, restaurants, and in cars and boats in Svolvær, the centre of Lofoten. First, they were asked if they were visiting Lofoten as tourists, and if so, they were asked to fill in a questionnaire. By contacting tourists at their holiday destination, we ensured that the respondents have actual experience as tourists in Lofoten. Using a homogeneous samples of Norwegian tourists allow us to control for random sources of error (Calder et al., 1981). The data in the present study was collected in 2010, and was the first study to use a sample exclusively consisting of tourists on holiday in the examined destination. As actual tourists at the destination examined, they should be in a good position to evaluate the TDBP of the selected destination, Lofoten.

The measurement instrument uses the same 20 personality traits as that of Murphy et al. (2007b), because that was the state of the art. The measurement instrument includes the 20 personality traits shown in table 1.

Insert table 1 about here

All items were measured using a five-point Likert scale anchored with "to a very small degree" (1) and "to a very large degree" (5). The same type of scale was used by Aaker (1997), Ekinci and Hosany (2006) and Murphy et al. (2007b).

The data was analyzed using exploratory factor analysis. This analysis used a rule of thumb from Hair et al. (2010) which specifies that factor loads greater than 0.50 are generally considered necessary for practical significance. There is no statistical guideline for evaluating the variables communality, but .50 will in many cases be regarded as a minimum for keeping the variable in the analysis (Hair et al., 2010).

4. FINDINGS AND DISCUSSION

As shown in Table 1, the exploratory factor analysis identified four factors with eigenvalues larger than 1.0. All four factors have Cronbach's alpha higher than the minimum requirement of .6 suggested for exploratory research (Hair et al., 2010).

Insert table 2 about here

The first factor was named “ruggedness” and consists of five personality traits with loadings higher than .5. These are: rugged (0.822), tough (0.871), outdoorsy (0.756), charming (0.574) and exciting (0.572). These personality traits have no high cross loading on other factors. The explained variance is 28.48%. Cronbach's alpha is 0.8.

The second factor was named “sophistication” and consists of seven personality traits with loadings of about .5 or higher. These are: intelligent (0.686), sophisticated (0.676), competent (0.656), up-to-date (0.623), upper class (0.617), successful (0.535) and cheerful (0.493). These personality traits have no large cross loadings on other factors. The second factor has an explained variance of 11.08%. Cronbach's alpha is 0.8.

The third factor was named “naturalness” and consists of five personality traits with loadings higher than .5. These are: honest (0.746), down-to-earth (0.653), sincere (0.641), wholesome (0.640) and reliable (0.558). The personality trait “reliable” loads relatively high on the second factor (sophistication) with a factor loading of 0.491. This third factor has an explained variance of 8.59%. Cronbach's alpha is 0.8.

The fourth factor was named “activeness” and consists of three personality traits with loadings above .5. These are: imaginative (0.658), spirited (0.645) and daring (0.578). The personality trait “daring” has a relatively high cross-loading (0.432) on the first factor (ruggedness). The personality trait “imaginative” has a relatively high cross-loading (0.382) on the third factor (naturalness). This fourth factor has an explained variance of 8.59%. Cronbach's alpha is 0.6.

5. CONCLUSION AND IMPLICATIONS

The investigation of the brand personality of Lofoten used a measurement instrument consisting of 20 personality traits. The exploratory factor analysis resulted in four factors named: ruggedness, sophistication, naturalness and activeness. Our study shows that tourists are able to associate personality traits with the tourist destination, and these associations can be measured with our measurement instrument.

Tourist destinations’ managers can use this instrument for analyzing and designing the tourist experience, and planning towards co-creating experience value thru dialogue, risk assessment and transparency. Tourists are more satisfied when the tourist's personality/self-image is in accordance with the perceived TDBP, and this congruence should be supervised by tourist destination managers. Tourist destinations that communicate a preferred TDBP will enhance the co-creation and increase the experience value. Increased customer interaction on social media will influence firms and increase the co-creation with customers.

The validated instrument can be used to identify the personality traits that build the various dimensions of a TDBP. Attractive personality traits can be communicated through marketing mix;

product, services, marketing communication, price and distribution channels. Advertising can highlight tourist activities and typical guests that promote the preferred TDBP, and thus decrease risk and increase transparency and experience value.

Table 1: Personality traits

Charming	Exciting	Reliable	Successful
Cheerful	Honest	Rugged	Tough
Competent	Imaginative	Sincere	Upper class
Daring	Intelligent	Sophisticated	Up-to-date
Down-to-earth	Outdoorsy	Spirited	Wholesome

Table 2: The factor structure of brand personality

	Factor 1	Factor 2	Factor 3	Factor 4	
	RUGGEDNESS	***SOPHISTICATION***	***NATURALNESS***	***ACTIVENESS***	**Communality**
Rugged	**.822**	.034	.110	.085	.697
Tough	**.781**	.103	.155	.141	.665
Outdoorsy	**.756**	.026	.220	.046	.623
Charming	**.574**	.293	.170	.371	.581
Exciting	**.572**	.162	.193	.250	.453
Intelligent	.117	**.686**	.273	.059	.563
Sophisticated	.199	**.676**	.184	.157	.555
Competent	.030	**.656**	.289	.108	.526
Up-to-date	.095	**.623**	.009	.116	.411
Upper class	.126	**.617**	.283	.363	.608
Successful	.343	**.535**	.298	.011	.492
Cheerful	.257	**.493**	**.339**	.243	.483
Honest	.112	.080	**.746**	.102	.586
Down-to-earth	.301	.010	**.653**	.257	.583
Sincere	.267	.024	**.641**	.152	.506
Wholesome	.238	.176	**.640**	.069	.502
Reliable	.062	.491	**.558**	.109	.569
Imaginative	.075	.178	.382	**.658**	.617
Spirited	.061	.061	.228	**.645**	.475
Daring	.432	.216	.043	**.578**	.569
Eigenvalue	5.70	2.22	1.72	1.43	
Explaines variance by factors (55.31 %)	28.5	11.1	8.6	7.2	
Cronbach's alpha	.80	.76	.77	.62	

Backpackers looking for authentic experience: A case study of Korean Backpackers in Europe

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Purpose
The study investigates a niche area of hospitality – Korean backpackers' overseas backpacking which is recognized as a business activity rather than a form of travelling style. Drawing from the Experience Economy literature, it provides a structured overview of the phenomenon of Korean backpackers; particularly, the research studies the culture and values of Korean backpackers in between their journeys and after their return home in Korea.

Theoretical perspective
In the literature review the backpacking phenomenon is presented both as a stage in the evolution of the hospitality industry and the emergence of the Experience Economy. Firstly, the Korean backpacking phenomenon is explained by tracing its root to the liberalization of travel market in Korea, how it started and role of media as developmental phases, the influence of Han Biya, and impact of Hallyu as intercultural element. Next, backpacking is claimed as a hospitality activity which involves and incorporates all three domains; social, private, and commercial as proposed by Lashley et al. Backpackers are called *moving people, thinkers and experience seekers* and they can be categorized as *stay-over consumers* who change places from time to time, compare, and share or criticize about the consumed products and services based on their authentic experiences.

Design/methodology/approach
The overall methodology might best be classified as ethnography. Most of the data were gathered during 12 backpacking trips by Bae, when she visited 50 different cities in 12 different countries for 139 days. The formal coding processes, instant and constant analysis during the process of interviews and observations, and discourse analysis have taken place during the research process. The data are a combination of semi-structured interviews, personal diaries kept by individual backpackers and correspondence with the backpackers after their return home.

Findings/discussion
The findings are presented as a series of life histories. Many of the Korean backpackers stay in so-called Minbaks, Korean hostels that can be found in major cities in Europe. These hostels provide a sense of safety to the travellers, and at the same time allow them to be close to the environment that they visit and thus allows them to have an authentic experience in a foreign country. They report on the hardships and how they overcome them, but also on the WOW-moments. Many report after their trip that they have grown as a person and dream of going backpacking again soon. In summary, one can say that their demands have shifted from an atmosphere of 'having' to 'being' and from 'experience like' to 'authentic'.

Conclusion/Contribution (originality/value)
What can be learned from the Korean backpacking phenomenon is just the first step in the exploration of Easterners' backpacking styles in hospitality. Not only Koreans, but many other Asians and people from developing countries, can now afford to buy abroad experiences, especially in packages or backpacking manner at least. Therefore, development of backpacking infrastructure has to be proposed by the hospitality industries and supported by the government and nations. The study demonstrates the value using the Experience Economy literature to understand how best to create value that results in more fully satisfied moving customers, or stay-over customers. As the experience seekers are expanding in numbers in the Experience Economy, in depth studies of Eastern backpackers is necessary.

Board Roles and Innovation in Boards in Collaborative Tourist Organizations

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Purpose

This study explores support for innovation in boards in tourist organizations, and compares support for innovation with involvement in more traditional roles and responsibilities for directors; that is control, service, and strategy. Taking a corporate governance perspective, we compared directors in tourist organization structured as limited liabilities companies with directors in member organizations.

Perspectives

Tourist organization is defined as a destination-based organization that draws together a number of stakeholders with interests in tourism in a specific geographical area (Pearce, 1992), to achieve common goals, and strengthen the marketing, promotion, planning, or development functions of the destination (Goeldner & Ritchie, 2006). Organizations and destinations may be able to gain competitive advantages by bringing together the knowledge, expertise, capital, and other resources of several stakeholders (Bramwell & Sharman, 1999; Kotler, Rein, & Haider, 1993; Silkoset, 2004).

Corporate governance involves a set of relationships between a company's management, its board, its shareholders and other stakeholders. Corporate governance also provides the structure through which the objectives of the company are set (OECD, 2004). Boards of directors are described as a venerable instrument of corporate governance by Zahra and Pearce (1989) in their review of the impact of boards of directors. Forbes and Milliken (1999) understand boards as strategic decision-making groups, and acknowledge their existence rooted in the belief that the effective oversight of an organization exceeds the capabilities of any individual and that collective knowledge and deliberation are better suited to this task.

While there are a number of studies on tourist organizations' activities, there is little knowledge on corporate governance and internal affairs in this setting. Moreover, research on tourism governance has been largely exploratory and descriptive, with few suggestions about the characteristics of successful governance (Beaumont & Dredge, 2010; Beritelli, Bieger, & Laesser, 2007). Palmer (1998; 2002) found a significant positive relationship between the effectiveness of a tourism association and a "tight" governance style, showing that formal governance systems are beneficial for the achievement of agreed objectives. Pechlaner, Raich, and Kofink (2011) studied elements of corporate governance, dealing with effective leadership of the tourism organization, application of governance tools, and knowing and tending to stakeholders. The results showed that tourist organizations are aware of these corporate governance elements and their potential for effective control and management, though the extent of their application has been rather poor. Garnes and Grnhaug (2011) studied directors in tourist organizations and found board roles in line with Zahra and Pearce (1989). There appeared to be a gap between what were considered important responsibilities, and the level of attention given to specific tasks. Therefore, Garnes and Grønhaug (2011) called for studies investigating time spent on different tasks, to reveal what boards actually do, and whether some tasks are attended to at the expense of others. Likewise, Beritelli et al. (2007) called for broader empirical evidence and research on the operational reality of destination governance, e.g., studies of board members, their work, and working environment.

Limited companies have become increasingly important as a type of structure for Norwegian tourist organizations since the Government encouraged the tourism industry to structure their

collaborations as such in the 1990s. Additionally, organizations in Norway can be based on memberships with presumably the same structure and practice for corporate governance as limited companies. Legally mandated responsibilities in limited companies are established by the Company Legislation. Under Norwegian law, the board employs a manager, has the ultimate responsibility for the management of the company, and supervises day-to-day management and activities in general (§ 6). Board members may risk being personally liable in the execution of their duties for the company (§ 19). Thus, it is reason to explore whether there are significant differences between tourist organizations structured as limited companies, and other organizations.

Zahra and Pearce (1989) identified three sets of interrelated board roles: strategy, control, and service. Their categorization underpins the study of board roles in this study. The strategic role is understood as the level of attention given by directors to the various elements of the strategic process. Control includes monitoring and rewarding actions and performance. Service includes giving advice to management, representing the organization's interests in the society, and linking the organization with its external environment. Mathisen, Einarsen, Jørstad, and Brønnick (2004) maintain that the quest for creativity and innovation in products, services, systems, and work processes is a key factor to long-term organizational survival and success, and a great deal of research has been conducted to identify climate for work group innovation. The most studied model include support for innovation as a key condition for team innovation, as articulated and enacted support for attempts to introduce new and improved ways of doing things is a necessary condition for innovation to occur (Anderson & West, 1998). Thus, support for innovation among directors is considered a necessary condition innovatory behaviour.

Methods

Directors in 153 organizations were invited to participate in this study. The data were collected through a self-administered web-based survey sent to directors through managers. The final sample consisted of 307 directors (response rate of 35%). Data was obtained from 98 different boards (64% of the organizations). Board sizes ranged from 2 to 11 directors, with an average of 6.31 (SD=1.64). Responses on structure were obtained from 262 directors (response rate of 29% in the comparative analysis). 118 were directors in limited companies, and 144 in other organizations.

Four items measuring the degree of involvement in the strategic decision process was based on Fama Fama and Jensen (1983) and Judge Jr and Zeithaml (1992). Six items measuring control tasks and four for service tasks were in line with Huse (2007). Support for innovation was measured by three items from the short version of the Team Climate Inventory (Kivimäki & Elovainio, 1999), previously validated for a Norwegian context (Mathisen et al., 2004). The items were: "Members in this board are always searching for fresh, new ways of looking at problems. In this board we take the time needed to develop new ideas. The members of the board co-operate in order to help develop and apply new ideas." Responses were given on a 7-point Likert-scale.

Findings

Table 1 reports descriptive statistics. Strategy is the board role with the highest score, with a mean of 5.37 (SD=1.52). The mean for control tasks is 5.53 (1.40), and service 4.46 (1.45). Support for innovation has a mean of 4.80 (1.41).

	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Strategy	303	5,3721	1,52339	-1,198	,140	1,223	,279
Control	303	5,5259	1,39890	-1,265	,140	1,647	,279
Service	303	4,4612	1,44917	-,750	,140	,823	,279
Innovation	304	4,7950	1,40693	-,864	,140	,793	,279
Valid N (listwise)	299						

A one-way between-groups multivariate analysis of variance was performed to investigate differences in board roles between limited companies and other organizations. Three dependent variables were used: strategy, control tasks, and service tasks. The independent variable was organizational structure. Preliminary assumption testing was conducted to check for assumptions associated with MANOVA analysis. There was a statistically significant difference between limited companies and other tourist organizations on the combined dependent variable, $F (3, 258) = 3.04$, $p = .03$; Wilks' Lambda = .97; partial eta squared = .03. When the results for the dependent variables were considered separately, differences in strategy and control tasks reached statistical significance, using a Bonferroni adjusted alpha level of .017. $F (1, 260) = 7.17$, $p=.008$, partial eta squared = .03 for strategy, and $F (1, 260) = 6.69$, $p=.010$, partial eta squared = .03 for control. An inspection of the mean scores indicated that directors of limited companies reported slighter higher levels of involvement in strategy (5.71) and control (5.80), than directors of other organizations (strategy, 5.23 and control 5.38).

An independent-samples t-test was conducted to compare the support for innovation for directors from limited liabilities companies and other tourist organizations. There was no significant difference in scores for directors from limited companies (M =4.96, SD =1.31) and others (M= 4.73, SD=1.43), $t(259) =-1.38$, $p=.17$ (two-tailed). The magnitude of the differences in the means (mean difference =.23, 95 % CI: -.56 to .10) was very small (eta squared = .007).

Contributions

In this study we found a statistically significant difference between directors from limited companies and other tourist organizations regarding board roles. Directors of limited companies reported slighter higher levels of involvement in strategy and control than directors of other organizations. In support for innovation there was no significant difference in scores between the two groups.

The preliminary findings are relevant for both academics and tourism practitioners. This study adds to the resent tourism research stream dedicated to corporate governance, providing quantitative analysis and new knowledge of internal affairs in collaborative tourist organizations. Organizational structure has consequences for corporate governance and board roles, as structuring a collaborative tourist organization as a limited company increases the directors' involvement in strategy and control. The practical consequences of increased effort in such responsibilities are yet to be studied. Additionally, this study increases our comprehension of innovation in tourism – as it compares support for innovation with more traditional board roles. A difference in support for innovation was not found between the two groups. However, in this study support for innovation was amongst the lowest scores, indicating that traditional board roles are given more attention in the boardroom than attempts to introduce new and improved ways of doing things.

Digital Technology, Attraction Development and Cultural Sustainability at Heritage Museums

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The purpose of this case study is to identify and discuss the implications and the opportunities related to the employment of digital technology at fortress museums for exhibitions, experiences and learning.

Today, heritage museums are competing with many other commercialized tourism attractions and leisure activities in general. In order to keep up the attendance figures, heritage museums have to appeal to an increasingly fastidious audience who are well-traveled, more technologically updated, and more enriched with a multitude of experiences in different contexts than before. Many of these museums are in the process of renewal and address these challenges by initiating new approaches, such as dramatized history, interactivity and high-tech exhibitions. However, innovation is performed *ad hoc* on the top of the daily operation. Furthermore, there is little financial room for such innovation at heritage museums, especially those activities and installations which are based on digital technology. But the major problem is that too many technological installations and innovation projects end up in veritable "project cemeteries" at heritage museums because the lack of continuity, relevance, know-how and lack of technological upgrading. It's a veritable waste of both cultural and economic resources. In order to induce and maintain sustainability and long-term thinking in museum practices, it is an important matter to analyze the innovation and implementation process.

The EU-funded interregional project of IKON (Interregionalt Kultur og Oplevelses Nætverk) involved around 50 heritage museums in Sweden, Denmark and Norway in the years 2009-2012. The aim of the IKON-project was to initiate new activities and test out new technologies as a part of their tourism attraction development. In this paper, I choose to study the innovation process of two fortress museums of the IKON-project, Bohus (SE) and Bangsbo (DK), from a design-oriented perspective aiming to categorize and problematize the different exhibition technologies engaged, and finally, to sum up some of the experiences made during the implementation process. The empirical material is based on interviews with the staff – primarily the developers but also guides – observations, and literature on digital museum exhibitions. I also applied the method of the 'mysterious shopper' in order to reveal the daily practices by being an ordinary visitor.

The serial study shows that the implementation process of new technology in exhibitions is an extended and complicated process with lots of practical matters to take into account and where the creative side of the project is the smallest part: to consider the relevance of digital technology in the first place; to anchor and implement the project within the organization; to find the right technology and choose the right supplier; to continuously accumulate knowledge generated in interaction with the museum staff, the visitors, the developers and the technological installation itself; and finally, to pass on the know-how to the staff involved in the daily operation and integrate it into the future management which is very often neglected and not financed within the economic frame of the innovation project. This is one of the reasons why 'project cemeteries' of museum exhibitions occur.

Keywords: *heritage museums; tourism attraction development; innovation; digital technology; exhibition design*

Higher education institutions and tourist destination development – a challenge for triple-helix policies?

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During the last decade the expectations of higher education institutions (HEIs) to interact with their surrounding society has increased in the Nordic countries. The 'third mission' or 'third task', which the new role of HEIs is often called, has been added to the traditional roles of education and research. The third mission can take many forms, ranging from one-way transfer of knowledge and technology to providing relevant competences, actively supporting entrepreneurship and participating in innovation activities. In studies on the increasing involvement of universities in regional development, the triple helix model of cooperation between university, government, and industry is often referred to. This model has mainly focused on technology-based and manufacturing industries, while services industries such as tourism have not been a major concern. This is perhaps not surprising because the tourism sector is generally perceived as a low competence sector in terms of staff education level, and knowledge is rarely considered a key driving force. There is a general skills deficit in the industry, which is considered a barrier to innovation. Consequently, the need for research on the potential role of universities, in terms of providing a mediating and catalysing role in the innovation process of tourism firms, has been underlined, while the predominance in many tourist destinations of small and micro firms with limited financial and human resources is also seen as constituting a major obstacle for such strategies.

Starting from the assumption that interaction patterns are likely to reflect the specificities of both the tourist destinations and HEIs rather than a generic triple-helix approach, this paper aims to contribute with research on the different ways in which higher education institutions support knowledge processes and innovation in tourism. It involves two case studies that explore triple helix initiatives in the tourism industry in the region of Nordland in Norway, and the region of North Jutland in Denmark. Qualitative interviews have been carried out with key actors in both regions representing regional authorities, the universities, and the tourism industry. Thus, we approach the case study analysis with a focus on the three main actors of the triple helix: 1) the universities, their overall strategies for interacting with the surrounding society, and involvement in tourism-related research, 2) the regional development authorities and the policy frameworks for supporting incentives to bring together tourism firms and academia; and 3) actors working with tourism development in the case study regions. We base the analysis on an institutionalist approach to the study of public policy.

We explore the approaches in the two case studies to develop interaction between higher education/knowledge institutions and the tourism industry with consideration for the specific characteristics of innovation in tourism, and tacit knowledge in the process, e.g. intermediary organisations may be significant in the 'translation' of research-based knowledge to tourism firms. It is expected that the approach to support innovation processes in tourism are different than in industries more concerned with technological innovation and codified/explicit knowledge.

Iconicity and Major Visitor Attractions

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Major visitor attractions are often the focus of urban regeneration or major development schemes and considered to be responsible for drawing a relatively large number of visitors to their destination regions and/or their premises as well as enhance destination image. Expectations of economic revitalisation, generated by new development projects or schemes involving major visitor attractions have been defined as 'effect', such as the 'Eden Effect' in Cornwall, South West England and the 'Guggenheim effect' (Gomez & Gonzalez, 2001; Morrison & Mill, 1992; Plaza, 2000, 2000a, 2006, 2008; Vicario & Monje, 2003). A visitor attraction in this paper is defined as a single unit, an individual site or a clearly defined small-scale geographical area, based on a single key feature, which motivates large numbers of people to travel some distance from home for a short and limited period (Morrison & Mill, 1992; Pearce, 1991). Major visitor attractions in the literature are often referred to as facilities, institutions, development schemes and cultural artefacts. The various types of evaluation, feasibility studies or other analyses, require firstly a theoretical understanding of the mechanisms that influence market demands and the interaction of new major attractions with social and cultural features at the regional and local scales. Failure to understand these impacts can have far-reaching consequences, and developments which prove nonviable must often find on-going public funding to keep them operational (Weidenfeld, 2010). Such knowledge is essential in the assessment of any new projects with tourism, leisure and retail development potential of an area and is not exclusive to major visitor attractions or the tourism industry.

Major visitor attractions are often labelled as flagship or iconic in an attempt to harness their development to a policy imitative and attract resources (Smyth, 1995), which is not based on any conceptual, professional or definitional clarity. These labels are used synonymously and interchangeably by scholars and professionals in the context of development projects, institutions as well as attractions. It is essential to develop such clarity and provide supportive empirical evidence to discern between these terms including the recent conceptual clarity and the concepts of flagshipness and iconicity (Weidenfeld, 2010). Such an empirically based conceptual framework as well as developing ways of measuring the iconicity and flagshipness of visitor attractions could be used in marketing strategies and considered in the planning of new major visitor attractions. The current study develops an empirical measure of the concept of "iconicity" by focusing on the emotions and perceptions of international tourists by building on two existing constructs: authenticity and place attachment. Iconic structures' or icons including attractions, projects, institutions (used synonymously in the literature) were defined with regard to their image, since they were designed as a representation of evocative image, authenticity and/or unique mental perceptions of brand and image and therefore draw a large number of visitors to the destination region and not necessarily to their own premises such as the Eifel tower in Paris and the Opera House, Sydney.

Place attachment and authenticity constructs underlie the empirical observation, which relates between the visitor attraction as a tourism space and the way it is emotionally perceived by tourists. Place attachment as an emotional response is composed of four interrelated components in tourism (Gross & Brown, 2006, 2008; Hwang, Lee, & Chen,2005; Kyle et al., 2003, 2004; Ramkissoon et al., 2012; Tsai, 2012, Yuksel et al., 2010). The first component, place identity, represents the identification of the individual with a certain place or with its symbolic value and is composed of cognitive structures such as identification and memories (Gross & Brown, 2006, 2008; Hwang, Lee, & Chen,2005; Kyle et al., 2003, 2004; Ramkissoon et al., 2012; Tsai, 2012, Yuskel et al., 2010). The second component, place dependence, describes how much a specific place meets the tourists needs, and can be perceived as the functional attachment component (Gross & Brown,

2006, 2008; Hwang, Lee, & Chen, 2005; Kyle et al., 2003, 2004; Ramkissoon et al., 2012; Tsai, 2012, Yuskel et al., 2010). The third component, affective attachment, was tested only in few studies (Kyle et al., 2004; Ramkissoon et al., 2012; Tsai, 2012, Yuksel et al., 2010) and refers to the emotional aspects including strong feeling tourists feel towards a destination. The forth component, the social bond, does not relate directly to spatial aspects, but to the social relations a specific place enhances (Kyle et al., 2004; Ramkissoon et al., 2012). Most studies measured differences between tourists, with regard to their "place attachment" but overlooked the differences between various tourism spaces, such as visitor attractions (Gross and Brown, 2006; Droseltis and Vignoles, 2010; Lewicka, 2011) or artificial sites vs. authentic sites.

The latter differentiation, artificial vs. authentic sites is important, since Pine and Gilmore (2008) related between the perceived authenticity of a specific attraction and between the visitor experience. Kolar and Zabkar (2010) argued that authenticity is expressed by the enjoyment of tourists and by the tourists' perception of "how genuine are their experiences" (p. 654). They described the authenticity as composed of two interrelated components: consumer based authenticity and existential (self) authenticity. The first component refers to the subjects, while the latter portrays the objects. The main purpose of the current study was to elaborate the concept of iconicity and the definition of iconic attractions by relating it to the concepts of place attachment and authenticity. It is hypothesized that perceived "authenticity" would be predicted by the appeal of major visitor attractions to international tourists. This appeal would be characterized by feelings of "place attachment", amongst international tourists in general, and would be higher amongst tourists in major visitor attractions, that are considered more authentic and iconic than others.

Methods & materials

The study compares between the perceptions and attitudes of international tourists towards their experience of visiting major visitor attractions in Helsinki and Jerusalem, which have a relatively large number of visitors compared to other attractions in their regions. More specifically it compares between elements of authenticity and place attachment as perceived by international tourists visiting Helsinki Dome, Helsinki zoo, Jerusalem Zoo and the Tower of David. These attractions were selected as major visitor attractions which draw a significantly larger number of visitors compared to other attractions in their destinations. It was assumed that zoos were more likely to be characterised by lower levels of iconicity than the Dome and the Tower of David, which are often used as a representation of image and destination positioning of Helsinki and Jerusalem respectively as they appear in marketing materials (e.g. brochures, websites) and therefore are more likely to be perceived as authentic compared to zoos.

The first stage of data collection included a questionnaire survey distributed amongst international tourists in Helsinki (88 tourists in each attraction), which were analysed using parametric tests including reliability tests, T-test and regression analysis .The first part of the questionnaire includes statements/perceptions and the use of a Lickert scale (1"do not agree at all" to 7 – "very much") to measure the levels of authenticity (Kolar and Zabkar, 2010) and place attachment (Yuksel, Yuksel & Bilim , 2010; Kyle et al. 2004) amongst international tourists as well as several question regarding travel behaviour. The second part includes general information regarding the current trip (goal, composition of the travel party, etc) and personality questions such as gender and age.

Research and results

Following the first phase of data collection from the city of Helsinki, Finland, preliminary results show that Helsinki Dome is considered slightly more authentic than Helsinki Zoo by international tourists (M = 4.23>4.54, $p<0.05$), but they are not significantly different in their "place attachment" (4.15/4.00, $p>0.05$), which confirms the study's hypothesis. A regression analysis shows that both place attachment and the type/location of the specific major visitor attraction (i.e. Helsinki Dome or

Helsinki Zoo) predict the perceived authenticity. [F (2,171) = 144.803, adjusted R^2 =.624, p<0.005,]. The findings from Jerusalem's attractions are still being collected and analyzed, thus, they are not discussed yet.

Discussion

The study elaborates the concept of iconicity by examining whether and how it relates to elements of place attachment and authenticity. The preliminary findings from two major attractions in Helsinki contribute to our understanding of iconicity. While place attachment was found to be related to major visitor attractions in general, the concept of authenticity was found to be positively related to major attractions which are marketed as icons and symbolised the local culture and heritage of specific destinations. These results suggest that the "place attachment" concept explains the general appeal of major attractions, or "must see" attractions, which distinct them from other ordinary visitor attractions. However, the characteristics of a specific attraction, and especially its relation to heritage and iconic symbols, contribute for their authenticity compares to others in their destination region.

These findings contribute to the literature and our understanding of the impact and importance of major visitor attractions. It shows that these aspects can be considered in terms of the nature of the visitor experience, rather than in terms of conventional aspects, such as visitor numbers and economic, social and cultural impacts.

Encoding destination messages in media coverage of an international event: a case study of the European Athletics Indoor Championships

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Purpose:
The destination management strategy of enhancing destination brands or market position via international sport events is one of the main reasons for destinations to engage in event bidding. The strategy raises questions regarding the process of encoding a destination's message into the media reports from an international sporting event and what are the perceived challenges of that strategy? It is the process of encoding that message into the media coverage of an international sporting event the article aims to describe.

Perspective:
PR and publicity is one of the market communication modes for an organization to reach out. The theoretical fields of PR strategy and the persuasive communication model have been employed to structure the description of the process in this case.

Research design:
The research is designed as a qualitative case study. The data has been obtained from multiple sources before, during and after the event. Main methods have been interviews, field studies and document analysis. Interviews were performed face-to-face, via telephone or e-mail with representatives of the involved organizations. The field studies were structured as a "walk in the footsteps of the media representatives" in order to observe activities and cues signaling the destination message.

Findings:
The study shows that the DMO is involved in two different processes in order to influence the message transmitted from the event. The first process is mainly around the TV broadcast which is negotiated before the event. The second process - the news coverage process - is occurring during the event. The latter relates to the DMO's attempts to persuade gatekeepers of international media to include the destination message in their reports by the use of both direct and indirect cues and activities. Twelve such activities were found, described and categorized. Challenges to the encoding found were e.g. media professional's formal assignment and the match between event and destination values in order for the DMO to communicate a newsworthy message.

Contributions:
The study's findings might practically implicate on a DMO's strategy for publicity (negotiation versus persuasion) and the intended message; an effective message might start with the match between event and destination values. PR strategy and publicity was an appropriate lens for the description of the DMO's action. Two communication models were used; the information-based model and the persuasive communication model were employed to relate to the micro level communication by DMO representatives in order to influence the news media gatekeepers. One contribution is the application and synthesis of the two communication models in the setting of an international sport event.

Keywords**:** destination management, branding, sport events, public relations strategy, persuasive communication, publicity

The real deal? Danish micro-Orientalism at the Shanghai World Expo 2010

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Purpose

This paper presents the exhibition of Welfairytales, the Danish contribution to the World Expo 2010 in Shanghai. Based on the Expo's ambition to showcase the universal livable city, Welfairytales is presented by its organizers as 'the real deal', an opportunity for the (Chinese) visitors to tangibly experience sustainable urban life in Denmark.

Despite the attempt at being culturally sensitive, we show that the Danes have Orientalized the Chinese. Closer analysis of the exhibition displays how the Danish pavilion presents a Danish Self, which is opposed to the Orientalized Other.

Theoretical perspective

We use two theoretical perspectives to frame this study. The first is auto communication and the other Orientalism. The former deals with how a culturally embedded, normative and tacit logic is inadvertently communicated, which clashes with local Chinese practices and in turn allows the Danes to reinforce or reaffirm the view of a less sophisticated Chinese Other. Micro-Orientalism, a term we are introducing, deals with the specific practices and processes in the formulation of the inferior Other.

Research Design

Both researchers were at the Shanghai Expo, albeit different times. They made observations and spoke to people. Carine Ren systematically collected data over a two-week period. Documents and media stories were used to triangulate data, and to provide a more holistic analysis of Welfairytales.

Discussion

This study concentrates on two big themes in Welfairytales, namely, green and authenticity. The efforts to exhibit Denmark as green and authentic were much easier said than done. Manifesting these ideas in a pavilion means they have to be reinterpreted within practical and regulatory constraints. What is taken-for-granted cannot be easily translated into practice at the pavilion because the Danish ways have been uprooted from the embedded contexts in Denmark. For example, cycling may symbolize environmentalism but is dangerous when one has to cycle up in an enclosed area, and in a society that uses a different type of bicycles. Regardless, the misfortunes (e.g. a broken leg) are construed as the Chinese are unused to a sustainable lifestyle. The 'correct' Danish ways of living in and with the city in the Welfairytales pavilion were continuously seen as challenged or endangered by the Other's less correct ways of performing Danishness.

Contributions

Our case demonstrates how branding practices intertwine with on-site performances, cultural discourses and power in concrete settings in different, often unforeseen ways. Also it shows that even though the global power balance is shifting from West to East and from North to South, forcing the world to become

more sensitive to differences and more respectful to and knowledgeable of other countries, processes of Orientalism continue to this day even though its rhetoric is less poignant.

A Strategic Approach to Develop and Maintain Sponsorship Income for Events

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Purpose and Theoretical Perspective
The financing and revenue structure of events (festivals) has received comparatively less attention in research compared to the importance to secure financing for successful sustainable event management. Existing research reveals that differences in revenue sources and sponsorship (public or corporate) income exist in regards to event ownership or various cultural and social reasons. This research aims to contribute to sponsorship research as well as to event management theory and practice by discussing specific actions that event managers can take to increase the event value to grant-giving institutions and to sponsoring corporations.

Design/Methodology
Quantitative and qualitative data from 260 festival managers in Australia, Norway, Sweden and UK are compared with respect to their perceptions of success, events' revenue sources, ownership and other factors thought to influence revenue generation. Various strategies and activities that an event manager can undertake to enhance its external revenue generating potential are investigated for statistically significant effects on grant and sponsorship potential.

Findings / Discussion:
Grants and sponsorship represents 45% of the total revenue - considerably more than other sources such as ticketing or merchandise. Respondents were asked if their events applied strategies to secure sponsorship or grant income and strangely festivals that indicated they have "lobbied for money or other benefits" have not been significantly more successful than other festivals in generating external sponsorship revenue. To "develop a formal marketing partnership" seems to be a moderately successful strategy to increase external revenue and to "bring sponsors together for their mutual benefit" seems to be the single most effective strategy to secure increased corporate sponsorship income and to boost sponsorship potential. Festivals that have used this strategy have significantly higher corporate sponsorship.

Conclusion / Contribution:
Existing literature suggests that sponsors attach a lot of value to networking and B2B business opportunities, and our results support this. The need for full-time employees at events may also increase when taken relationship management with corporate sponsors seriously, and our regression analysis indicates that the number of full-time employees significantly and positively influences external revenue. Our research also confirms that the brand of a festival is highly valuable in creating sponsorship income. Media attention is a major issue for corporate sponsors, and if the festival is able to create good relations with media this helps to increase sponsorship revenue potential.

Keywords:
Events (festivals), Event management, Sponsorship strategies

Dear international guests and friends of the Icelandic horse!

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Abstract
Landsmót is the national championships for the Icelandic horse and a major festival for the special interest group that is addressed by the organisers as *Friends of the Icelandic horse*. Icelandic nature is evoked in the discourse of breeding, training and marketing the Icelandic horse through a rather sophisticated organisation in over 70 countries. Conversely the native breed of horses, the culture of horsemanship in Iceland is used extensively in the destination marketing of Iceland.

Participant observation was conducted at the 2012 Landsmót in Reykjavík by two independent observers, one native Icelandic speaking and one as an international visitor. The initial results raise interesting questions about attending and belonging to a niche market, insiders and outsiders, back and front stage and the myriad of distinctions made in the flow of an event.

Introduction
Landsmót is the national championships of the Icelandic horse, held since 1950 and from 2001 a biannual event (Landsmót, n.d.). The Landsmót has a counterpart in the World Championships of the Icelandic horse which is held on the alternate year outside Iceland. These events are a vital part of the ongoing invention and construction of equestrian heritage based on the Icelandic breed of horses (Hobsbawm & Ranger, 1983). The purpose of the study is to map the event experience with attention to how the program + site + visitor equation shapes the event.

There is a knowledge gap in the event literature regarding event audiences as a whole or a body rather than as individuals. Interesting studies have been conducted with GPS and other mobile tracking devices to map the way in which a guest moves around an event site (Pettersson and Zillinger, 2011; Versichele et al., 2012). Much attention has also been devoted to crowd management, particularly problems of congestion, owercrowding and safety concerns (Klauser, 2012). The crowd experience, normal crowd flow and occupation of an event site and program, and the collective consciousness of a crowd on the other hand is less investigated but must surely be seen as the heart of the event attraction and experience.

Events may offer opportunites for social bonding and community development, as groups of participants (including organisers and spectators) come together in a communal space and time that is somehow seperate to everyday life (Ziakas and Costa, 2010). Participants gather together with a shared focus and usually a shared interest in the event, and this can promote increased camaraderie, understanding and friendship (Filo et al., 2009). Sports events have been found to be powerful catalysts for intercommunity engagement, even within divided societies (Schulenkorf, 2010; Schulenkorf et al., 2011). The event within this case study, Landsmót 2012, offers an interesting site for exploring ideas of community and unity, as it is an event that is both international in reach and stated aims, yet also very local/national in relation to aspects of organisation, in practice, programme and focus.

The Icelandic horse has considerable organisation around breeding, training, exhibitions and sports events for the breed. This includes an official decree on the origin and breeding of the Icelandic horse (Reglugerð um uppruna og ræktun Íslenska hestsins 442/2011), an international stud book, events, educational programs and not the least, equestrian tourism. In the marketing discourse the official land of origin for the Icelandic horse is central and conversely the Icelandic horse is an icon used in destination marketing of Iceland. The pure bred horse fits the slogan of purity used for destination marketing of Iceland for years.

A horse reared in the open, outside all year and roaming vast pastures constitutes a strong tenet in the discourse is that conditions and traditions in Iceland are natural. That is, with access to land and the possibility to raise foals in the herd roaming mountain pastures as opposed to in a built environment, the horse enjoys freedom (Helgadóttir, 2006). To be free to roam in nature unfettered by humans is of course an ideal at the heart of tourism and hence the horse and by association the rider, have symbolic status in the tourism discourse.

Research method

While event management literature focusses on the social, economic and environmental impact of events there is dearth of research on the event experience. Following Getz et al (2001) and Pettersson and Getz (2009) who advocate a more phenomenological perspective for research on events, a study based on participant observation of Landsmót 2012 in Reykjavík was conducted. The spatial and temporal qualities of the event were observed but in this presentation the focus will be on the difference in experience for an international and an Icelandic guest. The research question concerned how the setting and physical environment interact with the event focus (horse riding and breeding-related activities) and how this shapes the visitor experience.

The data collection and analysis were conducted in the tradition of ethnographic field research with two observers independently recording their experiences and observations as guests at the event. Recording was systematic and continous with field notes and photographs chronologically following the event as experienced from buying the ticket to leaving the site for the last time. Comparison began after the field notes had been completed and photographs tagged and organised by each observer.

Initial results

In the first round of analysis of field notes a new theme became evident, the Icelandicness of this event which is cherished by international as well as domestic friends of the Icelandic horse. The use of language, the inherent assumptions about background knowledge, the use of national symbols such as the national flag, the presence of the president, the use of national dress as well as the more intangible experiences of visitor and staff actions were analysed with an eye out for the different interpretation of an Icelandic and UK observer.

The results indicate an interesting ambiguity between the national and international role and character of the event. While on one hand attractive for overseas equestrians it is not completely accessible and the non Icelandic speaker is at times mystified by the proceedings and challenged in navigating the site, the program and in understanding the ethos of the event. Curiously some of the same aspects remain mysterious even with the facility of language. While the site clearly has its front stage and back stage, there are also intangible distinctions that define the insiders and outsiders (Bourdieu, 1984).

Conclusions

The Landsmót and World Championships are thus not only competitions and horse shows, they are marketed and received by visitors as celebrations of the Icelandic, a breed that thousands of horse enthusiasts have formed an attachment to. This attachment comes with baggage. While the marketing of the horse requires it to become international, the niche carved out for this particular breed is in the discourse of Icelandic nationalism. The international guests at Landsmót are a niche market in tourism, they are as the event organisers address them: Friends of the Icelandic horse. They show their allegiance in various ways, by visiting the country of origin, by wearing the Icelandic sweater (Helgadóttir, 2011), by knowing what tölt is – and by hanging out at Landsmót. While Bourdieu (1984) discusses the role of sport in building and maintaining social distinctions using the large scale social constructs of class and gender, the results reported here suggest a complex set of distinctions involving special interest, origin and role at an event where the issue of origin, of nationality figures prominently.

In many respect friends of the Icelandic horse undoubtedly share much with other connoisseurs or special interest groups attending events that are part of the festivalisation of the sub culture in question, in this case Icelandic equestrianism. What sets this apart is the national symbolism inherent in the special interest attracting visitors to the event and to the destination. For tourism and event management the study raises interesting questions and issues regarding the insider – outsider experience, front and back stage presentation and how language, layout and labour of the event affect program, site and visitor.

Keywords: Event management, visitor experience, international visitors, horse, participant observation

How web 2.0 and social media is utilized by Finnish festivals and events

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Perspective

Over the past two decades the Internet has impacted the tourism sector considerably (e.g. Buhalis and Law, 2008). Tourists use the Internet and mobile devices in all phases of their travel; to plan and book their holidays, sharing their holiday experiences, and even to determine the elements of services and products desired in the future (e.g. Buhalis and Law, 2008). This kind of development has also launched discussion about "a new type of customer" (Bhalla, 2011). It is said that the web 2.0 have transformed travellers from passive consumers to active prosumers (producers and consumers) (Sigala, 2012a).

Diverse industries (including tourism and hospitality industry) have realised the possibilities the information technology and web 2.0 tools can provide for business management. Web 2.0 - comprising applications and technologies that help people to network and integrate users into the value chains of organisations - provide a wide toolset that can be used to collaborate with consumers, manage information and knowledge, co-create experiences together with consumers and enhance the perceived value of the services and products (e.g. Cova and Cova, 2002; O'Reilly, 2005; Sigala, 2012b). Web 2.0 and social media are seen as an effective and low cost way to increase connectivity, enhance marketing as well as improve productivity and competitiveness (e.g. Lee, 2011).

Diverse firms and organisations differ in the level and the degree of adoption and integration of these web-based tools in their operations in view of the fact that many different factors influence on the adaptation and use of these technologies (Sigala, 2012a). Some studies have examined the adoption of Internet and web 2.0 tools in tourism sector (e.g. Sigala, 2011; Hede and Kellet, 2012; Cakmak, 2012). For example, some of the studies focus on MICE (meetings, incentive, conferences, and exhibitions) industry (e.g. Kim et al., 2011; Rothschild, 2011). Still the use of web 2.0 and social media within the festival and event industry is lacking research information.

Purpose

The aim of this study is to examine on what extend, how and to what purposes social media is used by festival and event managers in Finland. The paper focuses especially on what different social media applications and tools events and festivals use, and to what purposes social media is used. In addition it is studied if there are differences between diverse events and festivals (e.g. based on size or content of an event/festival) in terms of how social media is used. Finally the challenges of use or acceptance of social media are discussed.

Data and findings

The primary data were collected by conducting an electronic survey and was complemented with phone interviews. The main target group for this research was Finnish cultural festivals and events but sports events were included in the target group as well. Criteria for selecting festivals and events for the study target group was that the festival or event is held annually or otherwise regularly (e.g. every second or third year) and is more than one day in duration (with few exceptions), the event has clearly definable organizer and the event has web pages with contact information. Different small village or town celebrations, food festivals and markets as well as fairs and exposition were excluded from the target group. Altogether the target group consisted of 440 Finnish festivals and events.

The electronic questionnaire was designed based on previous studies of utilization of social media and Internet, and web based new service development in tourism field (e.g. Sigala, 2012c). Festivals and events use of social media was asked with few general mainly binary or multiple choice questions, for example, does the festival use social media at the moment, and if yes how and how often. Events and festivals were also asked if there were any challenges for social media use for their organization (e.g. lack of money, lack of time, not enough know-how, bad experiences). Following the general questions the respondents who use social media were asked about the use of social media in service development, knowledge management and customer relationship management (scales and questions adapted from Sigala, 2011; Sigala, 2012c and Sigala 2012d). The festival and event organizers were also asked to define why their event uses social media for service development and what are the biggest challenges or obstacles for using social media for service development. These lists of benefits and risks or obstacles were adopted from previous studies as well (e.g. von Hippel, 2001; Alam, 2002; Enkel at al., 2005; Lagrosen, 2005; Sandberg, 2007). Nevertheless the wide range of questions in the survey this study concentrates especially on what different social media applications and tools events and festivals use, and why, and to what purposes social media is used. In addition the differences between diverse events and festivals (e.g. based on size or content of an event/festival) in terms of how social media is used is examined. The use of social media in service development, knowledge management and customer relationship management are reported in their own articles (e.g. Pasanen & Konu, forthcoming).

The questionnaire was first tested by few event organizers and after some clarifying modifications the link to the survey was send to all 440 respondents by email on 29th of April and resend on 7th of May. After that about 80 most significant events (by size and familiarity) were contacted by phone and asked to answer the questionnaire. A final reminder of the survey was sent on 3rd of June. Overall, 99 usable responses were received with the response rate being 23. The data were analyzed by using statistical methods.

According to the findings the Finnish festivals and events have adopted the use of social media in some degree in practical level but not that much in strategic level. Only one fourth of the events had a social media strategy, and about one fifth of the events were planning to make one. Almost half of the events hadn't a social media strategy or they weren't even planning to make one within one year. However, 96 percent of the respondents told that their event uses social media at the moment in some of their practices.

Over half of the events that use social media have used it from two to three years, 14 percent have used it less than two years and 32 percent four years or longer. In almost all (92 %) festivals and events that use social media, the usage and follow-up of social media is part of one or more employees'/volunteers' job description. In this light it seems that the events have understood the importance and benefits of using social media and the negative attitude towards social media (social media being entertainment and waste of work time, e.g. Sigala, 2012c) is disappearing. The use of

social media by respondent events is quite regular. However, only less than five percent of events use social media every day, but on the other hand over 30 percent use it multiple times a week year round. Social media is used once a week all year round by 17 percent, from two to three times a month by 18 percent, and more rarely by 15 percent of events. Less than 15 percent of events do not use social media year round. During the event the use of social media is even more regular and common.

All the events and festivals told that they use social media in marketing, advertising and communication. Almost 70 percent of festivals are using social media to customer relationship management and to knowledge management. Around 65 percent of the events and festivals also use social media in (new) service development. Little less than half use it to collect user generated content as well. The most common social media tools that are being used are social networking tools such as Facebook and Twitter. All of the events that are using social media are using social networking tools. The next most common social media tools that are being used by events are collaborative maps, podcasts and vodcasts, blogs, and forums. According the results, events and festivals seem to be less familiar with RSS, Wikis, social bookmarking, and Massively-Multiplayer Online Games. Although the use of customer review websites is one of the most common and most actively used social media tool within tourism industry (Sigala, 2012c), the use of them is surprisingly low among events and festivals. It seems that events have not found their way to attractions or things to do in destination pages of Tripadvisor and similar customer review websites.

The five most common reasons why events and festivals used social media was to get better visibility to the event, to get new customers, to serve the customers better, to improve communication of the event, and to improve the image of the event. The biggest challenges and limitations faced in social media use were lack of time, lack of money, lack of know-how, and the fact not knowing how to best exploit it in the operations of event. Instead, almost all respondents didn't see social media as an information security risk or weren't worried about the possible critique that might arouse from social media. Only 10 percent of the events and festivals had had bad experiences with social media use.

Contributions

There have only been a limited number of studies that have examined the role of Internet and social media in festival and event context. Even less studies have focused on the fact how events and festivals use social media in their management. This study gives it contribution by presenting empirical information about usage of social media in event management. The data represent the current situation in Finland rather comprehensively. However, the study results are not internationally generalizable as such as the data cover only Finnish events and festivals. In future comparative studies are made to get a bigger picture about the adaptation of social media in event management.

It's about time:
The role of open-road experiences for how we invest our time resources in natural regional wonders of place, people and culture

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Introduction

How might the way visitors psychologically experience driving along the open road matter for how they invest their time in vacation activities – particularly in the areas between travel destinations?

A substantial number of visitors each year visit Northern Norway by road (Jacobsen, 1999, 2005; Jacobsen, Grue & Haukeland, 2002) yet research has traditionally been more focused on how visitors experience destinations than the places between them. Therefore, we do not yet understand the psychological aspect of (1) visitor car travel experiences and how they relate to (2) visitor interest in the place, the people and the culture of where they are, and (3) the choices visitors make about how to spend their time as a result of those experiences. How might a deeper understanding of visitors' driving experiences help us design open-road tourist experiences that visitors find interesting and engaging and that encourage them to diversify the ways they spend their time in a region? In order to answer that question, we first have to understand how people experience regional car travel and how they spend their time while traveling.

Interest is a driving factor for the desire to explore and discover. We posit that interest is an important variable for engaging car travelers and influencing their choices about how to spend their time. Ideally, the arousal of interest might serve to guide visitors towards regional exploration and discovery in both planned and *unplanned,* region-friendly ways.

Purpose and Methodology

Grounded in theories of interest and interest development (Hidi & Renninger, 2006; Krapp, 2002; Krapp & Prenzel, 2011), we measured the nature of car travelers' place-, people- and culture-based experiences in terms of emotional value (interest, positive and negative emotion), exoticism, knowledge, and how personally meaningful visitors find the experiences. The effect of these psychological variables on time investment was measured in terms of time spent planning a trip to a region, and then time spent in both expected and unexpected ways on the natural environment, the people and the culture of the region while driving through it.

This particular questionnaire study investigated the nature of experience and visitor time investments in the open road driving experiences of Western Canada and Alaska during the summer of 2012. It also served the twin purpose of testing materials and laying the groundwork for a companion study to be conducted in Norway, 2013. In this first of two studies, then, we captured how the experiences of North American High North car travelers related to the kind of time they had invested in planning their trips, that they spent engaging in preplanned activities and that they spent engaging in unplanned activities that were inspired by their current experience.

Findings

Correlational and regression analyses suggest that significant variance in people's time investments can be explained by how car travelers psychologically experienced the region's natural environment (.42), the people (.44) and the culture (.55). Interest and personal meaningfulness were found to be particularly relevant for people's decisions to increase their time investments in unplanned ways. Analyses of what makes visitors notice, stop, get out of their cars, and spend extra, unplanned time

exploring the natural environment, locals or local culture is currently being analyzed and will be presented at the conference.

Contribution

Our findings will be discussed in terms of their theoretical contribution to our understanding of interest and what they suggest for future studies of open road experiences. We will also touch on how these findings could be used to reconceptualize the way in which we facilitate regional open road tourist experiences between destinations. Interest may be just the tool we need for understanding how to engage our visitors unexpectedly and delightfully along the way. The hope is that such experiences could facilitate time investments that yield greater personal and regional gain – particularly through the inspiration of unplanned yet guided engagement.

Effects of Push and Pull Motives on Satisfaction towards Tourist Destinations and Attractions

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This article reports a study that addresses the impact of travel motivations on tourists' satisfaction evaluations. The issue is how such motivations influence satisfaction perceptions of the Destination Norway itself and of its roundtrip attractions like "Norway in a NutshellTM". This is a longitudinal study in which two samples of international visitors were compared and contrasted on motivational profiles and satisfaction scores. A set of scales were developed and fine-tuned to capture motivational orientations and satisfaction evaluations across the two samples that were collected with a four years delay (in 2007 & 2011). Structural equation modeling revealed eight basic motivational factors in the two samples, in which several affected satisfaction scores similarly over time. Moreover, the motive factors influenced satisfaction evaluations of "Destination Norway" and of "Norway in a Nutshell TM" somewhat differently. Moreover, age and gender moderated the effect of some motive factors on satisfaction evaluations. The study concludes that an understanding of satisfaction evaluations is enhanced by a more thorough segmentation of tourists into distinct consumer clusters according to their distinct psychographic goals and motivational profiles. This justifies the necessity for a more multidisciplinary approach to tourist satisfaction conceptualization.

Keywords: motives, goals, satisfaction, and nature-based tourism

Evaluating Tourist Perception of climate change and future landscape changes in an iconic landscape: A Case Study of visitors to Abisko, Sweden

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Climate change and tourism in mountain areas have mostly focused on winter-based tourism and issues of length of snow cover, artificial snow production and similar issues. Climate change and its impacts on vegetation and summer-based tourism have however largely been more absent within this field of research. Climate changes on mountain landscapes can however be very evident, especially when it comes to glaciers and landscape changes above the treeline. These changes can also affect the landscape perception of tourists and others. The purpose of this paper is to evaluate how tourists who visit Abisko perceive estimated future landscape changes as a basis for tinued efforts to adopt the future of tourism to these changes. This is done with the use of a landscape perspective, because landscape plays a crucial role in tourism and ongoing changes related to climate change or human activities can contribute to reduce its attractiveness for both tourists and the industry. This paper is based on a questionnaire survey among visiting tourists to Abisko, Sweden. Tourists were asked to complete a questionnaire which contained three main types of questions. Besides questions about individual background and previous experiences of visits to Abisko it had questions about attitudes towards and perceptions on climate change. This study aimed to both describe the tourists and their perceptions on future landscape changes by the use of visualizations of these changes by photographies of different changes. These images and estimated changes have been supplied by previous research and by Swedish Meteorological and Hydrological Institute. The findings show the importance of incorporating the tourist's perceptions of landscape changes in the work to adopt the future tourism in an iconic landscape. But at the same time is it necessary to take some precautions into account when the findings are interpreted, because it's always difficult for all of us to say something about the future for sure. One conclusion from this study is that the pace and scale of these ongoing landscape changes are to slow and detailed to be seen by most visitors. However, some of the return visitors reported that they could see some of these changes. This paper contributes to the evolving fields of climate change and tourism in general and climate change and summer tourism in particular.

Keywords: Climate change, climate change and summer tourism, Perception of landscape changes, Questionnaire

Stories of lifestyle mobility: Place, identity, belonging and the search for the 'good life'

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During the last decades, mobility researchers have paid increasing attention to the flows of relatively privileged individuals, whose mobility practices are largely understood to be lifestyle-motivated, consumption-led, and tourism-induced (e.g. King et al. 2000; Benson & O'Reilly 2009). Under the umbrella term 'lifestyle mobilities' (Cohen et al. 2013), mobility practices of different duration, from tourist trips to permanent relocation, are studied. The focus of this paper is semi-permanent and routinized forms of movement between two or more significant places, where at least one national border is crossed while the movers travel between the significant places. The concept of lifestyle is a central theme in this paper. It has been argued that in contemporary societies an active choice of lifestyle may not only be possible, but rather demanded, as an 'individualization' of society (Elliott & Lemert 2006) request that individuals reflect upon and choose the 'right' way to live in order to create and uphold social status. Thus, the concept of lifestyle is intimately related to identity, and is manifest in narratives whereby individuals represent themselves in relation to place, social relations, and social structures.

This paper aims to analyze the meanings of lifestyle mobility for Swedish retired lifestyle movers in Malta with a focus on how identities are constructed and negotiated through their mobility practices. Drawing from in-depth interviews, this paper explores the movers' experiences of mobility, and how they actively give meaning to their choices and decisions. Research questions that have guided the analysis are; a) How do movers make sense of their mobility practices in relation to place(s) and social context(s)?, b) How do movers imagine places and represent their meaning/sense of places within the lifestyle mobility context?, c) How do movers relate to the concept of 'home' in relation to mobility and belonging?, and d) How do movers construct and negotiate identity within the lifestyle mobility context?

We find that movers actively reflect upon their lifestyle choices, which are significantly influenced by the social contexts within which the movers act. In their mobility decisions, movers have to consider multiple social ties; in Sweden and in the lifestyle mobility setting abroad. The movers relate to and position themselves variously within or opposite to norms in these contexts, and by doing this, they create and draw from imaginaries about the meanings of places, and of social relations in place. Thus, the movers constantly create and re-create their self-identities in relation to their (multiple) place attachments, social belongings, and through their mobility practices.

Key words: *lifestyle mobilities; multiple dwelling; place attachment; narrative; identity*

Tour Service Performance, Tourist Satisfaction, and Behavioral Intention

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Purpose:

Tourists who participate in package tours are often looking for a total experience, and thus a perceived shortfall in any dimension of a tour can give rise to tourist dissatisfaction or defection. However, the quality of a package tour does not depend on the performance of a single supplier, but is rather the result of the coordinated efforts of many travel suppliers. This study proposed and tested a tour service performance framework that assesses the impact of tour service performance from various service suppliers on tourists' satisfaction with tour services and experience as well as their behavioral intentions.

Theoretical Perspective:

The present study sought to explicate the effect of seven types of tour services (transportation, accommodation, food, attractions, tour guiding, shopping, and recreation, and entertainment activities) in three broad categories (core, support, and guiding services) on tourists' satisfaction and behavioral intentions. Satisfaction is further broken down into satisfaction with the tourism services and with the tourism experience. A tourist's satisfaction with a service refers to a satisfaction judgment directed toward the service itself, and is driven by the product and service quality of a transaction. In contrast, satisfaction with the service experience refers to the entire consumption experience, which may be influenced by individual factors. Despite the fact that the two constructs can be distinguished conceptually, few attempts have been made to investigate them simultaneously.

Design/methodology/approach:

To develop a better understanding of the underlying constructs that constitute tour services, four focus groups were conducted among residents in Beijing who had joined a package tour to Hong Kong in the previous 12 months. Thirty items were generated to cover the seven types of tour services. Measurements for the other constructs were adapted from previous studies. Data were collected from 580 Chinese tourists participating in package tours in Hong Kong. All of the scales used were pre-tested and refined using confirmatory factor analysis.

Findings/discussion:

The results showed that satisfaction with tour services and with the tour experience are distinct constructs with differential relationships with the various tour services. Among the seven tour services examined, tour guiding has the greatest impact on satisfaction with tour services, whereas leisure activities have the greatest impact on satisfaction with the tour experience. The results also suggested that behavioral intentions are determined by tour guide service and tourist satisfaction.

Conclusion/contribution:

The methodology employed herein affords a comprehensive and focused evaluation of all the services included in a package tour. The division of tour services into components helps to pinpoint the salient elements of tours and identify areas for further improvement. The finding that satisfaction with tour services is different from satisfaction with the tour experience is another contribution. Previous marketing and tourism research has either not explored the experiential aspect or has combined it with service satisfaction.

Innovation for Motorcycle Tourism in Northern Peripheries

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Motorcycle touring has grown significantly in recent years in northern European countries, with a shift to larger capacity motorcycles and an increase in the average age of motorcyclists, with 50% of all active motorcyclists now aged 40 or over in the UK (DfT, 2007). The demographics of this group has meant that, increasingly, motorcycles are used for leisure purposes rather than commuting. Northern peripheries, with a high proportion of the mountain and scenic roads favoured by motorcyclists, has seen a dramatic influx of these recreationists. Despite this significance there has been little academic work on the subject, or concerted efforts to embrace this market sector by destination marketing organisations. Although there have been some LEADER funded project efforts in Scotland (motorcyclescotland, 2009), we know little of these motorcyclists travel patterns, needs, satisfaction or economic impact. There are also important issues concerning sustainability and safety, as the chance of a motorcycle rider being killed or seriously injured, per kilometre travelled, is around 54 times greater than for a car driver (WAG, 2009). This project will discuss the initial findings of an investigation into the motorcycling leisure and tourism sector in Wales, examining travel patterns of motorcycle tourists, motivations and preferences of this group and the potential economic impact. This paper will specifically discuss how the motorcycle leisure sector has evolved in an organisational sense from its roots in a rebellious culture of the 1950s to a large mainstream (although often ignored) market sector today. A number of media influences will be discussed, such as celebrity tours and the impact of web communities on organisational practice.

Challenges and Opportunities of Indigenous Branding: A Co-creation Approach to Branding Sápmi

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Purpose

Numerous branding frameworks are developed to assist managers in their brand-related activities (e.g., Aaker and Joachimsthaler, 2000; Bergstrom et al, 2002; Berry, 2000; de Chernatony and Riley, 1997; Keller, 1999). The focus of these frameworks is, however, frequently turned to large and mediumsized enterprises (Bergstrom et al, 2002; Jones et al, 2002; Keller, 2003), with less attention being paid to smaller companies, not to mention small indigenous businesses. Meanwhile, branding of these businesses is both important and challenging, as indigenous companies do not only strive to survive in the competitive environment of branded enterprises, but at the same time also attempt to retain their distinctiveness and identity. Drawing the results from the Sápmi case study, this research explores the challenges involved in branding indigenous businesses, and proposes co-creation as a possible sustainable approach to indigenous branding.

Theoretical perspective

Two theoretical gaps motivated this study. The first gap is the lack of research on indigenous branding. The generic research on indigenous people largely concentrates on political and social aspects of indigenous life, including such questions as equal rights, social justice, preservation of cultural diversity, policy, and land and cultural property conflicts, with less attention being paid to the marketing issues (Hunter, 2009; Jordan and Bulloch, 2010; Koivurova, 2010; Sullivan and Margaritis, 2000). The review of indigenous literature identifies only few exceptions of indigenous studies, approached from the marketing standpoint (Cardamone and Rentschler, 2006; Henke, 2005; Tella, 2007; Waitt, 1999).

In the meanwhile, challenges associated with indigenous branding are numerous. To start with, branding per se is a complex process, which, if not managed accordingly, may lead to brand dilution, inconsistent marketing communications and consequently a failure to deliver a brand promise (Pullig et al, 2006). In businesses, operating a portfolio of brands, branding may cause duplication and overlap, capacity underutilisation and operational inefficiencies, as well as diffused marketing messages (Aaker and Joachimsthaler, 2000). In branding, involving large numbers of stakeholders, for example in destination branding, the difficulties may include conflicting and contrasting interests of numerous stakeholders, unequal distribution of power with regard to decision making (Marzano and Scott, 2009; Ooi, 2004), lack of control over the planning and execution processes (Vasudevan, 2008), and issues associated with the creation of a satisfying-all (yet distinct) brand theme (Pike, 2005). The challenges of indigenous branding stretch beyond the above difficulties. In addition to the necessity of reaching a mutual agreement between diverse stakeholders, representing particular indigenous people, as to which brand image to adopt; indigenous brand managers need to ensure that gained differentiation and competitiveness do not come at the expense of acculturation, blurred identity and other unintended consequences (Smith et al, 2000). Indigenous branding strategies should build on the principles of social inclusion and economic sustainability. They should account for the interests of a broader indigenous community, as well as enable long-term economic stability of indigenous businesses. Evidently, the combination of these two objectives is a challenging task, and the best solutions are yet to be proposed (Hamdouch and Zuindeau, 2010).

The second theoretical gap that inspired this study is the limited brand co-creation research. Although co-creation is investigated from a variety of disciplinary perspectives, including design,

business management and marketing (Desai, 2009; Pini, 2009); in the branding literature the concept is yet to gain its momentum (Payne et al, 2008). Even with a few publications on brand co-creation, however, it becomes evident that the idea of co-creation is moving into the branding field. The brand researchers are becoming increasingly attracted by the idea of viewing the branding logic as a collaborative and inclusive process of co-creating brand value by the firm and its stakeholders, where brand value is collectively determined by all the players (Merz et al, 2009). In spite of its promising potential, many gaps with regard to the co-creation are still existent in the branding literature. To illustrate, Hatch and Schultz (2010) and Merz et al (2009) highlight that more empirical research, describing the actual processes of brand co-creation, is required. Payne et al (2007), in the meanwhile, suggest that the role of partners, non-suppliers and intermediaries in brand co-creation should be examined. Whilst from the practitioner perspective, the challenges involved in brand co-creation and real-life examples are invited (Marandi et al, 2010).

Based on the real-life case study, this work seeks to investigate the current branding challenges, experienced by the Sápmi businesses, and to discuss the opportunities for indigenous brand cocreation as a potential approach to branding Sápmi. Following is the description of the case study of Sápmi.

Design/methodology/approach

This study relies on a single case-study research strategy, and explores the challenges and opportunities involved in branding the region of Sápmi populated by the Sami people. The Sami are the Europe's northernmost and only officially indigenous people in the Nordic states, inhabiting a large borderless area called Sápmi (the Sami land) (Sametinget, 2011). The area hosts several Sami societies with various Sami representations, traditions, languages and living styles (Eikjok, 2008; Karppi, 2001; Tuulentie, 2006) and stretches across four countries, including Norway, Sweden, Finland and Russia (Aarseth, 1993; Robinson, 2002).

The research is both descriptive and exploratory in nature. In a single case study, it utilises a combination of the quantitative self-administered questionnaires and qualitative semi-structured interviews. The questionnaires seek to cover a diversity of branding-related issues across the Sápmi region; while the follow-up interviews aim to understand the identified branding issues in more depth (Altinay and Paraskevas, 2008; Clarke, 2000; Gill and Johnson, 1997; Zikmund, 2000). The respondents are recruited on the basis of the non-probability sampling technique, and are contacted beforehand to secure willingness to participate.

Preliminary findings and discussion

One of the motivations of this research is the request from the Sápmi business community to investigate the possibility for the creation of the overarching brand for the region of Sápmi. While based on the findings of this research, it may be concluded that the majority of contacted businesses support this idea and the creation of one brand seems to be feasible at the first sight; the development of an overarching brand is complicated by several factors.

One of the most significant factors is that the Sápmi businesses demonstrate a diversity of branding needs and opinions. The creation of a common brand in such diversity, therefore, represents a challenging task. This research argues that one of the most suitable in this context approaches to branding Sápmi is a brand co-creation approach. The rationale, underpinning this argument, is threefold. First and foremost, the request for help with the creation of the unifying brand emerged from several Sápmi businesses in a bottom-up manner; and the willingness of businesses to adopt one overarching brand was further reflected in the findings. This demonstrates the preparedness of businesses to cooperate and co-create for the sake of the Sápmi economic sustainability. Second, the Sápmi businesses and the branding strategies they might adopt are diverse. There is no one unifying branding strategy that could suit all businesses in the region. Thus, should a new overarching brand

be developed for the diverse Sápmi businesses, the Sápmi companies should become active co-creators of the brand. Third, the branding strategy should emerge from the businesses themselves, rather than imposed by the involved in the project external national educational institutions. Only if the Sami cocreate future brand values, will they become accepted by the companies and it will be possible to ensure consistent brand delivery.

While the benefits that the brand co-creation approach entails for this project seem to be relatively obvious, the challenges with regard to the actual implementation of the process are apparent too. The companies to be potentially branded under one name demonstrate more differences, than similarities. Their interests are frequently conflicting and opinions are opposing. Only few factors seem to unify these companies. One of these factors is the common-for-all branding challenges that they face. Another is their sense of belonging to the region of Sápmi, as well as their culture. This article, therefore, suggests that these challenges together with the strong sense of belonging to the Sami identity should be treated as the main points of departure for the process of co-creation of the overarching Sápmi brand. The challenges might unite companies, and a sense of belonging to one community is likely to align people towards working in one direction and towards collectively finding the most suitable solutions to emergent problems, which in itself constitutes the first step in the successful brand co-creation.

In summary, this article argues in favour of adopting a brand co-creation approach to branding Sápmi. Using the destination branding terminology, it suggests that a decentralised process-oriented approach should be adopted. This approach implies that through agreements and compromise all the region's stakeholders should collectively define the brand image to be adopted, so that the Sápmi brand can become a result of the self-organising emergent behaviour of the Sápmi businesses. In spite of the challenges that the co-creation approach may involve, this study suggests to view these difficulties as opportunities, rather than obstacles, because as well as being challenging, these difficulties are also unifying. It is argued that they may be viewed as the main points of departure for the process of cocreation of the overarching Sápmi brand. Finally, given the diversity of businesses and the conflicting interests, it is concluded that the co-creation approach represents a promising and ethically correct approach to branding indigenous businesses. Following the logic of this approach, the indigenous businesses can independently co-create their brand value, while the external stakeholders will provide necessary support and expertise to facilitate the development of the long-term sustainable branding strategies of the Sápmi land.

Conclusions

This study is a response to the limited research on indigenous branding and to the calls for more investigation on brand co-creation. It is based on the EU-funded project aimed to help the Sami people to brand their region. The contribution of the work, therefore, represents value to both academic and practitioner communities.

From the theoretical point of view, the study constitutes one of the few marketing studies on indigenous branding, and to the knowledge of the researchers, the first writing, conceptualizing indigenous branding per se. The paper also furthers knowledge on brand co-creation by identifying both the prospects it entails and the issues it raises, and by viewing co-creation as an effective strategy for branding situations, where a large number of diverse stakeholders are involved.

In terms of its practical contribution, the study highlights the challenges involved in indigenous branding and invites managers to consider co-creation as a possible solution to these challenges.

Creating and Implementing Experience Innovation: A Four-Step Model

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Purpose: Experience and experience economy comes in many forms. This paper focuses on experience innovation, including tourism, as a means to add value to small food-related firms. In this paper, small food-related firms are defined as micro, small and medium-sized enterprises (SMEs) associated with the resource area food, including the primary sector (agriculture, fisheries and horticulture), hospitality and tourism firms as well as restaurants and canteens. The concept of experience innovation employed here relates mainly to food and meals in a Danish rural context. Local food experiences are for example part of a general desire for authentic and meaningful experiences (Pine & Gilmore 2007). It is assumed that the profitability of experience innovation in small food-related firms will contribute to economic development. This paper views innovation as an essential part of experience creation – all experience processes are to a certain extent innovations (Darmer & Sundbo 2008). However, research on innovation in the experience economy literature constitutes a somewhat immature research area. Too often left out of this literature are empirical studies of how innovation in the experience economy is created and implemented. This paper seeks to address this gap by examining and analyzing what experience innovation is and how to develop it into practice. As such, the main purpose of this paper is to test and develop a model for creating and implementing experience innovation, which is empirically based and applies in practice. The following research question is put forth: How is experience innovation turned into practice? Answering this question directs the attention to the 'how' of experience innovation and value creation.

Theoretical perspectives: Drawing on seminal literature, this paper provides following theoretical perspectives. First, it is of particular interest to discuss the central definitions of the experience economy. A reason is that the definitions of the experience economy used in the literature are not consistent. Different understandings and perspectives on experience and experience economy has risen steadily (Lund et al. 2005), which makes the demarcation of the experience economy almost impossible (Bille 2012). Second, this paper identifies five somewhat distinct experience models, which are labeled *experience typology*, *psychological experience*, *co-creation*, *experience marketing*, and *experience management*. Although the models provide a good understanding of the Paper for The 22nd Nordic Symposium in Tourism and Hospitality Research "Innovation and value creation in experience-based tourism" different aspects of the experience economy, they are relatively silent about how innovation is created. This calls for a new and empirically based model for experience innovation. Third, research on the experience economy is linked with research on innovation. The experience economy has been addressed from various angles in various studies. However, literature on innovation in the experience economy literature is rather scarce (see e.g. Sundbo & Hagedorn-Rasmussen 2008). A small number of research studies have been performed in the field including experience service innovation (see e.g. Arthur 2008; Voss et al. 2008; Sundbo 2009; Fuglsang et al. 2011; Candi et al. 2013). Another related field, which has also been investigated to a limited extent, is innovation research in tourism (see e.g. Hall & Williams 2008; Hjalager 2010; Hjalager & Nordin 2011). As such, this paper finds experience innovation particular pertinent to be further explored. In this paper, innovation is understood in the classical Schumpeterian sense. Experience innovation includes both incremental improvements and more radical changes such as the introduction of new experience products (see e.g. Abernathy & Clark 1985; Tidd & Bessant 2011). Experience can be added to anything from products and services to design, events, storytelling and branding etc. This paper provides a greater theoretical understanding of experience innovation.

Design/methodology/approach: This paper employs a qualitative experimental approach to experience innovation. According to Sørensen et al. (2010), "the experimental method distinguishes itself from traditional research methods applied in innovation research by having a clear focus on real life problem solving" (p. 319). The qualitative approach to the experiment is similar to certain types of interactive research i.e. action research. In keeping with Sørensen et al. (2010), qualitative experiments are carried out in constructed and controlled set-ups detached from contexts. The experiment as a research method is claimed to be a missed opportunity in innovation research (Sørensen et al. 2010). The same may be argued for research on innovation in the experience economy. It appears that such experiments have not been described scientifically in the experience economy literature. Hence, the qualitative experimental approach provides new opportunities for research on experience innovation. As such two qualitative experiments are conducted, which proceeds over a sequence of activities from 2012-2013. The experiments constitute a new and not yet validated approach of enabling experience innovation. The artificial set-up of the experiments provides a good opportunity for testing tools and methods for experience innovation. Thirteen small food-related firms from region Zealand, Denmark actively participates in the experiments. The data collection method is based on direct observations and semi-structured interviews. Using real-time observations and semi-structured interviews, the sequences of experience innovation activities are studied empirically, as they unfold in experimental set-ups. Hence, following forward in real time is a natural choice. Rather than starting with known outcomes, the researcher has access to a change initiative as it begins. The experiments are instances of open innovation.

Findings/discussion: One central finding is the types of experience innovation, which the two experiments leads to and the degree of innovativeness. Another central finding is the four-step experience innovation (EI) model, which is tested in an experimental set-up involving open innovation processes. The EI model provides a tool to improve competitiveness to meet evolving market demands by embracing new innovation approaches such as experiences. The findings offer a Paper for The 22nd Nordic Symposium in Tourism and Hospitality Research "Innovation and value creation in experience-based tourism" pointer to the attraction and potential of the model for SMEs, organizations, communities, networks etc.

Conclusion/Contribution: The major contribution of this paper is the empirically-based EI model for creating and implementing experience innovation. The model is an important addition that complements the existing repertoire of models in the experience innovation literature. The EI-model is intended to be beneficial to SMEs, rural development organizations, networks etc. as a tool to guide the creation and implementation of experience innovation. Additionally, the paper contributes to the experience economy literature by providing a detailed exploration of experience innovation. Further research, particularly of an empirical nature, might be useful to develop the theoretical understanding of experience innovation. A natural next step would also be to further test and refine the framework of the EI model by empirical studies in other contexts.

Gendered Innovations in Experience Based Tourism Firms

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PURPOSE

This explorative paper deals with gendering processes of innovation in the experience based tourism. Most innovation research perceived innovation to be gender neutral but is conducted on male dominated sectors. When women constitute a substantial part of the stakeholders in experience based tourism as customers, employees, business owners and managers – what implications will the gendering processes of innovation have?

THEORETICAL PERSPECTIVE

We apply the Schumpeter III approach (Fuglsang, 2008) where innovation can involve internal and external sources, actors and interactions. Further, our approach is that research on innovation in experience sectors should be context sensitive and take in core characteristics of the experience logic, especially customer-interactions. The paper present a theoretical framework (Eide and Ljunggren, forthcoming) for studying gendering processes of in innovation in experienced based tourism. The frame consists of two main elements: First, Acker's (1990, 1992) gendering processes of organizations are translated and developed to be applicable for the gendering processes of innovation. Second, gendering processes of innovation should be studied at the micro and meso levels, focusing at three types of interactions: 1) interactions *within* the organization, 2) interactions *across* organizations, and 3) customer-interactions. The concept of experience scape (Mossberg, 2003, 2007) is applied when looking at the crucial customer-interactions.

DESIGN/METHODOLOGY/APPROACH

The theoretical frame and analytical guidelines suggested in Eide and Ljunggren (forthcoming) are illustrated and discussed by real life examples. As this is a work-in-progress, the purpose of the paper is to suggest and discuss an empirical approach for applying and further develop the model, and to present some preliminary findings about gendering processes of innovations.

The research design includes the following steps: first locate enterprises within experience based tourism with either an explicitly feminine (e.g. SPA, horsetrips); masculine (e.g. fishing tourism, off-pist ski trips); or mixed image, we will search for 'matching pairs' enabling comparison. A sample of six cases will be chosen. Second, apply a social semiotic research approach for analysing the cases webpages implying analysing texts, pictures and web design (Sorokina, et al, 2013) to reveal meanings. We analyse how they present themselves, their products, and how they segment their customers. Third, in-depth interviews with managers/employees in these enterprises, sometimes supplemented with observations on-site.

CONCLUSION AND CONTRIBUTION

The data gathering and analysis is in process, preliminary findings indicate that businesses could benefit from having a more conscious approach to gender in their innovation processes and that they could make new innovations by being gender sensitive. Examples of gendering processes of innovation are presented and discussed. The theoretical framework needs further elaboration albeit is a first step for a theoretical tool.

The findings contribute to the theoretical and methodological understanding of innovation in experience based tourism businesses. For practitioners this gives knowledge on how businesses could gain more competitive advantage and suggestions on how to work with innovation. The policy implications are to take into account the core characteristics of the experience logic and being aware of the gendering processes of innovations when developing policy measures.

Competitiveness of peripheral urban destinations: A focus on the Arctic

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Purpose

The increasing competitiveness among destinations forces Destination Management Organizations (DMO's) to reconsider their strategies and opportunities. Especially peripheral destinations have a hard time differentiating themselves in the current competitive tourism market, due to a set of challenging variables (e.g. accessibility, climate, travel costs). This study will have a closer look into the challenges and opportunities for peripheral urban destinations with a special focus on the Arctic region. Based upon Crouch and Ritchie's model of destination competiveness (2003), a set of important recommendations towards the management of competiveness in peripheral urban destinations are given. In terms of managerial concerns this consults the fact that strategic developments of effective tourism policies and future planning are required.

Theoretical perspective

Tourism is developing in different ways among the Arctic economies in the Polar region, which is according to Snyders (2007) a major economic contributor. The contribution to jobs, personal incomes, business revenues, capital expenditures and government taxes are significant examples. In order to sustain a vehicle for economic development destinations need to effective manage their competitiveness (Jones and Tang (2005:1). Consequently, the integration of destination competiveness for tourism business in the Arctic becomes quite challenging. According to Hall (2006), arctic destinations are grouped as peripheral destinations, meaning that they are located outside the core destination in the mind of the tourist. This forces DMO's in the Arctic region to consider their comparative and competitive advantages even more. The model of Ritchie and Crouch (2003), conceptualising destination competitiveness, can be seen as an outstanding model in this framework. Despite the explorative research on destination competiveness and the roles of DMO's, there is a lack in understanding how DMO's can be more effectively structured, competitive and ultimately more successful in managing their destinations (Bornhorst et al. 2010). Besides that research focusing on destination management in the Arctic region and thus peripheral urban destinations, remains under-researched as well. Therefore the study at hand identifies the concept of destination competiveness for DMO's in the Arctic region, merely to capture a strong position in the international tourism market. Additionally a solid understanding of this concept is needed when considering a successful development, guidance and implementation of tourism policies and strategic planning for DMO's operating in the Arctic Circle.

Design/methodology/approach

Ritchie and Crouch (2003) argue that by the use of multiple variables, (input and output variables, comparative and competitive advantages), the holistic success of a destination can be determined (Bornhorst et al. 2010). The model will be tested according to the level of applicability in the setting of urban peripheral destinations. By the use of semi-structured interviews, managers from different DMO's in the Arctic Circle (Tromsø, Norway; Kiruna, Sweden; and Rovaniemi, Finland) were interviewed between March and May 2011. It can be argued that the tourism characteristics and natural resources are comparable in the regions within the Arctic Circle, which makes a comparison between the destinations more likely to be possible. The interviewees were asked to talk about three central topics, (1) their current position and the role of their business in the area, (2) their management strategies regarding touristic elements in their region (3) their current competitive position by discussing their strengths and weaknesses, and main advantages and disadvantages.

Based upon these discussions an adapted model has been proposed and future suggestions in terms of managerial insights are given.

Findings/discussion

The findings provide evidence that peripheral urban destinations share a number of characteristic based upon the Ritchie and Crouch (2003) conceptual model of destination competitiveness. However, in addition a number of new determinants were exposed. Consequently to enhance the fit for the competiveness destination concept into the framework of peripheral urban destination, an adapted model has been proposed, 'Model of Destination Competitiveness for Peripheral Urban Destinations'. This model facilitates the visualisation of the determinants that are interrelated in terms of positioning the competiveness of peripheral urban destinations. The results confirm the challenging variables that DMO's of peripheral urban destinations have to deal with, such as low accessibility, high travel costs, and extreme climate conditions. Conversely beneficial variables, pointed out by Hall (2006), such as rich natural resources and niche tourism can be confirmed as well. Eventually important propositions are given in order to capture a strong competitive position. Significant examples are facilitating the accessibility by developing an appropriate infrastructure for the target markets, enhancing the unique natural resources, increasing the value and diversity of the tourism products and services, connecting with the target markets through effective marketing and stimulating enterprises to collaborate. In the end a significant link to the Bornhorst et al. (2010) argument can be confirmed; the success of a destination refers to determinants such as product offerings, quality of visitors experience, community support, strategic planning and effective management.

Conclusion/Contribution (originality/value)

The paper at hand proposes an adapted model 'Model of Destination Competitiveness for Peripheral Urban Destinations' based on the Ritchie and Crouch (2003) model. This study exposed a set of new determinants fitting the framework of destination competiveness for peripheral destinations. The new determinants are not only connected to the strong developments of internet such as the e-commerce concept, but also the unique position of Arctic destinations. The importance of collaboration between different stakeholders in the destination is highly confirmed in order to develop coherent and efficient destination policies and strategies. For example, the success of Rovaniemi in Finland assists in explaining the importance of effective co-operation between the stakeholders of the tourism industry and DMO for success management. Specifically, it proves the need to evaluate the importance of the different determinants for each unique destination. This has been proven by the use of different case studies in the Arctic Circle, as the determinants can be confirmed and adapted necessarily. However, future research should investigate and empirically tests the new determinants in order to find a goodness-of-fit. In additional by the use of different case studies in Arctic Circle the determinants can be confirmed and adapted necessarily.

Challenges in the formal decision processes to re-structuring and merger three DMO's to one

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PURPOSE:
This paper addresses the debate about how to organize tourism in an effective and qualitative good way. One way to organize and cooperate is through Destination marketing organizations (DMO), either by focusing only on marketing or by taking a broader management approach (see e.g. Crouch & Ritchie, 1999; Morgan et al., 2012). One challenging issue is however what geographical scope to take, e.g. if to operate at local, regional, multi-regional/-county or national levels. In Norway the debate has turned toward fewer and larger DMO's (NHO Reiseliv, 2011; The Norwegian government, 2012). Sweden was through a restructuring of DMO's a few years ago (Bodén & Rosenberg, 2004; Pearce, 1996). One can argue that since tourism operates in highly global and competitive markets there is a call toward becoming larger and stronger. However, becoming large can also be challenging, raising issues like not knowing the local conditions and opportunities, communication, conflicts about financing, marketing focus and use of resources (Abelsen, Eide, Kvidal, & Leenheer, 2013).

There are knowledge gaps related to this topic when it comes to empirical knowledge, as well as when it comes to theoretical knowledge. In this paper the change process related to re-structuring and merger of DMO is studied, by focusing on the complex change and decision processes following from the involvement of a large number of stakeholders in such organizational innovations. This is been done by exploring the following research question: What are important challenges when formally deciding the organizational change of becoming one larger DMO? The main aim is to develop increased understanding and knowledge about this kind of organizational change, and pointing at critical issues.

THEORETICAL PERSPECTIVE
Stakeholder perspectives in organizational changes is one of the three main perspectives drawn upon this study (Alsos, Hytti, & Ljunggren, 2011).DMO's tend to involve different stakeholders which can make change processes complex, since the stakeholders tend to expect being listened to and involved. The stakeholders are groups such as managers, employees, owners, perhaps members, customers in the form of tourists and not least the firms and perhaps public organizations using and paying for services, financial partners, etc. The stakeholders can be involved in different degrees throughout different phases of an organizational change (Parmar et al., 2010). DMOs often involve a mixture of public and private owners and customers, making them complex and hybrid organizations (NHO Reiseliv, 2011).

Secondly, this paper draws upon literature on organizational changes and mergers (French & Bell, 1984; Fulop et al., 2005; McCormick, 2001). Organizational changes can be understood differently depending upon theoretical perspectives, like the four frames suggested by Bolman & Deal (Bolman & Deal, 2011); structural, cultural/symbolic, human resource and political. Each of them can give vital understanding and focus, and the use of more than one perspective can contribute to improved management of the organization and change process.

Finally, the paper draws upon literature about complex decision processes not least related to change processes and when a larger number of stakeholders are involved (Cohen, March, & Olsen, 1972; Lindblom, 1959).

METHODOLOGY

The paper is based upon a longitudinal in-depth case study (Flyvberg, 2011) of the organizational change process and merger when three sub-regional DMOs becoming one. The empirical study combined observations at meetings, semi-structured interviews and documents. The 17 observations were documented through field notes (Prus, 1996). Twenty-five in depth semi-structured interviews with key stakeholders were conducted. Informants were representatives from the temporary boards, employees and board members from the previous DMOs, previous and current managers, tourism/member enterprises, local and regional politicians, and public bureaucrats. The interviews lasted from 1 – 2 hours. All interviews were transcribed.

The case is situated in the region Helgeland, which is the southern part of Nordland County in Northern Norway. The region is complex. It consists of 18 municipalities and three regional comities involving politicians and public organizations with divergent opinions and experiences. Also other stakeholders are involved, not least tourism firms, tourists and the DMO organizations (employees, -management and –boards).

This paper focus mainly on the data related to the formal planning phase from January 2011 until 1. of January 2012, and partly situates it in the larger context of what took place before and after that.

Data are (still work-in-progress) analyzed by the three main theoretical perspectives, as well as through more open processes, through abduction i.e. moves between more deductive and more inductive approaches (Alvesson & Sköldberg, 2009). This study is done within a hermeneutical approach. Methods like content analyzes (Easterby-Smith, Thorpe, & Jackson, 2012), meaning contents, and narratives (Czarniawska-Joerges, 2004) be applied, NVIVO will be used as a tool to develop an overview.

FINDINGS AND DISCUSSION

The idea of merging into one DMO in Helgeland was born many years ago, and on the initiative from one of the local DMOs, a formal merger attempt took place around 2000. It failed partly due to disagreement between the owners (municipalities) on the location of the head office. Around 2009, the three DMOs gradually started to cooperate on marketing projects, trade shows outside Helgeland, booking system development and organizing conferences. Through bottom up initiatives and positive experiences, the DMOs learned that they complement each other and served the whole region better together. The establishment of the new DMO: becoming one company was desired by management, employees, industry and municipalities (owners).

In December 2010, a joint board meeting between the three DMOs resulted in an agreement to explore whether a merger could be a future alternative. A temporary board was constituted, consisting of chairs and second chairs from the three DMO boards, two CEOs and one employee (substituting the lacking CEO in the third DMO during 2011). The main tasks were to design a structure for the new organization with regards to ownership, funding, vision and tasks, as well as to promote and sell the merger-idea externally. The temporary board worked intensively with the development process during the formal planning phase. The members of the temporary board were the change agents. Their main focus was to convince the public owners of the beneficial aspects of a merger and to make them vote for the new organizational structure. Politicians and bureaucrats in 18 municipalities were directly involved in the decision-making. The change agents used formal meetings and a large number of informal meetings and contacts in order to get all the public stakeholders to agree, i.e. a highly complex process. Representatives of the tourist industry and of the owners were also involved in the process through a reference group and through open dialogue meetings in which firms and public stakeholders participated. There were also general assembly meetings organized by each DMO. Additionally, opinions from the tourism industry were gathered through a survey. The only formal meeting for employees in the previous DMOs took place one

month before the formal signing. After hard work the three DMO's formally became one January 2012. The process of creating DMO-Helgeland can be described as an emerging bottom-up process, founded on an internal and experience-based learning of the need for, and success with, previous attempts to co-operate across areas. Yet the final formalization largely depended upon the decisions of the owners, and hence the change agents facilitation toward a positive decision.

The formal planning phase was characterized by scarce resources for handling the complexity of stakeholders and formal decisions processes. The focus was largely on owners (shareholders) and the funding structure of the new organization. Other important areas and stakeholders did not receive attention.

Data analysis is still work-in-progress, but below we address some of the preliminary main findings:
First, the change managers did a time-consuming and complex work during the formal planning phase due to the many stakeholders, and not least many public owners. Information, negotiation and decision processes organized by the change managers involved 18 municipalities, often both politicians and bureaucrats at the same time. The process leading to the establishment demanded two rounds of political discussion and decision in all municipal councils. The establishment was dependent on a positive decision in all municipalities. The decision making processes in local government were partly handled differently. Another challenge was the varying degrees of interest and prioritization of the tourism in the municipalities. There was reported concern of different "dividend" because of both the tourism focus and of active tourism companies in the individual municipalities. A sub- region needed special attention due to earlier strong focus on their tourism development. This region signaled to be willing to take the DMO tasks themselves. Since the establishment of the new DMO presupposed to include all the 18 municipalities, change agents spent more time than planned to handle the political processes.

The time consuming decision making processes in the municipalities caused less focus on the internal organization and operation of the new company before the establishment. In addition complexity in the decision processes was increased by many tasks to perform due to handle a lot of different and unclear expectations from owners, industry and other stakeholders to the new company.

Further, in addition to analyzing the larger narrative, the paper presents and analyses twothree smaller incidences that gives insight into the more ad hoc and open character of the organizational change.

CONCLUSION AND CONTRIBUTION

The paper contributes with increased knowledge about organizational changes and change management related to merger and organizing of tourism at destination levels (DMO's) in particular and partly also in hybrid organizations.

Further, the paper suggests implications for management and policy, and closes with some reflections about further research.

Development of sporty hobbies for inhabitants and visitors in Central Ostrobothnia, Vindel river area and Lofoten archipelago

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The purpose of this presentation is to introduce the theoretical and practical starting-points of the THROUGH-JOY project granted by the Interreg IV A North programme. The aim of the project is, through development of joyful and distinctive sporty hobbies for inhabitants and visitors, to enhance the regional attractiveness and competitiveness of Central Ostrobothnia (Finland), Vindel river area (Sweden) and Lofoten archipelago (Norway).

With regard to theoretical perspectives the project takes influences mainly from leisure studies. The serious leisure perspective, as suggested by Robert Stebbins, underlines the fact that getting involved in a hobby eventually leads to a serious attitude towards it. On the other hand, Johan Huizinga has emphasized playfulness as an important characteristic of human life. According to Chris Rojek hobbies form multifaceted constellations or actor fields, where both individual and communal actors can learn and develop their emotional intelligence and emotional labour capacity – properties that are extremely important from point of view of adaptation and competitiveness in the current society. Tension between seriousness and playfulness produces interesting possibilities for development of innovative services for inhabitants and tourists. Also a demanding theoretical challenge to the research group is how to enhance both regional and transnational cooperation and learning in and between the project areas.

The project produces interregional comparisons of institutional structures of sporty hobbies, in order to disseminate best practices between the Finnish, Swedish and Norwegian regions. Through comparisons the hobbyists, businesses, municipalities, associations and researchers get new ideas from the neighbouring countries. The project consists of two phases: mapping phase during the current EU programme period and development phase during the next programme period.

The mapping phase of the project produces a comparative report on such sporty hobbies in Central Ostrobothnia, Vindel river area and Lofoten archipelago that have potential to add to their meaning as sources of livelihood and as regional attractiveness and competitiveness factors. Sporty hobbies that possess the best potential to be developed will be selected as objects of the development phase. At the same time, the central practical actors of the selected hobbies will be committed as project partners to the development phase.

The innovative contributions of the THROUGH-JOY project to experience-based tourism are that it tries (1) to combine the needs of inhabitants and tourists and (2) to evaluate the possibilities of transnational learning in the case of development of sporty hobbies. The project produces far-reaching contacts between the project regions' researchers and other actors. These contacts can hopefully be utilized also in the future when developing other leisure activities (cultural activities, tourism, event production etc.) as sources of livelihood.

TOURISM SERVICE INNOVATION GOVERNANCE - A NETWORK PERSPECTIVE ON NEW SERVICE EXPERIENCE DEVELOPMENT

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Purpose

The purpose of this research paper is to present a first draft of a new tourism service innovation governance model for tourism network, given existing innovation models, tourism network theories, and theories about co-creation of experiences, combined with new insight learned true longitudinal empirical field study.

Background and theoretical perspective

New service development and tourism innovation literature identify five generations of innovation models (Panesar & Markeset, 2008). Linear models first presented in the early 1960s have been replaced by more complex ones. The assumed phases in innovation processes are not always sequential or possible to distinguish. Researchers has also accepted that service innovations are not an endeavor of single standalone companies only, but processes involving several actors of different type, a characteristic which explains tourism innovation processes very well. Björk and Virtanen (2005) talk about Multi-actor – Multi-level processes. Existing tourism innovation management models are limited in the sense that the steps and activities they depict only explain the structure of innovation processes, not respond to the fact that these processes are composites of actors with diverging interests, resources and visions (Björk, 2013). Furthermore, one should recognize the strong influence of "tourism development projects", which add a dimension of complexity to the processes. It is argued that exiting tourism service innovation models should be re-examined, critically assessed, and benchmarked in ongoing development projects for evaluation. Tourism development models are contextual. Models, which are useful in one era, may lose their relevance in another economy. The advent of the experience economy, the breakthrough of the service dominant logic approach and the increased focus on tourist experiences are aspects, which challenge the relevance of existing tourism development models.

The theoretical framework used in this research paper is structured around three central concepts, tourist experience, co-creation, and networks, positioned in a tourism system composed of attractions, infrastructure, and governance. Furthermore, the drama metaphor used by Mossberg (2008) to explain the experience scape within the field of tourism is applied in this research.

Methodology

An action research (AR) methodology was used in this study to improve practices and develop new knowledge. As a method it is a process of phased stages, cycles of action and critical reflections, which continue as long as required to complete a project (French, 2009). The project in focus for this study is the "Travel and Relax – Wellbeing in Ostrobothnia". This externally funded (ERUF) two year project was launched in year 2012 to boost tourism development in the region. It has two main objectives. First, it has a mission to produce new wellbeing tourism services by pooling local resources. Second, there is a need, as a means to the end, to create a platform, a forum, for knowledge transfer.

There are today 23 tourism firms, 3 museums, 2 theaters, 2 religious perishes, 2 universities and 3 public organizations involved in the project copying the structure of a Triple Helix model. This research paper

will use data collected by the means of personal interviews, secondary data, and observations done by one person representing the university sector. Data collection and analysis are iterative ongoing processes. Only those landmarks, which seem to be of importance in tourism service innovation processes, are documented to be triangulated for their relevance with two to three other participants in the project. The data collected will be further analyzed out of a managerial perspective. The new tourism service innovation governance model presented will be discussed with a group selected project participants to reflect on what could have been done different and what worked well as a learning process.

AR, is claimed to be very useful in situations when the intention is to solve practical problems by the means of theory development (Krathwoll, 1998). Especially, management and organization issues have been solved (Dick, 2002; Gill & Johnson, 2002). It is also claimed that AR should be practiced by professionals in leading positions, empowered to take action (Perry & Zuber-Skeritt, 1991). The author of this paper is not the project leader, but still has a power to influence and decide on directions and actions. The author is a member of both the steering and the managerial group of the project, as well as, responsible for developing marketing strategies for the new service packages launched.

Findings

This section consists of two parts. First, findings linked to the AR process is presented and analyzed. This part explores the "Travel and relax – Wellbeing in Ostrobothnia" initiative by unraveling the project "plan", analyze "actions" taken, "observe" the discourse, and "reflect" on outcome, which are the four main steps of AR (French, 2009). The second part takes the discourse on new tourism development models one step further by reflecting on the new tourism innovation governance model presented. A special focus is put on theory development by contrasting the new line of reasoning to existing development models.

Conclusions

It is argued in this research paper that there is a need for an updated tourism innovation governance model because the logic by which marketing is discussed is different today from that of earlier time periods (see Vargo & Lusch, 2004), and there are new policy instruments influencing regional tourism development. The theoretical framework used in this study amalgamates theories from at least three different disciplines. Concepts such as, co-creation and service facilitator are borrowed from the field of marketing, actors, activities and resources in networks are discussed by industrial marketing researchers, and the experience concept among consumer behavior, as well as, tourism researchers. Theories about regional tourism development were analyzed in detail. However, the literature review presented in this paper is neither exclusive nor exhaustive. It is used as a window into the area of tourism service innovation processes, a phenomenon to be understood true the lens of empirical data.

The AR method applied in this exploratory study identified new aspects to be included in tourism service innovation models. These are briefly summed up in this section with a particular focus on managerial implications.

The Solander Trail – an innovative hiking trail development process based on the Experience Economy paradigm

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Purpose of the study

The purpose of this paper is to present an ongoing participatory action research project in nature based tourism, involving a new process for hiking trail development based on the Experience Economy paradigm (Pine &Gilmore 1999, Boswijk et al 2912). The research question for the project is to study how a trail system can be developed organic from a bottom-up tetra-helix process aiming to implement theories from the Experience economy. The study object is the emerging Solander Trail in Piteå, Swedish Lapland.

Theoretical perspective

The introduction of the Experience Economy by Pine and Gilmore (1999) opened a new field of economic offerings and a paradigm shift in tourism product development, from providing tourism services to offering experiences based on the tourists expectations, dreams and desire of seeking meaningful experiences (Boswijk et al 2012). This "critical turn" in tourism by moving away from the "first generation of experiences" by staging the experiences, towards the second generation of co-creation (Binkhorst 2005, Bonkhorst & Den Dekker 2009), and third generation of self-directed experiences (Boswijk et al. 2012), has opened new opportunities to develop tourism offerings. Several "methods" for creating meaningful experiences have been suggested such as The Experience Triangle by Tarssanen (2009), Total Experience Management by Gelter (2006, 2010 2011), Customer Experience Management (Schmitt 2003) and others. Two theoretical frameworks from the Experience Economy of interest in trail development are Storytelling and Interpretation. Storytelling has been provided as a mean to create meaning to experiences (Pine & Gimore 1999, Jensen 1999), and Interpretation (Brochu & Merriman 2002) has a long history in bringing meaning to experiences of cultural and natural resources.

Background to the study

With the increased interest in nature-based tourism and responsible and sustainable travel, "adventure tourism" such as walking and hiking has become an increased popular activity. Most nature-based destinations therefore develop cultural and nature-waking trails and backcountry hiking trails as a mean to attract visitors. Famous hiking regions are often associated to mountainous areas such as New Zealand, The Alps, Pyrenees, or Scotland. In Scandinavia Mountain hiking is popular in Norway and Sweden, while Finish Lapland offers wilderness hiking in boreal forest areas. In Sweden, besides the about 8000 km trails in the mountain area, the number of low-land trails is increasing. These include hiking trails in forested areas such as "Bergslagsleden", agricultural landscapes such as "Skåneleden" and along coastal landscapes, such as "Väldsarvsleden". Hiking trails close to urban areas have a natural attraction by their easy access for recreation; while trails in more peripheral and remote rural areas need natural or cultural attractions to attract visitors. Destinations lacking national parks, natural or cultural heritage sites or attractions as unique selling points (USP), need to be innovative to develop hiking trails that can attract visitors beyond local residents. Thus when developing hiking trails in less known

peripheral areas without USP, the demanding challenges is to find a competitive position on the world tourism map and be able to compete with the more popular trails both nationally and internationally.

Traditionally trail development is initiated and organized by national or regional governmental agencies or by municipalities in a form of top-down process, involving locals mostly as land owners to be compensated by the intrusion. In addition to government initiated trail development, private operators such as DMO´s and tourism business operators such as resorts are developing trails on a commercial basis. However, both public and private driven trail development are basically based on copycating, i.e. designing trails in the traditional way. Most hiking trails are designed and constructed traditionally in the form of a marked trail through the landscape, with information panels on interesting spots and infrastructure for rests and picknicks. Such trails are usually complemented with an informative map over the trail system. In the best cases information panels and information material are interpretative, but more commonly just informative. Larger trail systems in association to heritage sites are sometimes complemented with visitor's centers. Trails are often constructed by an expert or expert group, such as biologists or cultural heritage experts in the to-down approach. Most traditional trails can be regarded as staged experiences, i.e. first generation experiences according to the classification of Boswijk et al. (2007, 2012). Here the provider, i.e. the trail designer, basically designs what to experience and where by the design of resting areas, viewing spots, and information panels. The hiking visitor "consumes" theses defined experiences, and only to a minor degree co-create the hiking experience. In pure backcountry hiking the hiker is following the trail between spot A and B and is expecting to experience certain attractions along the trail. More cultural heritage oriented trails may include passing tough villages and local businesses such as hostels, pubs, restaurants etc. and being more interactive with the local community. They therefore more become a kind of second generation experiences – a co-production of the experience together with locals and the cultural resources. A recent trend to get more interactivity during the hike is the introduction of mobile interactions trough smartphones, such as information applications, interactive trail information, GPS-based information systems and even argumented reality.

Another trend is the development of more direct experience-defined hiking trails such as thematic trails or thematic walks. These include pilgrim trails, historical trails, silent or slow trails, hiking event, gastronomic trails etc. as well as thematic guided walks such as novel or art based walks, spooky walks, murder mystery walks, gastronomical walks, interpretative walks etc. Also the kind of hiking and walking has diversified spanning from explorative expedition like several day long distance hiking to short roundtrip walks. In addition the market segment of visitors interested in walking and hiking has diversified, now covering most segments from family groups to senior groups, from beginners to advanced hikers and explorers, from well-being walks to luxury experiences such as "glamping", e.i. glamour camping. Increasing is also the number of hiking-travel agencies and hiking tour operators offering hiking tours with or without a guide.

Increasing diversification of categories of hikers and their demands and expectations of unique experiences, as well as the transformation of the tourism business from providing tourism services to providing experiences, puts demand on creative innovation when designing new trails that want to compete on the world tourism map. Not only need trail-destination provide good infrastructure for the hiker in the form of lodging, food, transportation, access, activities, etc. in connection to the hiking trail, but also consider the "soft" dimensions consisting of the human resources at the trail destinations. These include among many dimensions, attitudes towards tourists among locals and tourism employees, service quality and hospitality, competence and education levels among tourist operators and employees, and their understanding of the complexity of the tourists total experience.

Methodology

The research methodology is a Participatory Action Research by the author, with the action aim of introducing theories and methodologies of the Experience Economy in the development process of the Solander Trail. The Action Research is based on the author's personal engagement in the development of the hiking trail from several different perspectives. The authors has a natural interest in the project as a researcher in nature-based tourism and experience production, as well as a teacher at the experience production program, involving students from different courses in the trail-development process. In addition, the author has a nature-based tourism firm directly involved with the development of experience offerings along the Solander Trail. Finally, the author has a position in the board of the local DMO "Destination Piteå of Swedish Lapland E.F.", which is the owner of the trail development project, founded by the Swedish Agency for Economical and Regional Growth (Tillväxtverket). The author has been the driving force to initiate the Solander Trail project through the DMO.

The action research project is still in its infancy as the trail development project started formally in January 2013, thus this paper is about a research in progress. The methodology follows traditional action research (Whyte 1991, Elliot 1991) methodology of documenting and reflecting on the development process, as well as having an aim with the research project, to introduce the Experience Economy and Experience Production in trail development.

Findings so far

The aim of the Solander Trail project is to develop a trail system based on local entrepreneurship and the methodologies of Interpretation and Storytelling (Hollström & Janum 2012). By a bottom-up process initiated by local tourism firms, private initiative and local village organizations, the process integrates stakeholders from both the private and public sector, as well as different kinds of associations and clubs. The project has slowly grown from a local initiative, to become a complex tetra-helix-process, where university students and teachers on one hand, and local initiatives among farmer, villages, and local entrepreneurs along the trail on the other hand, play equally important roles in the developing process.

The process started with a pre-study financed by the Federation of Swedish Farmers (LRF), doing a resource inventory along a proposed 100 km trail through the cultural and natural landscape around the municipality of Piteå. Local entrepreneurs, landowners and stakeholders were identified, and the trail named preliminary as the "Farmers trail" to initiate rural development and entrepreneurship in the villages along the trail system. The aim was also to raise the awareness of the cultural and natural resources of the area and make them available to visitors through such a trail.

In this pre-study students at the Experience Production program at Luleå University of Technology were involved, both in the inventory and research process, and in test hiking parts of the trail. Based on these experiences, two students wrote a bachelor thesis about Innovative trail development based on Interpretation and Storytelling (Hollström & Janum 2012). This thesis became the foundation for the project application to the Swedish Agency for Economical and Regional Growth with the project title "*Solanderleden berättar 2012-13*" [The narrative Solander Trail 2012-13]. The aim of the project is to develop a 10 km part of the total trail according to the methodology developed in the student's thesis, suggesting a model for trail development based on the experience economy by using Interpretation and Storytelling as methodology, and involving local stakeholders in the design and theme of the trail. The aim is an organic development of the trail, where different stakeholders along the proposed trail contribute in different ways to part of the trail.

The findings so far in the development process, is that there is a strong engagement from all the local stakeholders for the trail project and a genuine interest in the development methodology of Interpretation and Storytelling. The first action by the author was to find a thematic name on the trail system, suggesting naming the trails after the world famous botanist from Piteå, Daniel Solander, one of Carl von Linné´s disciples, who sailed around the world on Endeavour with James Cook 1769-1771. By the thematic name Solander Trails, a historic, naturalistic and cultural heritage platform was created for the trail development and the entrepreneurial productification along the trail.

By involving students from a storytelling course as well as from a gastronomical course and a media design course, many innovative suggestions for activities, design and branding, market communication, themes for product development and gastronomical experiences along the trail are provided to local entrepreneurs and tourism firms. These students' innovative ideas will be merged with ideas from local stakeholders in the productification of the Solander Trail. The project will involve several workshops for local stakeholders about interpretation, storytelling, experience production, tourism product development etc. to find out their way to contribute to the trail development. Each village or local entrepreneur will be responsible for a part of the trail system, and find their own sub-theme for their part and experiential products.

Thus the trail development involves not only the physical experiencescapes of the trail, i.e. the trail per se, its signs and information system, its information technology applications, its marketing and information material etc., but also the "productification" of the trail by local entrepreneurs in the form of hospitality services of lodging and eating, guided tours, activities, adventure challenges and events.

Conclusions

The trail development project is thus based on a "crowd-founded innovation process" among local stakeholders. In a Swedish perspective, such a destination development project is unique and non-traditional, being based on a pure bottom-up tetra-helix process, involving locals, local village clubs, agricultural organizations, municipalities, entrepreneurs, tourism firms, destination organizations, and university students and researchers. The value of the participatory action research will be a description and evaluation of such a bottom-up process for trail development in a theoretical framing of the Experience Economy. The study will be able to evaluate the introduction of the concept of experience production with the visitor's total experiences in focus, in contrast to traditional "trail development" process with its focus on the attractions along the trail, i.e. the shifting from a concept of **Unique Selling Points** to a concept of **Experiential Value Promises** according to Schmitt (2003) experiential selling paradigm. Also the shift from top-down process to bottom-up process, as well as the complicated tetra-helix process will be interesting to evaluate. This is thus probably the first trail development process that starts both from the local perspective and the Experience Economy paradigm, in a co-creation between theory, research and practice.

Exploring the Supply of Nature-Based Tourism in Sweden

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This paper aims to contribute to better understanding of nature-based tourism (NBT) supply in Sweden by presenting preliminary results of a comprehensive NBT supply survey. Sweden, having a strong tradition and long history of outdoor recreation, has experienced a relatively recent expansion of NBT as a commercial activity. Understanding the characteristics of the NBT supply poses a number of challenges. First of all, there is a lack of universally agreed definition of the NBT and consequential absence of a systematic data collection in this sector. Apart from several previous studies, using small-scale samples, there has been no comprehensive analysis of the NBT supply in Sweden, which would provide information of this sector in terms of such parameters as company characteristics (size, years in operation, distribution), products offered (spectrum of services, activities and experiences, geographic location) and management specifics (organizational structure, personal characteristics of entrepreneurs). In addition, NBT business sector has been known for its volatility and big proportion of small-scale operations (often having NBT as a side business) which makes it difficult to capture in the existing statistics. Second, there is a need to better understand the processes commercialization and commodification of natural resources in the frames of NBT, i.e. how nature becomes a successful tourist product and what are the necessary conditions for it. These aspects obtain additional flavour in relation to the right of public access to nature, as well as the complex land ownership structures in the Nordic context.

This paper (which is a part of an ongoing PhD research project) presents preliminary results of a comprehensive NBT supply survey, for which several methods of capturing NBT companies were tested. Based on the pre-test results, the dataset for the survey was gathered (N=2060) with the aid of Swedish regional tourism bureaus, followed up by quality checks via telephone and Internet. The first round of the web-based survey was conducted during the May-June 2013. The survey contained 49 major questions covering the aforementioned parameters of company characteristics, products offered and management specifics as well as other areas of interest, such as land use and access to nature, sustainable development and networking. As a result, 573 (27%) responses were collected (second round of the survey will be conducted in the fall of 2013). The theoretical framework of this study builds on theories of nature commodification and conceptualization of nature as a servicescape and/or experiencescape, i.e. nature both as a product and a setting of a commercial encounter. Tying to the previous research, this study aims to enrich and update existing understanding of NBT supply in Sweden, provide insights to new empirical and theoretical development directions and create opportunities for further comparative studies on the NBT supply with other Nordic countries.

Moments that count - Consumer immersion within nature based tourist experiences

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The purpose of this research is to explore the concept of consumer immersion within nature based tourism contexts. Immersion can be defined as a form of spatio-temporal belonging in the world that is characterized by deep involvement in the present moment (Hansen & Mossberg, 2013). During immersion, the consumer becomes one with the experience by "being plunged into a thematized and secure spatial enclave where they can let themselves go" (Carù & Cova, 2006, p. 5). The concept of immersion has so far been marginally explored in tourism literature and little research has been conducted within nature based experiences. Previous contributions within other disciplines have focused on contexts such as classical music concerts (Carù & Cova, 2005), staged experiences (Pine & Gilmore, 1999) and gaming (e.g. Calleja, 2011; Jennett et al., 2008). This paper contributes to the theoretical gaps in tourism literature and empirical gaps in nature based tourism by asking the following question: What different types of immersion can be identified within nature based tourism experiences?

The paper develops the concept of immersion further using literature from consumer behavior (e.g. Carù & Cova, 2005, 2006, 2007; Firat & Dholakia, 1998; Pine & Gilmore, 1999) and psychology (e.g. Csíkszentmihályi, 1990; Maslow, 1964; Moscardo, 2009; Powell, Brownlee, Kellert, & Ham, 2012). Furthermore, a multi-relational approach is applied (e.g. Belk, 1988; Hansen, Lindberg, & Eide, 2011; Joy & Sherry, 2003; Mossberg, 2007). Semi-structured interviews were gathered from informants participating on whale safari, dog sledging, kayaking and mountaineering in northern Norway. During the interview, informants were asked to sketch their experience curves in order to facilitate identification/reflections on valuable moments of immersion. Participant observation was also conducted. Empirical data were analyzed within a hermeneutical framework (Alvesson & Sköldberg, 2009; Thompson, 1997).

The findings revealed two main types of immersion; *nature specific* immersion and *activity based* immersion. Nature specific immersion is experienced during effortless interactions with nature (e.g. scenic landscapes) or animals (e.g. whales). These moments are characterized by a feeling of interconnectedness with nature and existential reflections (e.g. feeling small, humble or evaluating life choices). Activity based immersion was identified in two different situations. First in positive, optimal, joyful moments when individuals were in control (e.g. managing the dog sledge), and second, in situations when individuals were struggling with their performance or trying to cope with new and challenging activities (e.g. harnessing the dogs). Previous research has only focused on immersion associated with positive and optimal experiences. The findings furthermore imply that immersion depends on personal interpretations and interactions within the experiencescape (Mossberg, 2007) as well as willingness to become immersed, and therefore question to what extent providers are able to orchestrate consumer immersion (Pine & Gilmore, 1999).

This paper contributes to the tourism literature by presenting new empirical findings on immersion in nature based tourism experiences. The concept of immersion is developed further by identifying two distinguishable types of immersion which are meaningful and valuable to the consumers. Contrary to previous research, findings show that activity based immersion can be experienced in situations where the consumers struggle with their performance.

Excitement for Sale: A Study of Ski Experiences and the Measure of Emotions with Self-Report and Facial Measures

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The last two decades Northern Norway has become a major ski tourism destination. However, surprisingly little is known scientifically about these experiences. Quality and intensity of emotional experiences have previously been reported being an important motivating factor for high-risk leisure activities. In the present study we followed 50 skiers out in the field and sought to capture their experiences by measuring their emotions during (analysing facial expressions), immediately after

(using verbal reports) and one month after their skiing experience (using both verbal reports and facial expressions). To capture the skiers online emotions we mounted a camera filming the skier's facial expressions as they were skiing. This film was then analysed by a computer program that extracted emotions from facial expression. The result suggests that it is feelings of mastery and engagement that is the chief motivator, and not feelings of pleasure. During skiing the participants show an overweight of negative emotions, however, in hindsight the memory of this experience evokes pleasure and happiness. The results are discussed with reference to so-called eudemonic feeling states, hedonic feeling states and the reliability using facial expressions as a way of measure.

The art of Guiding in Nature Based Adventure Tourism - How to give customers adding value and great experiences

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The paper is based on an ongoing study of guides in nature based adventure tourism, in particular back country skiing and mountain biking in the Rocky Mountains area in USA. The main question asked is: What are the important value adding factors that a guide may provide before, during and after a nature based adventure experience? The study is limited to guide performance in relatively small groups that are common in this kind of tourism (Pomfret 2010). This means that we are concentrating on guide services that are less standardized, to some degree risky and technical or physical demanding where it is likely to expect that guides must have high levels of skills and knowledge. In other words, we have tried to avoid standardized and routinized product or experiences where any person may step in after a short learning period (Cohen 1982).

The paper aiming both guides, businesses, the education system and researcher that are interested in better understanding of the guide role in nature based tourism. Our findings may improve planning and product development processes in businesses, marketing strategy and give insight for better pricing and profit. It also questioning the importance of sustainability and environmental care in nature based adventure tourism. This is important because how guides and companies in general act in relation to nature is important for travelers. A study by Stokes, Cook and Drew (2003) shows that 72 % of American travelers mean it is important that their visit not damage the environment, 61% say that their experience is better when destinations preserve nature and 28% buy from companies that make an effort to preserve/protect environment. In overall the insight may be used to improve content or give new ideas to universities, guide schools, organizations and others that offer guide education. Finally we hope our finding give new insight for researcher and theory development.

Theory

A central term in our work is value and how guides add value to the clients' experiences. Nigel and Thomas (2002) argue that value is the satisfaction and utility that customers get from buying a product or a service, but we argue that value is a more complex term. First of all because value has different meaning for different people, and even the same person may define the value of a service different from one situation to another (MacDivitt and Anderson 2012). For our purposes we have used the definition introduced by MacDivitt and Anderson (2012). They argue that value consist of three elements," the value triad", where value for customers are created revenue gains, cost reduction and emotional contributions. In relation to guiding in adventure tourism, revenue gains are illustrated in the value of being effectively guided to the goal of the tour. An example of cost reduction; the price of using a rented bike offered by the guide company is less than the cost of transport and wear and tear when the clients use their own bike. Emotional contributions refers to the intangible aspects of guide services and are related to the value of feelings like safety, increased confidence and happiness.

Based on recent literature analyzing the guide role in tourism in general, we have outlined four theoretical perspectives that give us hypothesis and an analytical framework for understanding and analyzing how different actions and preparations create value for clients.

• The instrumental perspective sees the guide as a pathfinder, leader, organizer and responsible for safety. This perspective put light on value adds like reduced planning time, convenience, less

decisions for clients and for example the value of effectively finding the best downhill skiing. (Cohen 1984, Cohen & Avforieli 2004, Beedie 2003, Curtin 2010, Ormsby and Mannie 2006, Rantala and Valkonen 2010, Morgan, More and Mansell 1997, Edensor 1998, Pomfret 2010, Catrett and Lynn 1999)

• The relational perspective focus how guides create value by influencing group dynamics, implement good service, motivate clients to challenging experiences and other relational aspects of the guide role (Schumann, Paisley, Sibthorp, and Gookin, 2009, Schuchat 1983, Fredrickson and Anderson 1999, Haig and Mcintyre 2002, Smith 2006, Wang and Lee 2012, Carstensen 1992, Jefferies and Lepp 2012, Gronroses`1997, Parazuman, Zeithammel and Berry1998, Zhang and Chow (2004)

• The choreographing perspective put light on how guides may orchestras the activities and experiences to optimize the feelings that are the goal of the tour (excitement, calm, solitude, fun) (Edensor 1998) Arnould and Price 1998, Jefferies 2012, Lepp 2008, Mathisen 2012, Beedie 2003, Curtin 2010, Pine and Gilmore1999)

• The environmental perspective is about interpretation of place and nature, and how guides may add value by educating the clients about cultural and environmental sustainability (Curtin 2010, Periera 2005, Yamada 2011, Reisinger and Steiner 2006, Ormsby and Mannie 2006, Cohen, Ifergan and Cohen 2002, Stewart, Hayward and Devlin 1998, .

Method and data collection

In order to address the research questions, a variety of qualitative research methods were employed over the duration of this study. Our research questions, consistent with interpretive nature of outdoor experiences, are best addressed in a "natural setting using exploratory approaches" (Marshall & Rosssman, 2006, p. 52-53). Using both participant observation and semi-structured interviewing of other participants/clients and guides in two separate guided outdoor adventure settings, we were able to effectively address the value added in back country skiing and mountain biking experiences.

Ethnographic techniques, such as participant observation, rigorously examine lived experiences of a particular population, but also includes the experiences of the researcher (Goodall, 2000). Participant observation is a multi-instrument approach that enables researchers to better know a particular culture, place, or social setting (Bernard, 2006; Spradley, 1980; Wolcott, 1999). Through participant observation, a researcher's interaction with subjects may appear strikingly different, dependent upon the intended outcomes of the research. Participant observation requires that researchers engage with an experience to different degrees, a challenging and dynamic prospect in this research project.

As this research project progressed, we clarified, filtered, and funneled our observations and field notes, ultimately identifying various themes and subthemes. Using memos, we focused further observations and experiences so that they more closely focused on the themes (Emerson, Fretz, & Shaw, 1995), while also attending to more generalized observations of outdoor adventure experiences and the roles that guides played in the process.

In addition to participant observation, we engaged in semi-structured interviews with other participants who took part in the same guided outdoor adventure activities that we experienced. These purposeful conversations were helpful in understanding other people's thoughts, feelings, and experiences in their own words. Careful questioning and listening (Marshall & Rossman, 2006) enable learning and understanding beyond what could not be seen or readily understood, and they also provided spaces to explore other understandings or explanations of information that we thought we might already have understood.

We chose Back country skiing and mountain biking because of their site convenience, their breadth of adventure pursuits, and our familiarity and comfort with these activities. During these experiences, we meticulously took field notes, jottings, and verbal notes (Emerson, Fretz, & Shaw, 1995) to record not only the "facts" of the experience, but also our immediate personal interpretations and impressions.

Some Preliminary Findings

This is an ongoing work and the data collection is now half completed. We have not made any conclusions at this point. So far it seems like a lot of findings from former research will be confirmed. This indicates that there are some universal guide actions that are valuated in many forms of guiding. This is related to how guides add value by doing the planning for the clients and trough this reducing time costs and the hassle of taking decisions. Further on take responsibility for group dynamic and creating a good atmosphere and educating the clients about the activities. In back Country skiing it seems like the most important value add is connected to safety, the guides' ability to find good skiing, and great views. In mountain biking, the most important value ads seems to be related to fun, effectively finding the good trails, creating a good atmosphere in the groups and offer the clients high end bikes.

Of new and interesting findings not mentioned in recent literature we will mention that some ski guides add value to their customers by taking changes that put themselves in danger. They test the avalanche danger by skiing the area where the avalanche may start (cutting). Through this the clients will have a safer and more predictable experience.

Other clients have mentioned that a motive for using guides is that they want to have a clear leadership. These clients have told us that If they are doing back country skiing with friends, they have a tendency to take changes to impress each other and no one are willing to point at the risk level because they are afraid of being looked down on. The clients are in other words valuating the guides positions and legitimacy to take decisions, both for safety reasons and to avoid conflicts among the friends.

On mountain biking tours, an important challenge for guides is to handle different skill levels among the participants. Different levels of skills on the same tour may create the tour very negative for both

the high and low level riders. Our findings shows that some guides have prepared solutions to solve this problem by instructing the low level rider and having plans for alternative trails and periodically splitting the group. Based on our observations and interviews, the guide are adding value by organizing the tour in a way that makes it a good experience for all levels

The data material indicate that some actions are evaluated very differently among the clients, despite that the guide had a clear intension of value add. In one of the tours, sold as "all inclusive" where the clients slept in a Yurt (heated big tent with beds and dining table), the guide melted snow for water, made the food, served it and did the dishes. Some clients' meant that this was positive and actually what was paid for, other felt embarrassed and bored and wanted to participate in this work. One of the tour were we participated, ended at a place where there were no transport to the participants accommodation, and they had to hitch hike to a bus stop and wait for nearly an hour to get further transport. Some clients saw this as en value add exiting experience, where the where introduced to the " Utah hitch hiking culture". Other meant this was very negative and expected the guide company to have the transport ready when they arrived at the road.

Contribution and originality

- The study gives an overview of the literature of guide best practice in a customer perspective.
- Gives an understanding of how clients/customers evaluate guide performance
- Put light on the difference between what guides believe are the customer expectations and actual expectations
- Reveals value adding actions that in some cases weren't conscious by the guide
- Reveals intentional value adding actions that had negative or ambiguous effect on clients experiences
- Very few if any other studies have analyzed guiding in back country skiing and mountain biking

"IF WE DON'T HAVE TOURISM, IT WOULD HAVE BEEN BLOODY QUIET" – How World Heritage Status Represents Economic and Symbolic Transformation of Place

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The natural and cultural landscape is seen as the most important common resource for the tourism industry in Northern Norway. In this paper we will describe how differently positioned actors in a small coastal community experience and interpret changes in use of natural and cultural resources. This includes descriptions of traditional vs new use of resources, of how different actors value the cultural and natural landscape , and how new and different use of cultural and natural landscape resources affect the community.

Several studies from northern rural areas focus upon how development of tourism industry includes aspects of transformation of place. These processes may be labeled as place-reinvention; practices that involve both economic and symbolic transformations constituting a changed sense of place. By focusing on traditional and new use of natural and cultural landscape resources, our intention is to describe how processes of change are taking place, and in what way these changes could be characterized as place reinvention.

The paper is based on a qualitative case study on Vega, a cluster of islands on the coast of northern Norway, which received UNESCO World heritage status in 2004 for its landscape and cultural heritage, based on 1500 years of fishing tradition and production of eider down. Vega has proceeded to develop a vibrant tourist industry at least partly based on the World Heritage status. The study is based on in-depth interviews of actors who in various ways are involved in development of industries and community. By interviewing differently positioned actors and focusing upon their experiences and interpretations of ongoing processes of change, we seek to grasp complexity.

Curriculum design of one-year, bachelor and master study programmes in Norway: How do they support nature based tourism development?

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During the last decade, the creation of value has progressed as the most important concept in service marketing. With the introduction of the service dominant logic in marketing, researchers has claimed that value is created when the customers can use the offering in a meaningful way (*value-in-use*), that value always is *co-created* by the company and the customer, and that value must be understood on its social context (*value-in-context*).

However, much of the research in this area is conceptual and few empirical studies show how value is co-created by the customer and the company. Recently studies of technical services have been published; still there is a lack of studies that show how value is co-created in *high contact services* and *tourism and hospitality services,* or how value *progresses* in service meetings or personal relationships.

The purpose of this paper is to analyze how value is co-created by receptionists and guests in hotels. The study builds on a qualitative ethnographic study of hotel receptionist in four star hotels in Sweden. The empirical material was gathered with observations and interviews. In addition to theories on value creation, symbolic interactionism has been used as a theoretical perspective in the study.

In focus of the study is how the receptionist plan and perform strategies and tactics with the guest to create value in the interaction. The results of the study suggest that receptionists use formalization and informalization strategies to create value with the guests. Each strategy is connected to a number of tactics that are performed by the receptionist to create different values. The formalization strategy is associated with tactics as establishing a symbolic distance between the guest and receptionist and by formal greetings. In addition, the receptionists perform deference work that place the guest in a superior position to the receptionist. The formalization strategy is used to create values of hospitality such as superiority, deference and respect.

The informalization strategy is associated with tactics such as recognition of the guest, the pronunciation of the guest's name, the use of personal information and giving of gifts. The informalization strategy is used to create values of hospitality such as kinship, closeness and reciprocity.

The results also indicate that use of the strategies and tactics are context specific, and the receptionists adapt them to the behavior and need of the guest. The strategies and tactics are part of the personnel's competence and are used deliberately to affect the guest. They become means for co-creating value in the interaction and establishing values of hospitality. Hence this study contributes to our understanding of how value is co-created in personal relationships and how values progress between actors such as receptionists and guests. Specifically it shows what tactics are used in establishing values and how they are used to be value creating in a hospitality context.

Development of tourist experiences based on integrated choice and latent variable modeling: Preferences for a reindeer interpretive centre in the Hardangervidda area of Norway

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Purpose

Central to enhanced tourist experiences is an understanding of visitor preferences for facility and activity development. A choice experiment survey was used to assess visitor preferences for a reindeer interpretive centre in the Hardangervidda area of Norway.

Theoretical perspective

The analysis uses the choice experiment (CE) approach. The basic CE model structure uses random utility theory to relate the probability that an option is chosen to 1) the characteristics of the option (e.g., entrance price and level of restaurant provision), 2) competing options, and 3) characteristics of the individual (e.g., income). Respondent preferences for an option are represented as a weighted sum of preferences associated with each characteristic of the option. Model results can be utilized to estimate how changes in characteristics affect consumer demand, as well as willingness-to-pay (WTP) for these changes.

Methodology

Respondents were recruited via a combination of 1) a foreign visitor survey, carried out at border-crossing sites in Norway and 2) an on-site contact at lake Møsvatn. Of the 3,616 respondents contacted via email, 1,141 (32%) completed at least a portion of the online survey. Missing values were excluded list-wise, and the final data involved 2884 choice observations.

The CE included five attributes: restaurant/café, multimedia room, expert presentation, effect on reindeer habitat, and entrance price. Each attribute had three possible levels. Ngene was used to create a fractional factorial design of 16 scenarios, which were split into four versions administered based on a random selection basis. In each scenario, respondents chose between three options. The first two included each attribute with levels following the fractional factorial design. The third was a neither option (do not visit the interpretive centre).

Multilevel structural equation modeling was used for the integrated choice and latent variable model of visitor preferences. An initial model was specified with multiple causal layers, two latent variables, and multiple random parameters.

Findings

As expected, respondents prefer a lower entrance price. Preference for a restaurant over no restaurant was non-significant, but WTP for a mountain view over no mountain view was substantial (€34). WTP for guiding was €29, while WTP to avoid a small negative effect on reindeer habitat was €13. The media attribute was non-significant.

The significance of three attribute random parameter variances indicates that unexplained heterogeneity remains despite the inclusion of demographic and psychographic explanatory variables. Nonetheless, the inclusion of latent variables substantially enhanced model fit. The Connectedness to Nature (CNS) scale was a direct predictor of choosing a visit alternative, whereas the List of Values social and achievement dimension was only an indirect predictor via CNS.

The Changing Landscape of Knowledge in the Tourism Industry in Sweden

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In Sweden, as in other Scandinavian countries, many regions are experiencing a restructuring characterized by a decrease or even halt in the production of goods leading to a shift where the provision of service has become the dominant sector. This change affects all aspects of the local community as pressure is put on the public sector to meet the increasing needs of an ageing population when tax revenues decrease. During the last decades, policy strategies have been presented in order to assist regions in transforming their economic base and create regional development in rural as well as urban areas.

Tourism was designated as a successful area of activities in this regard already during the 1980s, potential being found in the possibilities to create job opportunities without having to invest in costly plants or extraction of raw materials. In fact, the abundant nature itself was now regarded as an asset and the place-boundedness of a destination would prevent established operations from moving out. Today, development of destinations is on the agenda in all parts of the country and there are ventures initiated on national level as public and private sectors cooperate in partnership in accordance with strategies from the EU structural funds.

Tourism is often seen as an industry lacking specific requirements regarding skills and knowledge and hence, it has been stated that entrance barriers to the tourism labor market are low. However in the high-cost societies of the Nordic countries a situation of increasing global competition requires good value for money in order to stay in business. Hence, as for other industries, it can be anticipated that access to knowledge becomes increasingly crucial for developing tourism.

This study aims at analyzing the changing access to knowledge within the tourism industry. By using a longitudinal geo-referenced population register covering all individuals in Sweden, the geographical and temporal development of access to academic knowledge within the industry can be mapped. The results of the study allow for monitoring changes in the knowledge landscapes for various segments of the tourism industry. Moreover, it allows also for assessing the impact of these changes on destination performance as measured in commercial overnight stays and business turnovers.

Keywords: Destination development, regional development, knowledge, education, register data.

Icelandic Tourism Profitability and Sustainability Strategies: The Facilitating Role of Aviation

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In the past decades, foreign tourism in Iceland has experienced an outstanding growth. Though the destination maintained the characteristics of a niche market, tourism is now one of the main pillars of Icelandic economy. The industry faces the common challenges of small island tourism such as high seasonality and high concentration of visitors at few attractions. Policy-makers recognize that tourism policies require fundamentally new strategies and approaches. They are encouraging industry stakeholders to address capacity and environmental resources management, to coordinate planning and develop infrastructure, and to innovate products. This study proposes to analyze the Icelandic tourism market focusing on the development of a common understanding of a sustainable business model. Policy options for the implementation of this model will be explored. The goal is to provide new insights into consumer behavior relating to tourism development, enabling the policy-makers and stakeholders to have a better understanding of the market conditions and to improve tourism development strategies.

An engineering systems framework based both on quantitative and qualitative methods is proposed. The focus of the methodology is three-fold: first, to perform a market analysis and model tourist behavior; second, to create a common understanding of a sustainable business model for all stakeholders and assess its potential for success; and third, to explore policy options for the implementation of this model.

Profit maximization drives airline managers to invest in source markets where they can achieve the highest returns. We propose a methodological framework for identifying and selecting market opportunities for Icelandic inbound tourism. The evaluation of Icelandic inbound tourism combines the marketing-based opportunity index with an economic-based gravity model. First a sample of effective factors on Icelandic tourism is identified. These are used to perform market segmentation. We then rank source markets based on the effective factors and their estimated weights. For the purpose of hypotheses testing we use factor analysis, panel data analysis and cluster analysis. Marketing managers will have a tool for increasing sales opportunities and profitability in foreign source markets.

Visitors to Iceland look for a variety of experiences and different types of visitors look for different experiences. Although the appeal for tourists of the country's attractions lies mainly in the natural landscape, other attributes are also important in attraction choice. Tourists also have different degrees of sensitivity to congestion and may avoid visiting attractions when they have experienced or they anticipate overcrowding. We use discrete choice modeling for analyzing the preferences of visitors to Iceland for various attraction attributes, capturing current levels of congestion, and visitors' sensitivity to congestion. In addition, results from the experiments can be used to create a tool that simulates changes in the demand for attractions under alternative scenarios. This model can be of use to industry stakeholders and policy-makers in attraction development planning and marketing and when taking effective investment decisions.

A major contribution expected from this research is that it proposes to inform both community and industry stakeholders on the adoption of both profitable and sustainable strategies by addressing the lack of detailed market intelligence and existing gap on source market research, and thus contribute to the development of a community-based nature and cultural tourism.

Tourism Stakeholders' Viewpoints on Sustainability in Norwegian Arctic Destinations

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This study attempts to explore tourism stakeholders' attitudes toward the practices of sustainability in Arctic destinations where have been regarded as scared and pristine places susceptible to the influx of tourist. A mixed method involving qualitative and quantitative studies is deployed in a Norwegian Arctic region to facilitate the data collection on three groups of tourism stakeholders entailing local resident, tourist and tourism operator. From the qualitative study, stakeholders' attitude toward environmental protection and cultural preservation emerges as the exogenous variable influencing the practices of sustainability. A host of questionnaire surveys is conducted at various Arctic destinations and results in 593 useful questionnaires for further data analyses. Consequently, this research finds that among the stakeholders the tourist exhibits the strongest interest in sustainable tourism development in the Arctic region. Previous studies on sustainability in large measure the opinions of local residents and tourism practitioners, the attitudes of the tourist remain unclear. Nevertheless, the present study renders a refreshing insight that the tourist is apt to accept more sustainable operations in Arctic destinations. It is not surprising that the tourist has strongest inclination toward building better environmental and cultural stewardships as the tourism develop progresses because the Arctic is often seen as a pristine attraction with magnificent, enchanting landscape as well as endangered wildlife. It implies that the tourist may be willing to follow greenery policies and accept the services friendly to the environment and local culture. From a marketing point of view, it is wise to promote Artic destinations as picturesque and fascinating places seriously practicing sustainable schemes. Regardless, implementing the concept of sustainable management ought to become a crucial mission at host community level as far as the destination is longing to attract new tourists in a long run. Moreover, the tourism business is also willing to accept the concept of sustainable management. However, it shows the weakest interest in practicing sustainable operations among the three groups of stakeholders. It is true that changing the current business operations to promote cultural and environmental partnerships will add costs to the operations. Further studies may look at the issues concerning the tourist's willingness-to-pay for the costs arising from sustainable operations. The resultant data from the above suggested studies could assist the tourism business to determine the areas of change could be made without losing the tourist.

Enhancing Knowledge in Web 2.0 Platforms; Applying a CoI Framework

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Purpose

Hospitality and travel business need to recognize the opportunities to efficiently use the customer knowledge available online (Xiang, Wober and Fesenmaier, 2007). Considering Web 2.0 platforms (e.g. Tripadvisor, DMO's weblogs) where customers and service providers interact, as a learning-process, different dimensions of communication and revealing knowledge can be learned. This paper aims to provide a general guide for identifying consumer knowledge in Web 2.0 platforms through the use of Community of Inquiry- framework. In the end, customer representatives can be trained how to translate the knowledge into their value-chain-processes, with spill-over effects such as an increasing quality, customer satisfaction and a stronger position in the market.

Theoretical perspective

Information- and communication technology needs to be understood as the main source of innovation, strategic differentiation and competitive advantage for business as well as for successful co-creation experiences in the future (Buhalis et al., 2012). The internet in particular holds great potential as a vehicle for co-creation since it allows tourists to enhance their communication and interaction (Buhalis and Law, 2008). As Walls et al (2011) claims that consumers are nowadays co-producers, who actively build their own consumption experience through interaction with the environment, service provider and other consumers. Internet thus facilitates business to establish closer relationships with their customers and effectively integrate them into their value chain operations (Buhalis and Licata, 2002; Sigala, 2012).

Consequently, business models have started to shift towards collaboration and community involvement where they allow knowledge to flow, which stimulates the creation of new knowledge and innovation (Walls et al., 2011). Vargo and Lusch (2007), introducing the Service Dominant Logic (SD-Logic), emphasize the need to create novel outcomes for the customers by shifting from 'operand resources to operant sources'. In the context of the hotel industry, a sustainable competitive advantage will depend partly on identifying and developing those complex operant resources (e.g. skills, competences, knowledge and relationships), that are embedded in patterns of coordination within the value-creation network itself as FitzPatrick et al. (2013) postulate. Conclusively, it can be argued that knowledge is the most important recourse of the twenty-first century (e.g. Drucket, 1999)

However, Sigala's (2012) study shows that only a few businesses exploit the customer feedback for improving their business processes. Businesses exploit consumer generated knowledge merely for understanding the profile of their customers, for enhancing the effectiveness of their customer targeting and marketing campaigns and for monitoring and protecting their online reputation. Nevertheless they fail to use customer knowledge as a resource because of lacking skills and competencies using Web 2.0 tools. FitzPatrick et al. (2013) argue that companies thus lose their opportunities for increasing their competitive advantages. Sigala (2012) suggest that firms need to address issues such as enhancing the technological skills and competencies of staff, use more appropriate CRM metrics as well as use mechanisms to identify and eliminate the mean usage of Web 2.0 platforms. Despite the existing quantity and quality of research in Web 2.0 technologies in the tourism field, there is still much to learn about how to manage consumer knowledge. There is thus a significant need to understand how relationships and interdependencies among operant resources could be better managed for future value-creation (FitzPatrick et al., 2013).

Design/methodology/approach

Knowledge sharing is an important issue for sustaining competitive advantage, as innovation occurs when people share and combine their personal knowledge (Matzer et al, 2008). The starting point of this proposed framework derives from the Zhang et al. argument (2011) that Web 2.0 platforms support a personal, dynamic and social learning process. Web 2.0 platforms can facilitate the knowledge-creating cycle, where explicit and tacit knowledge interact in a continuous process (Zhang et al., 2011). Yeh (2012) argues that during the knowledge management-process, community building, collaborative learning, observational learning, and interactive discussions are important to knowledge sharing. However in order to significantly use this customer input as an operant recourses, mindful-learning, feedback, practices and interactive discussions, and community building are critical to knowledge co-creation for business (Yeh, 2012). Business can develop their tools and construct their knowledge base through social interactions, as Santrock (2005) argues. In addition, a remarkable comment has to be noted; the concept of learned-centred process, (Murphy, 2008) perceives the role of the instructor / customer representative as a facilitator, advisor, tutor or coach and the role of learners / consumers is self-regulating, independently active, and are thus engaged constructors of knowledge. This can be argued to be significantly connected to the concept of new roles in paradigm of S-D Logic. Service providers are no-longer in charge of granting an experience, they can only create an environment and circumstances in which customer can create their own experiences (Mossberg, 2007).

For that reason, the paper at hand relies on foundational work in the field of Community of Inquiry (CoI) and the linked Practical Model of Inquiry (Murphy, 2008). The heart of the CoI framework namely lies in the idea of the community, where critical reflection and knowledge construction are integral to learning (Garrison, & Archer, 2000, p.91). Scholars have confirmed that the Practical Model of Inquiry plays an important role in the distribution and creation of knowledge (Choi and Lee, 2003). Knowledge creation involves analysis, application and expansion of knowledge, but also encourages learning within communities (Swirski, Wood and Solomonides, 2008). The development of knowledge communities has also been found to be critical in the knowledge-sharing process. The knowledge construction in learning-processes routs back to the metacognition concept (MC). White and Frediksen (2005) argue that the development of MC expertise has been described as crucial for fostering and improving individual, group and team learning. Therefore the concept metacognition (MC) cannot be overseen in this study. Through a descriptive analysis of theory, a proposed new model based the three concepts of online-learning environment (CoI, Practice of Inquiry Model and MC), has been applied to a tourism- and hospitality setting and adapted if necessary. Based on Henry's (2008) framework, examples how businesses can analyse transcripts provided in Web 2.0 platforms are given. These practical examples are meant as guidelines and give an understanding of how knowledge can be derived from Web 2.0 platforms so that business can translate this into their knowledge-process cycle in order to co-create their services. In the end companies can benefit from this by spill-over effects such as customer bounding, increased service quality and a stable competitive advantage.

Discussion

Employees are vital to the hotel's communication with the customer, the relationships between hotels, the customer and ultimately the learning that occurs between them (FitzPatrick et al., 2013). Employees are directly in contact with their customers and are able to transform received knowledge into operant sources. The goal of this study is therefore to explicate how businesses can increase their competencies in identifying knowledge retrieved from their customers. As Gebert et al. (2003) argues, the critical challenge when managing knowledge about the customer is the question of how much data about the customer business can transform into knowledge. Hence it can be argued that an application of CoI framework can assist tourism business operating through online channels such as Web 2.0 platforms to construct efficient knowledge in order to create valuable experiences. The CoI framework is shaped by the exact and focused process of reflection and dialogue to construct

meaning and confirm knowledge according to Murphy (2008). It operates with a core of a collaborative constructivist learning experience; the heart of this learning experience is essential for business, since this allows opportunities for co-creation and delivery of value. The Practical Inquiry, in addition, can be seen as valuable process for tourism businesses to adapt. It has been seen as a process that includes both reflection and action, and is framed along two dimensions (the psychological and sociological sides) and four phases. The four phases are an indication of Dewey's reflective thinking (beginning with a triggering event in the form of a problem that needs resolution) (Murphy, 2008). At each of the stages there may be a need to return to a previous stage for new direction of information. These phases are significantly important when managers are dealing with service failures, complaints or comments of tourists trying to get a response.

Strategies for dealing with the knowledge and critical thinking are important assets to consider for business. Murphy (2008, p.56) argues that the applications of strategic knowledge is focused on strategies for learning, thinking and problem solving. It encompasses knowledge of different strategies for memorizing context, deriving meaning, or understanding what is heard or read in a context of learning (Murphy, 2008). However, as White et al. (2009) claims, in order to become an effective inquirer, a business must develop various types of metacognitive knowledge and capabilities. First it can be argued that the approach though the CoI framework embraces all the strategies that facilitate effective inquiry and promote metacognition for business (Murphy, 2008). In particular, Web 2.0 platforms have enormous advantages to support metacognition through questioning, feedback and direction as Yen (2012) claims. So therefore it has been confirmed that metacognition is inherent to communication, explaining and justifying one's thinking and sharing of information for managers. In addition, through the awareness and capabilities of metacognition, different kinds of knowledge can be derived.

This study takes different kinds of knowledge into account, which can be used as input into the value-creation cycle; declarative knowledge, referring to knowledge of the customer representative in an online discussion. With questions such as: "In which way I can derive meaning from my customers' postings? Second, the procedural knowledge refers to knowledge about performing tasks or procedures or to regulate the discussion on the Web 2.0 platform, linked examples are "How do I summarize the ideas of my consumers? Thirdly, the conditional knowledge involves knowing the contexts and conditions under which use of Web 2.0 platform, such as, 'What specific strategies do I need to use in this platform?'

However in order to control these types of MC, businesses need to consider three essential activities; planning, regulation and evaluation, as Murphy (2008) claims. Therefore it can be argued by this study that managers can set goals when managing reviews or discussions in Web 2.0 platforms, modifying desired goals and checking their strategy efficiency. When tourist expresses dissatisfaction, and requires an appropriate response, the three-dimensions are important to consider. The activities of MC are useful when customer representatives actively follow-up the review of their customers / tourists, like an action of service recovery. However, the construction of knowledge is a process of different dimensions and basically starts with understanding the concept of one's thinking and translating this into business strategies.

Conclusion/Contribution (originality/value)

Two important shifts are taken into account in this study: co-creation of services and the dominant place of Web 2.0 platforms for exchanging knowledge. The translation of consumer knowledge has not been as valuable as nowadays, therefore this study approaches this concept through a novel framework. By applying the CoI Framework including the Practical Inquiry model and concept of the metacognition, customer representatives can efficiently construct knowledge from customers provided in Web 2.0 platforms. Considering tourism website's communities, the main place where tourists exchange information, as a learning-process, different dimensions of communication as well

as knowledge can be understood. The application of CoI framework provides insights in different dimensions of knowledge service providers can retrieve from tourist postings. In addition, the model provides insight how managers can learn to translate the knowledge into their value-chain-process which increasingly the quality of service delivery. There are different avenues for further research to consider; the levels of Practical Inquiry model needs to be tested and adapted accordingly, and appropriate measurement instruments need to be developed. In addition, a text mining approach can be taken into account, to illustrate the use of different dimensions of CoI framework in Web 2.0 platforms.

TOURIST EXPERIENCES AND CRITICAL DIGITAL TOURISM STUDIES

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Tourism experiences are increasingly mediated by digital technologies. This has resulted in the expansion of a research field that aims to understand how information technologies (IT) impact on tourists' choices and perceptions, and allow organizations and destinations to gain competitiveness and attain new markets. Nevertheless, current studies in IT and tourism are mostly undertaken from a narrow business administration perspective and informed by conceptual frameworks developed in management and marketing. Studies on the digital mediation of experiences are seldom inspired by relevant theoretical advances from other social science disciplines or qualitative methodologies. This results in a limited research enquiry and the dominance of (post)positivistic methodological approaches in articles and textbooks.

The purpose of this conceptual article is therefore to broaden the research agenda in this field. It examines alternative theoretical frameworks such as embedded cognition (Hayles, 2012), situated action (Suchman, 2007), actor-network theory (Latour, 1999) and critical philosophy (Habermas, 1989) and discusses their relevance for the study of human-IT relationships. The theoretical discussion challenges the established ontological approach to tourists based on the *rational (utility-maximizer) consumer* and contrasts it with that of the *Turistus Digitalis*. This alternative position acknowlegdes the socio-cultural context, constraints and potentials of tourist technologies as well as the ability of tourist practices to influence digital technologies and relationships. By focusing on understanding digitally-assisted and enacted tourist experiences, the ontology of *Turistus Digitalis* may increase reflexivity and contribute to the theoretical and methodological maturation of this field.

Keywords: digitally-assisted tourist experiences, radical ontologies, enactment, human-IT relationships

Community-based tourism development
- a designerly approach to destination branding

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The purpose of this paper is to widen the sometimes too managerial view of place and destination branding into the discipline of design. By using a designerly approach, the concept of capturing and building brand equity is seen as an evolutionary and creative process, open to the involvement of the community. This is in contrast to the tapping of a place's identity into common values that could apply for any place in the world, and the use of linear processes without taking advantages of the specific conditions for the place.

Theoretical perspectives are obtained from two angles: place branding with an emphasis to marketing, and design theory with a participatory approach. In order to exemplify the role of design in a place branding context, the authors' own experiences of being actively involved in the development process at an ecotourism destination in Kenya are declared. By adopting an open approach and the process of reflection in action, the authors continuously reframed the problem setting, developed and adapted actions throughout in order to suit the specific context.

Both practical and theoretical results were obtained. Practical ideas and actions for development were produced, that takes the local needs, prerequisites, and its unique features into consideration. Five main implications for adopting a designerly way into the field of place branding were outlined: connection to context, open process, community participation, idea generation and communication through visualization. The contribution is a better understanding of the benefits of design, as well as an understanding of the importance of the specific context in place branding.

GENIUS LOCI – ORGANISATION AND PRODUCTISATION OF RURAL CULTURAL HERITAGE
A national development study 2013-2014

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The objective of the project is to provide information on the organisation and productisation of rural cultural heritage. In addition, the aim is to propose and develop good, innovative models for actors in rural areas to utilise as regards content, technical implementation and institutionalisation. From the perspective of rural policy, the goal is to enhance the attractiveness and competitive edge of the countryside by means of culture. 'Genius loci' is Latin for 'spirit of place', referring, for instance, to the profundity, history, myths, silence and spirituality of locations.

The task in the project's *research section* is to map and thematise cultural history destinations and place stories in the Finnish countryside, as well as to examine good practices or obstacles related to their organisation and productisation. In the *development section*, the focus is on structuring and developing innovative, content-related, technical and institutional action models (i.e. certain kinds of "modern retropolises" for the countryside).

There are around 3,000 registered village associations and 1,000 unregistered village committees in Finland. The project targets rural municipalities close to urban areas, core rural municipalities, and sparsely populated rural municipalities. The target group's email addresses will be acquired with the help of the Village Action Association of Finland.

The project's research section includes the creation of a Wepropol questionnaire, by means of which extensive data is collected from the aforementioned target group. The collected data will be processed and presented in tables and graphs utilising SPSS for Windows. The open-ended answers in the questionnaire will be grouped and thematised in a way that is relevant to the research tasks. The five most interesting examples – in regard to the organisation and productisation of cultural heritage – will be further explored through in-depth phone interviews. This will contribute to a holistic and profound perception of best practices and action models.

The project's contribution to the development of rural areas and villages can furthermore be specified as follows:

- It fosters and enriches rural cultural heritage and strengthens regional awareness.
- It supplements regional welfare services.
- It introduces innovative forms of cooperation between the various actors (private, public and third sector).
- It promotes welfare and develops economic life.
- It enhances the visibility and image of the countryside and villages, both nationally and internationally.
- It provides new prerequisites and action models for developing tourism.
- It promotes the economy of regional enterprises and associations.

Tourism Spatial Structures – Formation and Importance for Destination Marketing

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The goal of the study is to identify tourism spatial structures, their development processes and interaction for spatial consideration of place marketing.

Authors Hall and Page (2009) stress that many of previous researches about a life cycle of touristic area have totally ignored spatial dimension of it. Referring to Urry (2004) who calls mobility „the new social physics", Hall (2005a) argues that if we use the analogy with physics, the quantitative mobility of people can be understood by classical physics of Newton. It gives characteristics and prognoses of flow of travelling tourists in international scale with rather high level of trustability. However expressions of micro level in behaviour of an individual can be seen as quanta physics with more uncertain approach to choice of destination of an individual traveller. Probably significant addition of tourism geographers to a general knowledge about spatial expressions of individual travellers would light up person and vice versa (Hall, 2005b). This statement served as one of main impulses for to start this research that substantiates the spatial system of tourism and linkage between its processes and place marketing. Another connection is discrepancy of formal and functional regional borders. It is strenuous to solute it, though probably it could stimulate organizing of destinations more adjusted to a market situation. Therefore identifying of tourism spatial structures as such is not seen as an end in itself, but it is orientated to searching of practically applicable results.

Using cognitive mapping techniques, spatial analysis of the visitor's flows and tourism-related process with GIS and broad set of data from interviews of tourism service providers and visitors an in-depth study of local tourism destinations and place marketing has been carried out. Latvia has been taken as a case study thus the approach could be repeated extensively.

Local tourism destination is presumed as functional region and linkages between tourism cluster initiatives are investigated stressing co-operation among stakeholders as one of the spatial functions. Although the spatial shape of the tourism destination is primarily dependent on sequent choices made by tourists, there is systematic logic to identify it on the basis of the functional tourism region. Strategic cooperation between proximal municipalities based on the destination characteristics, common tourism flows, and existing (or encouraging) network of stakeholders is essential for destination marketing.

The study established that the elaborated approach of tourism spatial analysis and interpretation of obtained results provides a wide range of meaningful use for the planning, managing and promoting of tourism spatial structures and developing tourism cluster initiatives. Results of this research have been integrated into the strategic outline of Latvian tourism management system.

The "Climate Park 2469" in Jotunheimen, Norway – combining science, interpretation and tourism in an innovative collaboration.

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Increased ice melting due to climatic changes has revealed previously unknown reminiscences of ancient human activity around glaciers in the Norwegian mountains. The findings at the glacier *Juvfonna*, close to the boarder of Jotunheimen National Park have been of special interest: A leather shoe and tools used for rein deer hunting in the Bronze Age. "Climate Park 2469" was established as a result of these findings and the potential to study climate change "on site". A 70 meter long ice tunnel for visitors has been established in Juvfonna, with guided walks and a display focusing natural history, archeology and glaciology.

Today, scientific institutions (climate change monitoring units, archeological institutes), public bodies (municipality and county administration), the national park museum, and private tourist companies cooperate in further developing the Climate Park through a new and innovative collaboration. The public bodies and the museum are the formal owners. The concept is to combine science, dissemination, education and interpretation, visitor experience, and development of tourism based on local heritage and environmental concern.

Our focus is to study this collaboration in relation to interpretation and the educational tourism product – the ambitions, the actors, and the process – from the first idea, through the provisional phase and on to the present organization model with the three owners. Three years of local development and implementation around *Juvfonna* will be studied. We address the following questions: To what extent and how is integration of various stakeholder interests demonstrated in the project, or more specifically, how is preservation of natural and cultural heritage combined with furthering scientific knowledge, wise tourism and local economic development?

Our theoretical perspectives relate to the co-management literature (resource protection, stakeholder involvement, collaboration, governance and local development), and the concepts of wise use of vulnerable resources (protected areas), educational tourism and interpretation. Our ambition is to integrate these two perspectives, since the "Climate Park 2469" seems to have the potential of really bringing up new and relevant experiences in innovative collaboration. The field work will be implemented during the spring and summer of 2013, mainly consisting of document analysis and in depth interviews with the different private and public actors and stakeholders.

Key words: Educational tourism, governance, collaboration, resource management, local development

Images of work in the hospitality industry – is the industry perceived as an interesting employer?

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Purpose
This paper presents research on images of the hospitality industry as a future occupation for young students. The images are reported by 16 years old students who are about to choose their high school study programs, and asked to report their thoughts on how they think their parents perceive work in this industry. The sources influencing their perceptions are also reported.

Theoretical perspective
The hospitality industry is a fast growing industry, constantly in need of new workforce and at the same time struggling to get the workforce and competence needed. The labour market in Norway is very tight and with great import of workforce especially to the hospitality industry. These last years there have been a further reduction in students choosing streams leading to apprenticeships in the hotel and restaurant industries, and the data collected also show a clear difference in potential interest in work in the hospitality industry between the two samples, the latter being (significantly) less interested. In this situation the industry must build an image attracting the workforce they need and to be perceived among the young students as an interesting and future-oriented employer offering good working conditions.

Design/methodology
Data were collected by means of questionnaires filled in during school hours in 2002 and 2011 (n=1863 and 1839, respectively) at the time when the students were facing choices between different streams in higher education, among these, also streams leading to apprenticeships in the hotel and restaurant industries. Only the latter questionnaire had questions connected to how they think their parents perceive work in the industry.

Findings/discussion
Both samples show that the student's own experience from encounters with the industry has the strongest influence on their evaluation of the hospitality industry. This was in the first sample followed by brochures etc from the industry, "people I know in the industry", television and the parents. In the latter sample, the parents had the second strongest influence on their perceptions, and their perception of the industry are therefore of great importance. The data show that the majority of the students have quite concrete thoughts about their parents' perceptions showing a broad range of thoughts – from very positive to quite negative ones including views like the industry being too low status for their son/daughter to work in, being for the ones' with the lowest marks at school, not fit for people with ambitions and competence. The data also show some misunderstandings such as the idea that working within the tourism business includes a lot of travelling.

Conclusion/contribution
The findings indicate a great need for the hospitality industry to present themselves in new ways changing their image. The industry needs to organize good encounters with the local businesses, inviting to and presenting the work place and work possibilities in an attractive manner. The prime target group is young people about to choose their education and careers. Second target group is their parents.
Keywords: recruitment; hospitality industry; image; perceptions; young students

Foresight Approach to Tourism Innovation

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Innovation has been discussed as a means to develop more competitive and sustainable tourism services (Hallenga-Brink & Brezet 2005). In strategic terms, innovation plays a key role in helping tourism firms and destinations regulate seasonal fluctuations, respond to the needs of international customers, develop new services and keep up the attractiveness of tourism businesses and whole destinations. Both in theory and practice innovation tends to be described as part of a defensive strategy to keep up with advances and changes taking place in society and the tourism industry in particular (see Hjalager 1997, 2010; Pechlaner et al. 2005). In this sense, innovation is seen as a capacity to generate and bring new problem solving ideas into use (Moscardo 2008). Ideas that help tourism organizations improve current practices and adapt to increasing quality, safety, price, information and other market demands.

However, innovation can also been viewed as a way to help tourism companies understand and actively influence their dynamic and fast changing operating environments (García-Rosell et al. 2013). By gathering and analyzing information not only about the past and present but also about the future, tourism companies are better able to identify key innovation drivers, develop knowledge and contribute to the creation of completely new markets (Hiltunen 2010). From this perspective, the term innovation refers to the ability of both preparing for future changes and working towards a desired future by actively shaping these changes. Yet, while innovation may be facilitated within a particular tourism company or business network, innovations frequently occur at the interface of multiple stakeholder relationships and interactions that extend beyond the scope of the tourism industry. While tourism innovation has been discussed at various levels such as service, process, managerial, marketing and institutional, this study will focus on service innovations (Hjalager 2010).

Drawing upon strategic foresight (Hiltunen 2010; Wheelwright 2006), this study takes a foresight approach to tourism service innovation. We report on preliminary findings from a study based on three Nordic tourism companies situated in Swedish and Finnish Lapland. The empirical data consists of three in-depth interviews and documentary materials. The study, which was carried out between 2012 and 2013, makes two main contributions. First, a foresight approach to tourism service innovation contributes to reworking the nature of innovation from a reactive strategic process to a proactive strategic practice. While proactive refers to the capacity of companies to influence their markets by analyzing all relations between the past, present and future (cf. Rubin 2003), strategic practice refers to innovation as something that tourism entrepreneurs do in their everyday work (cf. Laine & Vaara 2007). Second, by illustrating the three Nordic cases, the study helps uncover the role of multi-stakeholder dynamics in supporting foresight thinking within tourism companies.

Keywords: Foresight, tourism innovation, service development, SMEs.

How hotel leaders succeed: A study of emotion regulation strategies

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Purpose:
This paper examines how experienced hotel leaders regulate their emotions effectively, and how they balance between different ERS in response to demanding leadership duties.

Theoretical perspective:
In the 21st century change is discontinuous and hotel leaders emotions are unavoidable, and inherently a part of the organizational and human life (Brotheridge & Lee, 2008, Ashkanasy & Daus, 2002). Leadership in general concerns the interactions between leaders and their employees, and is a particularly emotion-laden process. Given that we live in an unpredictable world with rapids shifts in economic, political uncertainties and exponential shifts in technology, hotel leaders may feel distressed and hostile and react emotionally and irrationally to organizational challenges (Sy et al., 2005).

Hotel leaders' effective emotional awareness and use of emotion regulation strategies (ERS) seems to be an important key competence associated with effective and good leadership (Haver et al., 2013, Wong & Low, 2002). Outcomes of using emotion regulations strategies, such as reappraisal and suppression, show that people using the reappraisal strategy control their emotions by changing the way they think about a situation (John & Gross, 2004; 2007). Suppression, on the other hand, focuses more on changing their emotional displays rather than changing their true feelings (Grandey et. al, 2012). Notably, suppressors are associated with less desirable consequences, such as decreased interpersonal functioning, reduced well-being and increased physiological reactivity (Côté, 2005; John & Gross, 2004). Reappraisal and suppression strategies are often conceptualized as deep acting and surface acting respectively (Diefendorff & Gosserand, 2003). These ER strategies, also called emotional labor (Grandy, 2000) operate along a continuum– from conscious, effortfully controlled regulation of emotions to unconscious, effortless, and automatic regulation (Bargh & Williams, 2007; Gross & Thompson, 2006)

Concerning the high turnover rates in the hospitality industry, it is of particular interest to study emotion regulation strategies of experienced leaders who have chosen to stay in the industry. Of particular interest is how they overcome frustration when encountering problems, and how they maintain confidence in order to reduce potentially adverse outcomes.

Methodology
The study has a qualitative research design, and was informed by nine experienced hotel leaders (experts), through semi structured interviews. Criterion for selecting expert informants was that they had at least ten years of leader experience from the hospitality industry. An analysis was conducted by using the software NVivo.

Findings and contribution
Employing a wide palette of ERS, together with producing the required emotional expression without appearing insincere or experiencing increased stress, seems to be how experienced hotel leaders succeed in their daily work. Having a positive outlook in life (and at work) was a crucial component of their ERS. The study contributes to knowledge by suggesting that hotel leaders using a wide array of ERS, emphasize, recognize and regulate own emotions effectively, and are more likely to get through adversity.

Certification systems in nature based tourism: Focus areas and main quality effects

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Nature based tourism increase as part of the experience economy trend (Tangeland, 2011; Sundbo & Sørensen, 2013). Some countries like the Nordic are high cost countries which mean they must compete on quality rather than price. However, nature based subsectors in different countries have experienced challenges related to accidents, safety, professionalism and image. Implementation of quality assurance systems and public regulations has been a strategy by some countries to cope with these challenges. There is a need for increased knowledge about the challenges and effects of different certification/assurance systems within tourism and nature based tourism in particular.

Previous studies have mainly studied environmental and sustainability certifications (e.g. Font, 2001; Font & Harris, 2004; Black & Crabtree, 2007; Haaland & Aas, 2010; Storm, 2011); ISO certification or stars systems (e.g. Johnson, et. Al, 2005; Casadesus et al, 2010). There are however little knowledge about the focus areas of individual and enterprise certifications used within nature based tourism; and what their main quality effects are. This gap we address, by using a tourism management and quality management perspective (e.g. Go & Govers, 2000) combined with experience economy (e.g. Carù & Cova, 2007; Mossberg, 2007). We study experiences and effects with certifications in three countries (Scotland, New Zealand and Iceland). About 39 semi-structured interviews were undertaken, involving tourism firms, quality assurance organizations, as well as other industry organizations as informants. The interviews where supplemented with document studies. Data were analyzed through content analysis first within, and then across, countries.

Matias & Coelho (2010) argue there are a tendency to integrate different systems to increase the focus areas, in particular environmental responsibility and occupational health and safety. The integration of these two can be difficult (Honkasalo, 2000); however one should be aware of relevant trends such as "development of values and perception of risks" among different stakeholders (ibid, p. 6). Our study shows that enterprise quality certifications have both similarities and differences when it comes to focus areas. They focus on one or some of the following main areas: safety, environment/sustainability, subsector skills, general management issues, service management, and/or experience design. However, integration of safety and/or experience design into enterprise certifications is absent or rather low. This is paradoxical since the study show that these two areas are argued most critical in order to deliver high quality products within nature based experiences. The enterprises certifications seem informed by theoretical knowledge within service marketing/management, while lacking influence by the trend and knowledge about experience economy.

The three countries have a rather large number of individual and firm certifications, some which are international, some which only focus at one focus area. Individual certifications and public regulations seem increasingly integrated into enterprise certifications, creating a positive synergy. The main effects for quality of certification systems are increased access-barriers for unserious firms, and positive effects on professionalism, competence/learning, branding and cooperation.
The paper contributes with novel empirical findings, theorizing on tourism quality management within experience economy contexts and implications.

Ambiguity work: narratives of closeness and distance in the commercial home

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On markets where economic processes of value creation are based on personalized services, the intersection between commercial interactions and intimate social relationships is often characterized by ambiguity. One example of this is the situation where the home is also the workplace, and the work performed is considered to be a voluntary lifestyle choice where the service provider controls the business and means of production. Lifestyle workers typically downplay monetary motives for their businesses and instead stress values that neoclassical economics have difficulties to translate into economic value. This paper proposes a theoretical perspective and analytical tools for an analysis of such markets.

The paper is based on an empirical study of how rural bed-and-breakfast operators balance on the edge between a non-marketized private sphere and a market in a more conventional sense. This personalized commercial hospitality takes place in the home of the service providers and involve intimate social interactions as part of the commercial product. By adopting a social interactionist perspective, and through ethnographic interviews with B&B proprietors in Sweden, the paper focuses on the narrative practices of the hosts concerning their lifestyle and occupational choice, everyday activities and relationship with their guests. The analysis focuses on the tension between closeness and distance between hosts and guests, crystallized in two practices: Firstly, the ambiguous relationship towards money and secondly, through the simultaneous embracement and dissociation from the rational, calculating attitude of a Homo Economicus. It is argued that through the situated, ambiguous role of money in social interactions, and through Homo Economicus as a social type evoking ambivalence, these business proprietors actively engage in market-making practices that obscure the boundaries between lifestyle and enterprise, and values that are regarded as emotional versus economic. The study highlights the notion of ambiguity work as an analytical term that allows for an analysis of the emergence of a market of sociability and intimacy.

Becoming a sustainable tourism destination - Theoretical concepts to work with and things to consider

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Purpose

The starting point and main focus for the work, and also the empirical basis for this paper is the region of Trollhättan/Vänersborg, and its canals and waterways along with the old industrial environment which has been preserved in the area around the waterway locks. There is definitely an unexploited potential for entrepreneurship and good prospects for economic growth in this area. The challenge is to put this place, so to say, in between, on the map, without destroying its soul and to make it visible without scaring away the people that is using the area today. This project is delicate in many ways, but therefore important and interesting.

Theoretical perspective

This paper is investigating new ways to work with the issue of economic growth in the tourism industry that is both sustainable and promotes entrepreneurship, and that engages a wide spectrum of the population and different actors and stakeholders. The take on the issue is theoretical, and the aim for the work is to develop concepts to think with, that can be used by many different stakeholders, also outside of academia. Key words that the theoretical concept is designed to address/promote is: destination development, co-production of knowledge, entrepreneurship, economic growth, sustainability, and new-thinking/creativity/innovation promotion.

Findings

Empirical data is gathered, first thorough an investigation of the setting as a whole, with focus on possibilities to initiate different types of change, and then by identifying a number of key actors/actants. Important here is to think beyond the purely human considerations and aspects. Actors are defined in the paper as anything that could make a difference, in other words not only humans. Key issues to address in the paper are: Which actors can be identified as active in the context, and which actors have more influence than others over the process and in the cultural context? What opportunities and threats for developing collaboration between different actors can be identified? What limits, both physical and mental, can be identified in this context as a whole? Furthermore, focus will be given to the stories and perceptions of the destination. These stories will be collected in cooperation with the local press, and they will be analyzed in the same way as the other material.

Contribution

To put the process in motion, that is the purpose of this project, we need a definition for culture that is emphasizing change and motion. Culture is considered as a kind of mutable structure, characterized by collective continuous creation; a kind of invisible structure that creates order, but in the same time opportunities and obstacles. Culture in this sense is focusing on *interactions* between different kinds of actors/actants, in a non-linear fashion. Due to the fact that the project activates a broad mass of people in the area, and promotes motion, the project is seeking to gain a momentum for the destination development that can be used to promote and to put Trollhättan/Vänersborg on different kinds of maps.

World Heritage designation as a stimulating factor for development of new Rural Tourism Services in Kvarken Archipelago.

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Public and private actors stimulating processes towards development may have diverse liaisons to rurality and tourism processes aiming at sustainable rural development. Equally local residents and external visitors influence the practices that may lead towards new ways for the local communities to economically profit from new tourism prospects. Also tourists as well as frequent external returning visitors such as second home owners, have a considerable part in influencing future paths of progress.

The purpose of my work is by interviewing tourism stakeholders identify factors stimulating rural tourism in the World Heritage (WH) Kvarken Archipelago, Finland. Innovation processes for New Rural Goods and Services (Garrod et al. 2006, Andersson 2007, Andersson et al. 2009, Svels 2011) including tourism strategies originate out of needs and opportunities rooted in rural areas. Development of rural tourism (Lane 1994), commodification of culture and traditions as well as up-keeping of landscape as a mean of attracting more visitors and stimulating the local tourism business is described as local means of enhancing this 'quiet' tourism area. Kvarken Archipelago has namely developed from a 'tabula rasa' on a tourism scale to taking part of the UNESCO World Heritage. The site was designated WH 2006 as one part of a transnational site joint to the WH High Coast, Sweden (designated 2000).

During the WH nomination process there were expectations on the WH status to contribute with rural development embracing the concept of New Rural Goods and Services, especially within the tourism industry. Evidently not all levels of interest are as established and locally grounded as the regional authorities demonstrate. The regional tourism construction is unclear, a scarce amount of entrepreneurial attempts have been effective albeit there is potential for the tourism industry to progress. Local communities do welcome an increase in the amount of visitors.

Understanding and practice of sustainability amongst small tourism operators in Nordland, Northern Norway.

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Sustainability in tourism is important for several reasons: first to ensure justice towards nature and future generation (Baumgärtner & Quaas, 2010), satisfaction of human needs, well-being, quality of life, sense of community and so forth (Ghahramanpouri, Lamit, & Sedaghatnia, 2013) and finally to secure long term supply of goods, services and experiences (Ingebrigtsen & Jakobsen, 2004). Even though the meaning of the concept of sustainability has been discussed extensively in academic journals, empirical research on the practice of sustainability and how business behaviour can enhance sustainability is by far absent. This paper illustrates how small tourist operators in Nordland, Northern Norway interpret and practice ecological, social and economic sustainability. The paper uses empirical data from three in-depth qualitative studies. The findings illustrates that the firms studied have a well understanding of sustainability, in addition to identifying several means taken to reduce their ecological footprint (e.g., disturbance of species), enhance social sustainability (e.g., practicing social inclusion and human growth) and secure long term economic sustainability (e.g., avoiding financial debt).

Planning for bicycle tourism:
Estimating the economic effects of bicycle tourism in two swedish regions

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Investing in developing bicycle trail networks is in many countries seen as strategy to develop the tourism industry, especially as part of regional development efforts. In specific, the planning and provision of infrastructure and information is said to be of key consideration in maximising the economic development benefits of bicycle tourism for regions (Ritchie and Hall, 1999).

The starting point for this study is the preconditions for development of bicycle tourism by public spending on bicycle trails in Sweden. To be able to make informed decisions on how to invest in bicycle infrastructure that leads to regional economic development, knowledge about the potential economic gains from bicycle tourism is neede. Questions asked in this study are: how large are the benefits from bicycle tourism and who gains from a developed bicycle trail network? Furthermore, both planners and market actors involved in developing bicycle trails for tourism need information about the preferences of the bicycle tourists. Do the tourists want longer trails, more facilities alongside the trail or high quality lodging? What do they prefer and how do they trade off these variables?

The purpose of this paper is twofold: to estimate the economic contribution of bicycle tourism in two specific destinations in Sweden and to estimate the willingness to pay for changes in key variables of importance for the tourist's choice of bicycle destination.

Our study uses data collected on site, in Varberg and Gotland in Sweden, using a self-complete questionnaire following a mixed-stratified sampling strategy. The analysis of economic contribution of bicycle tourism uses the answers from 483 respondents. The second question in our study is dwelled upon using the method of stated choice analysis and a scenario in which the respondents are considering a choice between two different destinations for their upcoming holiday.

The first finding of our study is that there is a vast difference in the economic contribution of bicycle tourists. The range for the guest night spending is 466 SEK – 1233 SEK depending on region and type of visitor. The findings from the stated choice experiment are that longer bicycle trails are preferred above shorter and that there seems to be a willingness to pay of about 0.5 SEK per kilometer to increase the length of the bicycle trail.

This paper contributes to the literature on bicycle tourism impact analysis by estimating the impact not only as a plain average but also as impact based on visitor type showing the diversity of spending patterns. This knowledge is of use when planning for how much to invest in and which projects to choose, if any, for developing bicycle tourism.
This paper is also to our knowledge the first to use stated choice analysis to estimate willingness to pay for increased bicycle trail length.

Keywords: tourism, economic impact analysis, stated choice, WTP-stud

Tourist multiplier in the Czech Paradise

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Purpose

Presented article focuses on multiplier of tourist expenditures. It studies the indirect effect of expenditures that tourist spent in the geopark Czech Paradise, one of the most visited destination in the Czech Republic. The tourist survey is conducted to reveal tourist expenditures and input-output analysis is used to determine the tourist expenditures multiplier. The result gained through conducted survey is compared to the value of tourist expenditures multiplier revealed in other published studies.

The determination and analysis of tourist multiplier is an useful tool for destination management, especially it is groundwork for decisions for justification of financing tourism development.

Theoretical perspective

A rapid increase in per capita income and leisure time, and advances in technology have led to increased demands for recreation and holidays. Inevitably, such large-scale tourism activities have positive and negative impacts on the economy, environment, and the social environment of the host destinations. Positively, tourism can be considered as a tool of economic regeneration, a means for heritage and environment preservation and awareness of citizens, the creation of infrastructure and equipment, cultural communication, and political stability (Farsani, 2012). Studies of international institutions of OECD, World Tourism Organization deal with both (positive and negative) economic impacts of tourism, e. g. Williams, Shaw (1991), Vellas, Becheller (2005). In order to eliminate negative consequences sustainable tourism emerged, which is according to McIntyre (1993) "recognized as an essential approach to achieving development goals without depleting natural and cultural resources or degrading the environment." On top of that sustainable tourism brings new possibilities for local development and development of rural areas (Zouros, Martini, 2010; Farzani et al., 2012).

While tourism increases, tourist expenditures benefit sectors throughout the community, including those not directly connected to tourism, such as the construction industry. Regional or county revenue multipliers provide a rough estimate of the increase in local revenue as a result of tourist related expenditures. A multiplier is a factor used to estimate the impact on local revenue from tourism sales (Goldman et al., 2008).

The multiplier is defined as system of economic transactions that follow a disturbance in an economy. The multiplier effects have three components – direct, indirect and induced effects.

To evaluate the concrete impacts several methods may be used. In the past the Base theory models or Keynes multiplier models were used. Coming up from Keynes multiplier the Ad hoc models were used. Finally, the models were extended an input-output models were applied. Daniel Stynes used these models for evaluating tourism impacts in the U.S.A. in his studies (Stynes, 1988, 1996).

Findings

Construction and the value of multiplier are crucial for that paper. The result gained through conducted survey is compared to the value of tourist expenditures multiplier revealed in other published studies. In addition, determination of the extent to which different sectors within the area of the Czech Paradise purchase goods and services from each other is provided.

Contribution

The values of multiplier at regional level are not observed in the Czech Republic, therefore main contribution consists in indicating the value of tourism to a specific region (the Czech Paradise) and point out the impact of tourism on specific local economic sectors.

Labor Market Impacts of National Parks: The Case of Swedish Lapland

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In a Nordic context economic impact of tourism in national parks remains largely unknown due to lacking implementation of standardized comparative measurements. For this reason, we want to investigate the economic impact of national parks in a peripheral Scandinavian context by analyzing employment in tourism. Theoretically the paper addresses the idea of nature protection as a tool for regional development. The scientific literature suggests that nature can be considered a commodity that can be used for the production of tourism experiences in peripheries. In this context nature protection is applied as label for signifying attractive places for tourists leading to increased tourist numbers and employment. Mainly this argument follows North American experiences pointing at a positive impact of protected areas on regional development. Meanwhile European studies are more skeptical regarding desired economic benefits. This may be owing to different regulations and geographical setting of national parks in various parts of the world. Despite this dispute, national authorities in the Nordic countries promote national parks as tool for regional development. An important question is therefore whether national parks in fact entail positive economic impacts for the regional economy or whether there are other factors explaining the success of destinations.

A major challenge is the assessment of tourism's economic impacts. Economic impacts are usually divided into direct, indirect and induced impacts. Often impacts are assessed using survey methods. In addition, multiplier calculations are sometimes applied in order to assess the total value of tourism. A problem is that this procedure often fails to identify the segments of the labor market where these impacts actually occur. Moreover limited response further challenges the quality of these assessments. Therefore this paper suggests a different approach focusing the revealed impacts on the labor market. This is particularly applicable since data is readily available and, moreover, from a public perspective employment and tax incomes are of uppermost importance in order to sustain population figures and local demand for public services.

In this case study, the impact of protected areas on local labor markets is measured by comparing destinations with national parks, nature reserves and without protected areas, respectively. The analysis is enabled by data from a longitudinal geo-referenced database covering all individuals in the study area. For this study data for the years 1990-2010 on employment, income and geographical location are used in a geographical information system. This allows for measuring changes in employment and labor market structure in zones around the major entrances and gateways to protected areas. This enables us to see not only whether there are any impacts, but also where they occur in relation to the protected areas. Moreover, SIC-codes reveal in what industries growth or decline can be detected. Finally the results are used compared to tourist statistics and other geographical data. The preliminary findings indicate that national park do not have a guaranteed positive effect on labor market development in northern Sweden. On the contrary, it seems like national parks do not have a positive impact on tourist figures and employment. Instead accessibility and less environmentally friendly alpine skiing destinations seem to yield far greater positive economic impact and employment than destinations featuring protected nature experiences as their major attraction. This is probably due to restrictions on commercial activities in the latter areas. The paper indicates that the assumption that nature protection promotes positive economic development through tourism is not applicable in a northern Swedish context. Hence, the paper rejects the often suggested positive relationship between nature protection and tourism development.

KEY WORDS: Protected areas, economic impact, nature-based tourism, labor markets, peripheral areas

Hospitality Management Education Goes Ecovisionary. Innovation Pedagogy Supporting Tourism, Catering and Domestic Services Studies (*Master of Hospitality Management)*

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Purpose and background Factors

The Master of Hospitality Management degree holds significance in developing the image and competitive edge of the hotel and catering industry. This is due to the fact that there are not many possibilities for this kind higher-level vocational training in Finland. The purpose and design of influence of both the higher level (MA) as well as the lower level (BA) education has been structured on the basis of the needs of the industry: the need for workers, management personnel, experts, researchers as well as for individuals working with development tasks has been on the rise (see Mikkonen, 2012). Especially (partly) public industrial kitchens and our internationalising food chains require individuals with higher degrees in the field so that they can develop and manage service innovations.

Within the Finnish polytechnic schools, the field of tourism, catering and domestic services studies is not as highly valued as it should be and has had to fight for its survival. This is despite the fact that the Finnish hotel and catering services sector has in fifty years grown from local entrepreneurship into an international tourism and experience industry. The number of companies, customers and employees has grown, contrary to many other industries. Simultaneously, tourism has become a central factor of development as related to the appeal and service infrastructure of states, cities and regions. Also, it is a part of the import and export sector as tourism can be seen to be the import of travellers.

This paper is depicting the innovation pedagogy as related to the *Master of Hospitality Management* degree program at Haaga-Helia University of Applied Sciences. I describe the central phenomena of our processes in the context of the dynamic change of the tourism and catering industry. At the end of the article I predict how the hospitality management degree program must become ecovisionary in form.

Theoretic perspective

Innovation profession pedagogy defined at the universities of applied science refers to the study of designing, producing and assessing innovations. (See and compare the innovation pedagogy concept: Kettunen 2011; Penttilä; Kairisto-Mertanen & Putkonen 2009). It is the learning of systemic and dynamic innovations activity, which develops the student´s professional skills and expertise (on systemic innovation activity and dynamic innovations please see Inkinen & Kaivo-oja 2009; Kaivo-oja 2011).

In the tourism, catering and domestic services educational field, innovation-focused professional training is a social constuctivist way of teaching that encompasses a multiplicity of methods. New knowledge, ideas and know-how that advances innovation building are created (Itkonen 2012).

The aim of innovation pedagogy as vocational training is that as a result of a variety of work methods, the number of individuals who understand international business and management of change practices grows. These people are widely networked, are are able to conceptualize, develop, and brand services. They also dare and are able to cross boundaries in order to work in multidisciplinary ways. Our other aim is that the hospitality management program increases the innovation degree of the industry and companies for example with case study and vocational pedagogy methods.

Innovation vocational pedagogy is potrayed in both our lower (BA) and higher (MA) level hospitality management programs by educational environments that are multidisclipinary, constructive and creative in form. For us teachers innovation education is a theoretical and practical professional training skill and activity system, that enriches and embetters the expert nature of the learners´ business skills.

Within the vocational training that highlights new thinking and activity, multidisciplinary theories and practices interact, in order to enable the students to learn how to build service innovations and competitive advantages (Table 1). The main focus naturally is the construction of the economic and cultural phenomena of the organizations and partner companies of our students; traditional corporate service phenomena are deconstructed and reconstucted.

Approach of study

Other applied sciences are, among others, future studies and tourism. In our current tourism, catering and domestic services study curriculum, different sub-sections exist (especially business strategies, sales, marketing, accounting). In our educational field this means interactively describing, problem-solving and forecasting the organizational questions (business ideas and models, processes, marketing methods, development of personnel, among others) within both the private and public sectors of the tourism and catering industries.

The methods portfolio is mostly composed of case, activity and future research.

The above is reflected in the day-to-day teaching as guidance towards creativity, contextualization and a future-orientation. Of central importance are 1) the existing dynamic activity environment, 2) business, customer and product insight, 3)analysis of current service worlds using basic methods (questionnaires, interviews, analysis of documents, among others), and 4) business, customer and product foresight.

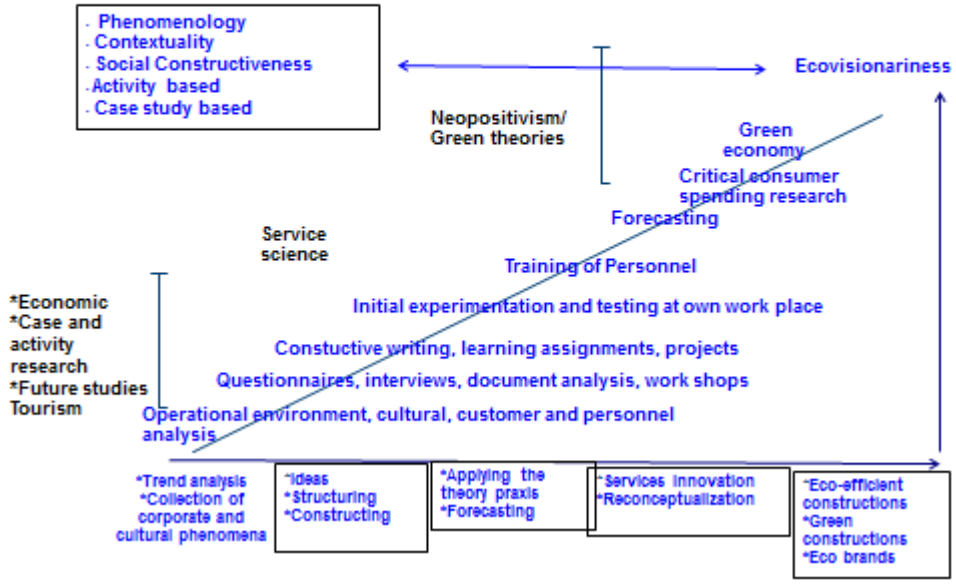

FIGURE 1. The Multimethodological Approach of Innovation Vocational Pedagogy.

Innovation pedagogy provides the opportunity to step out of the traditional hotel and catering services industry management constructions. Ingenious and creative development of a business carries with it the freedom to avoid the currently existing "truths" and theories that display the accepted stories about reality, in this way transitioning into a partly forecastive approach. In searching for innovation, historical facts (research, reports, statistics), the current day and the future integrate. Innovation creation provides us the opportunity to step out into an open game field, into creativity and into the (near) future, where that which is new effortlessly and voluntarily comes into being (Heikkinen 2004).

Innovation vocational pedagogy is the renewing of business know-how as related to for example: strategic leadership, different product and service worlds, services production and business activities in general. The phenomena and artefacts (processes, services, products, business plans, organizational structures, models and systems) of planning, executing and developing by the companies within the tourism, hotel, catering, cleaning and experience industries are new constructions. In tourism this means the designing and developing of services in such a way as to make them compatible with the international tourism environment.

Findings and discussion

The innovation vocational pedagogy of our Hospitality Management program is based upon constructive, activity and case study focused research and innovation. Most important is experience, that is, how the phenomena of the industry have been experienced and are being experienced; problems are analysed in different activity environments and cultures. It is only experience, phenomena and thinking that reveals what works (or doesn´t work), how it works

and how significant theory and practical applications can be produced. (Heikkinen & Söderqvist 2005.)

The partner companies provide corporate case studies for our use, and they are studied using socio-constructivistic methods and means to build and solve (for example trend and signal sessions, workshops and lectures by high profile-experts, innovational party events, lego games, scenario and future constructing). Typical cases are the development of brands and concepts of the cultural and sports centers, tourism and shopping centers, as well as other small and medium sized companies of the industry. At its best, the study of service design as related to services of wellness, experience, encounter, catering and tourism, as well as hotel services, is a multidisciplinary exercise, where (innovation) theories are put into practice. This is true of the development methods and production processes as well. Often, management consulting takes place, that is, consultative sparring as related to future scenarios.

Since 2004, the industry-connected projects of the Haaga University of Applied Sciences Haaga campus have been (inclusive of goals, case companies, results, student input) the following (Table1):

Understanding contextualization and the layeredness of phenomena is meaningful (see Heikkinen 2004 for the contextualness of industry and ability). In the situational building of a services industry business, and within training as related to this, what is key is the description and analysis of: 1) a dynamic, even hyper-cyclic activity culture and environment, and 2) chameleon-like customer behaviour and consumer spending.

In an activity environment analysis it is important to describe and interpret the multi-dimensional aspects of our industry, where new business activity and new coalitions are taking place (figure 2).

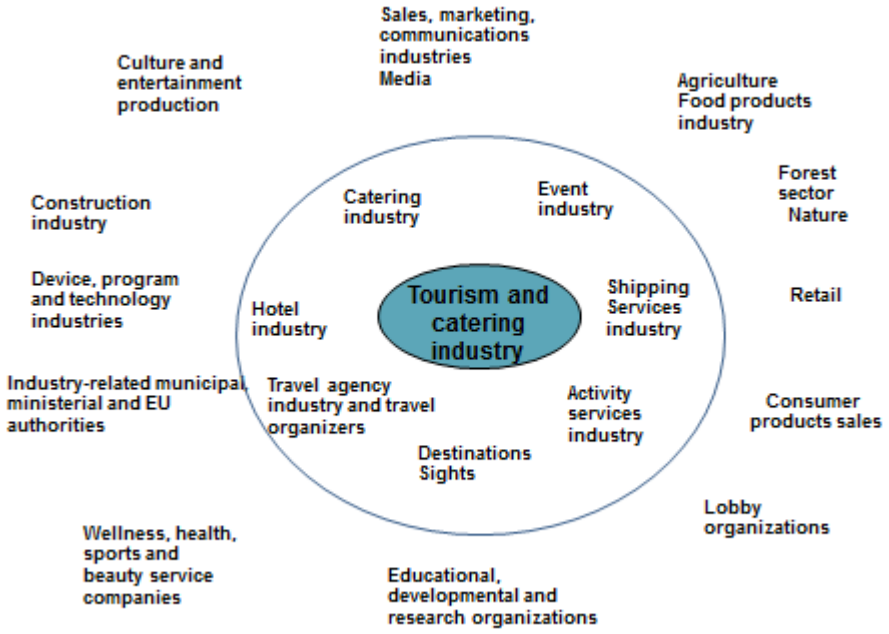

FIGURE 2. The Tourism Industry and Related Industries

We analyse and predict, how our industry is being changed into a responsible social industry (Table 3).

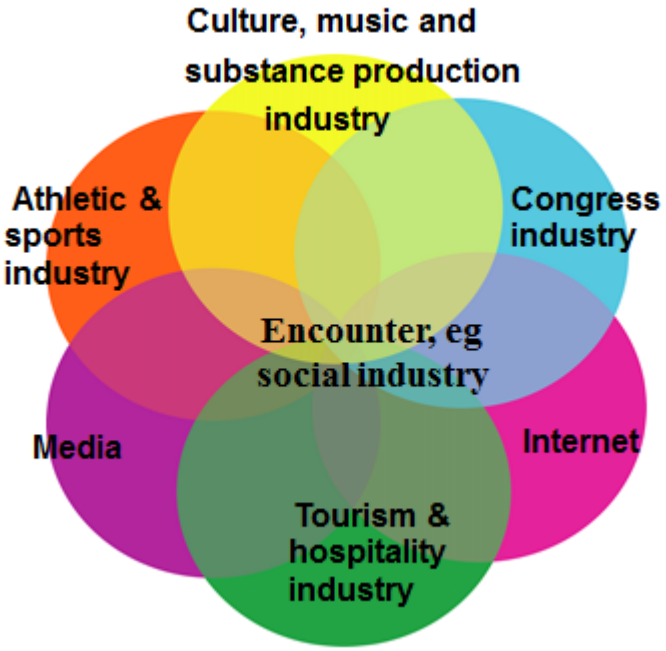

FIGURE 3. The Structure of the Social Industry

The main research, developmental, instructional, educational and innovational spheres of our hospitality management are glocal; we focus on the activity environment and social industry analysis of regions close to Helsinki. These are for example the Baltic region, St. Petersburg and Lapland. We also highlight knowledge concerning the customer behaviour and consumer spending of Russian city travellers in these areas. We decipher the problems of the internationalising industry-less industry: the poor tourism image of our country, the weak competitive edge of our SMEs, the business cycle sensitivity of the industry and seek to, for example, develop services for the "in-between seasons" time periods that are less busy.

Innovation vocational pedagogy is concerned with preparing and training the individual for adaptation into the international, non-linear, complex operational environment, of which good case study examples are air and ship traffic, mega-events, the fluctuating seasons of the tourism centres and so on. It is precisely about the breaking of boundaries between concepts, educational and operational fields, as well as changing traditional ways of doing things, even by radical means.

Summary and Conclusions

Innovation vocational pedagogy well suits the problem-solving of the tourism and catering industry SMEs, because it allows the students and teachers the freedom to describe, interpret and forecast the business phenomena of the service companies. The analysis of companies, products, services, customers, work and operational methods as they are is possible without preconditions. Even an inexperienced student-researcher receives the right to provide recommendations to companies, because there is no one truth. In addition, the students of the *Master of Hospitality Management* degree program receive the opportunity for finding new theories and producing innovations, because what is emphasized is creativity and ingenuity.

Making observations is highlighted in innovation vocational pedagogy. As a result, the target of the research, development or innovation opens up as a phenomenon that is rich, diverse, authentic and without apprehension. In regard to the operational environment and culture, this type of educational approach is displayed above all in the following four areas: business foresight, customer foresight, product foresight and staff foresight.

Learning Strategies amongst Tourism Students

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The aim of the research is to investigate tourism students' learning strategies. This study compares a database of approx. 200 Norwegian students and another database of approx. 20 000 US students. Possessing good learning strategies is vital for students' ability to acquire the necessary knowledge. The learning strategies are based on ten different indicators (anxiety, attitude and interest, concentration, information processing, motivation, self testing, selecting main ideas, use of support techniques, use of time management and test strategies).

The aim is to clarify whether Norwegian tourism students have a stronger, weaker or similar learning approach than other students. Furthermore the study will increase knowledge within this field and make it easier for staff working within higher education to customize their pedagogical methods when educating tourism students.

The theoretical perspective is based on the questionnaire developed by Weinstein, Palmer and Schulte in 1987 *Learning and Study Strategies Inventory.* The research literature focusing on learning strategies has been centered around different approaches on how to learn (Pintrich and Johnson, 1990; Cross and Steadman, 1996; Weinstein and Meyer, 1991). Findings seem to show that students do not possess the ability to adjust their learningstrategy (Pintrich and Johnson, 1990). On the other hand, motivation and the ability to utilize different learning strategies can be influenced by the professor and his/her teaching methods. The results of this research can therefore be beneficial for educators working within higher education of tourism students.

133 Norwegian tourism students participated in the research, revealing differences in how students learn. The data from the tourism students were collected in the spring of 2013 and analyzed with stastical tools available using SPSS.

Results show clear and interesting differences that have theoretical as well as practical implications. Tourism students generally seem to have a learning strategy that is not optimal. It seems that tourism students should be better monitored and taught how to work more efficient when studying tourism.

Keywords: learning strategies, tourism students, motivation, anxiety, educators

Value creating processes as part of the university curriculum

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The aim of this paper is to discuss the meaning of value creating processes in relation to university education and its implications for teaching practice. The findings are based on experiences from bachelor and master´s level courses taught at the department of Service Management at Lund University.

The paper commences with a discussion about value and value creation; what do we mean by the concepts, and how are they to be related to university curricula? The most important aspects of this lie in the interface between theory and its practical applications, and between general university education and vocational elements. One of our main aims is to make the students reflect upon value creation not primarily as an economic tool, but rather as a means of personal experience. In this, we take a social, rather than a purely economic perspective and hereby build on researchers such as Prahalad & Ramaswamy 2004 and Vargo & Lusch 2004. As a consequence, cultural and societal aspects of creating value are in the centre of our interest.

The main part of the paper contains experiences of teaching about value creation from three courses developed and run by the authors. Material has been collected through observation in classroom and in teachers' meetings. As an addition, course evaluations have been assessed. One of the main purposes of these courses is to educate the students in the direction of becoming reflective practitioners. Thus, by teaching on the theme of value creating processes, we also aim to practice the content thereof. In this, we build on Holbrook's (1999) notion that value is an interactive, relativistic, preferential experience. By trying to reach this aim, we make use of the course literature both in theory and in practice. Students are taught the theoretical meanings of value and value creation, and that we together make practical implications thereof. In our findings, we see that practical work within the sequence of the course is an excellent way to reach the course aims, i.e. to enhance reflection on the theoretical concepts and students understanding of the relation between theory and practice.

The extended aim of sharing these teaching experiences is twofold: To enhance our common understanding of students´ learning in the interface between theory and practical implications and to initiate a discussion about didactic issues in the field of tourism and hospitality studies.

Keywords
Value creation, tourism education, teaching practice

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