Taking the Adventure out of Travel? Discourses on guidebooks in popular and scientific writing.

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Abstract:

The aim of this paper is to investigateand compare the representation of guidebooks in three distinct types of writing: scientific writings, popular travel writings, and peer-to-peer communications on the internet.

While tourist guidebooks are omnipresent in tourism and being used at most destinations, they and their impact have only been subjected to little academic research. Yet, guidebooks are frequently mentioned in the tourism research literature, and it can be argued that they have a particular discursive representation in the research literature. A discursive representation of a similar nature can be found in popular travel writings such as travelogues, travel magazines and travel blogs, and another can be found in peer-to-peer communications on the internet.

By means of selected material, characteristics of the three discourses are outlined and compared. Particularities of the individual discourses are analysed, and potential antecedents of these are discussed.

Particular attention is paid to the normative elements in the discourses. It is argued that the representation of tourist guidebooks, particularly in the popular writing but also to some degree in the scientific writing, often is one of criticism and disparagement, and that guidebooks frequently are represented as something that diminishes the qualities of the individual travel adventure by streamlining and institutionalising it, and making it too easy. It is discussed why the representations have this outcome rather than, for instance, an appreciation of the democratization of opening the door to adventure for the many rather than only for the few.

Adrenalin on Sale

A Discourse Analysis of Adventure Tourism in Sweden & Switzerland

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A Discourse Analysis of Adventure Tourism in Sweden & Switzerland

What has not yet been turn into a commodity in today's society? Thrill and risk are no exception and they have now been "on sale" for a while in particular under the banner of adventure tourism. The aim of this paper is to analyse how the notions of *Risk*, *Thrill* as well as *Adventure* are constructed and represented by actors offering and/or promoting them as products to buy, in particular privates companies in the field of adventure tourism and tourist offices.

A methodological framework is applied to written and pictorial messages produced by these actors, both in Sweden and Switzerland. Through a discourse analysis, the social context included in these messages is extracted in order to understand the mechanisms at work that make Thrill, Risk and Adventure attractive and desirable as commodities.

Sweden and Switzerland are two countries that offer adventure tourism through similar activities but yet in a different geographical and cultural context. Comparing discourses produced in these two countries on adventure tourism aims at understanding how geographical and cultural factors are at play when representing Thrill, Risk and Adventure as something people can buy. It also aims at revealing how these three words are used to turn specific situations and emotions into something that has become socially desirable to experience and talk about.

In order to identify thrill, risk and adventure on sale, the paper focuses on specific activities associated with adventure tourism, suck as trekking, skiing, snowboarding, mountain biking, mountaineering, kayaking and a few other sport activities used as a medium to offer adventure products. Printed brochures and websites collected in both countries are then analysed to fulfil the aim of the paper. The methodological framework applied on these discourse has been previously developed by the author to look at how the concept of progress came to existence and was used in written messages to represent future changes in our society*. In this paper, this framework is adapted and applied to the exploratory analysis of messages centred on the concepts of Thrill, Risk and Adventure.

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Title

Nothing ventured, nothing gained (?): The significance of risk as a motivational factor among adventure tourists experiencing Arctic nature. A discussion based on different point of views apparent in contemporary studies within the field of adventure tourism.

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Title

Nothing ventured, nothing gained (?): The significance of risk as a motivational factor among adventure tourists experiencing Arctic nature. A discussion based on different point of views apparent in contemporary studies within the field of adventure tourism.

Session

Adventure tourism

Abstract

Risk, as an element of adventure tourism, has been assigned different positions and significance by researchers. This paper will review and analyze the theoretical foundation relevant to risk and adventure tourism in the context of Arctic nature. Research on mountaineering, as a recreational activity that has been branched and commoditized into adventure tourism, are found to be relevant to the activities termed Arctic adventure tourism. Push- and pull factors as motivational categories are identified in explaining risk. Norwegians` strong interest in the Arctic and adventurous activity is tied to their historical background of early explorers` expeditions to remote areas. This cultural predisposition must be considered, as the tourism industry stage activities to different market segments. The theoretical tools utilized in this connection employ the various degrees of participation/involvement by the customer and the interconnectedness between supplier and customer. It is suggested that the Arctic region is a compound of natural peculiarities, inherently containing risks and dangers. In this context, the paper pinpoints the positive effects of risk commodification. The paper addresses how the tourism industry can provide risk-based products that deliver value to both the supplier and the customer. Finally, it is suggested that the field of Arctic tourism is in need of a more nuanced knowledge about tourist types, behaviour and the interplay between guide and client.

Key words: Arctic adventure tourism, risk, risk commodification, staged experiences.

Risk Management in Adventure Tourism;
An Actor Network Theory Approach

Session: ADVENTURE TOURISM

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Risk Management in Adventure Tourism; an Actor Network Theory Approach

Session: Adventure Tourism

Adventure is action taken by tourist in relation to some challenge the actor wants to overcome. Based on Actor Network Theory this paper suggest an approach to Adventure Tourism where objects of nature, such as ice and snow, is seen as objects that makes it possible for tourist to perform and take action necessary for their adventure. Following Callon and Law (1994) it is argued that such objects must be given status as non-human actors with their own agency. While sociology traditionally operates with the dualism of humans and non-humans in explaining agency, presenting humans with agency and non-humans with none, it is suggested here that agency is an emergent property and not an existential attribute immanent in humans. An agent – that which has agency, "…is a form of action which derives from an arrangement. By themselves, things don't act. Indeed, there are no things "by themselves" (Callon and Law 1994:485). What are of interest then, are the relations between various actors. Establishing relations between actors as they are enacted through their practices as main objective for scientific research offers a take on reality where practices rather than objects are fore-grounded, thereby allowing an exploration of the network in which the objects are manipulated into being (Mol 2005).

In relation to Adventure Tourism this perspective might prove vital in analyzing how tourists deal with objects of nature. If nature is seen as an actor in a relation to the tourist and not as a passive object it might be possible to better understand how they influence tourist behavior. As Adventure Tourism in various degree deals with risk management, what and how behavior is influenced is important. How tourist on ski in Arctic handles a sudden drop in temperature might be vital to their survivor. If temperature is treated as an influential actor the tourist might have enough warm clothes in their backpack and are able to understand that they must prevent themselves with some shelter. If temperature is treated like a passive object and also of an abstract character, the tourist might not have the necessary equipment available. Tourist to Svalbard must carry guns or at least have a guide that carries a gun due to the risk of being killed by a Polar Bear. The Polar Bear are obviously treated as an actor in relations to the tourist that influence the tourist to carry a gun.

This paper then suggests exploring Actor Network Theory and its importance for developing a risk management theory of Adventure Tourism.

Abstract for the 18th Nordic Symposium in Tourism and Hospitality Research

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Adventures of the past

Tourists are increasingly engaging in active enactment of the life and activities from the past such as from the Viking era and the Iron Age. A number of museums in Western Jutland in Denmark are increasingly turning away from the "classical" museum of observing objects and reading information sheets towards active interpretation where the visitors (mostly tourists) are active participants. The visitors engage in a range of handicraft production and other household activities, sailing in Viking ships, Viking battles, Viking festivals. Some tourists even become part of the scene by living in the Iron Age houses for a week or two during the summer season and enacting the daily life from the past and showing this to the visitors.

The 2008 study of two museums in Western Jutland – the Bork Viking Harbour and the Dejbjerg Iron Age museum & village – involved qualitative interviews and a quantitative survey of 204 visitors to the two museums. The results show that visitor preferences vary in relation to the level of active involvement vs. more passive interpretation styles. Also, it shows that differences exist in the preferences of children and adult visitors in relation to activities and engagement level.

The study shows that some levels of adventure may be derived from the past by actively involving tourists as participants in museum interpretation activities rather than as passive spectators. This has implications for attraction development in relation to museums and other historic attractions.

Package mountaineer tourists holidaying in the French Alps: an evaluation of key influences encouraging their participation

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Package mountaineer tourists holidaying in the French Alps: an evaluation of key influences encouraging their participation

Abstract

Research has been carried out on experienced mountaineers in an adventure recreation setting and key influences on their participation are well understood. Such research concludes that risk is an important motive which encourages mountaineering participation. It also confirms that experienced mountaineers are sensation seekers with risk-taking personalities and that the element of adventure contributes significantly and positively to the overall mountaineering experience. Less is known about mountaineering participation in an adventure tourism setting whereby tourists take guided, tightly structured package mountaineering holidays which focus on developing participants' mountaineering skills and summiting mountain peaks. The purpose of this study is to investigate these package mountaineer tourists and the key influences that encourage them to take part in such holidays. The author conducted forty interviews with tourists during or at the end of their package mountaineering holidays in the Chamonix region of the French Alps. The interview findings contrast with some previous research and four key themes emerged. Firstly, skills' development and gaining experience were important motives encouraging participation amongst respondents. Secondly, respondents did not view themselves as risk takers but accepted that they sometimes needed to take calculated risks in mountaineering. Thirdly, safety was deemed an important motivating factor and respondents perceived their mountaineering organisation and their guides as key to ensuring this. Fourthly, respondents alluded to the importance of mountaineering to their lifestyles and identity construction. The study concludes that these tourists show different participation influences compared to their more experienced counterparts who go on mountaineering trips independently.

Rock climbing as adventure tourism.

Perceptions of adventure within experience qualities in rock climbing productions.

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Rock climbing as adventure tourism.

Perceptions of adventure within experience qualities in rock climbing productions.

Session: Adventure Tourism

In this paper, Rock Climbing is regarded as an experience oriented tourism activity. Rock climbing has to a great extent been considered recreation, as opposed to tourism. Research shows that organized outdoors climbing productions more and more focus on experience aspects. There are today commercial products that in the form of courses and events take their starting point in rock climbing. There is an ever growing literature claiming that the western world is developing into an experience economy, where people seek self-fulfilling experiences. Tourism is a major aspect of this economy, whereas commercial rock climbing is an emergent part of tourism as an experience industry.

This paper develops an experience production concept with a specific rock climbing perspective. The conceptual framework includes services marketing theory and rock climbing research for the interpretation of rock climbing as an adventure tourism product. This analytical framework is mainly using psychological and sociological theory in order to understand individual and collective experiences, which is the aim of the empirical study.

The paper reports the outcomes of the empirical study, which was guided by qualitative method theory. The aim of the study was to unfold participating individuals' motivations, experiences and feelings in the rock climbing productions. The study design consisted of three sessions of participatory observation with nine participants, as well as of seven qualitative interviews with individual participants.

Perceptions of adventure are found critical in relation to experience qualities in rock climbing. The motivations of participating in the productions are attached to desires of personal growth. The concept of transformation is relevant to both motivational factors and qualities experienced. In order for participants to transform – mentally and/or physically – a mixed sensation of some degree of fear when experiencing the great nature is highlighted. The contact with nature relates to experiences of authenticity and beauty. One central aspect in rock climbing as adventure tourism seems to be the possibility to experience a total focus. This is considered a meditative quality of rock climbing, which can even be experienced collectively with other participants in the adventure tourist group. Observations of body expressions that are difficult to verbalize are interpreted together with verbal expressions of mental perceptions. The concept of freedom is central as well as safety. In order to be receptive to rewarding feelings of overcoming fear, a certain safety level is crucial. Somewhat paradoxical, one has to leave the own comfort zone in order to obtain transformation. When organizing rock climbing adventure tourism, psychological skills are needed in order to meet the tourist on his/her own personal level of ability and ambition. Qualitative research focusing adventure tourists' experiences is valuable in order to highlight the most essential part of adventure tourism; tourists' needs and expectations regarding experience qualities.

Innovation in tourism education and research – from copyright to *copyleft*?

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Abstract

Many tourism educators and scholars are intimately aware of the seismic changes and mega-trends facing the tourism industry (Dwyer *et. al* 2007). Still, it seems that few undergraduate and graduate tourism programs are preparing students to work within complex adaptive systems let alone act as global stewards in a quickly changing world. Kant, in his 1798 work "The Conflict of the Faculties," wrote that universities should "handle the entire content of learning by mass production, so to speak, by a division of labor, so that for every branch of the sciences there would be a public teacher or professor appointed as its trustee." This mass-production university model has led to separation where there ought to be collaboration and to ever-increasing specialization (Taylor 2009). An epistemological space exists within studies of tourism for post-disciplinary approaches based on even greater flexibility, plurality, synthesis and synergy, as argued by Coles *et al.* (2006). In the words of Sheldon *et al.* (2008):

"Tourism educational programs need to fundamentally re-tool and redesign – not incrementally by adding new courses – or simply by putting courses on-line - but by changing the nature of what is taught and how it is taught. Skills and knowledge sets must be redefined, structures and assumptions need to be questioned, and old ways of doing things must be transcended".

Tourism education should accordingly provide students with a dynamic learning experience that will enable them to operate sustainably and professionally in a fast-changing and service-intensive sector. This is similar to what Tribe (2002) refers to as "philosophical practitioners". Embedding the value of stewardship towards the tourism industry and the world in which it operates the delivery of such education calls for new learning structures, methods and environments that are flexible in response to external change by integrating innovative, accessible learning opportunities (Liburd and Hjalager 2009).

The underlying hypothesis of this paper is that the Web 2.0 provides opportunities to rethink and reorganise traditional power and knowledge structures and interaction in tourism education and

research within and beyond the university setting. This paper provides examples of these new directions. First, the concepts of open innovation and Web 2.0 will be presented. Next, the contour of an emerging new order of intellectual creativity and property and the implication for the pursuit of innovativeness in tourism education and research is outlined. It contrasts the copyright paradigm against the so-called *copyleft* paradigm, which more openly invites knowledge reuse by copying, remixing and transformation with no or limited acknowledgement. The experimental platform entitled INNOTOUR, a hub for innovation in tourism (www.innotour.com) is presented. INNOTOUR consists of activities in 3 principal and interconnected sections:

1. **The learning exchange.** This is the extended classroom and pedagogical field. The main objectives of the activities are to develop learning materials, test and expand them and share them in and beyond the classroom. Students are deeply involved in all aspects of the knowledge creation process. This process incorporates creativity, critical thinking and intercultural collaboration and networking for change and innovation.

2. **The knowledge accelerator.** Various representations of knowledge are found in this sector, and the knowledge is a raw material for, and results of student work and academic research. Knowledge is information connecting to existing knowledge that is created through processes of connecting and reflecting. The site will efficiently link up to other websites and thereby expand the usability and comprehensiveness. Very importantly, the resources are also made available as input to enterprises' innovative activities. The knowledge sources come in many formats – written material, videos, interactive resources, ipod-downloads etc. Contributions are uncensored but must adhere to ethical principles, and user feedback is the mode of ensuring a push towards a continuous higher quality and broader scope.

3. **The revenue generator.** This section attempt – over time - to create an economic sustainability in INNOTOUR and to ensure an income flow that helps to expand the

resources and activities for the benefit of students, staff and enterprises. A commercial corner is suggested. A further vision is to involve INNOTOUR in microfinance activities related to tourism entrepreneurs in the developing world. Some resources and activities may be developed to become accessible only at a fee such as for example participation in seminars, teacher training or costumer tailored barometer data provision.

There are interlinkages between all three sections. E.g. good student work will be resources for enterprises. Cases from enterprises and microfinance will inspire teaching. Test results and blogs can inform academic research. Etc. Etc. The Web 2.0 INNOTOUR platform distinctly lends many of its ideas from the *copyleft* concept and is used as an example of a novel way of learning and collaborating in the field of tourism innovation. We argue that the continuous balancing between copyright and *copyleft* requires entirely new behavioral ethics, pedagogies and calls upon new modes of collaboration and critical reflexivity for students, researchers and business users.

Key words: Tourism education and research; Innovation; Copy left; INNOTOUR, Web 2.0.

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Motives, activities and information search behaviour of tourists in Denmark – with a focus on cycling tourists on Bornholm

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Abstract

This paper looks at the motives and activities (plus information search behaviour) of tourists in Denmark. Denmark as a holiday tourist Destination is segmented into those visiting Bornholm, Copenhagen and the rest of Denmark. The main analytical tool used is multidimensional scaling (MDS), and a series of MDS diagrams are presented. Firstly, the positioning of Bornholm and Copenhagen vs. the rest of Denmark with respect to (19) motives for selecting these destinations is illustrated. Secondly, focus shifts to activities: One diagram (with 25 objects: 22 activities and 3 destinations) is based on activities measured on a 1-5 scale. A second version of the same diagram is based on the "heavy users" vs. all others, i.e. those who answered "5" are recoded into 1, and the rest are recoded into "0", with respect to the 22 activities. The result (in form of the MDS diagram) of the 1-0 scale (heavy users vs. others) is very similar to the result based on the 1-5 scale.

Motives and activities are closely interrelated, as found in earlier research. Thus a factor analysis is run reducing the 19 motives and 22 activities into 13 principal components (factors) labelled as follows: , In nature; sightseeing; friendly people; for children; angling; cycling; golf; music and art; meeting new people; shopping; sailing; bargain holidays; spa and health. This paper goes one step further and illustrates the result of the factor analysis in a MDS diagram with the 13 objects representing the motives and activities. Cycling as such is budget friendly. Another 3 objects representing the destinations are then also added, i.e. 16 objects (dots) or variables in total.

Next this paper goes on to look at information sources used prior to the holiday in Denmark. These (19) information sources are also condensed, using factor analysis (PCA) resulting in 7 principal information source components: Internet; brochures and TV; advertisements and articles; travel agents; holiday fair; other / no prior experience; friends. The 7 information objects are added to a final MDS diagram containing the 13 motives/activities, the 7 categories of information sources and the 3 destinations, i.e. 23 objects (dots in a MDS diagram).

Results are discussed from the perspectives of cycling as a tourist motive and activity and from the perspective of Bornholm as a destination, comparing and contrasting it with Copenhagen and the rest of Denmark. It turns out that cycling (along with walking and enjoying the picturesque ports etc.) Bornholm is a characteristic of tourism on Bornholm. Those visiting Bornholm, cyclists and others are heavy information seekers prior to their holiday, making use of the internet as well as brochures and information from TV. The paper may compare the MDS results of the PROXSCAL procedure with the results which may be achieved by using the traditional ALSCAL procedure.

Keywords: Multidimensional scaling, factor analysis, motives, activities, information search behaviour, destinations, Bornholm, Copenhagen, Denmark.

Stages in Integrated Communication for Nordic Tourist Attractions

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STAGES IN INTEGRATED COMMUNICATION FOR NORDIC TOURIST ATTRACTIONS

Abstract

Stages of growth models have been used widely in both organizational research and management research. This research presents a stage model for integrated market communication. The four stages are labeled integrated media approach, integrated attraction approach, integrated industry approach, and integrated region approach, respectively. Both academics and practitioners can apply this model to determine both current state as well as direction for future integrated market communication. To support and enable an integrated approach for marketing and marketing communication, appropriate applications of information and communication technology (ICT) are critically important. Aligning business and marketing strategy to ICT strategy has challenged tourist attractions for many years. This paper is employs a stage model to integrated market communications to show a holistic view of marketing communications. To support and enable such an integrated approach, appropriate application of ICT is critically important. The stage model represents a contingent approach to ICT emphasizing appropriate technology use that depends on the organization's growth stage. While marketing communicates rational and hedonic messages about a product, information systems both support and influence how communication is delivered, received and perceived.

Tourist attractions typically attract more than one homogenous group; each segment has different conditions, requirements, and associations regarding their relationship with the destination. Their organizational culture will therefore most likely influence marketing and market communication strategies. To what degree do cultural institutions consider themselves as having a role to play as tourist attractions? The answer often depends on the current regime and administration. However, we worked on the assumption that those that appear on Innovation Norway's list of attractions have a defined role as an attraction, even though this entails debate as to how the institutions' resources should be prioritized.

Do attractions use sufficient and appropriate resources for communicating with the market in order to meet their visitor targets? This question is linked to the attractions' market communication in an international market. Is this done based on an integrated communications strategy that conveys what the attractions have to offer and is adapted to the target groups' evaluation criteria? Do tourist attraction sites integrate their market communication over time? Can communication integration be represented based on a stage hypothesis? Can growth stage models be applied to market communications? These are the principal themes for discussion in our study.

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The encounter with cultural heritage

What makes the encounter with cultural heritage meaningful? Without implying that there should be a final answer the paper approaches the question from various angles. An encounter with cultural heritage involves three parts: the cultural heritage site as a place, the user and producer. Accordingly the discussion is concerned with these perspectives. Based on a phenomenological analysis of the site in the light of the *topographical turn* the powers of the place (the centripetal and centrifugal forces) are related to the experience of the user. Against this background the experience of the author as a producer of cultural heritage is brought into the discussion as the third component. The aim is to give a deeper understanding of the complexity of the encounter and the problems and potentials regarding communication of cultural heritage.

Title of paper: Accommodation as Attractions and Experiences: Historical Hotels in Fjord-Norway.

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Statement of track/session of relevance:
Culture production and tourism development

Title:
Accommodation as Attractions and Experiences: Historical Hotels in Fjord- Norway

Abstract:
This study outlines the concept of accommodation as attractions and experiences and focuses on managing experiences in historical hotels in Fjord-Norway.

In the late part of the 19th century the modern tourism to and in Norway was growing. The number of tourists that travelled just for fun and pleasure increased. Influenced by romanticism for nature, the new tourists wanted to get close to the nature, gaze at the waterfalls and climb the mountains. It was only a few thousands tourists per year, but they demanded a new type of services regarding accommodation, transport and organizing of the tourist industry. In 1873 the British Thomas Cook arranged a travel group to North Cape and an institutionalizing of the industry started (leading forward to "Foreningen for Reiseliv" (1903)). In the end of the 19th century exceptional hotels were built for the new tourists. In this period the Swiss architecture style was very popular for buildings in Norway. New hotels were therefore built in this Swiss style. To root this style to the Norwegian heritage, the dragon technique was often added to the Swiss architecture.
Today the hotels are still attractive. They have several visitors and can charge relatively high prices. The hotels offer different experiences and play an important role for the tourist industry and local destinations.

Today it is an increased attention towards experiences and the experience economy.
From the tourism industry it is great expectations to what the experience economy can contribute with towards competitive advantages and added value. However, there are still numerous challenges concerning how the term experiences in this setting are meant to be taken.
The hotels chosen for the study have offered experiences for a long time. In this study of managing experiences and how they meet the tourist demands, theories and methods from the experience economy will be used to analyze the material.
This research is exploratory in nature and employs qualitative techniques to explore the topics, to conduct manager surveys, to conduct observations and participate in selected services, experiences and activities offered by the hotels. The study is based on a convenient sample of ten specific hotels. The hotels are built at the same period for tourists and located in Fjord-Norway. All the hotels will be visited. Results from the study will be presented along with relevant management implications and further research.

Cultural heritage and narratives in 34 Danish experience scapes 2006-2009

By Peter Kvistgaard, Ph.D., and John Hird, M.A.

If Alan Feldman is right in stating that 'the narrative is a textualization of body, space and power as symbolic systems…'and if Michel Foucault is right in stating that 'almost every society has important narratives that are told and repeated and that contribute to the production of discourses' (Christersdotter in O'Dell & Billing 2005) then we start to worry. We worry that Danish towns and other experience scapes apparently do not have narratives to tell visitors and / or do not see the potential in working with narratives in a destination development context. Narratives that are in fact a textualizations of body, space and power through time and narratives that are indeed told repeatedly.

Through the past 3 years we have worked with 34 different experience scapes from cities / towns, destinations to nature scapes. Through the use of user-driven anthropological methods we have had a significant number of local tourism and non-tourism actors (from shop owners to municipal planners) participate in a sort of 'walk your own experience scape' analysis. The method used is called 'experience matrices'. Each participant has had the task of experiencing his / her own town or other experience scape at a given amount in time. For instance, in the town of Randers the participants were given 1 hour to 'walk their own town', and sense the narratives that were in play – if any. To be specific, they were asked to sense the narratives of the Middle Age town, which constitutes the city centre.

The 'experience matrices' consist of 5 layers of questions that all relate to the experiences in the particular experience scape. In this paper we will concentrate on 'experience matrice' layer number 4 about narratives. The participants were asked to answer three questions concerning narratives: 1) what narratives are in fact present in the experience scape (through posters, signs etc.), 2) what narratives do you yourself perceive in the experience scape, and 3) what narratives would you like to find in the experience scape.

Through our work with the 34 different experience scapes, we see a clear pattern. There is a clear and significant gap between number 1 and numbers 2 and 3. It is clear in almost all 34 experience scapes that the narratives that should be in place in the experience scapes are in fact not there. It is interesting to note that in almost all 34 experience scapes the 2) perceived and 3) preferred narratives are much stronger than the actual narratives.

In the case of Randers, it is rather surprising that the participants who in most cases are inhabitants of the town are not able to find narratives about the body, space and power of the town or any production of discourses that appeal or could appeal to them as inhabitants or to visiting tourists. This town actually does have a number of interesting people that have had significant impact on the town's history and development. However, these narratives are not easily found in Randers.

This worries us on a number of levels: 1) competition: Randers may lose out on a significant number of visitors that search for authentic narratives about a modern Danish town with roots in history, 2) destination development: the town planners and tourism entrepreneurs have until recently not focussed enough on the storytelling aspect of tourism / experience economy and 3) marketing: narratives as symbolic representations of a town's or an experience scape's values are not understood and used in the commercial competition for tourists between towns, cities and nations. Finally, of course, these observations may also be connected to the present problems that Denmark apparently has attracting tourists.

Literature: O'Dell & Billing 2005, *Experience-scapes – tourism, culture, and economy*; Rose 1994 *Narrative Policy Analysis*; Kvistgaard 2007, *Oplevelsesprofil for Destination Rebild*;

Title of the paper: Attractions as narratives – Narratives as attractions; Case study Gäddtarmen, Finland

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Title of the paper: Attractions as narratives – Narratives as attractions; Case study graffiti at Gäddtarmen, Finland

Statement of track/session of relevance: *Culture production and tourism development.* This paper aims at highlighting the interrelationship between tourism and cultural identity.

This paper introduces the idea that a tourist attraction can fruitfully be regarded as a narrative, and that the vocabulary of narrative analysis can be used to study tourist attractions of all types. The article presents a case where the major attraction is graffiti scratched into the rock face of two small islands separated by a deep sound called *Gäddtarmen*, or in English; *Pike's gut*, outside Finland's south-western most point in Hangö. The graffiti at Gäddtarmen has developed over a 400 year period and the narratives the graffiti opens up to visiting tourists is in this case the main attractor. This paper aims to analyse the subjective features that informs and constructs the actual narrative of the attraction.

Leiper, (1995) was frustrated with definitions of attractions that too simplistically concentrated on attractions, with assumptions about the 'magnetism', that 'pull' travellers to them. He regarded these ideas as nonsensical statements that considered attractions to be 'metaphysical mysteries', and highlighted the need to view attractions from an informed scientific viewpoint, he suggested that attractions have to contain three necessary elements: '*a tourist or a human element, a nucleus or a central element, and a marker or informative element*' (1995, p. 141 - 143, emphasis in original). Leiper specified that the nucleus can be an object, but does not have to be one; it can rather be a place, a precinct, an event, or even an atmosphere. '[A]ttractions can *occur* almost anywhere' he suggested (1995, p. 145, emphasis added). A weakness with Leiper's attraction system is that his structural approach emphasises the set 'reality' of each element in the system. This point is important to note from a poststructuralist perspective as neither *nucleus* nor *marker* can be regarded as anything but fluid entities that are constructed through their contexts rather than actual objects that are discovered in their context.

Fiction, as much as facts, has an impact on how attractions are perceived: neither should be seen as more important than the other. A description of an attraction is not only a factual analysis, but is equally a part of a larger combination of texts that together form the attraction as an abstract concept in the reader's mind. In order to investigate these fluid entities the vocabulary of narrative analysis will therefore substitute Leiper's 'marker' and 'nucleus', and *an attraction would thus be defined as being constituted by a tourist, texts, stories, and a fabula*. Note that the first and last element of the definition are in singular form, while the two middle elements – text and story that replace Leiper's (1995) 'marker' – are in plural form. This is to point out that each tourist constructs an individual fabula from a range of different information sources.

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TOURISM AND HOSPITALITY – THE NORDIC WAYS

TITLE: CULTURE AS A RESOURCE FOR TOURISM DEVELOPMENT. ICELAND AND IMAGE PRODUCTION IN TIMES OF CRISIS

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TITLE: CULTURE AS A RESOURCE FOR TOURISM DEVELOPMENT. ICELAND AND IMAGE PRODUCTION IN TIMES OF CRISIS

STATEMENT OF TRACK/SESSION OF RELEVANCE: CULTURE PRODUCTION AND TOURISM DEVELOPMENT

ABSTRACT:

During the last three decades tourism has become one of three pillars of the Icelandic economy, together with fisheries and aluminum production. Tourism arrivals have multiplied and for instance expanded by 66% between 2000 (303,000) and 2008 (502,000) (Ferðamálastofa, 2009) and at current tourism is estimated to provide ca. 20% of foreign currency receipts (Statistics Iceland, 2008). The reason for the majority of tourists to visit Iceland is nature (80%) but approximately 25% mention culture (Gíslason, 2009). According to official tourism policy, nature, culture and professionalism are to be the central features of the image of Iceland as a destination (Samgönguráðuneytið, 2005). This is in line with recent development in the domestic tourism industry where ever more attention has been given to culture as a potential resource for tourism not least when it comes to image production.

The central aim of the paper is to cast light on how Iceland as a tourist destination is emergent through particular discourse on tourism that links culture, economy and image together. The paper traces public efforts of image production and illustrates how public discourse on image and tourism development has been affected by the financial meltdown in Iceland taking place in autumn 2008.

The paper is organized in two parts. It begins with discussion of tourism development in Iceland in general and describes how culture has become to be regarded as a central resource for economic enhancement. It then moves into theoretical discussion of cultural economy and Actor-network theory (ANT) that provides framework for descriptive accounts in the second half of the article, which recount particular project of image production on behalf of the public authorities. This was a study of the self-image of Icelanders that was reported in spring 2008 and was intended to be the first step in systematic production of the image of Iceland

(Forsætisráðuneytið, 2008). The paper traces the discourse on image and its relation to tourism as it evolved after the publishing of the report with focus on how the global finance crisis that contributed to the almost total collapse of the Icelandic banking system in October 2008, may affect the continuing development of tourism in Iceland. The analysis is based on interviews with key actors in tourism in Iceland and analysis of public documents, such as policy reports and news paper articles.

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Abstract
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"See and experience seafood with young eyes - A Grounded Theory approach"

Young people, both men and female, seems to have less interest in seafood. An interesting approach is therefore to study their preferences for what they like and dislikes are regarding seafood and their experience with seafood in different settings.

A search for papers on this issue revealed few articles about Norwegian young people's attraction of seafood.

Collecting the data with the help of focus group interviews of young people, between 19 and 29, living in the Stavanger region with many affiliated with the University of Stavanger and living in Stavanger municipality. Four groups of young people discussed a few introduction questions as a start for the focus group discussion. To analyse the explorative nature of this research lead to the use of a modified grounded theory approach.

A main result of this study is four main categories. This study offers an increased understanding of young peoples approach towards seafood likes dislikes and experiences among a variety of fish, shellfish, shrimps, scampi, etc.

The knowledge gained in this study may give hotels, restaurateurs, shop owners, and other that use seafood an increased insight in aspects that are important for young customers' choice of seafood. This study offers indications of what focus areas that may be interesting for future research.

Key Words: Experience, Focus group interviews, Grounded Theory, Seafood, Young people

Comparative city branding and film festivals: Copenhagen and Rome

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Proposed tracks: Destination and place marketing/branding; Festival and Event Management Research; Culture production and tourism development.

Abstract

Comparative city branding and film festivals: Copenhagen and Rome

Film festivals have mushroomed in the last half century. Many cities have their own film festivals. Film festivals are claimed to be leading events establishing the reputation of directors and producers in the film industry. Film festivals are specializing, with the emergence of festivals profiling themselves on the basis of the participating genre and quality of movies, directors and actors. Film festivals are also trade fairs (e.g. in Cannes and Sundance, films are sold to distributors). Not all film festivals, however are for film trading, some are used mainly to enliven the place (e.g. Singapore). Regardless, in most festivals, the local film industry is celebrated.

There are many reasons for the proliferation and popularity of film festivals. They attract crowds, create buzz and brand cities. Visiting movie stars add glitter and glamour to the place. As part of the MICE market, film festivals attract various stakeholders in the film industry to its shores. Locals and tourists get to enjoy movies. Tourism and local authorities have come to use film festivals to spotlight their cities, in terms of media attention on the premier of movies, news stories on celebrities and fresh movie reviews.

This paper looks at the dialogical relationship between film festivals and place branding. Why and how are film festivals used by tourism and local authorities to brand their cities? And why do film festival organizers adopt place-names in branding their festivals?

As a well-structured field, film festivals constitute an interesting domain to analyze challenges and advantages of late adopters in an institutionalized field. In place branding, uniqueness of the city is important but another film festival would not accentuate the distinctiveness of the place. This paper is concerned with the strategic responses and efforts made by two late adopters film festivals – Copenhagen international film festival (CIFF), launched in 2003, and Festa del Cinema di Roma (FCR) launched in 2006 – in order to establish themselves as international film festivals. The tourism and local authorities are enthused in their support of these festivals but the other stake holders in the local film industries are ambivalent.

Despite their ambivalence, the local film industries and festival organizers choose to identify their festivals in relation to the city. In other words, while the Copenhagen and Rome film festivals are used to brand the cities, these festivals use the city name to brand their festivals. What is in the name of a city, with regards to these film festivals? Why use a place name for branding a film festival?

The comparative study of two cities and their film festivals is based on qualitative data and thrives on business ethnographical methods.

UNIQUE VALUE CREATING ATTRIBUTES OF THE NORDIC COUNTRIES

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This paper is part of a NICe funded project. I hereby verify that this work is mine and relies on material collected in the project.

UNIQUE VALUE CREATING ATTRIBUTES OF THE NORDIC COUNTRIES

Statement of track/session of relevance: Destination and place marketing / branding

The image of the Nordic countries as a tourism destination is based mainly on pure nature and nature activities. Nature and the environment and the meanings attached to them have taken central role in marketing the area. In addition, knowledge in technology and welfare are also connected to the Nordic countries. These matters are also seen to reflect the values of Scandinavians. In the beginning of 2009 started a Nordic co-operation project which aims to developing Nordic Well-being concept to tourism sector. The main aim of the project is to create a specific Nordic tourism product concept based on unique value creating attributes of the Nordic countries.

The aim of this study is to find out what are the unique value creating attributes of the Nordic countries that can be used as a base of Nordic Well-being products and services. This will be a preliminary study for a wider research which aims to find out if promoting the unique value creating attributes appeal customers and their personal values, and finally affect tourists' motives to travel to the Nordic countries.

The theoretical background of the study is based on the research on customer value, especially in marketing literature. It has been argued that personal values can be used to predict individual consumer behaviour and the values can be linked to personal motivations. It can be supposed that tourists want to do things that support their personal values in order to get more fulfilling travel experiences. Tourists' personal values and lifestyles have an influence on tourists' needs, and motivations of consumer goals, choices and behaviours. These needs and motivations are the base of customer expected value (e.g. what a tourist is expecting from a holiday). The needs and motivations are affecting the perceived value of a customer. Perceived value consists of customer's expected benefits of product or service attributes and expected sacrifices that come from using a product or service. Furthermore, the perceived value has an effect on customer experienced value. Hence, customer value is comprised of customer's judgement of certain product or service attributes, expected consequences, a customer's goals and the sacrifices made. As tourists' personal values have a central role in choosing travel destination and activities in the destination, it is important to try to appeal these values. This can be done by promoting the value creating attributes which are supporting the goals of the customer.

Data for the research will be collected by using thematic interviews in Nordic countries. Interviewees will be e.g. tourism entrepreneurs, experts and regional developers of Nordic Wellbeing laboratory areas in each country. The interviews will be held during the summer 2009. It can be supposed that the unique value creating attributes of the Nordic countries are quite closely connected to the personal values of Scandinavians. Thus, it can be assumed that things coming up from the interviews are somehow connected to nature, outdoor experience and enjoyment combined with achievement, healthy local gastronomy, local culture and cleanliness of air, nature and water.

THE BARENTS SPEKTAKEL FESTIVAL; SPECTACULARIZATION OF BORDER POLITICS

The Barents Spektakel is a festival in Kirkenes (Norway) in mid winter which displays postmodern and avant-garde art and music. Its rationale is to create bridges across the national border between Norwary and Russia. It is closely related to the politics of the border and to the politics of the Barents Region. Thus, topics and performing artist are related to the north and to cross border activities. The paper discuss the festival as a political arena, and as a way of supporting and contesting border politics. The discussion is done i light of festival theory (Falassi 1987, Debord 1987) and art festival literature(Quinn 2005, Waterman 1998). Festival are traditionally seen as arenas for freedom, play and tourism, contrary to the "spectacle" that according to Rousseau (1960) and Debord (1987) makes people to passive spectators (Roberts 2003, Kohn 2008). Thus, there is an antagonism imbued in the term "Spektakel Festival", which also is the point of departure for the discussion in the paper. The paper is created within a research project analysing the ways the Norwegian-Russian border is inscribed in people's everyday life in border areas.

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Linus, Bill, Alien: A festival consumer typology based on co-creation

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Linus, Bill, Alien: A festival prosumer typology based on co-creation

To be included in the session. "Advancements in Festival and Event Management Research"

Abstract
Behavioural segmentation of festivals attendees often lacks generalisability: specific categories developed in a certain context are difficult to transfer to other cases. This paper attempts to conceptualise festival segmentation further, taking the perspective of service dominant logic (Vargo & Lusch 2004). This approach regards value creation as a simultaneous dialogue between provider(s) and consumer, implying that the boundaries between these actors become blurred. The fuzzy concept of "prosumers" (first coined by Toffler 1987) is particularly relevant to contemporary festivals (as traditionally spectatorial events are now including additional participatory elements as well - even for the amateur public). But so far, this idea has not yet been differentiated into mutually exclusive and sensible attendee segments. Taking the examples of two Nordic events (an international sport championship and a medieval festival), three categories of attendees are proposed, based on their level of involvement with experience (value) production and their commercial interests. These are: Linus, Bill and Alien (derived from the Wifi-community's Fonera's categories). Aliens are casual observers (tourists or local attendees) who consider the festival as distractionary happening, offering products for conspicuous consumption. They are "alien" to the subculture related to the sporting/cultural theme of the festival, and ready to pay for both the spectatorial and participatory experience as a commodity. Linus-type attendees are connoisseurs; the specific sporting activity or medieval history is their leisure hobby. They are extensively involved in and knowledgeable about the theme of the festival, and contribute to the experience in form of performances, workshops, educational guides without expecting commercial trade-offs. Finally, Bills are commodity providers, who provide commercial products and experiences along the theme of the festival. Their interest in the specific sporting or cultural activity is no longer a leisure hobby, as they rely on the revenues generated from Aliens' consumption. Based on the diverse interests among these attendee groups, festival managers can introduce differentiated rates, according to the level of contribution to festival experience value creation.

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Experience hot spots on outdoor events

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Session of relevance: Festival and event management research

Experience hot spots on outdoor events

Events have become an important tool for the economic development of both rural and urban areas. As they can take place at any time during the year, they offer the opportunity to broaden tourism seasons. Successful events are dependent on positive and memorable experiences which the visitors collect during their stay. It is therefore of great importance for event planners to know where and when experiences take place. By this knowledge, managers can enforce the positive and reduce the negative experiences. However, experiences are not easily measured. It is argued that people's experiences have to be collected as soon as possible in order to avoid rational reflections on them.

The project *Peak Experiences* tries to generate new techniques and combine a number of methods in order to generate knowledge on event visitors' experiences in time and place, focusing on experience tracking. It is argued that time and place of experiences are of importance when it comes to visitor satisfaction. If service producers know where and when experiences take place, the chances of a high level of satisfaction will improve. The aim is to develop and verify new, proactive methods for the development of services that are connected to tourism. The question is put if experiences are equally dispersed in time and space. As an equal dispersion in time and place is not assumed to exist, it is asked if experience hot spots exist. Such hot spots are defined as a cluster of experiences that can either occur concentrated in time or in place.

The project is carried out in collaboration between researchers, service producers in tourism, and their visitors. It consists of four part studies, of which three have been accomplished up until now. All studies take place in the county of Jämtland in the middle of Sweden: i) Biathlon World Championships in Östersund (2008); ii) Åre summer tourism (2008); iii) Åre winter tourism (2009); iv) Storsjöyran in Östersund, a nation music festival (summer 2009).

Beside the aim to gain knowledge on experiences in time and place, the purpose has also been to evaluate different methods, individual and in combination with each other. Global positioning system and questionnaires have been used in all studies. These methods have been combined by e.g. Dictaphones, overview camera, focus group, interview, and observation. Up until now, it can be concluded that so called hot spots exist, in which visitors' experiences are bound in certain times and places. This knowledge can, in future, assist tourism managers in optimising their efforts to satisfy their customers. From an academic point of view, models such as Hägerstrand's time geography are combined with theories focussing on events and experiences. Methodological efforts generate new knowledge on how to measure experiences and how to study questions concerning experience tracking.

The 18th Nordic Symposium of Tourism and Hospitality Research in Esbjerg, 22-24 October, 2009

Abstract

for the track:

Advancements in Festival and Event Management Research

Festival safety – beyond the textbook prescriptions

by

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Key words:
Festival, safety, risk analysis, festival risk and safety management, Gladmatfestivalen, Stavanger.

Abstract

Track: Advancements in Festival and Event Management Research

Festival safety – beyond the textbook prescriptions

Festivals may gather high numbers of attendants, involve material goods, money and properties of considerable values, and may also be placed in surroundings that may be vulnerable for wear and tear of human activities and unplanned or disastrous events. The greater and more complicated the festival, the more potential risks are likely to be involved. The positive impacts a well-organised festival might have on external images of a city and local profiling and self-esteem for its inhabitants might be reversed and seriously impaired by accidents and aversive events at the festival venue. Moreover, accidents and aversive events may have negative or fatal consequences for participants and cause human suffering and death, which in turn may seriously hurt the festival owners and the hosting municipality in several ways. Such aversive events would also disturb the program flow which in turn might cause other negative outcomes. To manage such risks, some festivals have started to employ risk analyses and risk management techniques, varying from shallow plans bought from consultants to proper risk analyses and management strategies involving the festival manager and staff. Textbooks on festival and events management may include prescriptions on how festival risks may be assessed and safety managed, however; there is a paucity of published research in this area. This study responds to this knowledge gap by addressing the questions of how the risk and safety management of festivals develops, how risk assessments are made and how safety is managed both with regards to measures preventing aversive events to occur, and also measures reducing their negative consequences once occurring. As a first step, a case study method has been applied researching risk and safety management at The Stavanger Food Festival (the Gladmatfestival). Established in 1999, the festival annually gathers 250.000 participants and 500 staff involved as exhibitors and the like in a small area in the harbour area in central Stavanger. Data were collected by interviews, document studies and observation.

The findings showed that, although a safety manual existed at the outset, safety issues were not focused before 2004. The turning point was the involvement of a safety manger who also was a scout leader, and who introduced the safety procedures from his scout organisation as a practical tool for risk and safety management of the festival. Through interactions with the head of the police station and the municipality administration officer responsible for festivals and events in the town, a structure and a procedure for festival risk and safety were gradually developed through a mutual learning process among the partners, and the festival manager had to be personally involved in this procedure. In 2008 an online manual for all festival and event planners in the municipality was launched by the municipality supporting the structures and procedures that were in place. For the Gladmat festival, risk analyses were made in 2004 including assessment of the likelihood of the aversive events to occur, their potential aversive consequences, and how they might be prevented and managed by several procedures and measures. The risk analyses were extended with new issues every year, and also the procedures were revised annually to sharpen the prevention of aversive events to occur, and also to reduce their negative outcomes if so were the case. The procedures were communicated thoroughly through the entire festival organisation including exhibitors and sub-contractors, and discussed both up front and every day at the staff morning meetings. Risks were actively monitored from the moment of installing the first tents to the tiding up of the area after the festival. The success of the plan is absence of accidents and unwanted events, or efficient handling if they occur. The post festival evaluation documents showed few and only minor aversive events, indicating positive outcomes of applying the procedures. However, this may also be the outcome of luck, experience and successful management otherwise; hence it is hard to provide an empirical test the ultimate effect of this risk and safety management approach. Future studies should compare festivals with and without such safety procedures to assess their effects on frequencies of aversive events and their consequences.

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FESTIVAL TOURISM AS A SUSTAINABLE AGENT OF CHANGE

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FESTIVAL TOURISM AS A SUSTAINABLE AGENT OF CHANGE

Some festivals have become “hallmark” events for their communities, characterized by building on traditions, its attractiveness, the quality or publicity. (Getz 2008) But not all the festivals or the local host communities have been exploiting the publicity the festival has given into festival tourism. Increasingly it is a strong association between festivals and tourism Quinn (2006). Festivals in a sustainable perspective will maybe have a strong place in the future compared with bigger events. Because of their location in the community and build on local values, or the values that mean something for the local people. This paper whish to discuss the challenges in developing festival tourism around community based festivals with a “hallmark” profile, that are built on local culture and heritage.

The study has a qualitative approach with two case studies of two community based festivals in Finnmark, Norway. It is based on data from the supply side collected in 2008, from in-depth interviews with 19 informants from the festival organizers, the municipality officers, tourism firms, the festival visitors and festival participants. It is also complementally data based on the author’s participant observations from the festivals. The two festivals could be seen as “hallmark” events for their communities, and they are at the same time build on strong local values and heritage.

The data analysis explores what the festival means for the informants, with focus on local values, tourism perspectives based on tourism focus in the festival and the community, and place identity. Quite a few research papers have been examined “festival tourism” (Getz, 2008), and the aim in this paper is to investigate how festival tourism as an agent of change in a sustainable perspective, are looked upon from the informants perspective and in former festival tourism studies.

Key words: Festival tourism; sustainable development; changes; Finnmark, Norway.

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Value co-creation in an event

by
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Value co-creation in an event

Abstract

The present work explores value creation in events as a result of stakeholders' participation and involvement. The study has analyzed seven various stakeholder groups' and their purposes for- and structure in joining an event in the High North. In addition the study examines the stakeholders' evaluation of values created through their own and others participation in the event (i.e., value co-creation). The case study has been a sledge-dog race in Finnmark, the Finnmarksløpet. The stakeholders consist of both organizations and individuals. The study employs various explorative techniques to acknowledge value creation within a stakeholder perspective. The findings reveal that the various groups entail numerous of reasons for participating in the event, classified as autotelic and instrumental value creation in the study. The findings reveal that the stakeholders' experience various types of values through their participation and involvement, dependent of their own - or in case of representing a firm, the firm's - motivation and participation in the event. Stakeholders' acquire increased value from other stakeholders' participation; i.e., the sponsors get amplified value the more the media produce reportages and articles, and the more the spectators are joining (by their presence or via various medium). As a result the event becomes more attractive for both sponsors and media. The core organization of the event receives value from all stakeholders' participation. The study points to how destinations might gain values through networking and cooperation exemplified by stakeholders' participation and involvement in an event.

SYMPOSIUM: TOURISM AND HOSPITALITY- THE NORDIC WAYS

TITLE OF THE PAPER: THE INFLUENCE OF MANAGEMENT ON THE QUALITY PERCEIVED BY CLIENTS: AN EMPIRICAL APPLICATION IN HOTEL SERVICES IN CANARY ISLANDS.

STATEMENT OF TRACK: TOURISM AND HOSPITALITY HUMAN RESOURCE RESEARCH

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ABSTRACT

We can notice that today's business environments are no longer stable and predictable, so the internationalization of competition, market maturity, the growing pace of technological development and the importance of the client in an increasingly tertiary economy give rise to a certain degree of uncertainty which increases the complexity of business management. The ever more competitive market requires organizations to transform and to be able to produce quality services and goods that meet the needs of more demanding clients. Therefore, the leaders prioritize the achievement of quality in their goods and services. Furthermore, referring to quality, the rules have become more strict, especially in the global market, and, although it is possible for a company to survive in a regional market without observing those rules, that is no easy task in a global market. To do that requires personnel who are not only allowed to use their creativity and talent in full, but who are also helped, encouraged and rewarded for doing so. If this does not occur, the initiatives of those leaders seeking to transform the organizations and to obtain better results by the achievement of quality will be in vain due to the lack of confidence of those taking part in that transformation. Consequently, a style of leadership is required founded on the basic principles, such as service, quality, fairness, trust and honour, demanded by domestic and foreign clients alike.

Faced with this situation, many organizations are discovering the need for managers oriented towards maintaining the company's position in an ever more competitive and selective market, where quality services and products are important weapons against the competition. This is achieved by means of styles of leadership that inspire hope in their adherents, as well as the conviction that confronting continuous change is not only necessary, but will also result in obtaining better results (Hesselbein, Goldsmith and Beckhard, 1996). In this way, as opposed to the leaders of the past, those of the present and future face fewer frontiers, have unlimited organizations that are driven by the power of the client, who has greater awareness by being better informed and who is able to avoid monopolies and protected local suppliers, and is able to purchase the best quality goods and services anywhere in the world.

This research aims to describe the relationship between the leadership style of the management of a hotel service and the quality perceived by the clients of those services. The context chosen for our research was the tourist sector due to the importance of this activity in the Canary Islands (Spain). In order to achieve this, we have identified, firstly the key factors of the quality perceived in the service-encounters produced at the front-office and in restaurants of the hotels included in our study by means of the servqual scale. Secondly, we have identified the styles of leadership of hotel managers by means of the multifactor leadership questionnaire. The results show that, although there is no positive evidence of the relationship between quality and leadership in the front-office service, there is a positive and important relationship between quality and leadership in the restaurant service.

1. Introduction

The tourist industry in general, and the hotel sector in particular, plays a key role in the development of the world economy, and especially in the Spanish economy. According to the Spanish hotel Association (2001), Spain, with 6,476 hotels is the country with the third highest offer of hotels, employing 175,864 workers and accounting for 1.4% of Spanish GDP. Nowadays, the pressures caused by increasing competition and ever more demanding customers require hotel companies to show more excellence in the development of their activities. On those lines, the similarity of the services offered by the hotels, and the low level of specialization of the hotel industry only confirm the need to offer better quality to the customers. Consequently, and with the aim of greater customer satisfaction through continuous improvements in hotel operations, there is first a need for greater study of customer behaviour and attitudes. Tourism research in this direction is still scarce, especially in the Spanish hotel Sector and the consumers´ behaviour in their relationship with the company represents a priority for practitioners and researchers.

Based on the above, this study aims to analyze, from a relationship marketing perspective, the quality perceived by the customer in hotel services. To that end, the work begins with a theoretical review of the concept of the total quality perceived by customers during service encounters and then that is followed by a brief description of relationship marketing.

Once the relevant basic literature has been reviewed, this study aims to carry on an analysis of the influence of the leadership style of the management of a hotel service in the quality perceived by the clients of those services. The third section of the work comments on the framework of the research and the methodology used. Then, an analysis of the results permits a first descriptive interpretation in order to indicate the quality perceived by means of a servqual scale in the hotel receptions and restaurants.

The final section of the work sets out the conclusions reached and the main implications, as well as some limitations of the work and some interesting complementary research for the future.

In the context where this research work was carried out, namely the tourist sector, quality, as a basic premise of service, takes on a special relevance due to the importance of this sector to the world economy since it is a key element to be considered in obtaining competitive advantages that assure a high degree of competitiveness in the tourist market in the short, medium and long terms.

Along these lines, it becomes necessary to undertake research works that explain the success and efficiency of a system of quality in the tourist industry in general, and in hotels in particular. In the last decade there has been a clear presence of an academic community united in its concern about the problems in the tourist industry. This concern is evident in the increase in the number of specialized publications focused in the analysis of elements relating to total quality systems.

2. Research background

2.1. The concept of perceived quality of services and relationship marketing

The development of the concept of perceived quality of services began with the partial approaches to service quality (Grönroos, 1990; Gummesson, 1989;Olsen et al.,1996), although there are also overall approaches that constitute an important theoretical framework for the study of quality in service companies and for establishing the relationship between the variables of leadership and quality. These latter approaches establish the need within organizations for sound management that prioritizes quality, perceives it as part of the company's mission and raises the awareness of all the employees in order to achieve staff and customer satisfaction. Along these lines, with the aims of making continuous improvements in production and service systems, and of increasing the flexibility and profitability of companies, and in response to the new competitive environment, the 80's saw the appearance of a new movement, *Total Quality Management*, which is nowadays considered to be a management philosophy that continuously seeks quality improvement by involving the entire organization. This new vision has provided models of action that serve as examples to companies to increase the degree of quality perceived by clients and that have been called the guru, normalization and award approach.

The dimensions of the total quality philosophy stem from the works of Crosby (1987), Deming (1989) and Juran (1990) and are evident in the orientation to the client, the continuous improvement, the teamwork, planning, dedication and management leadership.

We find the development of the philosophy and research into total quality, which has basically been carried out from the point of view of marketing, production, psychology, and to a lesser extent, from that of business management. Within this last discipline, the theoretical development which has been the basis of research into total quality sprang from the studies of Spencer (1994), Dean and Bowen (1994) and later publications, of which the research of Hackman and Wageman (1995), Powell (1995) and Reed, Lemark and Montgomery (1996) are outstanding examples. Quality becomes a key factor, not only in the field of production, but also in that of services. Thus, in recent years, there has been a new awareness of the importance of the quality of services and a noticeable effort has been made to value the achievement of high standards in this type of economic activity. One indication of this concern is the establishment of national awards, including among others, the Deming Award in Japan, the Malcolm Baldridge Certificate in the United States, and the European Award for Quality.

Therefore, in the last twenty years, the area of marketing has developed a line of research called relationship marketing, centered on the study of all the interorganizational networks in which an organization participates. The theory of relationship marketing is considered a redesign of the theory and practice of marketing (Webster,1992) and focuses both on an organizations´s interorganizational and intraorganizational relationships. Morgan and Hunt (1994) consider service encounters with customers to be one of the ten types of marketing relationships that they define. While authors such as Gummesson (1996) consider those relationships an essential element of relationship marketing.

According to Morgan and Hunt (1994:22), relationship marketing refers to all the marketing activities aimed at successfully establishing, developing and maintaining exchange relationships.

If we consider the contacts between the employees of service companies and their customers, properly called “service encounters”, they fall outside the function of traditional marketing based on the four decisions of the marketing mix (Grönroos, 1990). These contacts (interactions between buyer and seller) have great influence on the customers´ future buying behaviour and on word-of-mouth communications, and therefore, they must be managed as resources and marketing activities. Given the influence of marketing on those interrelationships between buyer and seller (contacts known as moments of the truth), this type of marketing is known as interactive marketing, since it occurs at the very moment that the interaction takes place (Grönroos, 1983). What is more, in service encounters, the long-term marketing strategy that attempts to develop and consolidate continuous, lasting relationships with customers has been called relationship marketing by Berry (1983), Levitt (1983), Gummesson (1987), Crosby, Evans and Cowles (1990) and Grönroos (1990).

2.2. The concept of leadership in service companies

Regarding the second concept that we are dealing with, ever since the appearance of the first research works on leadership, there have been many attempts to conceptualize. However, although no consensus about the definition of the term has been reached, there are certain similarities in the proposals of various authors. Some of these are: the view of the leaders about the aims to be achieved, the ability to reach objectives by influencing individuals who feel that their motivations and wishes coincide with the aims of the company, and the capacity to reward them for their achievements. Based on these considerations, leadership could be defined *as the ability to ensure that the subordinates are satisfied, and to influence and motivate them to increase their participation and effort by communicating a vision, giving them self-confidence, and as the capacity to reward them for achieved objectives* (Aguiar, 2000).

Looking back on the evolution of the theoretical approaches to leadership, we notice that the first feature-based approaches (Stodgill, 1950; Mann, 1959) depended on the innate qualities of leaders and attempted to discover what personality features distinguished leaders from non-leaders. It was followed by the behaviorist approach, which compared the behavior of leaders with that of non-leaders (Lewin, 1947). The criticism of previous approaches for not dealing with the situational or contextual

aspects of leadership gave rise to the appearance of the contingent approaches which took those aspects into account, and the theories of Fiedler (1967), House, (1971), Vroom and Yetton (1973), among others, appeared. Finally, the contemporary approaches (Bass and Avolio (1997) arose, among which two theories stand out, *the theory of leadership attribution*, which puts forward the premise that leadership is an attribute bestowed by some people on others (Powell and Butterfield, 1984), and *the theory of charismatic leadership,* which attempts to identify the differences between charismatic and non-charismatic leaders by analyzing their behavior (Bennis, 1984) and focussing on distinguishing *transactional* leaders from *transformational* leaders. Along these lines, Bass and Avolio (1997) define transactional leaders as those who recognize what their associates wish to obtain from their jobs and try to show that this is obtainable if they act appropriately. This type of leadership permits the distinction between corrective and non-corrective leadership. In turn, the first of these considers those leaders who use reward for aims accomplished, and those who use management by active exception, that is, those who act on mistakes when they occur. Regarding the non-corrective leader, we can differentiate between those who resort to management by passive exception, that is, those who intervene only in the case of serious or irremediable problems arising, and those who exercise a laissez-faire style, based on avoiding intervention and decision taking. Moreover, the factors defining the transformational leader are charisma, motivational inspiration, intellectual stimulation and individual consideration.

In an attempt to contribute to the area that tries to associate managerial leadership with total quality management, the main objective of our research will be to study the influence of the different styles of leadership on the quality perceived by clients of the service. To do this we focused our efforts on the hotel sector, particularly on the restaurant and front office services. This permits us to set out the following research objective: *To study the influence of the style of leadership of hotel services' management on the quality perceived by the clients of those services.*

3. Framework of application and methodological design

3.1. Unit of analysis

Our first level of analysis comprised four-star hotels, both independent and those belonging to hotel chains, operating in the Canary Islands, which was the Spanish region with the greatest number of four-star beds at the time of the research, and with the highest annual bed occupancy. In turn, the municipality of San Bartolomé de Tirajana, was selected, since it contains 76% of the four-star hotels on the island of Gran Canaria and at the time of the research it was also the Spanish municipality with the highest density of four-star hotels per square kilometre. For those reasons, as well as for reasons of economy and accessibility, it was decided to center the research work in that one municipality.

In the end, the context of the study comprised 16 four-star hotels located in the resorts of San Agustín, Playa del Inglés and Maspalomas. Three hotels were rejected since we could not obtain the managers´ permission to conduct the survey. A fourth was discounted due to the renovation works taking place at the time. Therefore, twelve hotels, 3 independent and 9 belonging to chains, made up the unit of analysis.

At the second level, we concentrated on the services of the restaurant and front office of the hotels selected. Those departments were chosen since it is there where most direct contact with the customer takes place during client-staff encounters. Therefore, and taking the previous considerations into account, we put forward the following research hypotheses with the aim of checking that:

H1: The transformational style of leadership positively influences the quality perceived by the customers in the reception (H1a) and in the restaurant (H2b).

H2: The constructive transactional style of leadership positively influences the quality perceived by customers in the reception (H2a) and in the restaurant (H2b).

H3: The active corrective transactional style of leadership positively influences the quality perceived by customers in the reception (H3a) and in the restaurant (H3b).

H4: The passive corrective style of leadership negatively influences the quality perceived by the customers in the reception (H4a) and in the restaurant (H4b).

H5: The laissez-faire style of leadership negatively influences the quality perceived by customers in the reception (H5a) and in the restaurant (H5b)

3.2. Information gathering

Having established the hypotheses to be checked, we proceeded with the research design. The survey was chosen as the information-gathering instrument to measure the influence of leadership style on the quality perceived by the clients. More specifically, we used two validated questionnaires; one regarding the dimensions of quality (*servqual,* revised and adapted to front office and restaurant services)[1] aimed at the clients, and the other regarding leadership style (the multi-factor leadership questionnaire)[2] aimed at employees.

Measurement of quality. The questionnaire used for the *servqual* survey developed by Parasuraman, Zeithaml and Berry (1988) was written in Spanish, English, German, Dutch, French, Italian, Swedish and Finnish since our sample population was made up of clients of various nationalities. Although our initial intention was to apply a three column version of the *servqual*, given the higher diagnostic power stressed by its authors (Parasuraman, Zeithaml and Berry, 1994), after a low pretest response rate for the two and three column versions, we opted for one column divided into two parts, one to assess the service expected, and the other to assess the service actually received, using a 7-point *Likert* scale, with 1 representing the lowest level of expected or perceived service, and 7 the highest.

Due to the vast number of clients making up the universe/population and the high occupancy of hotels during this period, we rejected the possibility of using the entire clientele and proceeded to establish a sample for each hotel. This led us to carry out a multi-stage sampling by group in each of the hotels, according to various criteria, such as, income, age, sex, nationality, job and type of visit (*e.g.*, first or subsequent visit).

A total of 3,607 questionnaires were distributed in the twelve hotels, and 1,792 valid responses were received, representing a rate of 49.7%. Depending on the individual

[1] *Parasuraman, Zeithaml and Berry (1988)*
[2] *Bass and Avolio (1997)*

hotels the level of participation varied from 30% to 86.5%, showing a sample error of between 3.8% and 8.2%. We must point out the high response rate was due to notices in each hotel informing the clients of the survey, as well as their receiving a gift on handing the completed questionnaire to the reception.

Measurement of leadership. In order to make the comparisons aimed for in this research, we thought it suitable to use Bass and Avolio's (1997) MLQ multi-factor leadership questionnaire. To be specific, this questionnaire consists of an initial set of 36 questions about the leadership style of the respondents' immediate superiors and a second set of questions about the employees' demographic characteristics. This questionnaire was first checked by a group of hotel professionals and then, after pre-testing in one of the hotels was addressed to operative staff who offer services in direct contact with the clients in the front office and in the restaurant. They were asked to evaluate their immediate superiors, who, in turn, together with other low and middle management evaluated the top management.

Our fieldwork, as well as the selection of the employee sample taking part in the study, was carried out at the same time as the customer survey, that is, between January and April 2000. The employee universe that made up the second level of analysis was of 405 individuals at various hierarchical levels in the hotel. This population comprised all the workers employed by the hotel during that season with a minimum of six months' service to guarantee at least some knowledge of their immediate superior's leadership style. The questionnaire was given to staff on all the shifts (early, late and night shifts) in the various hotel departments.

The number of valid leadership questionnaires received was 184, with response rates of 62.4%, 30.7%, and 64% for the reception, restaurant and other departments, respectively.

Once the fieldwork and the control process were completed, we checked the internal consistency of all the questionnaires proceeded with the coding and tabulation of the answers by means of the SPSS statistical package.

4. Results, comments and limitations of the study.

4.1. Results

Firstly, after checking the reliability of the different measuring scales used, applying *Cronbach's alpha coefficient*, the values for the reception and restaurant were 0.93 and 0.94, respectively, and 0.86 for the leadership questionnaire, which, according to George and Mallory (1995) rates them as "very good", their alpha values being higher than 0.8.

Secondly, to reduce the dimensions of the scales, we carried out a factor analysis of the principal components using *varimax rotation* on the *servqual* scale applied in the service encounters in the front office and in the restaurant, as well as on the multi-factor leadership scale, thus reducing their dimensions and facilitating the analysis and interpretation of the results. In this way, we extracted two factors from the scale that measured perceived quality in service encounters in reception, one called *quality of front office tangibles* and another, *quality of front office encounters* that mainly includes items referring to the trustworthiness, confidence, reliability, ability to respond and the empathy of the receptionists (See Table 1). From the scale used to measure the perceived quality of restaurant service encounters we extracted three factors. The first, *quality of restaurant tangibles*, another dealing with the items that measure the speed and reliability of the restaurant staff, and a third that includes the items referring to the *empathy and confidence projected by the waiting staff* (See Table 2).

The factor analysis applied to the leadership scale resulted in three factors. The first we called *transformational leadership* and mainly includes the transformational leadership items that make up Bass and Avolio's theoretical scale (1997). The second factor, *corrective leadership*, mainly encompasses the attribute typical of corrective transactional leadership, that is, management by active exception. The third and last factor, *passive leadership*, comprises those characteristics typical of non-corrective transactional leadership, that is, management by passive exception, and those that indicate absence of leadership, or *laissez-faire* (See Table 3). At this stage, we must point out that the dimensions resulting from our study do not exactly coincide with the five theoretical dimensions proposed by Bass and Avolio (1997), since they group the

dimensions of transformational and constructive transactional leadership that form our first and second hypotheses together in the dimension that we call *transformational leadership.* In turn, they group the dimension of non-corrective transactional leadership and the *laissez-faire* dimension that form our fourth and fifth hypotheses together in the dimension that we have called *passive leadership.*

TABLE 1.Result of the factor analysis of the *servqual* scale applied to the front office

KMO=95.73%. Bartlett's sphericity test = 19,759.93 (Significance=0.00000%)

Factor/items	***Factor loadings***	***Communality***
FACTOR 1: QUALITY OF RECEPTION TANGIBLES (*Eigenvalue: 9.29; % explained variance: 48.9%)*		
The facilities in reception are visually attractive and comfortable	0.78	0.63
The reception has modern equipments.	0.75	0.60
Rooms are clean and have visually appealing furnitures.	0.64	0.44
The receptionists have a neat, and professional appearance.	0.54	0.41
FACTOR 2: QUALITY OF FRONT OFFICE ENCOUNTERS *(Eigenvalue: 1.41; explained variance: 7.4%)*		
The receptionists show willingness to help customers	0.81	0.69
The receptionists are consistently courteous.	0.78	0.64
The behavior of the receptionists instills confidence in the customers	0.78	0.66
The receptionists understand any specific need that customers may have.	0.78	0.65
The receptionists have the best interest of their customers at heart.	0.77	0.66
The receptionists are always ready to respond to customers´ enquiries	0.77	0.63
The receptionists deal with customers in a caring fashion, with a personalised attention.	0.73	0.61
The receptionists make customers feel confident in their transactions (morning calls,..)	0.72	0.55
The receptionists provide prompt service to customers	0.71	0.58
The receptionists perform services correctly at the first time, with no need of repetition.	0.68	0.56
The receptionists give customers individual attention (call them by their names,..).	0.65	0.49
The receptionists are able to answer any of the customers´questions	0.65	0.45
The check-out is done in a reasonable time.	0.59	0.45
The receptionists show sincere interest in handling the customers´ problems.	0.58	0.52
The receptionists perform services correctly at the first time, with no need of repetition.	0.51	0.39

TABLE 2. Result of the factor analysis of the s*ervqual* scale applied to the restaurant

KMO=96.3%. Bartlett's sphericity test = 247.77% (Significance = 0.00000%)

Factor/items	***Factor loadings***	***Communality***
FACTOR 1: QUALITY OF THE RESTAURANT TANGIBLES *(Eigenvalue: 11.06; explained variance 52.7%)*		
The restaurant has visually appealing facilities (*buffets...*).	0.84	0.80
The restaurant has modern equipments.	0.82	0.75
The food offered by the restaurant is good.	0.65	0.61
FACTOR 2: QUALITY BY SPEED AND RELIABILITY OF THE WAITING STAFF *(Eigenvalue: 6.3;explained variance: 6.3%)*		
The customers are placed at the tables in a reasonable time.	0.72	0.62
The waiters provide the services (drinks offered, tables cleared up) in a reasonable time.	0.72	0.67
The waiters inform the customers when the tables are available.	0.71	0.61
The staff of the restaurant provides prompt service to customers.	0.69	0.70
The waiters perform services correctly the first time, with no need of rectification.	0.67	0.70
The waiters show willingness to help customers.	0.60	0.71
The waiters show sincere interest in handling the customers´problems.	0.55	0.60
The waiters have a neat and professional appearance.	0.51	0.54
The restaurant has opening hours convenient for the customers.	0.42	0.25
FACTOR 3: QUALITY BY EMPATHY AND SELF-CONFIDENCE OF THE WAITING STAFF *(Eigenvalue: 1.001; explained variance: 4.8%)*		
The waiters instill confidence in the customers.	0.74	0.71
The waiters are always ready to respond to customers´enquiries.	0.70	0.66
The waiters understand specific needs of their customers (special diets...etc.).	0.69	0.54
The waiters give customers individual attention by checking each table served.	0.69	0.71
The waiters are consistently courteous, pleasant and cooperative.	0.68	0.66
The waiters have the best interest of the customers at heart.	0.68	0.64
The waiters make customers feel safe in the services they use (buffet, orders, bills,..)	0.67	0.59
The waiters demonstrate complete knowledge of the menu and buffet including ingredients and preparation methods.	0.66	0.60
The waiters deal with customers in a caring fashion and give them a personalided attention.	0.63	0.61

TABLE 3. Result of factor analysis of the multi factor leadership scale (MLQ)

KMO: 0.92. Bartlett's sphericity test = 4007.05 Significance =0.000		
Factor/items	***Factor loadings***	***Communality***
FACTOR 1: TRANSFORMATIONAL LEADERSHIP		
(Eigenvalue: 12.35; explained variance: 38.6%)		
Expresses satisfaction when I do my work well.	0.81	0.70
Makes it clear what I will receive when I achieve the objectives.	0.16	0.67
Makes me proud to work with him/her.	0.79	0.70
Helps me develop my strengths.	0.79	0.72
Spends time teaching and training me.	0.76	0.64
Se piensa las críticas que hace para preguntarse si fueron apropiadas.	0.75	0.59
Helps me in my job because I am making an effort.	0.74	0.57
Gets me to look at problems from different angles.	0.70	0.63
Suggests new ways of doing my job.	0.69	0.64
Gives a clear view of the future.	0.65	0.63
Speaks enthusiastically about what needs to be achieved.	0.63	0.65
Is confident that the aims will be achieved.	0.63	0.54
Looks for different ways to solve problems.	0.62	0.45
Speaks optimistically of the future	0.60	0.52
puts the group's interests before his/her own.	0.58	0.43
Realizes that I may have abilities, needs and aspirations different to those of other people.	0.55	0.37
Stresses the importance of having a group spirit.	0.54	0.57
The boss's behavior leads to respect for him/her.	0.50	0.31
Shows that he/she has power and, at the same time, can be trusted.	0.48	0.48
FACTOR 2: CORRECTIVE LEADERSHIP		
(Eigenvalue: 2.91; explained variance: 9.1%)		
Focuses on mistakes in order to achieve objectives.	0.60	0.42
Follows up all complaints and mistakes.	0.48	0.45
Speaks of his values and his more important opinions about work.	0.48	0.32
Centers attention on dealing with complaints, mistakes and failures.	0.45	0.40
Shows the importance of a feeling of responsibility.	0.45	0.42
FACTOR 3: PASSIVE LEADERSHIP		
(Eigenvalue: 1.43; explained variance:4.5%)		
Indicates that he should only intervene when problems become serious or irremediable.	0.71	0.51
Waits until things go badly before acting.	0.70	0.58
He is not there when needed.	0.67	0.47
Avoids making decisions.	0.64	0.45
Postpones responding to urgent matters.	0.57	0.56
Avoids involvement in important matters that may arise.	0.57	0.40
Shows a real belief in the saying "If it isn't broken, don't fix it".	0.52	0.28
Does not intervene until problems become serious.	0.50	0.48

Finally, in order to confirm our hypotheses, we made several comparisons of the degree of relationship between the factors resulting from the above analyses by means of Pearson's. The results obtained are shown in Tables 4 and 5.

TABLE 4. Relationship between the reception manager's leadership style and the quality perceived in reception.

	QUALITY OF TANGIBLES IN RECEPTION	QUALITY OF FRONT-OFFICE ENCOUNTERS
TRANSFORMATIONAL LEADERSHIP	NS	NS
CORRECTIVE LEADERSHIP	NS	NS
PASSIVE LEADERSHIP	0.3645 (22) p=0.09	NS

(NS): Not significant

TABLE 5. Relationship between the leadership style of the *maître d'* and the quality perceived in the restaurant

	(1)	(2)	(3)
TRANSFORMATIONAL LEADERSHIP	NS	NS	0.4935 (24) p=0.014
CORRECTIVE LEADERSHIP	0.5954 (24) p= 0.002	0.4164 (24) p=0.043	0.4209 (24) p= 0.041
PASSIVE LEADERSHIP	-0.5068 (24) p= 0.011	-0.7148 (24) p= 0.000	-0.7514 (24) p= 0.000

NS= Not significant (1) Perceived quality of the restaurant tangibles; (2) Perceived quality of the speed and reliability of the waiting staff; (3) Perceived quality of the empathy and confidence projected by the waiting staff.

The statistical findings of this study shown in Tables 4 and 5, firstly, and regarding the hypothesis referring to a positive correlation between a transformational leadership style and the quality perceived by customers in the reception (H1a, H2a), we must point out that the results of the analyses do not permit us to support that hypothesis in the case of reception, although we can partially support it in the case of the restaurant. The results obtained for the restaurant appear to highlight the thoughts of various authors about the

importance of the attributes of the managers' transformational leadership style (Bass and Avolio, 1997; Robbins 1999). According to those authors, leaders' attributes that inspire confidence, respect, responsibility, and the consideration of the employees' individual needs, bearing in mind the differences among the workers, encourages dedication and influences their potential to increase efficiency in encounters with clients.

TABLE 6. Summary of the results of the hypotheses checked.

	SUPPORT OBTAINED	
HYPOTHESIS	RECEPTION	RESTAURANT
TRANSFORMATIONAL LEADERSHIP H1a, H1b, H2a, H2b	No support	Partial support
CORRECTIVE LEADERSHIP H3a, H3b	No support	Total support
PASSIVE LEADERSHIP H4a, H4b, H5a, H5b	No support	Total support

In our third hypothesis, we attempt to show the relationship between corrective transactional leadership, based on management by active exception, and the quality perceived by customers in front office and restaurant services. Our findings do not support such a relationship in the case of the reception. This might be partly explained by the fact that in most of the hotels studied, the receptionists themselves handled the mistakes made in that service by going directly to the heads of the departments concerned, rectifying the mistakes before they reach the front office manager. Therefore, there is no obvious influence of the reception manager's corrective leadership style on the quality perceived by the client. However, in the case of the restaurant, there is a significant, positive relationship between the *maître d's* corrective leadership style and the factors expressing the confidence, trust, reliability and empathy projected by the waiting staff, all of which permits total support for the hypothesis. This demonstrates the need for the *maître d's* to constantly rectify any waiting staff mistakes and deal with any complaints in order to increase the quality perceived in this hotel service. Furthermore, in the restaurant, customer complaints are usually referred to the *maître d's* and consequently it falls on them to take actions to find solutions to the complaints. Therefore, the findings concerning this hypothesis appear to support those

propositions stressing the importance of dealing with the mistakes made in service encounters in order to increase the quality perceived.

Regarding the hypothesis that expresses the existence of a negative relationship between a passive leadership style and the quality perceived by the customers (H4a, H4b, H5a, H5b), we must point out that, on analyzing the front office service, the findings revealed a positive relationship, albeit slight, between a passive leadership style of the front office manager and the perceived quality of the tangible elements of this service. On the other hand, the findings regarding the restaurant appear to totally support the existence of a negative influence of the *maître d's* passive leadership style on the three dimensions of perceived quality in the restaurant. Therefore, if the *maître d's* act only in the case of a problem becoming irremediable, or do not act at all, the quality perceived by the client is reduced, since the waiting staff no longer project reliability and their capacity to react diminishes. The perceived quality of the restaurant's tangible elements, such as buffet presentation, table settings or the physical appearance of the waiting staff are also affected by a passive leadership style of the *maître d's*. Consequently, and in line with the findings of other authors in the area of leadership (Bass and Avolio, 1997; Bass and Yammarino, 1990), there appears to be a negative relationship between a passive leader and the performance of the employees, because of the negative impact of his/her conduct.

4.2. Conclusions and recommendations for future research

Apart from the above conclusions arising from our findings, this research work has important implications, both academic and practical, for quality management and leadership in hotel companies. From an academic point of view, our study helps fill a gap in research works that link organizational variables, such as leadership, with the quality perceived by the client in a tourism context. In this sense, our work responds to the objective of opening lines of research that deal with variables that are included in the awards for quality model and that have not been the object of sufficient interest on the part of tourism researchers. Among those variables, we find leadership, staff satisfaction and the social impact of tourism companies. In this way, we contribute to linking quality with company management, in line with other theoretical works that stress the importance of leadership in the introduction of a total quality system.

From a practical point of view, the main conclusions of this work concern the manner in which four star hotels will have to meet their clients' expectations, together with the motivation of staff to improve the quality of the hotel services with an eye to the future. Another of the practical implications for the group of professionals and public organizations with responsibility for this sector would be to classify individual hotels according to their clients' perceptions. Thus, the procedures used in this research could serve as a base for a sectorial analysis that would permit not only the assessment of quality in the sector as a whole, but also a comparison of each hotel with the sector average. In that way, the management of a particular hotel could find out the standing of the hotel compared with that of the competition regarding the quality of services offered.

Yet another practical implication for professionals taking advantage of our findings would be connected with the need for managers to strengthen the leadership styles associated with the clients' greater perception of the quality of service offered by the staff. So, we can stress the need for political authorities, associations of companies in the sector and other public and private organizations in the tourist field to promote the training of leaders to develop attributes that achieve the establishment of quality and the elimination of errors in the hotel system.

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Abstract for the 18th Nordic Symposium on Tourism and Hospitality Research, 22nd-25th October 2009, Esbjerg, Denmark

Title:

The business of sociability - the hybrid role of the Meeting profession

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Abstract for the 18th Nordic Symposium on Tourism and Hospitality Research, 22nd-25th October 2009, Esbjerg, Denmark

Session of relevance: possibly Human resource research or Event management research

The business of sociability - the hybrid role of the Meeting profession

Abstract

The meeting industry is increasingly consolidated and legitimated as a specific sector in the tourism industry. New professions are emerging such as meeting designers, meeting facilitators and meeting consultants, focussing on processes and social interaction, thus creating niches in the intersection between disparate fields of knowledge. The aim of this paper is to shed light on the professionalization of the Swedish meeting industry, but more specifically, to investigate the hybrid, in-between role of this new type of meeting profession. Through a documentary analysis of an influential Swedish corporate meeting magazine, I argue that the meeting profession is a "business of sociability", drawing on Simmel´s notion of sociability as the play-form of sociality, exhibiting the intrinsic value of social interaction. Commodified sociability is presented as a specific form of social interaction that highlights the tension between the measurable, tangible and instrumental on one hand, and the intangible, emotional and playful on the other hand. This form of interaction embodies contradictions, and highlights tensions and blurred distinctions. It encourages new intersections between professional and personal roles, working life and intimate spheres. It thus creates new professional niches and promotes novelty and change. However, the meeting profession acts as a normative regulator as well, most specifically concerning ideal ways of being and interacting with others. Creativity, personal growth, reflexivity and flexibility are enacted as idealised personal assets as well as moral imperatives in the discourse of the meeting profession and through the practices of various meeting techniques, thus reinforcing a specific work ethic. (Keywords: the business of sociability, the meeting industry, professionalization)

The 18th Nordic Symposium of Tourism and Hospitality Research in Esbjerg, 22-24 October, 2009

Abstract

for the track:

Human Resource Management Research

On becoming a professional – apprentices in the hospitality industry

by

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Key words:
Hospitality, apprentices, socialisation to work, work experiences, work expectations

Abstract

Track: Human Resource Management Research

On becoming a professional – apprentices in the hospitality industry

Introduction

The hotel- and restaurant industry is characterized by high staff turnover, especially in the early phases of work relations. Searching the reasons for this situation and finding actions for possible improvement is important for the industry and, likewise, this challenge may contribute to the theories of the organizational socialization processes and vocational training. The apprenticeship represents the organizational entry, the confrontation phase, in which the employee is transformed from an outsider to an insider, an effective member of the organization (Feldman, 1981). This phase represents a multitude of processes including the taking on of a new role, testing of expectations against reality and role requirements, the learning of desirable and undesirable behaviour (Feij, 1998; Fisher, 1986). Research indicates that met or unmet expectations as well as being given positive experiences in the early phase of the socialization to work might influence the newcomer's decision on whether to stay or to leave. Moreover, negative experience or low fulfilment of the expectations increase the risk of leaving the apprenticeship, and reduce the possibility of further work career in the industry as well as participation in working life in general (Bottger, 1990; Feij, 1998; Irving & Meyer, 1994; Louis, 1980; Pearson, 1995; Wanuos, Poland, Premack & Davis, 1992). This paper will present and discuss findings from a qualitative study on apprentices' experiences in their first meeting with the industry, in the confrontation phase of the socialization process.

Method

The data were collected through repeated semi-structured interviews. The first interviews were carried out 5 – 7 months after starting the apprenticeship, and the second 15 – 17 months later and just before finishing the apprenticeship. The informants, N = 11 and age 17 – 19 years, had ended a 2-year vocational course in Secondary school before they started their 2-years period of apprenticeship in the hotel- and restaurant industry.

Results

The main features from the first interviews indicated strongly high expectations to the work and the apprenticeship, especially connected to their own professional development, respect, care and inclusion in the group. Further, the major group of the respondents seemed to be relatively satisfied with their career so far; feeling included in the work group, with many of their expectations fulfilled. There were, however, important unmet expectations, connected to professional development, respect and individual care, challenging and varied tasks, lack of information, and some of the informants felt this strongly. The second interviews developed this further, describing change in tasks and treatment. They also expressed important reflections on learning perspectives, the interaction with the supervisors; and the flight from the industry as a possible consequence of negative experiences, in worst case impairing the motivation to enter the working life.

Conclusions

The findings challenge the industry with respect to recruitment of qualified workforce. Motivation to work and acquire skills and knowledge may be reduced, impairing the competence of future workforce. Worst case scenario leads towards depressed moods and withdrawal from work.

Title:

Empowerment Practice in Hospitality Industry: An assessment of Luxury Hotels in India.

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Title:

Empowerment Practice in Hospitality Industry: An assessment of Luxury Hotels in India.

Abstract

The aim of this study is to explore empowerment practice in luxury hotels of New Delhi, India. The literature shows that empowerment is encouraged in the service industry as it has implications for service quality, customer satisfaction and burnout of service staff [Glasman (1997); Spencer (2002), William et al (2003), Govindarajulu and Daily (2004), Yagil (2006)]. The main objectives of this study include:

- To assess understanding and the current level of empowerment practice used in luxury hotels in New Delhi.
- To identify management and employees' perception and training of empowerment in luxury hotels and its impact on service quality.
- Implications of staff experience and education levels on empowerment in luxury hotels.

The study uses a survey technique to accumulate responses. A questionnaire was developed with the help of a review of literature, and suggestions from the employees and managers of the five star hotels in New Delhi. The data was analysed using SPSS version 14.

The findings show that employees with hospitality educational and training background adapt better in accepting responsibilities and accountability to work towards achieving organisational goals. These employees recognise the need for training and development for decision-making and being empowered on the job. The study also finds that when considering factors that influence guest satisfaction, employees consider and value the importance of quality of service more than their ability to make a decision. The implication is that employees have not been able to connect decision making and empowerment practice with service quality. Analysis shows that, overall, employees consider empowerment practice can be beneficial for them. Comparison of education reveals that employees with a non-Hospitality education require more training to make job related decision and need continuous feedback from the management. Giving employees more authority, depending on their ability and appropriate circumstances lightens managers' load to concentrate on other important issues such as strategic thinking and planning in the current challenging and competitive business environment.

This study has been a first attempt to gauge empowerment awareness and practice in luxury hotels in New Delhi. In this way it contributes to the literature and its findings to the practice of luxury hotel operations management. The current results should be seen in light of the limitation of the sample size to 273 participants and subjectivity in their responses. Nevertheless, the study provides information for consideration in raising employee empowerment awareness and practice among luxury hotels in New Delhi with the aim to

improve operations and provide a better service to its patrons. Further study with a larger sample size accumulated from other major metropolitan cities of India is proposed.

Keywords:

Employee empowerment, training, hotels, New Delhi.

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Experience Accounting

An accounting system that is relevant for the production of restaurant experiences

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We wish to present together

Abstract

Restaurant managers often see themselves as being part of the experience industry but get little information and support from the accounting system in their efforts to create memorable meal experiences for their customers. Against this background, the objective of this study is to empirically assess how an accounting system can be better aligned with the production of customer experiences.

The starting point is an accounting system where total costs are allocated to the production of four major types of experiences in a restaurant: basic food, culinary finesse, atmosphere, and service. This is followed by an analysis of customer evaluations of a meal experience categorised into the same four components.

The study is based on empirical accounting data from three restaurants and an explorative study of how their customers evaluate ideal meal experiences as well as the actual meal experience they had in that restaurant. Since customer evaluations of the experience are made in monetary terms, using the CVA method, the value of an experience can be compared to the cost of producing it. The analysis of the production cost compared to the value created indicate differences between the three restaurants but also that, on average, the restaurants need to spend more resources on atmosphere and culinary finesse by reallocating resources from service and basic food expenses to invest in the interior atmosphere of the restaurant.

Key words

Hospitality; Management Accounting; Experience; Value; Willingness to Pay; Experience Accounting

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<u>TITLE OF THE PAPER</u>: THE INFLUENCE OF MANAGEMENT ON THE QUALITY PERCEIVED BY CLIENTS: AN EMPIRICAL APPLICATION IN HOTEL SERVICES IN CANARY ISLANDS.

<u>STATEMENT OF TRACK</u>: TOURISM AND HOSPITALITY HUMAN RESOURCE RESEARCH

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ABSTRACT

We can notice that today's business environments are no longer stable and predictable, so the internationalization of competition, market maturity, the growing pace of technological development and the importance of the client in an increasingly tertiary economy give rise to a certain degree of uncertainty which increases the complexity of business management. The ever more competitive market requires organizations to transform and to be able to produce quality services and goods that meet the needs of more demanding clients. Therefore, the leaders prioritize the achievement of quality in their goods and services. Furthermore, referring to quality, the rules have become more strict, especially in the global market, and, although it is possible for a company to survive in a regional market without observing those rules, that is no easy task in a global market. To do that requires personnel who are not only allowed to use their creativity and talent in full, but who are also helped, encouraged and rewarded for doing so. If this does not occur, the initiatives of those leaders seeking to transform the organizations and to obtain better results by the achievement of quality will be in vain due to the lack of confidence of those taking part in that transformation. Consequently, a style of leadership is required founded on the basic principles, such as service, quality, fairness, trust and honour, demanded by domestic and foreign clients alike.

Faced with this situation, many organizations are discovering the need for managers oriented towards maintaining the company's position in an ever more competitive and selective market, where quality services and products are important weapons against the competition. This is achieved by means of styles of leadership that inspire hope in their adherents, as well as the conviction that confronting continuous change is not only necessary, but will also result in obtaining better results (Hesselbein, Goldsmith and Beckhard, 1996). In this way, as opposed to the leaders of the past, those of the present and future face fewer frontiers, have unlimited organizations that are driven by the power of the client, who has greater awareness by being better informed and who is able to avoid monopolies and protected local suppliers, and is able to purchase the best quality goods and services anywhere in the world.

This research aims to describe the relationship between the leadership style of the management of a hotel service and the quality perceived by the clients of those services.

The context chosen for our research was the tourist sector due to the importance of this activity in the Canary Islands (Spain). In order to achieve this, we have identified, firstly the key factors of the quality perceived in the service-encounters produced at the front-office and in restaurants of the hotels included in our study by means of the servqual scale. Secondly, we have identified the styles of leadership of hotel managers by means of the multifactor leadership questionnaire. The results show that, although there is no positive evidence of the relationship between quality and leadership in the front-office service, there is a positive and important relationship between quality and leadership in the restaurant service.

The 18th Nordic Symposium of Tourism and Hospitality Research in Esbjerg, 22-24 October, 2009

Abstract

for the track:

Human Resource Management Research

Stress and burnout in the restaurant sector

by

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Key words:
Restaurants, working conditions, stress, harassment, personality, burnout.

Abstract

Track: Human Resource Management Research

Stress and burnout in the restaurant sector

Turnover in the Norwegian restaurant business is high (Mykletun 2000). It is hard to find restaurant chefs older than 30 years of age, and there is a constant shortage especially of this workforce. Several explanations have been launched including working conditions (Furunes & Mykletun, 2008) and mobbing and harassment (Mathisen, Mykletun & Einarsen, 2008). The dissatisfaction model (Hom & Kinicki, 2001) is also applicable, and the more unspecific Hobo Phenomenon model (i.e. internal impulses to leave one job for another irrespective of better alternatives or other apparently rational motives; see Ghiselli, 1974; Hartman, Yrle & Yrle, 1996; Judge & Watanabe, 1995) is relevant. This study aims at contributing to the discussion by focusing a) on relationships between job stress, harassment, personality and burnout of restaurant workforce, and b) the effects these variables may have on commitment, satisfaction, intention to leave the present workplace, and finally intention to leave the present workplace. Data were obtained from questionnaires completed by 207 employees in 70 Norwegian restaurants. Only standardised published scales were used. The number of respondents in each restaurant ranged from one to 11, with an average of three respondents (median = 3) per restaurant. The mean age was 26, and the sample included 81 females and 124 males; 32% were apprentices, 35% were cooks or waiters, and 33% were chefs.

The restaurant workforce were generally very *satisfied with their work situation* (M=4, sd=.83, scale 1-5). They reported some degree of *commitment to their workplace* (M=2.9, sd=.81, scale 1-5), *intended to stay* there for one to two more years, and to *remain in the business* for another five years or more. On average they reported moderate levels of *burnout* in the sense of *exhaustion* (M=1.8, sd=1.12; scale = 1- 6); low levels of *cynicism* (M=1.4, sd=1.19; scale = 1- 6) and *efficacy* (M=1.3, sd=.99; scale = 1- 6). Also *stress* levels were on average moderate to low (M=1.7, sd=.89; V = 0 - 4). The stress problems as perceived by the restaurant workers could be sorted into four areas by factor analysis, explaining 50 percent of the stress items variance. These areas were 1) *Strategy and management problems* (14.3 percent of variance); 2) *Lack of recognition* (12.3 percent of variance); 3) *Workload* (12 percent of variance); and 4) *Work-home overflow* (11.7 percent of variance). The first series of multiple regression analyses focused on predicting burnout from stress, harassment and personality factors. *Exhaustion* was predicted (adjusted R^2 = .30) by *stress* (beta = .36***) and the personality trait *emotional instability* (*neuroticism*) (beta = -.23**). *Cynicism* was predicted (adjusted R^2 = .13) by *stress* (beta = .23**) and the personality trait *extroversion* (beta = -.20**), while *harassment* was marginally significant (beta = -.13, p = .06). *Efficacy* was predicted (adjusted R^2 = .08) by *stress* (beta = .19**) and the personality trait *conscientiousness* (beta = -.21**). The second series of multiple regression analyses focused on predicting *work satisfaction*, *workplace commitment*, *intention to leave the present workplace*, and *intention to leave the industry* by a model including stress, harassment, personality factors and the three burnout measures. *Work satisfaction* was predicted (adjusted R^2 = .17) by *exhaustion* (beta = -.20*) and *cynicism* (beta = -.19*). *Workplace commitment* was marginally predicted (adjusted R^2 = .10) by *exhaustion* (beta = -.21*) and the personality trait *extraversion* (beta = .15*). *Intention to leave the present workplace* was marginally predicted (adjusted R^2 = .05) by *harassment* (beta = -.18*) and *cynicism* (beta = -.17*). The model was unable to predict *intention to leave the restaurant business*. In conclusion, average stress and burnout levels are moderate to low in this sample of restaurant workforce. Nevertheless, stress and personality factors predict burnout, and extroversion, emotional instability and conscientiousness were differently related to the three burnout dimensions. Burnout and personality predict work satisfaction and workplace commitment. Workplace turnover intentions are marginally related to harassment and personality, but intention to leave the restaurant business cannot be predicted by the model applied in this study. The "Hobo Phenomenon" may still be relevant in explaining workplace and business turnover as the amount of explained variance was low in the outcome variables.

Title:

Empowerment Practice in Hospitality Industry: An assessment of Luxury Hotels in India.

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Note:

The paper could be part of the conference theme:

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Empowerment Practice in Hospitality Industry: An assessment of Luxury Hotels in India.

Abstract

The aim of this study is to explore employee empowerment practice in luxury hotels of New Delhi, India. The literature shows that empowerment is encouraged in the service industry as it has implications for service quality, customer satisfaction and burnout of service staff [Glasman (1997); Govindarajulu and Daily (2004), Yagil (2006)]. The study uses a survey technique to accumulate responses. A questionnaire was developed with the help of a review of literature, and suggestions from the employees and managers of the five star hotels in New Delhi. The data was analysed using SPSS version 14. The findings show that employees with a hospitality educational background adapt better in accepting responsibilities and accountability to work towards achieving organisational goals. These employees recognise the need for training and development for decision-making and being empowered on the job. The study also finds that when considering factors that influence guest satisfaction, employees consider and value the importance of quality of service more than their ability to make a decision. The implication is that employees have not been able to connect decision making and empowerment practice with service quality. Analysis shows that, overall, employees consider empowerment practice can be beneficial for them. Comparison of education reveals that employees with a non-Hospitality education require more training to make job related decision and need continuous feedback from the management. Giving employees more authority, depending on their ability and appropriate circumstances lightens managers' load to concentrate on other important issues such as strategic thinking and planning in the current challenging and competitive business environment.

Keywords:

Employee empowerment, hotels, New Delhi.

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Introduction

Organizational hierarchy continues to evolve with time. Conventionally employees at lower levels did not have any say in the management process or decision making even when directly related to their area of responsibility, resulting in a considerable work for managers. Sharing and carefully distributing the workload of managers through delegation is noted to have emerged as a practice several decades ago. The last couple of decades have witnessed the buzz of 'empowerment' as Glasman (1997) proposes that not only skills are acquired effectively but also new knowledge is generated as part of the empowered training outcomes. In the service industry empowered staff provides an effective means of taking the load away from managers thus allowing them time to attend to more strategic issues and planning. The research on empowerment practices in luxury hotels in India is almost non-existent. The main purpose of this study is to assess employee empowerment practice in luxury hotels in New Delhi, India and in the process find out perceptions of employees and management about empowerment, assess impact of experience and education on current empowerment practice in luxury hotels in India. The present study seems to be a first attempt from an Indian perspective and thus contributes to the literature and provides an opportunity for practitioners and researchers internationally to compare and contrast findings on employee and management attitudes and perceptions about empowerment practice and training in luxury hotels.

So what is empowerment? (Literature review).

The term empowerment covers a wide range of initiatives of human resource management and has many different meanings (Lashley, 1995a; Ashness & Lashley 1995). As a result, it becomes a difficult concept to define (Honold, 1997; Lashley 1996). Hales & Klidas (1998) also point out that the meaning of the empowerment concept "…is fraught with evasions, ambiguities and disagreement over what the concept means" (p.89). Literature suggests there is no single or simple definition of empowerment (Cunningham and Hyman 1999). Empowerment can relate to employees, to frontline managers, supervisors or to the whole organization as an entity. The intention of empowerment is to distribute aspects of management responsibilities more broadly through an organization. It results in individual or

groups of low status employment taking over task-centered elements of managerial responsibilities (Cunningham and Hyman 1999). Long (1996) concludes that whatever the definition of empowerment used, the end goal is to develop the performance and potential of the individual, and the organization.

Discussing the approaches to power and power relationship, Wynne (1993) evaluates the current approaches to empowerment in the hotel and catering industry in the UK and argues that many of the strategies for empowering employees are misdirected, since they have a mistaken and simplistic conception of the nature of empowerment (Wynne 1993). In the same year, 1993, Novotel (Accor Group) introduced the 'Back to the Future' programme according to Guy Parsons, Sales and Marketing Director at Novotel UK Limited. The aim was revisiting customer-focused philosophy which helped company's success in the 1960s and 1070s. Parsons (1995) states that emphasis was placed on widespread empowerment of employees and a commitment to ensure decision makers were placed as close as possible to clients. Developments at the Novotel proved that one of the most effective ways of recreating a customer-focused organization is through the widespread empowerment of its employees. Hence, the significance of employee empowerment started to surface in the early 1990s, both through research and approaches of practitioners such as the Novotel Hotel.

Though empowerment practice is observed to be predominantly large company oriented, Wyer and Mason (1999) state its significance in small business as well. Using insights from a case study of a Malaysian furniture manufacturer, the authors suggest in their findings that empowering management approaches are key features of successful growth-oriented small firms and facilitates sustainable development (Wye and Mason 1999). Empowerment seems to be gaining popularity as more and more organizations embrace the concept. D'Annunzio-Green and Macandrew (1999) state in their study that a hotel company re-introduced empowerment despite the failure of a previous attempt. Differing perceptions of empowerment between employees and managers, good and bad experiences in an empowerment culture could have been responsible for the failure. This suggests empowerment requires longer-term and a more sustainable approach than to be considered a 'quick fix' strategy (D'Annunzio-Green and Macandrew 1999).

Empowerment and Service Quality

Empowered employees play a key role in provision and improvement of service quality by reducing the response time in attending to customer requests or complaints. Highlighting the challenges of implementing quality in the Irish hotel industry Keating and Harrington (2002) state that an empowering culture is a key part of the process of institutionalizing quality in a firm in which staff are empowered and in which managers facilitate the consistent delivery of high-quality service (Keating and Harrington 2002). The authors further suggest that empowerment can be a solution to the problem of workers feeling alienated. This feeling often impacts service quality delivery and leaves both workers and customers dissatisfied. Using the example of Delta Hotels in Canada Pallet et al (2003), emphasise that quality has to be a part of the culture of an organization. Delta Hotels rank as the best hotel company to work for in Canada as a result of their success in the areas of people and quality, through in-built processes and reviewing system, which also trains and empower staff to carry out internal quality audits (Pallet et al 2003).

Studies link service quality and empowerment practice and additionally suggest that empowerment of front-line service staff is key to a successful recovery procedure or programme (Young et al 2004, Yagil 2006). Award winning hotel chain Ritz Carlton Hotels empowers its employees to resolve guest problems at a cost to the hotel of up to US $2,500 (cited in Young et al 2004). Such resolutions add to the image of the organizations and provide long term benefits. In identifying determinants of success in development of new high-contact services, Ottenbacher et al (2006) state in their finding that seven factors play a distinctive role in the outcome of high contact new service development, empowerment is one of them and is ranked fourth after market attractiveness; market responsiveness and strategic human resource management. The study was conducted in the hospitality industry in Germany (Ottenbacher et al 2006). Evidences about the significance of empowerment practices in hotels are noted in developed countries such as the UK, USA, Canada and Germany. Seemingly examples from developing Lithuania in Eastern Europe advocates a similar view of the significance of empowerment practice in hotels. Kazlauskaite et al (2006), propose a strong correlation between organizational commitment and organizational empowerment when studying employee turnover in four and five star hotels in Lithuania. The findings of the study suggest that organizational commitment and organizational empowerment in Lithuanian upscale hotels are low and fostering empowerment would lead to a higher level of employee organizational commitment and a possible remedy for the high employee turnover (Kazlauskaite et al 2006).

Empowerment and Training

Empowerment and its structural relationship with service training, service rewards, job attitudes such as job satisfaction and organizational commitment, and customer-oriented prosocial behaviour of employees has also been studied in Asian nation - South Korea. Lee et al (2006) analysed responses of Korean hotel employees and explain that empowerment, service training and service reward contribute to the evaluation of organizational commitment through the medium of job satisfaction (Lee et al 2006).

As recent as 2007, assessing the high performance work practices in the Irish hospitality industry with particular emphasis on the practices of staff empowerment and participation, Connolly and McGing (2007) find very low level of employee participation. This is otherwise considered as the cornerstone of high performance activities (Connolly and McGing 2007). The research on empowerment continues in other parts of Europe through funding from the European Commission. Again in 2007, Klidas et al (2007), have assessed employee empowerment practice in seven European countries and found that customer-oriented culture and empowering management style correlate significantly with empowered behaviour. The study implicates that in luxury hotel service settings, enhancement to employee empowerment may be achieved through careful management and organizational development. This, if done well, should lead to service enhancements aspired by luxury hotel management (Klidas et al 2007).

The ongoing research on empowerment in hotels worldwide, its link with service quality, organizational commitment, staff development and turnover, and dearth of such research in the hotel industry of an emerging economy like India, became the impetus for the current study.

Current study

The purpose of this study is to assess the employee empowerment practices in hotels in New Delhi. The main objectives of this study include:

- To assess understanding and the current level of empowerment practice used in hotels in New Delhi.
- To identify management and employees' perception and training of empowerment in luxury hotels and its impact on service quality.
- Implications of staff experience and education levels on empowerment in luxury hotels.

To achieve the objectives and to examine empowerment practice in luxury hotels of New Delhi, different Five Star Hotels were selected as a case study. Management of the hotels agreed to participate in the study with a condition that the hotel would not be identified; only responses of employees will be used for the purpose of the study.

The study uses a survey technique to accumulate responses. A questionnaire was developed with the help of literature review, and suggestions from the employees and managers of the five star hotels in New Delhi. The questionnaire was structured into three sections. Section 1 obtained general information about the participant. Section 2 asked participant perception of employee empowerment. Section 2 used a seven point Likert Type scale to gauge employees' perception regarding current employee empowerment practice and future development. In the seven point Likert Type scale, 1 represented "extremely disagree", 7 represented "extremely agree" and "0" was used for "have no opinion". Four is a neutral number, which stood for "neither agree nor disagree". Section 3 obtained demographic information of participants. A total of 1000 questionnaires were distributed, and 350 of them were returned. The final sample resulted in 273 usable responses.

Data Analysis and Results

To assess data reliability Cronbach's Alpha test was performed for the main responses shown in Table 4, which showed value of .904. As suggested by Ryan (1995) and Hair et al (1998) the usual 'rule of thumb' of a minimum 5 respondents per item used in a scale meant the sample size was found to be adequate and justified undertaking additional analysis.

Sample Characteristics and General Information

Table 1 gives information about the sample. As illustrated 246 (90.1 percent) were in full time employment out of which 238 (93.0 percent) respondents stated the current job is their main employment. The majority of them worked 51 to 60 hours per week. Almost half of the respondents (45.7 %) have been working between 1-3 years at the hotel whereas 28.8% have been working for less than one year (see Table-1).

Table 1: Employment information of respondents

Full or Part Time Employment			**Main or Secondary Job**		
	Frequency	Percent		Frequency	Percent
Full Time	246	90.1	Main	238	93.0
Part Time	19	7.0	Secondary	18	7.0
Others	8	2.9	Total	256	100.0
Total	273	100.0			
Working Hours Per Week			**Length of Employment**		
	Frequency	Percent		Frequency	Percent
<50 Hours	31	12.3	<1 Year	77	28.8
51-60 Hours	125	49.6	1-3 Years	122	45.7
61-70 Hours	42	16.7	4-6 Years	45	16.9
71-80 Hours	31	12.3	7-10 Years	16	6.0
81-90 Hours	19	7.5	>10 Years	7	2.6
91-100 Hours	4	1.6	Total	267	100.0
Total	252	100.0			

It is noted in Table 2 from the responses that participants' age ranged from under 20 to older than 50 years. However, most (61.9 percent) were in the 21-30 years old age group. The data analysis indicates that 82.4% of the participants are male and 17.6% are female. It is also noted that 70.7% had some form of hospitality qualification. (see Table-2).

Table 2: Gender, hospitality study and age of respondents.

Gender			Hospitality Full Time Study		
	Frequency	Percent		Frequency	Percent
Male	224	82.4	Yes	191	70.7
Female	48	17.6	No	79	29.3
Total	272	100.0	Total	270	100.0

Age of Survey Participants

Age Groups	Frequency	Percent
<20 Years	22	8.6
21-30 Years	159	61.9
31-40 Years	69	26.8
41-50 Years	6	2.3
>50 Years	1	.4
Total	257	100.0

Hotel Employees' perception about empowerment:

A question in the survey based on Mohsin (2008) asked participants if they had ever heard the word "empowerment" and were provided with four options:

- **Option 1:** Empowerment is a delegation of authority, a transfer of power, and it gives people the opportunity and enables them to do their best
- **Option 2:** Empowerment is about autonomy, discretion, power and control, as well as extra responsibilities and accountabilities.
- **Option 3:** Empowerment is a rhetoric managerial word and it is just another way to add work load
- **Option 4:** Not sure

They were asked to select the option that best represented their understanding of the term 'empowerment'. Option-1 approached empowerment from a very positive perspective. It described empowerment as a transfer of authority and a presence of opportunity. Option-2 was more of a balanced definition, which indicated that empowerment gave opportunity, but at the same time added responsibility and accountability. Option-3 represented a negative view of empowerment, and claimed that empowerment was nothing but a rhetoric managerial

term. Option-4 was provided for people who had no idea about what empowerment was about. Table-3 gives the results.

Table 3: Perception of Employee Empowerment

	Frequency	Percent
Option 1 - Empowerment as a transfer of authority and presence of opportunity	81	53.6
Option 2 - Empowerment gave opportunity, but at the same time added responsibility and accountability	27	17.9
Option 3 - Empowerment was nothing but a rhetoric managerial term	10	6.6
Option 4 - Not Sure	33	21.9
Total	151	100.0

It is noted from Table 3 that only 151 out of the total sample of 273 responded to this question and chose one of the four options, others did not chose any option and were noted as missing values. Quite a large number did not respond perhaps one reason could be, as found through comments, that this was their first experience to undertake such a survey. Perhaps the low response rate in the table also indicates that large numbers of respondents do not still understand empowerment. Moreover amongst those who responded it is noted that 53% perceive empowerment as a transfer of authority and presence of opportunity, whereas if total sample of 273 responses is considered, it indicates that just about 30% perceived empowerment as transfer of power, which could be an 'insight' suggesting that why empowerment education and training is important for the luxury hotels of India. The Table also shows that 27 (17.9 percent) indicates that "Extra responsibilities and accountabilities is empowerment". Only 10 (6.6 percent) indicates that "Empowerment is a rhetoric managerial word and is just another way to add workload". Almost 33 (21.9 percent) were not sure what to consider about empowerment. Although participants had different ideas about the definition of employee empowerment, most were positive.

As part of the survey the participants were asked their level of agreement with a series of questions by using a seven point Likert Type scale as in Table 4. The questions were scaled from 1=Very Strongly Disagree to 7= Very Strongly Agree with Zero = Do Not Know. The table-4 shows mean values for every question in Section 2 and ranks the results in a descending order. The factor with the highest mean 5.56 (Standard Deviation 1.291) was "I

think that being empowered in my job improves guest satisfaction" and the lowest mean 4.44 (Standard Deviation 1.722) was "I do not like making decisions at work".

Considering all the questions which have mean greater than 5 from the maximum possibility of 7, it is noted that these questions are individualistic as well as organization-related in nature such as: "I think that being empowered in my job improves guest satisfaction" (mean 5.56); "Enjoys change and challenges in my work" (mean 5.53); "Taking responsibilities in work" (mean 5.46) and "I know who to speak to if I need help with a job related problem" (mean 5.38) etc. However, if those which scored less than 5 are examined, it is noted that most of them are only organization-related questions such as "It is only my managers/supervisor who makes job related decision" (mean 4.97); "I do not get paid enough to make decision" (mean 4.85); "Manager/Supervisor before making a decision at work" (mean 4.91); and "I have been given training on how to make job related decisions" (mean 4.85) etc. The responses thus reflect that the employees are quite certain in terms of what they want and what they are capable of, but they are less confident with their managers/supervisors approach and expectations.

Table 4: Features and Mean of responses.

	Mean	Std. Dev.
I think that being empowered in my job improves guest satisfaction.	5.56	1.29
Enjoy change and challenges in work	5.53	1.13
Taking responsibility in work	5.46	1.19
I know who to speak to if I need help with a job related problem	5.38	1.21
I believe that being able to make decisions at work improves guest satisfaction	5.38	1.25
I believe that the guests are happy with the job I do	5.36	1.26
I have heard of the word EMPOWERMENT	5.33	1.33
Decision making is encouraged by my employer	5.30	1.19
I think being empowered in my job is important to me	5.29	1.28
If I was the manager/supervisor I would make better decision	5.27	1.23
To work as part of a team in my job	5.27	1.32
To be given the right resources to make job related decision	5.27	1.20
The hotel has a culture of openness, encouragement, and trust	5.26	1.28
Manager/supervisor always clearly explains what is required in my job.	5.26	1.23
The hotel has too many managers and supervisors	5.25	1.36
Making decisions at work means that I have to work harder	5.25	1.22
I received regular job related training	5.23	1.20
To always get a clear statement of goals from my supervisor/manager	5.21	1.29
If I was to change my job I would stay working in the hotel industry.	5.17	1.41
Enjoy making decisions relating to work	5.15	1.61
The feedback I get from managers/supervisors is always adequate	5.14	1.20
To be given training on how to make job related decisions	5.10	1.24
I would change my job so that I can have more responsibility	5.00	1.33
It is only my managers/supervisor who makes job related decision	4.97	1.38
I would recommend my type of job to a family member or friend	4.92	1.51
Manager/Supervisor before making a decision at work	4.91	1.26
I do not get paid enough to make decision	4.85	1.42
I have been given training on how to make job related decisions.	4.85	1.34
I have never been formally trained in my current job I just learnt it myself	4.74	1.67
Making a bad decision relating to work	4.73	1.47
My supervisor/manager encourages me to make decisions on my own at work	4.73	1.77
In my job I have almost no ability to make decisions.	4.59	1.77
I do not like making decision at work	4.44	1.72

Implications of hospitality education on empowerment

One of the objectives of the study was to assess if hospitality education/training has any implications on empowerment awareness and practice in luxury hotels in New Delhi. For that purpose, two groups were created one who studied Hospitality Course (70.7 percent) and the second group who never studied Hospitality course (29.3 percent) as shown in Table 2. When assessing and comparing the perceptions of the two groups, differences and statistical significance is noted amongst the employees with hospitality education in the following areas:

- ✧ Employees with hospitality education express and enjoyed more in changes and challenges in work.
- ✧ They are more willing to take responsibilities from their work.
- ✧ They feel more committed to job while making decision in work.
- ✧ They value a culture of openness, encouragement, and trust.
- ✧ They believe they receive adequate feedback while the other group does not.
- ✧ They know whom to approach during problems in job better than non-hospitality educated employees.
- ✧ They recognize the importance of empowerment in job.
- ✧ They recognize the training given to them to make job related decisions and also job related training.
- ✧ They know the goals stated to them by their supervisor/manager while the other group thinks otherwise.

(See Table-5).

The analysis reaffirms that employing staff with Hospitality education level is expected to improve operations performance as they seem to be better prepared to undertake responsibility and practice empowerment effectively.

Table 5: Hospitality educated employees VS Non Hospitality educated employee

	Yes		No			
	Mean	Std. Dev.	Mean	Std. Dev.	Mean Diff.	*t*-value
I enjoy changes and challenges in my work	5.63	1.18	5.25	0.99	0.38	2.47*
Taking responsibility in work	5.57	1.18	5.16	1.19	0.41	2.57*
Being able to make decision makes me more committed to my job	5.39	1.45	5.00	1.01	0.39	2.16*
The hotel has a culture of openness, encouragement, and trust	5.39	1.31	4.94	1.16	0.44	2.49*
The feedback I get from managers is always adequate	5.30	1.14	4.77	1.29	0.53	3.30**
I know who to speak to if I need help with a job related problem	5.49	1.19	5.12	1.23	0.37	2.24*
I think being empowered in my job is important to me	5.44	1.24	4.99	1.31	0.45	2.62*
I have been given training on how to make job related decisions.	5.04	1.28	4.47	1.39	0.57	3.08**
I received regular job related training	5.37	1.19	4.91	1.14	0.46	2.74*
I always get a clear statement of goals from my supervisor/manager	5.31	1.25	4.96	1.09	0.36	2.11*
*<0.05 **<0.01						

Factors that influence guest satisfaction

As part of the survey the participants were given a list of five factors that influence guest satisfaction. They were asked to rate each factor using 1= most important and 5=least important. Table 6 lists the results in ascending mean order. It is of note that "The quality of Service" (mean 2.19) is rated as the most important by employees. Whereas "My ability to make decisions" is rated as the least important (mean 3.08).

Table 6: Factors that influence guest Satisfaction

	Mean	Std. Deviation
The quality of service	2.19	1.300
Calling the guest by name	2.64	1.479
The way you great the guest	2.65	1.614
The price of the hotel	3.03	1.524
My ability to make decisions	3.08	1.512

It is interesting to note in Table-6 that staff consider service quality as most important factor but do not connect it with empowerment and decision making process which has an influence on service quality as stated by Lashley (1999).

Analysis using ANOVA suggests that variables in Table 7 show statistical significance in level of education only. When assessing and comparing the factors that influence guest satisfaction, implication from responses indicates that factor "My ability to make decisions", respondents with Secondary education give more importance than those with Tertiary level of education. The factor "The way you greet the guest" has more importance for those with Tertiary level of education than Secondary.

Table 7: Implications of education on factors influencing guest satisfaction

	A	B	C	
	Tertiary	Secondary	Primary	
Calling the guest by name	2.73	2.82	2.80	
The quality of service	1.98	2.37	2.20	
My ability to make decisions	3.31	2.74	3.50	A>B
The price of the hotel	2.88	2.83	3.20	
The way you greet the guest	2.18	3.12	2.90	A<B

Discussion and Conclusion

The study assesses employee empowerment awareness and practice in five star hotels as a case study in New Delhi. Responses, using a survey technique were accumulated from employees to achieve the objectives. Analysis shows that, overall; employees consider empowerment practice can be beneficial for them. Comparison of education reveals that employees with a non-hospitality education background require more training for taking job related decision-making and feedback from the management. Analysis further suggests that employees who have studied Hospitality generally are more satisfied with their work and potentially provide higher quality service. Since every employee has an important role in the industry, it is important to recognise the need of specific training for employees without hospitality education. Providing timely feedback, supporting employee development and appreciating and recognising their initiatives and coaching them to improve their performance are all seen to play a role in employee empowerment practice (Lockyer, Kaio & McQuinn, 2000; Sternberg, 1992). Giving employees more authority, depending on their ability and appropriate circumstances lightens managers' load to concentrate on other important issues such as strategic thinking and planning in the current high growth and competitive business environment.

Employees with Hospitality education seem to have responded with better understanding and attitude towards empowerment practice, hence employing hospitality educated applicants could be a better choice when hiring. They also showed a higher level of confidence for change and challenge in job. They also were more committed to job while making decisions and recognised the culture of the hotel and support from management. All these qualities ensure high quality service, which leads to greater customer satisfaction.

The study notes that as such very few hotels in New Delhi have a formal empowerment programme in place to develop and train employees. Specifically those who have not studied hospitality course thus identifying a need to initiate formal empowerment training programme to develop and empower staff. The programme could have a criteria customized according to the needs of different departments in the hotel and decision making on the job. Such an approach can be important to raise awareness of the merits of empowerment policy and help hotels with efficient and effective operations, greater customer satisfaction, and loyalty and staff commitment.

The study shows that in assessing the factors that influence guest satisfaction, quality of service is seen to be the most important and ability to make decision as least important. The implication here is that staff have not been able to connect decision making and empowerment practice with service quality, which otherwise is seen as significant in hotel operations (Lashley, 1999).

This study has been a first attempt to gauge empowerment awareness and practice in luxury hotels in New Delhi. In this way it contributes to the literature and its findings to the practice of luxury hotel operations management. The results should be seen in light of limitation of the sample size and subjectivity in the responses. Nevertheless, the study provides information for consideration in raising employee empowerment awareness and practice among luxury hotels in New Delhi with the aim to improve operations and provide a better service to its patrons. Further study with a larger sample size accumulated from other major metropolitan cities of India is proposed.

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TOURIST ENTREPRENEURS, THE VIKINGS OF THE TOURISM INNOVATION SYSTEM

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Track: Policy and destination management
Track: Regional development

ABSTRACT

The pressure on small and medium sized tourism firms (SMTE) located in peripheral areas, embedded in a loosely structured hub-less network, or active in designated development areas (clusters, districts, appointed sites) to innovate is especially high. SMTEs, with limited resources, can greatly benefit from tourism networks on condition they manage to identify, connect to, and absorb supplementary resources. This study examines system antecedents for innovations out of a tourism firm perspective. The service innovation facilitator model developed in this paper was tested in a survey of 200 SMTEs located in or on the fringe to the UNESCO world heritage site "Kvarken Archipelago" in Finland.

The findings demonstrate how the entrepreneur, as a Viking, is at the helm navigating the innovation process in a proportionately screened innovation system to which two other categories of actors, own staff and customers, are included. The theory based conceptual model for tourism service innovation facilitators tested in this paper turned out to be too complex. Only a small set of the proposed facilitators linked to the system antecedents for innovations were acknowledged by the tourism firms. These results advocate a review of existing tourism innovation policies.

Keywords: The tourist entrepreneur, innovation systems, innovation facilitators, tourism networks, small business marketing

Fieldwork and games. User-centered methods in green tourism development

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Fieldwork and games. User-centered methods in green tourism development

Abstract

Based on the presentation of a user-centered research project on green tourism development, this paper discusses how the deployment of engaging methods may further our knowledge on how tourism users negotiate and 'do' green tourism. It introduces the user-centered method of the design game and discusses how such a method may be used to move from knowing about a field to actively engaging with its shaping. In the paper, we introduce the concept of *fieldwork and games* as a mean to generate knowledge about the practices of green tourism. The paper describes how often very abstract and heterogeneous concepts of green tourism were manifested and materialized by following – and later engaging with - concrete practices of imagining and doing (or not doing) green tourism. These fieldwork insights on the performances and materialization of green tourism and the application of the analytical category of tourism rationales are taken a step further through the use of design games. This user-centered method involves the green tourism users and their practices in new ways. We argue that the process of fieldwork and games is a fruitful way to unfold, convene and engage with the heterogeneity of green tourism and to further its innovations.

Key words: User-centered methods, green tourism development, design games, user-centered innovation, tourism rationales

Introduction

How can the tourism industry develop and further greener tourism products and services based on the inclinations and needs of its customers? As the urgency of local and global environmental issues is increasingly recognized and as the requirements of governments and demands of tourists shift towards a greener agenda, this question has become a pressing matter in the tourism industry. In the present context of Copenhagen, hosting the UN climate summit COP15 in December of 2009 and an ambitious climate plan to make the city the world's first carbon neutral capital within 2025[1] are but two, although prominent, drivers to simultaneously reducing the city's carbon outlet and improving its green tourist image.

[1] COP15.com and http://www.kk.dk/sitecore/content/Subsites/Klima/SubsiteFrontpage/HvadGoerKoebenhavnsKommune/~/media/F14B427B54874117A430DE1AD08B3879.ashx

However, as a relatively new phenomenon, green tourism remains contested and blurred both in terms of definition (what do people *consider* as green tourism?) and of demand (are green tourism products *wanted* by potential users?) (Dolnicar & Crouch 2008). In this paper, we will present our findings as we addressed these questions as part of a research project on user-centered methods within green city tourism. As will be shown, our interrogations disclose great uncertainty and disunity in defining or identifying green tourism among its users as not all perceive and perform green tourism in the same way. Rather, culturally rooted perceptions of green tourism relate to a multiplicity of images, interpretations and practices. In spite of recent studies suggesting an increased environmental concern among consumers (Sustainable Consumption Roundtable 2006), the interrogation also pointed to a pronounced lack of interest among most people in 'doing green' as part of a vacation. As an example among 334 respondents (tourists in Copenhagen summer 2009) almost 85 % answered they would prefer to stay at an environmental friendly hotel, but in the same group only 20% actually considered to book a 'green' hotel for their current stay (WOCO questionnaire). These somewhat discouraging findings clearly pointed to the heterogeneity of notions and practices concerning green tourism and the complexity in dealing with these matters in tourism development.

The analysis of our fieldwork revealed a number of tourism rationales related to travelling or being away from home. In order to unfold and connect these rationales in the context of green tourism, we used them to develop and deploy a number of design games, one of which will be presented and discussed further down. As we argue further on, engaging and user-centered methods such as the design game may be used as tools to expose and deal with cultural differences in perceiving and dealing with green tourism. Also, they may provide tourism practitioners with an understanding of the need to diversify and culturally 'tailor' green tourism to fit a range of different rationales and practices.

Through the engaging and user-centered research method of the design game, we sought to avoid stopping at the conclusion that green tourism was of little interests to tourists. Instead, we tried to further probe how the tourism rationales which were drawn from our fieldwork could be engaged with - and ground - the development of green products and practices. In this paper, we explore how engaging methods may work as a way to unearth, conceptualize and put heterogeneous practices related to green tourism to work in innovation. Patterns in heterogenic tourism practices are systematized and operationalized analytically as different logics or *rationales*.

By proposing a higher level of integration or coordination between ‘main’ economic and convenience rationales and that of a green rationale, we wish to contribute to the immense challenges of developing and furthering sustainable tourism which lies ahead.

User-centered approaches in green city tourism development: a framing

The research project we describe in this paper was conducted in the spring and summer of 2009 by the authors for the Centre for Cultural Analysis based at the University of Copenhagen. The project was part of the larger project ’Green city tourism – developing user-driven methods and innovating green products, services and experiences in the tourism business’ partly financed by the Danish Enterprise and Construction Authority. Other involved partners in the project running until February 2010 was Copenhagen’s official tourist organisation Wonderful Copenhagen (lead-partner), Centre for Cultural Analysis, the municipality of Copenhagen, and a range of Copenhagen-based hotels. At the time of the project start, these hotels were already actively reducing or hoping to reduce their CO2 outlet and in other ways move their services in a greener direction.

The goal of the project was not only to extract knowledge about green tourism potentials and from there develop innovative green tourism product. The intention was also to methodologically design and deploy user-driven or user-centred methods for that purpose. When engaging with user-driven innovation, one may draw from several definitions and versions. Some focus on existing innovations of the so-called lead users (Von Hippel 2005), while others are more interested in identified or latent consumer needs, often uncovered through a variety of ethnographic methods (Rosted 2005). In our understanding and use of the concept of user-centred methods, these are qualitative, ethnographical methods seeking to gain a thorough and detailed insight into and knowledge of the strategies and rationales connected to specific types of practice, in this case those of green tourism. This approach invites us to identify how users connect with ways of envisaging, enabling, facilitating, materialising (or not) certain tourism practices.

Based on this initial introduction to the framework and context of the research project, we now proceed to first addressing our field of study, green tourism and its users, and clarify our understanding of this field. Secondly, we will present some of the findings from our study and introduce the design game which spurred from these findings. Finally, we will discuss how the fieldwork findings and the user-centred methods which were developed and applied during the project may help lead to future green tourism innovations.

Configuring green tourism and its users

Through the last two decades, the concern for environmental problems has become a force of innovation within tourism (Hjalager 1996), both on the producer side and increasingly the consumer side. As will be shown in the following, an endless succession of understandings and connotations are connected to the notion of green tourism, as is also the case with definitions of other forms of environmentally friendly tourism such as alternative, eco and sustainable tourism (Saarinen 2006). In this paper, we do not attempt to provide the reader with a definition of what green tourism means. Neither is it our aim to evaluate whether a given tourism initiative, practice or service is objectively green, that is whether it may comply to more formal environmental requirements. Rather, we want to show how specific practices, actions or ideas are defined, articulated or enacted as relevant or 'doable' in a green tourism context by its users, hereby making it clear that green tourism means different things to different people and that green tourism comes in multiple forms.

Similarly to this practice-based definition of green tourism, we do not wish to identify or define the users of green tourism prior to the situations in which they engage with green tourism. As suggested by Hjalager et. al. 2008 one may easily see the tourist in the user-driven innovation process as a 'prosumer' (p.59) both creating and consuming green tourism, for instance by biking around the city or by purchasing carbon quotes as part of a hotel stay. In our green city tourism project, this merging of 'classic' producers and consumer roles were even more blurred, as the green user was only configured and identified through practice and performances. Our approach is inspired by theories focusing on the socio-materiality of user-practises. The British sociologist Elisabeth Shove argues in *The Design of Everyday Life* (2007) for such an approach to design and innovation:

There is a physical aspect to material culture and as Latour … makes clear, things, people and practices interact in ways that are mutually constitutive. These relationships have been analysed by those interested in processes of socio-technical change and innovation and in how material artefacts, rather than being passive objects, actively 'configure their users'. (Shove et al. 2007 p.23)

Shove further argues that since 'users' are only one part of the heterogeneous configuration of use-situations, we should move our focus from 'users' as individuals to use-practices co-constituted by users, producers and products. From this approach, hotel managers, cleaning and kitchen staff, receptionists and subcontractors are considered as 'users' (that is

involved in use-practices) just as much as the tourist, since these contribute to processes of materialization and non/realization of green practices through their doings. A further argument for considering and including unusual users not related to the common perception of tourism producers or consumers is their potential contribution to the creation of discourses, spaces, actions and processes of green tourism innovation. Following Shove et al. the materiality of tourism practices must be involved in the analysis (see also Haldrup & Larsen 2006). As such, it is to a great extent the practices of the users rather than their identity or status which define the object of study in relation to understanding green tourism.

In the following section, we will attempt to describe the process of collecting fieldwork material for the project while at the same time working with designing user-centered methods. Even if this 'double' methodology - the performance of a traditional field work and the explorative work with innovative methods - took place simultaneously, we divide this coherent and synchronous process into two in the following. As will be shown, the field work, the analytical categories of rationales and the design games configure and engage the various users of green tourism products, although in different ways.

Fieldwork: tracing green practices

After the initial accounting for our understanding of green tourism and green tourism users, we now pursue with our description of how this was investigated. Informed by our socio-material approach, our aim was to identify and collect forms of tourism related green practices. We wished to show when and how green tourism was done – or explicitly *not* done – as well as how an arrow of green users and practices were configured in that process. Due to the multiple hotel partners involved with the project and for the sake of delimitation, the empirical material was primarily collected in and around some of these Copenhagen hotels or in relation to activities otherwise related to hotels, such as hotel booking websites or subcontractor work (hotel cleaning, bike rental etc.).

In the course of an intense two-month fieldwork, the authors and a handful of master students within applied cultural analysis first conducted over 35 exploratory interviews with 50 tourists and hotel staff (owner, managers, receptionists and cleaners). In a second 3 weeks phase 41 short design game related interviews where then carried out. The first exploratory interviews ranged from short 10 minute conversations to two hour in-depth interviews. We were primarily seeking information about what people perceived as green – in a tourism context and at home; how they

engaged with green tourism practices or not and what their motivations were for (what they perceived as) being or not being a green user in tourism. Our interviews where supplemented with participant observations and tours in different green hotel locations guided by staff. Also, students performed net ethnography, an ethnographical method especially developed for the investigation of internet-based sources. Apart from posting questionnaires on the internet this involved looking at the virtual possibilities and limitations of seeing or doing green, such as when researching destinations from home or booking a hotel room.

The multiple rationales in negotiating green tourism

The material collected during interviews and participant observations at hotels and on hotel websites revealed a high degree of diversity in how tourists address and engage with green tourism related issues. After ascertaining the heterogeneity of this field based on interviews transcriptions and participant observations, we attempted to group and operationalize the multiplicity into a number of rationales in the fieldwork analysis. In this paper, we introduce two such rationales, namely the *economic* rationale and the *convenience* rationale[2]. In our analysis, it was clear that these rationales overruled others (such as the green rationale) in a situation of choice or decision making. This goes to show that in most contexts – especially so in a state of financial crisis – it is absolutely necessary that green tourism products make sense in or appeal to an economic rationale.

The idea behind the rationales which we unfold in the following stems from the ethnological concept of 'the good life'. Instead of seeing the gap between what people *say* they want and do, and what they actually *do* as lying or false consciousness, everyday practices must be understood as a hybrid configuration of actual actions and the aspirations people try to fulfill. Understanding a family meal or vacation is not just about the actual eating and traveling, but also involves the idea of the perfect family life the individual family members and the family as a whole are trying to perform.

The material generated in our fieldwork clearly asserts that the idea of the green user as an ideal type - or a perception of 'pure' and strictly green tourism practices for that matter - stand very far from how most tourists perceive themselves and describe their tourism practices. As a

[2] The two rationales were identified as the most important in the process of decision making in regards to hotel bookings. Other rationales were that of *common sense*, which was identified as a particularly Northern European culturally rooted rationale and that of *ethics*, that is how being and doing green was perceived and explained as a good in itself. These rationales are not addressed in the present paper.

matter of fact, no green ideal user was ever identified during the study (although discursively some were keen to pass on this image). Rather, our study revealed that doing and being green in a tourism context – or what we here call the green tourism rationale - never stand alone. Rather, ways of performing green are constantly subject to known or unconscious, explicit or unspoken negotiations within the range of the possible, the practical and the pragmatic. Green is constantly negotiated, de/selected, opposed to or combined with other rationales. In this process, multiple rationales are brought into play in the construction, doing, negotiation or dismissal of what is generically - or simplistically - termed as green tourism.

While the consulted tourists would rarely reject to the idea of green tourism, green tourism practices would most often be combined with others, as seen here with a Canadian tourist: *'I would pay 15 to 20% more for local produce. If it is well presented and you can see the value. I think I would pay and more people would pay.'* In this quote, both themes of communication and economy are addressed alongside green issues. Tourists evaluate green practices by connecting or combining them with others in (perhaps only fictive) tourism scenarios as does this German tourist when asked about how green hotels could become more attractive: *'Environmentally friendly hotels should also [create] a chain, so that people would be more likely to stay over there, because they could also collect points. Some kind of benefit'*. While not dismissing green tourism practices, the tourist imagines how a green practice would augment in attractiveness by providing green tourists with an economic benefit. Similarly, the hotel manager of a CO2-neutral hotel explains the hotels green strategy through the inclusion of an economic (and common sense) rationale: *'We have a huge tax on electricity, so even if you are saving a lot and your consumption is very low, there is a huge tax. But the tax is based on what you are consuming so it really makes common sense not to use too much.'*

Convenience is another theme which was often pointed to by tourist consumers and producers, as with this Chinese tourist: *'Yes, I would like to do something for the environment, but I won't scarify my own needs. For example, I choose a hotel which has an air conditioner since it is really important for me. I love the feeling to set the temperature for myself'*. Once again, doing or being green is weighed and negotiated as one parameter amongst several. In this next quote, a receptionist illustrates this existence of many rationales as she points to how green options and services are not enough to satisfy the needs of tourists in the green hotel, where she works. *'People thinks that it is annoying the current is switched off when they want] to charge their cell phone*

when they are not in the room. So we are trying to be a green hotel, but a lot of people wonder why we don't have all the stuff what we normally have in a hotel'.

As seen, specific green attempts from the hotel and hotel staff are opposed or counteracted by other green users, namely the clients of the hotel in their demand of a certain level of convenience or comfort. To the hotel managers and staff, mediating between a green strategy and the perceived expectations of guests was seen articulated in the interviews as a troublesome process and as potentially problematic. Also, the combination of green and luxury was often articulated as mutually exclusive or incoherent. Time and again the most devoted proponents stressed that their hotels did not compromise with comfort, convenience or luxury, as exemplified with this green manager: *'I think we all want to be green, but we also want some luxury at the same time'*. Although these were attempts to dismiss this lack of cohesion, it also reaffirmed the problematic relation between the two.

Although no strictly green rationale ever manifested itself in its 'pure' form in our material – as oppose to an economic or convenience rationale, the combination of green/economy or green/convenience rationales were easily distinguishable. Even a triple combination of rationales could be seen, as in this quote by a Chinese tourist, in which he touches upon and discursively negotiates green, economical and comfort issues: *'When I am on holiday, I want relax, no other thing. I am tired of working, it is the only time that belong to me and my family. Therefore I want to be served as best as possible. But if the green hotel provides the same service and is located in the same area, and the same price, then yes I will choose to stay there.'*

The study revealed that green practices and services where constantly negotiated. Green was recognized, but not necessarily (or rarely) as a first or even second priority. Price just as well as comfort constantly trumped green considerations by demanding value for money and affordability or/and luxury and accessibility. The two main rationales, economy and convenience, were translated into a range of tourism practices such as selecting and booking hotel rooms in the case of hotels. These practices matched various products and services which were required or selected based on either cost reduction or/and comfort increase. Just like in the above case with the green rationale, the two strategies would sometimes collide or mutually preclude the other. This opened up for a new way to introduce green rationales and green services, namely as a *strategic partner* to other 'main' rationales. By realizing that green rationales never stand or operate on their own, the task must be to find out how these are put to work, engaged in a meaningful relationship

with other rationales. The question is how to facilitate the green rationales within the creation of green products and services. This task was investigated in our second fieldwork stage in which we introduced the design game.

Design games: the priority game as example

As previously described, the aim of the project was not only to improve knowledge of green tourism users, but also to generate innovative and user-centered methods with which to approach the field of green tourism. In this next chapter, we unfold how the initial fieldwork material and its analysis was reworked and deployed in the development of user-centered methods, one of which will be presented shortly. The notion of user-centred methods does not imply that our research methods are developed by the identified users within our field of investigation. Rather, user-centred methods engage with user and their practices through different types of active user involvement, continuously guiding and contributing to the generation and fine-tuning of the applied methods. In order to do so, we decided to experiment with the *design game*.

The application of the design game originally stems from the research field of design. The origin of the design game and its application in research can be traced to the movement of *participatory design* seeking to facilitate and encourage 'the direct involvement of people in the shaping of future artefacts' (Brandt 2006:57). According to Binder, Brandt and Gregory (2008), the movement emerged in Scandinavia and Northern Europe in the early 70s and was fuelled by a call within the design research community to 'design for society and to include non-designers in design collaborations' (p.1). In participatory design, the product or design user is perceived as an active and competent participant in design practice which should ideally be included into the phases of idea generation in the design process. Hence, participatory research practices and methods help to 'explore people's everyday practices and aspirations and, ultimately, involving the people for whom designs are intended' (p.2). In addressing the user in this more inclusive or engaging way - as a social activity -, situations and settings are created which may cause communication, surprise, negotiation, compromises and inspiration across boundaries and sourced by multiple skills, experiences, world views and rationales.

To our knowledge, the user-centered method of the design game has not previously been applied or discussed in the realms for tourism research and development. However, we argue that this approach possesses a wide range of qualities and future possibilities within tourism research. We will elaborate on this in the following by introducing the *priority game*, a design game

conceived during research. The priority game was developed based on and informed by the collected ethnographical material. The process of developing the game altered between ideation, playing - first with students and later with green hotel users - and adjustments. Below, we will describe and comment upon the final game round which took place at a workshop organized by Wonderful Copenhagen and was attended by hotel managers and staff involved in the tourism development project.

In introducing the game to the players, the participants were asked to collectively assemble a service blue print for a fictitious upcoming green hotel. This assemblage was organized based on a system of points. During the game, the players were to act according to roles, which they had been assigned prior to the commencement of the game. The accorded roles were ideal types developed and based on some of the tourism rationales mentioned in the above. They included characters such as Money Mona, Comfort Cammy and Treehugger Terry. Each of these characters came with an identity card stating important personality traits and preferences in travelling and lodging for the role player. To initiate the game, each player would select a limited number of services matching the character profile from a wide selection of offers. The services were all taken from the interview material where they were identified as both 'green' or 'non-green'. Hereby, the services also functioned as a catalogue of green ideas to the participating players, in this case hotel owners, managers and staff. These services ranged from in-room or hotel spa to linen changed daily or every third day, organic breakfast, solar panels and bike rental.

In order to proceed in the playing of the game, players were required to constantly reduce the number of services on the game board to a minimal end result (typically 5-7 services out of 35 possible). The service cuttings had to be discussed in plenum and mutually agreed upon. To this end, players were forced to prioritise, negotiate and argue for the needs and wants of their character. Also, they had to enter into alliance with other ideal types/rationales in order to get their favorite services admitted as part of the final result. In this process of creating a green hotel best suited for everyone (or as close to this as possible), unlikely and unexpected alliances occurred as economy and green rationales overruled heavy – and costly – energy usage for luxury purposes, whereas a green and luxury rationale would team up in the inclusion of organic foods or fancy, but recyclable toiletries.

After playing the game and listening to the presentation of the final results by the different groups (the game was played by two groups simultaneously), participants expressed surprise about the statements, steps and alignments made during the game. For the players, the

ongoing negotiations, strategic alliances and prioritizations worked as an eye-opener as well as a generator for new insights. The often rigid arguments caused and provoked by the simplistic characters of the players helped to openly demonstrate the rationales and loudly communicate the heterogeneity and complexity of the field of green tourism. While the game session could be used in the ongoing data collection by the researcher as she would take notes of statements during and after the game, it also encouraged the players to embrace the possible overlaps between rationales and the multiple ways of thinking and doing green tourism. Diversity and innovation was demonstrated through the seemingly endless combinability of the many services which yet, at the end, were reduced and fixed as a final and workable blue print. Through the game, the out-of-the-ordinary and the manageable seemed to merge in intricate and unexpected ways – if only in play.

Conclusion: From engaging methods to real life implementation

In this article, we first attempted to show that the doings linked to the practices of green tourism are far from homogeneous. However, we suggested that this multiplicity might be engaged in the development of tourism innovations through the implementation of the analytical category of the rationale. We demonstrated how green tourism users deploy an array of rationales and strategies to maneuver in, around or against green tourism practices. Based on this understanding, we transferred the fieldwork insight of these multiple tourism rationales to a next level, in which these could be simultaneously probed and diffused through the engaging method of the design game. The priority game was conceived and deployed as a way to display the rationales while simultaneously observing and describing their heterogeneity and entangled workings in a fictitious setting. Most importantly, the participants also engaged in and were familiarized with the development of potential multi-rationality tourism innovations through their playing. Based on these experiences, we argued that the mixed methods of fieldwork and games could be developed further with advantage and applied in areas of tourism research and innovation striving for the engagement and participation of current or future users.

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Abstract:

Fieldwork and games. A discussion of user-centered methods in green tourism development.

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Abstract:

Fieldwork and games. A discussion of user-centered methods in green tourism development.

Relevant tracks: Culture production and tourism development /Sustainable tourism/ Innovation in Leisure, Tourism and Hospitality

Key words: User-centered methods, green tourism development, design games, user-centered innovation, tourism practice

How may the tourism industry develop and further greener tourism practices? As the urgency of local and global environmental issues is increasingly recognized and as the requirements of governments and demands of tourists shift towards a greener agenda, this question has become a pressing matter in the tourism industry. Based on a research project on green city tourism development in Copenhagen, this paper presents and discusses how the deployment of user-centered and engaging methods may help gain knowledge on how the users , e.g. tourists, tourism entrepreneurs, employees and subcontractors, of green tourism construct, negotiate and 'do' green tourism – and consequently how these user practices are materialized. It also introduces the user-centered method of the design game and discusses how such methods may be used to move from 'knowing' about a field to actively engaging with its shaping, as was the case in this research project.

By following – and later engaging with - concrete practices of doing (or not doing) and imagining green city tourism, the research project investigated how the often very abstract agenda of 'green tourism' was manifested, materialized and done in the specific context of the green hotel. This first led to the realization that not all perceive and perform green tourism in the same way and that culturally rooted perceptions of green tourism are related to a multiplicity of images, interpretations and practices.

On a more practical level, it also led to the realization that green tourism can be a difficult matter to investigate purely through the usual qualitative techniques of in-depth interviews. This is amongst other things due to the often abstract nature of 'green tourism'; for non-specialists, it is a difficult matter to discuss for very long. However, through the use of design games, developed based on fieldwork insights and a research focus on the performances and materialization of green tourism practices, it became possible to involve the green tourism users in new ways. In this paper, we discuss how engaging the users in short and fun games may help further knowledge and innovation in green tourism development and how the research process of 'fieldwork and games' may be a fruitful way to interrogate green tourism and further its innovation.

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Innovation in the Norwegian rural tourism industry

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Innovation in the Norwegian rural tourism industry

The most relevant session is Innovation in Leisure, Tourism and Hospitality

The subject of this paper is innovation in the Norwegian tourism industry. More precisely the question is which types of innovations are carried out by tourism enterprises, and which factors can explain the variance in innovation capacity. This question is raised partly because tourism is regarded as an industry with a significant potential for growth. Yet, both researchers and public statements have claimed that the innovative capacity of the tourism industry is quite low (Fussing-Jensen, et al., 2001; Hjalager, 2002; Ioannides & Petersen, 2003; Mattsson, et al., 2005; Peters & Pikkemaat, 2005)

Innovation is made operational and measured in the same way as European Community Innovation Surveys (CIS), differentiating between product innovation, process innovation, organizational innovation and market innovation (OECD, 2005).

A review of literature points at some critical factors for innovative ability. First, innovation capacity is positively correlated with business size (Mohnen, et al., 2006; Robson & Haigh, 2008; Salte, 2007). Second, different kinds of cooperation and collaboration tend to strengthen innovative capacity (Edquist, 2005; Isaksen & Asheim, 2008; Mattsson, et al., 2005; Pechlaner, et al., 2005; Sørensen, 2007). Thirdly, innovation capacity depends on knowledge and competence. Thus, acquisition and transfer of knowledge and competence is a critical factor. Fourth, innovative ability can be increased by involving employees in development processes because employees may be repositories of experience, ideas and knowledge, and may therefore contribute to innovation processes (Karlsen, 2008). And finally, public support and incentives can realize or increase innovation. Due to this review of literature, we can put forward some hypotheses about factors which may increase innovative ability in tourism enterprises.

The analyses are based on data from a national survey in Norway, including 452 tourism enterprises. The analyses indicate a surprising high level of innovation activities. Furthermore the analyses demonstrate significant associations between innovation ability and predictors as cooperation, involvement of employees in development processes, use of market information system (actions to enhance market knowledge) and public incentives.

Finally the need of more research and practical implications are discussed.

The Icelandic Highlands – a Resource for Recreation and Tourism

Anna Dóra Sæþórsdóttir and Rannveig Ólafsdóttir

Abstract

The number of tourists visiting Iceland has increased significantly during the last decades and many of them visit the Highlands. The main attraction is undisturbed nature. Increased tourism requires better infrastructure such as roads and accommodation. However more constructions and people can destroy the wilderness experience that tourist seek, as well as increase the possibility of collisions between different groups. With good planning and clear goals this can be prevented. The main purpose of the research is to make a draft land use plan for tourism in the Icelandic Highlands using the concepts of Tourism Carrying Capacity, Recreation Opportunity Spectrum, Purist Scale and Limits of Acceptable Change. Here the result of a pre-project carried out in 2007 in the Laki area in the Southern part of the Highlands will be presented. The number of tourists visiting the area was assessed by counting the cars entering the area. At the same time questionnaires were distributed to tourists and interviews were taken which reflected their nationality, age distribution, travel patterns, and attitude to nature, service, roads, tourists' behaviour etc. In addition interviews were conducted with stakeholders from the tourist industry and they asked how the Laki area should be developed to serve best their interests. The pressure on the land was also estimated, but the Laki area lies in 500m height with volcanic soil and arctic vegetation which makes it very sensitive to tourists' impact.

Tourists at Laki come mainly from Central and Western Europe and they are satisfied with their visit to Laki. They are content with the roads and only a few notice the damage the tourists do to the land. A survey of the trails in the area showed on the other hand that the impact on the land is already substantial and better infrastructure is required to prevent further damage. Some improvements on infrastructure were made during the summer 2007. A wooden viewing platform was erected, trails were repaired and water toilettes and picnic tables were added. This keeps visitors on the trails and reduces trampling so that the moss on the craters is less damaged. The authors conclude that the ideology and methods that are introduced in the paper should be useful when planning tourism in the Icelandic Highlands.

Key words: wilderness tourism, land use plan, tourism planning, Laki, Iceland

ANALYSIS OF INVOLVED LONG DISTANCE RUNNERS

- ARE THEY THE *AVANT-GARDE* TOURISTS?

Professors Tommy Andersson and Donald Getz

Tommy Andersson will be presenting

Abstract

The literature on event tourism suggests that highly involved amateur athletes travel to attend more events, and that involvement and "serious leisure" tourists may characterize an important segment in future tourism. The link between involvement and event preferences has however not been examined.

The study is based on theories from Tourism Career Ladder, Serious Leisure as well as Serious Sports Tourism.

We have the results of an online survey of a sample of participants in the last Göteborg Varvet. Surveys were conducted before the race (1.800 responses) as well as after the race (1.500 responses) and yielded data of high quality.

Specific Objectives are to describe and discuss the tourism behaviour of participants in Marathon races. Are highly involved runners different in terms of motives for travelling as well as their economic impact on the destination?

Paper for the 18th Nordic Symposium in Tourism and Hospitality Research
Esbjerg, 22-25 October 2009

Turning national parks into tourism attractions: nature orientation and quest for facilities

Jan Vidar Haukeland[a*], Berit Grue[b] & Knut Veisten[c]

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Turning national parks into tourism attractions: nature orientation and quest for facilities

Jan Vidar Haukeland, Berit Grue & Knut Veisten

Abstract

The tourist quest for nature experiences is apparent worldwide. Particularly in the Scandinavian context the image of the various tourism destinations and sites is to a large extent associated with natural attractions and the possibilities for nature-based activities. Experiencing nature is thus considered as a primary travel motive among foreign visitors in the Nordic region. National parks in particular are assumed to represent huge potentials for tourism development, as pristine and protected natural areas with outstanding sceneries and undisturbed natural environments are supposed to have a strong appeal to international tourists in Scandinavia. Commercial use of parks for tourism is also gaining greater support in Norway. The authorities have signalled a clear desire to increase sustainable economic development in protected areas, with national parks considered to be the "jewels" in the country's natural heritage, representing a promising potential for environmentally friendly tourism development. Due to the traditional lack of active management policy for tourism development in Norwegian national parks there is a need to scrutinize visitors' needs and preferences regarding development issues. The principle goal of this paper is thus to reveal the foreign tourists' user interests and opinions with respect to management concerns.

The data is based on a statistically representative survey among 947 German, Dutch and Danish motor tourists leaving Norway by ferry during the summer season 2008 (the foreign motor tourists make up a substantial share of the total number of international visitors in the country). By the use of factor (principal component) analysis vital dimensions regarding crucial management issues are identified based on the statistical treatment of an array of

variables comprising various elements of infrastructure, facilities, services, activities and experiences faced by the visitors. By means of an exploratory factor analysis four underlying dimensions regarding the foreign motor tourists' interests in nature experiences or what are termed *nature orientations* are identified: *inspiration*, *naturalism*, *challenge* and *comfort*. In a similar way, four vital dimensions are distinguished as regards this category of overseas motor tourists' *quest for facilities* inside and outside the national parks. The latter four dimensions are labelled "Tracks & signposts", "Infrastructure & services", "Food & accommodation" and "Interpretation & tours" respectively. Finally, multivariate regression models were applied to assess how the principal attitudes towards tourism facilities are influenced by the identified four dimensions of nature orientation and social factors.
The data sheds light on a category of user interests that to date has been inadequately scrutinized in Norway. Thus the paper adds knowledge of high relevance to the development of national parks as tourism destinations and the acquired insights will potentially have practical value for management and marketing policies in national parks.

Keywords: Sustainable tourism, protected area, mountain region, resource management, factor analysis

Subject:
Tourism and Hospitality – the Nordic Ways:
Submission of abstracts and papers for the 18th Nordic Symposium in Tourism and Hospitality Research – Esbjerg, 22-25 October 2009

Title of the paper:
Climate Change – Challenge or Chance for Tourism in Austria

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Statement of presenting author:
After graduating at and working as a visiting lecturer for the Department of Geography & Regional Science at the University of Graz, Austria, the University offered me the chance to enhance my knowledge about the tourism-industry and related branches by composing a doctoral dissertation about the development of tourism in Austria considering the regional effects of the global climate change.

Klaus Lindegaard, Institute for Rural Research and Development, Southern Denmark University:

Public Participation for Experience Economy

Tourism and Hospitality – the Nordic Ways. *18th Nordic Symposium in Tourism and Hospitality Research – Southern Denmark University, Esbjerg, 22-25 October 2009.*

Abstract

Experience economy has developed into a promising capture of renewal and added value for the tourism sector with strategic focus on new and stronger combinations of business and cultural life.

The paper wants to give practical cases and guidance for how local citizen participation in tourism and creative economy development can find a sustainable balance between local resource exploitation, economic growth and employment creation, on the one side, and quality of resources and of life and identity of local population, on the other. A place based approach to innovation points to practices of local natural and manmade resource activation in local partnerships.

The paper draws on action research for local participation and growth strategies for experience economy in 3 small rural and peripheral towns in Denmark engaged at the present in different stages of urban renewal with government and municipal funding. The 3 peripheral town communities are Gedser, Guldborgsund Municipality, South Sealand; Nordby, Fanø Municipality, West Jutland and Højer, Tønder Municipality, South West Jutland. Though differing in actual stage of urban renewal, all 3 town communities have undergone a comparable participatory process resulting in local growth strategy formulation for partnership projects. The paper takes up implications for tourism policy, destination management, regional and rural development and innovation.

Title of the paper:
Climate Change – Challenge or Chance for Tourism in Austria

Statement of track / session of relevance:
Although my work is on tourism I could either do my presentation in a tourism related session like “Tourism and Hospitality Human Resource Research” or in the session “Regional development”.

ABSTRACT
Austria is well known by tourists for its natural environment especially the Alps which are a main potential for tourism but according to its sensible ecosystem very vulnerable to climatic changes. Therefore climate induced changes could affect the attractivity of the Alpine region for visitors – not only in winter but also in summer. It is necessary for the Austrian tourism-industry to present its tourism offers on a high quality level to remain attractive for tourists.

Problem statement: According to research results climate change will affect the Alpine region in a negative and a positive way. Austria is a worldwide well-known destination for winter holidays. Most of the inner-Alpine regions have a strong focus on skiing-activities which are depending on the existence of snow. Therefore it is necessary to investigate these regions to create scenarios for those winter sports regions lagging behind.
As mentioned before Alpine Austria also attracts tourists during summer. On the one hand it is the scenery – the mountains, lakes, forests etc. - with a lot of possibilities for outdoor activities on the other hand it is the cultural attraction in an Alpine environment. It has to be investigated, if climatic changes will affect summer-activities too.

Approach: The main potential of Austrian tourism is the natural environment - especially the scenery of the Alps. This natural environment will be affected by various dimensions of climatic changes. These effects must be evaluated and transferred into a spatio-temporal model for the Austrian tourism-industry. Tourism in Austria will face the problem that some regions will have to upgrade, adapt or change their current tourism facilities while others can start with a planning process to develop as a tourism region due to changing and therefore improving climatic conditions (e.g. less rain in summer). The goal will be finding out positive and negative effected regions and the finding of acceptable solutions? The basis of this work is to give an overview over the range of tourism offers in Austria and the spectrum of branches involved into the value chain of tourism. Parallel to this an analysis of research results concerning global warming and climatic changes will be done. This will lead to important parameters to be implemented in a tourism-climate-related system model to analyse this complex system using a holistic approach. A second

methodological approach is based on an intensive debate about national and international case studies. The third approach is the realization of an opinion poll.
This poll takes place in selected tourism regions by interviewing tourists as well as decision makers regarding their needs and ideas for improving tourism destination under the auspices of a changing climate.

Results: The output contains two main levels of results. Based on the system-model the study provides information about how different Austrian tourism regions are affected by regional variations of climatic changes. This is the basis for constitutive research.
The second one is build upon these results, is application oriented as a flexible study in a selected tourism region. This test case should be able to be adapted and transferred to other tourism regions.

Conclusion: The climate is changing and tourism regions have to adjust their offers and behaviour. However this work is not designed as a guideline for “how to save our planet”, it will try to provide sustainable solutions for the Austrian tourism-industry in order to remain a global player under changing (climate) conditions.

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Connecting Industry and Tourism as a Chance for Regional Development

Having graduated in Environmental System Sciences (thematic priority: geography) I took the opportunity to work as a project staff member at the Department of Geography & Regional Science at the University of Graz in Austria. The first year I participated in the EU-project "Remediation of pond Vrbje in Slovenia" with the objective to develop a master plan for the recultivation of the pond for tourism purposes. In 2007 the University offered me the chance of a PhD position to enhance my knowledge in the field of tourism. The topic of my doctoral dissertation is dealing with possible options for restructuring old industrial regions in peripheral locations by the means of tourism. I also got the opportunity of teaching courses mainly focused on tourism subjects. The next term I am going to be part of the E-learning course "European Virtual Seminar – Sustainable Tourism".

Concerning research in industry and tourism, their combined use respectively regional development through tourism, most of the available literature is dealing with selected case studies using different methodologies so far. My approach will focus on system theory to gather standardised information for more theoretical knowledge in the field of regional or community development by the means of tourism. As most of the case studies devote their interests to (old) industrial regions located in or within the sphere of influence of urban agglomerations, transferable knowledge concerning peripheral regions is still missing. Because of the fact that after the EU-enlargement specifically many old industrial regions are located in the peripheral, facing structural challenges, this paper will focus on possible options for restructuring these old industrial regions by the means of tourism.

Connecting Industry and Tourism as a Chance for Regional Development

Session of relevance: As the title already points out the paper presentation is most suitable for the session “Regional Development” during the conference.

Over the course of globalisation the general conditions of the world economy changed fundamentally. The previous dominance of the primary sector has been replaced by industrial activities which nowadays are followed by an increasing dynamism of the service sector. This development (keyword deindustrialisation) has been a predominant factor for structural change in the twentieth century, including an enormous spatial relevance and many significant challenges at the economic, ecological and social level. For example, many old industrial regions are facing structural problems such as overaging, outward migration, brain drain, unemployment, lack of investments, consequences of inertia and the loss of prestige. Nowadays, industrial locations as well as regions are associated with smoking chimneys, contaminated landscapes, unaesthetic or dangerous manufacturing plants and a negative image which intensifies the problematic situation.

However, beside the industry the tourism sector is constantly changing too. The importance of tourism is growing, particularly as relevant economic factor. The tourism market is permanently extending into new regions, new offers and new activities which show the great potentials of tourism worldwide. Therefore regions - on a first view non-suitable for tourism - can and should generate tourism facilities for new target groups. My examples are (old) industrial regions, even though industry and tourism as economic sectors, have extremely different features. At a first glance, it seems that there are no synergy effects possible and a combination of industry and tourism seems to be exceedingly difficult aside from finding interfaces as well as generating benefits for both sites. Although, empirical research studies demonstrate that important coherences and similarities between successful recreation and tourism activities and a flourishing economy in a region exist.

Due to this, the paper will focus on possible options for restructuring these old industrial regions by the means of tourism. Knowing examples of already successfully transformed locations - mostly within or close to urban agglomerations - like Albert Dock (Liverpool), Castlefield (Manchester) or the International Building Exhibition Emscher Park (Ruhr Valley) the goal of this paper is to question the options of old industrial regions in the periphery. Based on the outcomes of the work within the EU-project READY and a transdisciplinary case study in Austria, further knowledge will be created to answer the research questions of how a transformation from industry to tourism or a combined use is

able to enhance the economic situation of (old) industrial, peripheral regions and how it can also contribute to solving social problems as well as ecological challenges. With regard to the results of the above mentioned case studies research key parameters, key actors and success factors are defined, evaluated and weighted in an impact matrix. They are leading to a system model that is going to be the basis for a further development of the application oriented transdisciplinary case study approach. The main results will be presented as a package of measures for the restructuring of old industrial peripheral regions by tourism and leisure activities on different levels, e.g. by special sport events, by health tourism or by industrial/cultural tourism.

Nature Tourism Development in the Icelandic Highlands. – Changing remarks from Laki and Kerlingafjöll regions

Rannveig Ólafsdóttir and Anna Dóra Sæþórsdóttir

Abstract

For a long time the Icelandic highlands have attracted tourists, their exotic environment and wilderness being one of the major attracting factors. High proportion of tourists coming to Iceland visits the highlands. Previously the interior highlands were only used for summer grazing. During the past decades changed land use pattern, such as construction of power plants and tourism infrastructure, have resulted in continual decline of pristine lands. Coincide with increased tourism, number of tourists in the highlands has progressively increased that has been followed by improved infrastructure and services to meet expectations of larger tourist groups. The Icelandic highlands are characterised by extremely vulnerable ecosystem. It is, therefore, of vital importance to plan the growth of tourism in an environmental sustainable approach in order to secure long-term economic value from tourism. If tourism is not managed properly the susceptible natural environments are easily disturbed and consequently astounding tourist sites may change its character or completely loose its original attraction.

This study reviews tourism development in the Icelandic highlands and evaluates tourism experience and impact in two popular tourists' sites in the highlands. The results imply that as a tourist site the Icelandic highlands are undergoing rapid changes. Visitors' satisfaction levels with the current state of the various destinations are still high. However, with increased infrastructure and services to raise the destination tourism carrying capacity the tourist landscape is gradually changing towards new market groups. The results further demonstrate the importance of holistic tourism planning for the Icelandic highlands to preserve future variety of tourism experiences.

Key words: Nature tourism, wilderness, tourism management, Laki, Kerlingafjöll, Iceland

The Role of Boards of Directors in Tourist Organizations

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The Role of Boards of Directors in Tourist Organizations

Session of relevance: Policy and destination management

Tourist organizations are destination-based institutions that draw together stakeholders with interests in tourism in a geographical area. Tourist organizations are based on the presumptions that a destination will be stronger and more competitive through collaboration among the actors at the destination. Certain functions, e.g. marketing, planning and development, are strengthened through a high degree of collaborative interaction. The aim of this research is to explore governance in the context of such organizations. We particularly address the role of boards of directors. More precisely; who do boards in tourist organizations see themselves working for, and, what are their roles and responsibilities?

Extant research on boards of directors exists. There is little knowledge, however, about boards in collaborative tourist organizations. Organizations and functioning of boards of directors are influenced by laws and rules varying across nations and cultures. Besides, directors in tourist organizations can be influenced by challenges caused by key characteristics of tourist organizations. First, tourist organizations gather establishments of different sizes from various lines of businesses, and those involved may have various interests. Multiple stakeholders with various interests introduce a very high level of complexity and may cause challenges. Second, the tension of both collaboration and competition influences tourist organizations. The actors involved are mutually dependent and need to collaborate to be able to provide an adequate offer to visitors. On the other hand, they have individual goals, which may easily cause problems. Third, difficulties with free riders are common in this context. Many businesses may benefit from activities, which may cause frustration among the joint parties conduction the collaboration. Businesses joining an organization, expect to benefit from the money and time they contribute with, and they expect to benefit more than any next-door business. If that is not the case, they may start to question their participation.

Our research aims to address the role of boards of directors. Our present knowledge on this topic is limited. The boards of directors possess high authority in organizations. It is reason to believe that organizations success is dependent on the directors. Moreover, board performance contributes to organizational performance. Hence, the rationale for studying boards in tourist organizations is to extend our knowledge of tourist organizations and governance. Regarding the actual research purpose, i.e. to investigate responsibilities and whom they serve – almost nothing is known for boards in tourist organizations. The purpose of this research is to close some of this knowledge gap.

To explore the research questions, focus group interviews were conducted with 37 directors in Norwegian tourist organizations. Preliminary findings from these interviews reveal that a shareholder perspective that regards the organization primarily as an instrument for owners to maximise their interests is too limited in the context of tourist organizations. In addition, a stakeholder perspective is present among many directors, who see the organization in relation to others who can affect, or is affected by the organization's objectives. Particularly interesting is it that directors are supposed to represent both their own organization, and the tourist organization. This situation may easily cause tension regarding how they perform their duties.

Title:

TuristiCO_2: how much is too much for a park island?

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TuristiCO_2: how much is too much for a park island?

Session of relevance: sustainable tourism

Abstract — This research is part of the ongoing multidisciplinary TuristiCO_2 project, assessing carrying capacity in a National Park of Tuscany.
The concept of sustainable tourism is strictly related to the concept of carrying capacity: it has been defined as the maximum number of people visiting a site without compromising its environmental, economic and socio-cultural conditions. Yet, the impact of CO_2 emissions on the global environment, first of all their role in the ongoing climate change, imposes to take in to account, in evaluating the sustainability of tourism, also the CO_2 strictly related to tourists' flow.
Transport represents one of the major sources of CO_2, and has been proved to be the most difficult to reduce. TuristiCO_2 project aims to compare the data on carbon sequestration of Pianosa, a 10 km^2 island that is part of the National Park of the Tuscan Archipelago, with the "footprint" of tourists reaching the island (e.g. the surface of forest land needed to absorb the CO_2 emitted by their travel), using as reference term the carbon sequestration activity of the island itself.
The work has been carried out by submitting questionnaires and by interviews to the tourists arriving on Pianosa, in order to assess the typology of their travels to arrive to the island, and to calculate the corresponding carbon emissions. In addition to them, the CO_2 emissions caused by boat transport and by tourists' stay on Pianosa, has been also calculated. The data has been compared with CO_2 sequestered by the vegetation of the island, to assess its ability to compensate for tourism emissions.
The project has an additional educational value, by involving tourists in the evaluation of the environmental effects of their trip, and in a deeper knowledge and appreciation of the environment they are visiting.
Data showed that the Island of Pianosa is, nowadays, a substantial sink of atmospheric CO_2. Considerations on the specific land use history of the island, together with a comparison of the total amount of carbon contained into the soil, suggests that Pianosa's soil carbon content during the period in which the island was subjected to highly intensive cultivation. The subsequent land abandonment has turned the island from a carbon source into a sink, and this trend will continue until the "macchia" will have recolonized the former farmland.

White cliffs or seaweed
– choosing the right local amenities to activate

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Suggested for session 1

White cliffs or seaweed – choosing the right local amenity to activate

Abstract
Several studies point at the potential that nature, cultural heritages, local identities and cultural features can have for local development (for example Bryden, 2001 and Lee, 2005). Activating local amenities serves local development positively in two ways, one is improved settlement of newcomers which leads to expansions of rural communities and thereby maintenance and maybe extension of public services. The second is attraction of tourists, and thereby support to local sale and possibilities for new workplaces. It is an accepted strategy for local development to go for an activation of local amenities (OECD, 2001) and rural development EU programs like the LEADER initiative recommend supporting rural development projects which are anchored locally both considering activating tangible and less tangible resources and considering the actors activating them. Cultural economy is the underpinning notion linked to these development strategies taking a territorial approach (Ray, 1999; Lee, 2005). To question the relevance for rural communities to join the cultural economy discourse and activate their amenities seems then not to be of relevance. Preferences for which amenities to activate may; however, differ both between tourism and settlement perspectives, local and regional perspectives and between local groups. Also uncoordinated, stiff and narrow orientation to rural development projects may lead to exclusion of vital local resources (Lee, 2005), maybe because of lack of recognition of diversity of cultures inside a community (Brennan, 2008). In addition, there is a risk that tourism branding of rural communities on the background of amenities will not lead to a diversified economy (Lee, 2005). Such speculations and concerns should be taken seriously because there is a risk that in the end efforts for activating local amenities will not bring the expected positive development. With point of departure in a Danish rural location this paper contributes to the body of case studies that underpin that activating local resources is more than picking out the right local amenities for specific rural development projects. It is complex processes which call for development of methods and tools for dynamic mapping and combining local resources and knowledge in new ways. The paper is structured around two narratives which concern two local development projects based on branding of the location as National Park and Sustainable Tourism, respectively. The local amenities brought into play are white cliffs and seaweed, respectively. The narratives follow a structure which is centered around the interplay between the local knowledge and cultures on one side and the scientific knowledge and policy interest on the other.

Tourism Policy and Knowledge Processes in Tourism Development: Preliminary Results from a Comparative Study of European Destinations

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Tourism Policy and Knowledge Processes in Tourism Development: Preliminary Results from a Comparative Study of European Destinations

Tracks of particular relevance:
Policy and destination management, Regional development

Abstract

The 6th framework Integrated Project *EURODITE* (http://www.eurodite.bham.ac.uk/) seeks to study knowledge processes in tourism and six other selected sectors, and this paper presents the first attempt to look at the interplay between public policy and tourism development in European destinations, from Denmark in the North, via rural and urban destinations in middle Europe, to the mass tourism destinations in southern Turkey.

While tourism policy have generally been subject to rather simplistic and all-embracing conceptualisation, the role of knowledge and innovation has only recently been given more systematic attention, and therefore the first part of the presentation consists of an attempt to conceptualise key aspects of tourism policy and knowledge processes in tourism development which takes its point of departure in an institutionalist perspective on public policy and economic development.

Having developed a conceptual framework, the main part of the paper revolves around a comparative empirical study of four European destinations, focusing especially on the relationship between public policies and knowledge processes in tourism development, i.e. the sources of inspiration for policy practices, the internal policy learning processes at the destinations, and the possible long-term impact of policy initiatives on knowledge processes among public and private tourism actors in the destinations. Here the paper draws on the joint efforts of *EURODITE* partners across Europe.

Finally some preliminary conclusions with regard to implications for tourism policy strategies, trying to take into account different types of knowledge processes and policy approaches in different types of destinations.

Although the text is still in a fairly early stage, it is hoped that it nonetheless can serve as point of departure for useful comments and fruitful debate.

Abstract for
18th Nordic Symposium in Tourism and Hospitality Research
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"Tales of the Limfjord" – A Danish case of storytelling and destination development

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Abstract:

"Tales of the Limfjord" – A Danish case of storytelling and destination development

In order to confront the increasing competition on the international market and meet the individual needs of the modern traveller, today's destination needs to introduce new, innovative offers and create a coherent quality and total experiences by improving private-public relationships and cooperation across sectors and destination borders.

Storytelling could be a framework to improve these tourist offerings. The telling of stories is deeply rooted in human nature because a good story appeals to our feelings and gives us a sensation of value. A simple and good story is able to communicate even complex ideas and because of its emotional appeal it is easily remembered. Thus, stories are seemingly a valuable tool for tourist destinations to create meaning in relation to what they like to communicate and a good story – being real or fictive – might create the possibility for the tourist having a more meaningful and memorable experience.

In several Danish destinations, storytellers have entered the tourism stage as a replacement for the more traditional tourist guide. This is also seen at destinations around the *Limfjord* where a number of different actors under a common brand – *"Tales of the Limfjord"* – tell stories related to local characteristics divided into different thematic routes. The storytelling actors count local art and historical museums together with manor houses and convents/monasteries; private food manufacturers such as farms, a local brewery and a small dairy; and nature counsellors of local reserves and sanctuaries. Thus, the case seemingly represents a Danish way of improving tourist offerings by means of storytelling and cooperation across established destinations and sectors.

The case study is part of a joint Nordic research project. The objective of the project is to discuss the potential of storytelling as a tool for destination development. In particular the study focuses on how storytelling is practiced, how it is organized and if and how a specific communication platform can improve storytelling practice in the Nordic countries and function as a means of closer stakeholder cooperation and improved tourist experiences.

The Danish case study, like the rest of the project, is ongoing but so far we have interviewed key stakeholders and conducted participant observations of storytelling events whereby insights into the understanding and application of storytelling within the Limfjord network have been gained. Findings so far suggest a loosely organised network with no apparent coherent story frame and despite the division into story thematic routes the overall product appears to be composed by single detached stories. Furthermore, consumer involvement in the storytelling process is limited to the face-to-face contact between the teller and the tourist, the latter in most cases being a "passive listener" rather than an "active actor".

Storytelling and destination development

Abstract for the conference: Tourism and Hospitality – the Nordic Ways

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All authors intend to be involved in the presentation

Abstract

Storytelling and destination development

Traditional packaging models, including transportation, accommodation, dining, and activities are fundamental but tend to overlook the fact that today's offerings or value propositions need to create "a total experience" for the customer. Successful organizations thus go beyond packaging and instead co-produce attractive offerings to the tourists across industries. Studies have shown that a real and fictive story about the destination can give the destination a unique competitive advantage and the tourist a more meaningful experience. Stories can act as a framework as they communicate the core values in an understandable and memorable way. Through the story, the destination or organization can create meaning in relation to what they like to communicate. The story becomes a verbal and visual metaphor which shows the total offering. A good story needs to have an arena, characters, and a structure. Lately a lot of focus is put on the so called literary and film induced tourism. Another phenomenon is to develop concepts around traditions like textile, cheese, meals, and furniture when actors are marketing the destination together. A key success factor in all stories is an unbroken story line. To market a tourism destination on a common story implies close contact between all stakeholders, friction free communication, and the development of a common story, which later on can be conceptualized and told.

The objective of this paper is to discuss the potential of storytelling as a tool for destination development by exploring five different storytelling cases, one in each Nordic country. In particular the study focuses on how storytelling is practiced, how it is organized and if and how a specific communication platform can improve storytelling practice in the Nordic countries and function as a means of closer stakeholder cooperation and improved tourist experiences.

The data collection includes a combination of different methods: interviews with the main stakeholders related to all five cases, collection of existing documents related to the five cases, observation of stakeholder meetings, and participant observation of storytelling events.

The project is ongoing but so far we have interviewed key stakeholders in each destination case and gained their insights into how to develop and communicate stories. The next step is to experiment with the common communication platform in each of the destinations in the Nordic countries.

Developing wellness in Iceland

Theming wellness destinations the Nordic way

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This paper is part of a NICe funded project and relates to similar cases presented in all the other Nordic countries. I hereby verify that this work is mine and relies on original sources.

Developing wellness in Iceland

Theming wellness destinations the Nordic way

This paper deals with the development of Iceland as a spa and wellness destination with specific focus on a development project in the NE of the country. Iceland has hitherto been know as a destination for nature-based tourism with the vast majority of people visiting the country citing wilderness or nature as being their reason for visit. Complementing the nature-based tourism offer, especially in the uninhabited highland interior, has been the occasional dip into a natural geo-thermal pool, often to be found in unique settings and of a great variety when it comes to water qualities. Since the 1970s Icelander have been very actively using these geo-thermal waters for the build up of heating utilities in the country and producing electricity. The most famed tourism consequence and subsequent spin-off of these developments is undoubtedly the Blue Lagoon in the SW of Iceland, near the International airport of Keflavík. Since the early 1990s talk about replicating and capitalizing on the successes of the Blue Lagoon elsewhere have gained momentum.

This paper looks at a development of a geo-thermal spa, much like the Blue Lagoon, but in the NE corner of Iceland near Lake Mývatn, a famed nature-based tourism destination in Iceland. The current spa facility was erected in 2004, albeit building on a long history of locals using the thermal waters, and is gaining steadily in visitor number per annum. This paper will present findings from interviews with stakeholders and entrepreneurs gauging their vision and driving forces in the development of the facilities. The paper will, along with outlining practical management issues in relation to seasonality and human resource deficit in remote rural areas, point to potential compatibility with a Nordic wellbeing concept. This Nordic wellbeing concept is being researched and outlined under the terms of a NICe funded research project with cases in each of the Nordic countries.

Although findings at this stage are tentative, preliminary analysis indicates the lack of a holistic vision in the development of Iceland as a spa and wellness destination on the level of entrepreneurs and stakeholders. Moreover in terms of the case outlined these entrepreneurs find little or no commonalities with a specific Nordic understanding and approach to wellness and have a much more internationally oriented comparative outlook.

Title

Branding islandness for tourism: Perspectives from northern Norwegian islands

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Title

Branding islandness for tourism: Perspectives from northern Norwegian islands

Statement of track/session of relevance

The main tracks/sessions of relevance are:

●Regional development.
●Destination and place marketing / branding.
●Tourist behaviour and vacation decision-making.

The Norwegian case studies and perspectives place this abstract within "Tourism and Hospitality – the Nordic Ways".

Abstract

(500 words)

Despite the intense debates regarding defining an 'island' and the island traits that yield 'islandness', islands have long been alluring for travellers, including scientific explorers such as Charles Darwin going to the Galapagos Islands, artists such as W.B. Yeats immortalising his Innisfree childhood experiences, and tourists such as east end Londoners holidaying at Canvey Island's seaside at the Thames River's mouth. Concepts and images of islandness from biogeography to literature have become engrained in much European consciousness, frequently pervading contemporary tourist discourse, with island branding frequently being used to market island products and destinations. For instance, Malta and Madeira are advertised to northern Europeans as winter island getaways while Guernsey and Gotland promote their island culture.

Yet not all islands demonstrate or recognise islandness. Fixed links—tunnels, bridges, and causeways—are sometimes suggested as a major factor in losing islandness. Fixed links can increase islands' exposure to tourism along with visitor volume, but that does not necessarily increase tourism income. Depending on distances and the destination's characteristics, day trips can significantly increase while discouraging longer stays partaking in more activities. Fixed links, though, are especially important for Norwegian islands due to the country's policy of building them as part of promoting and supporting residency across the entire country, including regional areas. Irrespective of the impacts of fixed links on tourism, they arguably promote island livelihoods and liveability overall.

This study examines tourism on northern Norwegian islands, Senja and parts of Vesterålen's archipelago, both of which have fixed links to the mainland but which are connected to each other by a ferry as part of a National Tourism Route. Interviews with small- and medium-sized tourist enterprises and examination of tourist literature promoting the destinations yielded little evidence of islandness being a marketing interest. That result matches prior literature on these destinations which discussed tourists' reasons for visits, failing to indicate islandness or island characteristics as being of significant interest for these locations.

Three principal hypotheses for Senja and Vesterålen are (i) islandness has been insufficiently considered or realised for these destinations; (ii) islandness is not relevant for these

destinations; and (iii) the research failed to uncover existing islandness interest for these destinations (i.e. absence of evidence is not evidence of absence). Irrespective of the balance amongst these hypotheses in reality, both Senja and Vesterålen have ample possibility to exploit islandness as a marketing or branding ploy. That possibility is unlikely to be pursued and, arguably, it should not be pursued because it would attempt to create an image which is neither relevant nor desirable for these destinations. The suggestions that these islands do not display islandness and that islandness is not relevant to branding or enjoying these locations as tourist destinations is in contrast to many other Nordic island tourist destinations such as Åland, the Faroes, and Iceland—and especially the Norwegian islands of Lofoten which received a fixed link in 2008, potentially altering the tourist images of that destination even where the island branding for tourists is unlikely to change.

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Title: The Tourism is heavily dependent on...? Comparative studies of regional variations in tourism development in Nordic arctic regions.

Session of relevance: Regional development

Abstract:

The intention of this paper is to discuss obstacles and possibilities in comparative regional analysis of statistical time series of tourism development in rural arctic regions. The Circumpolar IPY project, Arctic Observation Network – social indicators is to a significant extent aimed at accumulating quantitative data in time series ranging back to mid eighties on tourism development in six Arctic countries. In a wider comparisons the data set should be able to provide better comparative overview of the nature of tourism development in those similar though varied regions. Cruise tourism and the profile of accomodation infrastructure as well as activities during stay, practised by foreign travellers, will be in focus. What is the uniquness of the tourism development of the Nordic countries among the Arctic? To what extent have tourism strategies, reflected in numbers of inbound tourism to the nordic regions, contributed to socio-economic regional development?

Algae blooms: The route to Tourism Displacement or Tourism Innovation?

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Algae blooms: The route to Tourism Displacement or Tourism Innovation?

A relevant track for this paper might be one of regional development.

Algae blooms: The route to Tourism Displacement or Tourism Innovation?

CHRISTER FOGHAGEN

ABSTRACT *Tourism has become an important sector for many rural areas in Sweden. In Öland the sector accounts for circa 19 percent of jobs and x percent of turnover, thus occupying an important economic niche in the island, which is otherwise largely dependent on agriculture. However, island tourism systems can be vulnerable to environmental change. In Öland, algae blooms have increasingly affected coastlines in recent years. The hazards connected to algae blooms - both real and anticipated - have been frequently discussed in the media. Algae's are favoured by nice calm weather just like the tourism sector and the peak season for blue green algae's coincides with the tourism peak in Öland. Both physical changes as well as media reports can be assumed to affect tourism - with destination planners in Öland reporting losses of 15-20 million Euro for the season in 2005 alone. This article investigates algae related strategies and adaptation within the camping accommodation sector and it goes on to evaluate how camping tourism businesses are affected by and adjust to algae blooms. The method of use in this article is a stated preference where the respondents are requested to evaluate a number of hypothetical alternatives.*

KEY WORDS: Sweden, Öland, Algae Blooms, Camping Tourism

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Changing Seasonality and the Role of the Off-Season - Evidence from Denmark

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Abstract
During the past decade, the role of the shoulder season or the off-season has gained increasing attention. It is obvious that an increase in the length of the season will have positive economic effect.

The purpose of this paper is to address this issue in a time series framework. Using monthly data on hotel night ranging for nearly 40 years by region and nationality, a test is developed in order to examine the influence of the shoulder season. A much-diversified picture is revealed, and it is found that especially in the more rural areas, the impact of the shoulder season is very low.

Theme:	Regional development, sustainable tourism
JEL Classification:	R15
Key words:	Changing seasonality, unit roots model, Bays-Ballot plots

THE CONSTRUCTION OF ’THE LOCAL’ AS STRATEGIC PRACTICE IN DESTINATION ECONOMIES

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THE CONSTRUCTION OF ’THE LOCAL’ AS STRATEGIC PRACTICE IN DESTINATION ECONOMIES

Suitable track: Regional development

Abstract
Strategic management work in tourism to market geographical attractiveness involves complex issues related to place and stakeholder interests. This article proposes an analytical technique to deal with resource management complexity by investigating instances where tourism attractiveness is defined and framed in practice. In order to show how attractiveness comes into being as practical achievements, I focus on the situated day-to-day work performed by practitioners in destination economies on regional and local levels. By conducting the analysis through the lens of governance, it is concluded that processes where formerly extra-economic aspects of place are incorporated into destination economies are important assets for the development of strategic management practices in destination networks. From a practitioner perspective, the analysis points to the importance of defining sites of value creation.

ABSTRACT

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The tourism product as culture for unaccustomed.

The number of global travellers is increasing. Simultaneously what is regarded to be a tourist destination is also evolving and increasing. A lot of literature has discussed the differences between local's perceptions and tourist's perceptions. The Baltic Sea is no exception from this development and during centuries, people along the shores of the Baltic Sea have been object of cultural and commercial impact of each other but also everlasting conflicts and wars against each other.

The geopolitical situation of today gives opportunities to recover the traditions of intercultural exchange and multicultural societies along the shores of the Baltic Sea. For the two regions Pomerania and Bornholm, located in the remnants of the turmoil in the Baltic Sea over centuries, more is common than separating. Pomerania has suffered from endless occupations and ethnic replacements, Bornholm has tried

Time has come to bridge the obstacles hiding the roots of common culture connecting these regions. Efforts have been made in that direction and a construction of a bicycle route connecting these regions is just a minor effort but important as a point of departure and as a bottom-up activity. It reflects the conception that tourism is culture for unaccustomed.

Key words: Intercultural exchange, trans-border connections, Baltic Sea, bicycle tourism, culture heritage

Migration patterns among young adults in areas with a dominant tourism industry

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Migration patterns among young adults in areas with a dominant tourism industry

Keywords: Tourism industry, young adults, regional development, local communities, migration

Suggested session: Regional development

The rural areas in Sweden have experienced a decline in jobs and population in the last decades. One main reason is the restructuring of the economy where the industries that during the 20th century were typically located in the rural areas has either moved out of Sweden or rationalized. Municipalities with a large proportion of rural areas have been forced to look elsewhere to replace the lost jobs. The tourism industry has been and is still seen as a possible solution to this problem.

In this paper the focus will be on the local societies within areas with a dominant tourism industry and more specifically how the tourism industry affects the migration patterns among the young adults in these areas. There are several reasons to study the young adults in these areas. The young adults – in this study defined as 20 to 29 years old – are the largest group that moves out of the rural areas. They also represent a large proportion of the workforce in the tourism industry. Many areas with a dominant tourism industry can, a least during high season, offer a higher level of service provision and entertainments than other similar areas without a dominant tourism industry. Several areas with a dominating tourism industry are therefore places strongly connected with young lifestyles. The hypothesis in this study is that the dominant tourism industry has a positive effect on migration patterns among young adults.

This study will be conducted through analysis of population statistics from Statistics Sweden. The database contains micro-level information on all individuals in Sweden for 1990-2006. The emphasis in the analysis will be the migration patterns among young adults in relation to the distance to the nearest tourism working place.

Title:

Funky Bunkers. The Post-Military Landscape as a Readymade Space and a Cultural Playground

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Presentation:

Per Strömberg works as a post doctor at Centre for Experience Economy at the Norwegian School of Management in Kristiansand. His project focuses on creative recycling of space with the project title "The Experience Economy of Readymade Spaces". This subject is in line with his thesis, edited in 2007 with the name "Upplevelseindustrins turistmiljöer".

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Funky Bunkers

The Post-Military Landscape as a Readymade Space and a Cultural Playground

Session: Innovation in Leisure, Tourism and Hospitality

Castles and fortresses have always been locomotives for the local tourist industries. The Nordic post-military landscape shows a diversity of historical sites shaped by past military activities, from Bronze Age fortresses to *Regelbau*, Hitler's Atlantic Defence Wall of WWII. Most recently, the movement from invasion defence to input defence in the Nordic countries has made many of the subterranean modern fortresses and permanent defence systems unnecessary after the Cold War. The military establishments of the 20th century would be a creative and educational addition to cultural heritage tourism. What is the creative potential of the military-historical landscape in the Nordic countries?

There are several examples how modern military establishments out of use have been creatively recycled and appropriated for new functions. All along the Norwegian and Danish coast, there are coastal fortresses from the WWII which have been transformed into cultural heritage museums or arenas for art installations. The huge subterranean fortresses of Hemsö (Sweden) from the 1950s is today open for visitors to discover "the secrets of the Cold War", similar to the newly opened Cold War Museum at Stevnsfort in Denmark.

But there are more radical examples. At Gotland, a fortress of the late 19th century serves as a design hotel today. The recycling mode implies strategies of appropriation, that is, cultural and social redefinitions of the establishment. Some of them involve museification processes, while other encourage acting and play, as in the case of the air soft gun plays at Hemsö fortress whose environment functions as a scenography for fictive battles arranged by a group of entrepreneurs. Every year, around 1500 enthusiasts of air soft guns meet to play out the history of the Cold War in war games and role plays. Furthermore, many bunkers offer an exciting space for art installations and exhibitions. These left-over buildings can also become ruins and *waste spaces* for graffiti painting, secret parties, and hide-away places for youngsters.

In post-industrial society, the recycling of worn out buildings and places has been a trendy and creative way to regenerate industrial areas during the last decades. Factories are transformed into places for art, culture and retailing by appropriation, giving new functions and symbolic meanings to the buildings. The same thing is now happening to the military establishments of the Cold War. Does the post-military recycling differ from the post-industrial one? Do the Nordic countries offer unique opportunities on this field? But the most crucial question is: How far can you go in the recycling without trivialise the culture heritage – or to put it another way – which factors limit a "creative recycling" of the military establishments that is of advantage to tourism and to the creative industries within the experience economy?

This article discusses the recycling of military bunkers by using the notion of *readymade spaces*. In the 1910s, the artist Marcel Duchamp exhibited every-day objects as art objects, such as *Fountain* (basically a urinal), in order to challenge the notion of art. *Readymades* or *objet trouvé* soon became an art genre. The notion of readymade can also be metaphorically transferred into a spatial context: worn out every-day spaces which get new functions and meanings by playing with its original context. The article considers the creative and innovative potential of the former military establishments in the Nordic countries view of innovation, artistic appropriation strategies and Henri Lefebvre's theories of production of social space.

Abstracts
In order to facilitate blind revieweing, abstracts should be comprised of a front page and the abstract itself. See the list of members of the review committee.

The abstract itself:

1. Please start on a seperate page
2. Title of the paper
3. Statement of track/session of relevance
4. The abstract itself - approximately 500 words

The role of real estate agents in the development of second homes ownership: a case from two Danish, rural municipalities

Abstract for the 18th Nordic Symposium in Tourism and Hospitality Research – Esbjerg, 22-25 October 2009

Track: Second Homes and Multiple Dwellings

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The role of real estate agents in the development of second homes ownership: a case from two Danish, rural municipalities

In Denmark, second homes are in a grey area between residence and tourism, partly due to regulations on ownership and use of properties in the countryside, such as residence requirements, and partly to strict zoning regulations, where special “summer house areas” have been created. However, mostly due to demographic trends and irreversible changes in rural production systems, some municipalities have started giving dispensation from residential requirements for all or parts of their area, making it possible ownership and but not dwelling, rather a touristic use of former all-year houses and small farms.

Also at national level, following the ongoing debate on rural and peripheral areas, second homes have caught the attention of policy makers, sparking a demand for evidence on the phenomenon. We here report on a study carried out for the Danish Food Industry Agency, by the Institute for Rural Research and Development. From the outset, one task was to compare the situation in two municipalities, one land-locked and relatively centrally located in Jutland and one on the island Langeland, generally thought to have a more peripheral location.

After a literature survey and a GIS-based study based on property ownership registers, key informants were found in municipal administration (planners and “development consultants”) and with local and regional real estate agents. In total, 14 interviews were conducted with real estate agents. Also, at a later stage local representatives of the local communities, thought to represent different groups of stakeholders. However this paper focuses on the information given by the real estate agents and their views on the process of transformation to second homes for large parts of the building mass in certain areas. Also the advertising strategy and the way different properties are targeted towards different groups of buyers with (perceived) different attitudes to owning and maintaining a summer house or second home, is discussed.

We conclude that the real estate agents not only are very useful as informants about the process, but also active agents of change. But, as opposed to claims to other writings on second homes, and a general agreement that transformation to second homes leads to increased price level in certain areas, no evidence is found for a gentrification process and related disadvantages for the local population, in the two areas that was investigated. This (seen as beneficial to the local communities) could be due to regulations and to the supply still keeping up with demand.

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Activity preferences among owners of second homes in the municipality of Os in Østerdalen, Norway

Second home studies have been an important part of the recent Nordic symposiums. This paper will attempt to focus on the activity demand of second home dwellers. During the winter of 2007 a study was conducted among those with ownership to a second home in the municipality of Os in Østerdalen. This was a repeat study of one conducted in 1991 (see Flognfeldt 1997) – and much of the data might therefore also show changes in preferences..

Os is a sparsely populated mountain municipality in Hedmark county. The UNESCO World Heritage mining town of Røros is close to the centre of Os, and two National Parks – Forollhogna and Femundsmarka are located within or close to this municipality. The area has also a winter season with many cross-country skiing tracks and an alpine venue at Hummelfjell.

This postal study used the addresses from the municipal register of ownership to get contact with the respondents. All registered owners of second homes, 954, received a questionnaire. 454 questionnaires were returned with at least some of the questions answered. 24 of the addresses were not found and thus returned to sender, most often due to change of address or sale/inheritance. This means a return percentage of 48 % - a quite good rate. Most respondents have answered as many questions as they could.

Many different items were included in the questionnaire was like type of second home, water and sewerage supply, monthly days of use, local expenditures on food, transport and activities, expenditures to maintain and improve the qualities of the buildings, local taxes and some quality measures of contact to the municipality. In this report, however, we will look at *activity preferences*. But some of the variables, like type of second home, annual nights of use, permanent home location, will be used as background variables.

After a brainstorming session, locally at Os, questions concerning on the use of 40 existing activities were presented. In addition to asking if they had been used by the respondent we also asked about the last time they were used and of future preferences of each activity. Another question was about the respondents preferences of 13 suggested “new “ activities – in addition came some activities in connection with the Hummelfjell alpine skiing venue.

Important questions to be raised through this study are:

- Is there a new type of second home owners emerging with new preferences of activities?
- Are the buyers of second homes that are new to the area demanding other activities than those who have grown up on a family second home?
- How does distances from permanent home to the second home area affect the use of present activities and the demand of proposed ones?

- Are local/regional second home owners attracted by the same activities as those living having their permanent homes further away?

The focus of the paper will both be to present a local case study and to fit these findings into a more general frame. A comparison to a similar study at Sjusjøen close to Lillehammer a few years ago might also contribute to the challenge of generalizing the findings.

Aasbrenn, K (red.) (1997): Opp og stå, gamle Norge. 16 artikler om distriktspolitikk og lokalt utviklingsarbeid. Landbruksforlaget, Oslo.

Flognfeldt, T (1997):Hvordan gjøre fritidshusene lønnsomme for bygda? (”How to make recreational homes economically viable for the community?”) In Aasbrenn (1997).

Spatial and temporal pattern of second housing in Iceland

Martin Nouza and Rannveig Ólafsdóttir

Abstract

With gradual migration of people from the countryside to urbanized areas, demands have been created as well as supply for development of individual recreation in second homes. Land originally used for pasture, after farm abandoned offer vast lands to build recreational houses and at the same time creates a chance of economical income for local developers. In Iceland the number of second houses has been growing enormously during the past decades, and in several places subsequently caused immense environmental changes. Despite this fact as well as the fact that second housing has presumably become an important part of tourism development in Iceland influencing its structure and habits, so far hardly any researches have been carried out concerning this topic in Iceland.

This study focuses on the development of the second housing phenomenon in Iceland and its impact on natural and cultural landscapes. The first part of the study aims at assessing the spatial and temporal pattern of second housing in Iceland. Information from the Icelandic land registry as well as historical documents were analyzed and mapped using geographical information systems together with advanced statistical methods in order to describe magnitude and movement of the phenomena. The first results show that second housing phenomenon became popular in the seventies and since then the number of summerhouses has been growing gradually. During the last decade concentration of second homes in Iceland have reach a level which rank the country to be among the five highest in number of second homes on every 1000 inhabitants in the world. Hence, despite relatively unfavourable climatic conditions and demographic situation in Iceland the second housing phenomena have been developing rapidly, not only in the vicinity of the Reykjavik metropolitan area but also in the country's rural areas. This trend, relatively unknown in other developed countries, suggests different motives behind the summer house boom in Iceland.

Key words: Second housing, tourism, spatial, temporal, Iceland.

Abstract for the 2009 Nordic Tourism Research Symposium
9.-11. October in Esbjerg

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Trade and value dynamics in the Danish second home sector 1994-2008. Implications for tourism

The altogether 220,000 second homes are very important tourism and leisure resources in Denmark. They also represent a value and an investment for the owners that might be cashed in during less favourable economic times. A second home can be considered as an ingredient in strategic asset reallocations throughout the life cycle.

Studies from the emerging research on second homes are addressing the socio-economic profile of the second home owners, and there are also survey contributions on the motivations to own a house. Over time, the investment motive seems to have become more important compared to other motives such as relaxation, facilities for family gatherings, change of ambience etc. In spite of this trend, little research has been specific about the property value and trade aspects of the second homes. This study is documenting the property values and the extent of trade and prices in the Danish second homes. The general aim is to contribute to a better understanding of value dynamics and link the values to socio-economic features life events of the owners. In addition spatial analyses are included.

Combined census data and data from the property registers are the empirical sources for this study. Data bases are all-comprising. Consistent data from 1994 to 2005 are available for the investigations. There are data about the public taxable value and the price at which houses were traded.

Main findings are:

- During the period, the values and the prices have gone up considerably, but there are significant variations by region. Surprisingly topographic qualities such as distance to marine environments and nature are less significant, suggesting that standards and qualities of the houses are on average, more important.

- A logitestimation shows that the highest prices are paid by the highest income groups and by those who will settle in the house as permanent residence. In spite of the specific qualities of summerhouses in rural surrounding for families with young kids, they are in a less favourable position when buying such property.

- A similar logitestimation for the sellers lead to parallels results when it comes to property values and prices. The summer house market seems to therefore to have become more exclusive over time.

- Second homes are to some extent an economic buffer in the families. There is an increased probability to sell the house in case of changed family situations, such as change of permanent residence, divorce or loss of a spouse.

- Trade activity is reflecting the general economic cycles in the society, and the turnover is more rapid in times prosperity. Interfamily trade takes place at lower prices than market prices.

The availability of second homes on the renting markets is of immense importance for the attractiveness of the Danish tourism product in general and the single destinations in particular. Higher property prices are increasing the may lead to a more exclusive ownership and eventually compromise the mainstream Danish tourism policies that aim at attracting visitors to destinations where the second homes are the main accommodation product. Recent downwards trends can compromise tourism as such.

Families with children are not excluded from using the second homes on a renting/borrowing base. But the ageing owner profile and the related trade and value mechanisms are nevertheless raising questions about the further development of the second home areas, including retail and entertainment facilities, along the Danish coasts. Also that is essential for future tourism policies.

April 4, 2009

18th Nordic Conference on Tourism and Hospitality Research, Esbjerg, October 2009

Second-home owners impact on tourism strategy and policy development

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Abstract

VisitDenmark has initiated a large-scale project for the development of year round tourism in Denmark and selected a number of pilot-destinations to test the concept. In relation to this project the second-home owners in the municipalities of Odsherred and Kalundborg (Odsherred is one of the pilot-destinations) are viewed as an important resource for the development of activities that can contribute to attracting visitors out of season. Therefore this paper looks into whether there is a basis for using the owners of holiday homes in these two areas as the critical mass for activities out of season and how to involve these second-home owners in the development of a strategy for year round tourism in the specific area.

Based on a combination of quantitative and qualitative research amongst owners of holiday homes in the above-mentioned municipalities in 2008 this paper presents some of the findings that give insight on the second-home owners impact on tourism strategy and policy development.

The research showed that especially in the area of Odsherred, second-home owners make a significant economic impact on the area and that it is not only the municipality and tourism authority that have an interest in involving the second-home owners in the strategy development process, but it is also of interest to the owners.

The paper concludes that whilst this interest might be used for the advantage of year round tourism development in the area, there is doubt as to how much critical mass second-home users can contribute to sustaining out of season activities in the short run. Based on the findings of the research the paper recommends a model for future involvement of the holiday home owners.

Keywords: holiday homes, all year tourism, tourism policy, tourism strategy

This paper is intended for oral presentation at the 18th Nordic Conference in Tourism and Hospitality Research in October 2009 in Esbjerg.

THE EXPERIENCE CONCEPT REVISITED

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ABSTRACT

This paper responses to the call for more structured discussion of the experience phenomena in tourism. Different approaches on experiences were interlinked to provide a novel multi-perspective conceptual model. The *Conceptual Model for Experiences* explored advances the current discussion of the nature of the tourist experience concept by reconciling some of the most distinct line of reasoning identified in tourism literature. The process of experiencing is decomposed and the three constituents, context, process and outcome, are discussed in detail. A tentative definition of the tourist experience concept is presented as a platform for further discussion, and the lens of the tripartite model can be used by marketing people to understand process of staging in different settings.

KEY WORDS: Experience, tourism, service marketing, experience model

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18th Nordic Symposium in Tourism and Hospitality Research
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Mixed methods research – an approach in feminist tourism studies?

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Mixed methods research – an approach in feminist tourism studies?

Tourist behaviour and vacation decision-making, but the paper is more about methodology

Abstract

This paper discusses the use of mixed methods research in feminist tourism studies by discussing the findings from a qualitative investigation of midlife (35-55) single women's shared and solo holiday experiences and a survey on such holiday experiences among young (18-30) single women. Mixed methods design thus involves the combination of quantitative and qualitative methods in the research. It is argued that most feminist tourism investigations are marked by gendered paradigms, in the sense that primarily in-depth qualitative knowledge is pursued and argued for. Moreover, the scarce research examples found, in which qualitative and quantitative methods are combined, the feminist tourism researchers do not reflect much upon methodological implications. This paper argues that the mixing of methods gives a nuanced insight into social and cultural gender power relations in tourism and that this approach makes it possible to investigate them in both breath and depth. The explanatory design applied, in which qualitative results were followed up in a survey, indicates that the quantitative analysis strengthens the argument that bonding social capital is the symbolic capital of the holiday and that the survey data gives other views on solo holidays. This paper suggests that more feminist researcher should consider mixed method approaches when investigating gender power relations in tourism and that this will enable both the examination of the scales of systemic suppressions and the more nuanced in-depth aspects. It is also argued that it is possible to do so in accordance with feminist research principles of inclusion, power relations and reflexivity.

Measures of motivation in tourism

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18th Nordic Symposium in Tourism and Hospitality Research

Esbjerg, 22. – 25. Octobre 2009

Measures of motivation in tourism

Track: Tourist behavior and vacation decision-making

Abstract:

In the tourism marketing literature motivation is seen as one of the major factors for explaining tourists' choice of destination. In fact, most models of vacation decision-making hinge on the premise that without motivation no decision-making process will be initiated. The role of motivation as well as measuring which factors motivate people to travel have been studied extensively - both from a theoretical and an empirical point of view.

In Hsu, Tsai and Wu's terminology (2009) these motives can be classified into internal push forces (i.e. psychological, physical, social interaction and seeking/exploration factors) and external pull forces (which can either be tangible or intangible). Many of the quantitative studies use almost nearly the same 15-25 indicators to measure motivation. The motives included in the studies are predominantly external tangible factors such as nature, accommodation facilities, specific events, child-friendly safe to stay etc. This focus on the tangible factors may be explained by the fact that these are the factors that are most easily influenced and managed by tourism firms and tourism organizations when they use the results for marketing and/or other purposes. The use of the same indicators across empirical studies has the positive effect that it maximizes opportunities to compare the results (both across destinations and tourists and over time). But the focus on the tangible factors or pull dimensions of motivation may delimit the extent to which the studies actually uncover tourists' motivations. For example, the applicability of the results may be hampered because the investigations do not take into account that the tourism product has a number of characteristics that differentiate it from other products and services. One such characteristic is that

often tourism is what we will call a collective experience where groups - either families and/or groups of friends - travel together. Within such groups, to at least some members, personal motives may be far less important than the wish to simply ‘go with the group’.

Another delimitation of most studies is that the internal forces have a less prominent place in the studies. For instance in VisitDenmarks study of Danish and foreign tourist in Denmark only 4 of the 22 predefined motivational factors that the respondents were asked to identify as motives for travelling to Denmark may be classified as internal forces.

In order to improve the measures of motivation by identifying new motives that may be of importance for the tourist’ choice of destination we perform a meta-analysis of the existing body of literature. The focus will be on small-scale qualitative studies, because – as mentioned above – nearly all quantitative studies use the same set of measures of motivations. The study results in recommendations as to how measures of motivation might be improved so that they to a higher degree reflect what motivates tourist in their decision-making about the holiday destination.

Key words: motivation, meta-analysis

Title of paper: What type of customer experiences matter for eliciting strong positive emotional reactions?
- A study from the tourism industry in Norway

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DEAR REVIEW COMMITTEE,

Enclosed you will find our paper entitled "What type of customer experiences matter for eliciting strong positive emotional reactions? - A study from tourism industry in Norway"

Please confirm the safe arrival of our abstract

REGARDS,

CHRISTIAN KROGH
TERJE SLÅTTEN
STEVEN CONNOLLEY

A B S T R A C T

Title of paper: What type of customer experiences matter for eliciting strong positive emotional reactions? - A study from the tourism industry in Norway

Track/session of relevance: Tourist behavior and vacation decision-making

Keywords: Customer, Experience, Atmosphere, Emotions, Winter park, Norway.

Abstract:

Objectives: This study provides the first research on the emotional perspective as a basis for understanding customers' experience within the frame of a winter park Previous studies have focused on physical aspects and how they influence the customers' experience. The overarching concept with which this research views the customer experience is atmosphere, and is viewed in three separate groups, mood, interaction and design factors. In this research we aim to identify whether and to what extent the following factors; mood, participation in activities, interaction with other customers, interaction between customers and employees and design influence customers' positive emotions.

Design: The data were obtained using a structured questionnaire in a winter park in Norway during the opening season of the winter park, which was from January to March 2008. A winter park was chosen as the basis for research given its hedonic nature and because it made it possible to study explicitly how customers perceive different atmospheric experiences during a visit. Collected data was from 162 customers through personal interviews.

Participants: Members of the public who visited the winter park throughout the above period.

Results: The findings indicate that customers' interaction with other customers is one factor that influences customers' positive emotions. It also documents that customer participation was the second most important cause when explaining customers' positive emotions. Our research has furthermore found evidence that it is imperative that management continue to train, reward and motivate employees in an adequate manner. Conclusively this study can bring evidence for the fact that mood factors (for instance sound, lighting and aroma) influence customers' positive emotions.

Conclusions and implications: This study emphasizes some important implications for management of winter parks specifically, but also for management in amusement parks generally. A general implication for management must be to take into consideration emotions when collecting information on how customers have experienced the service offered. This will make it possible to identify the positive emotions that are generated and identify which aspects that have created "mental imprints". There is reason to believe that service suppliers' only ability to differentiate themselves from competitors will in the future be on the basis of to what extent they are able to create "mental imprints". Accordingly it is important for management to design its service offer in such a way that it contributes positively to how customers experience the suppliers' service offer and that all relevant factors should have a positive influence on the customers' emotions.

Tourism & Hospitality – the Nordic ways
October 22nd - 25th 2009

Titel: **"Identity in tourism – the meaning of discourse in understanding the tourist"**

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Tourism & Hospitality – the Nordic ways
October 22nd - 25th 2009

Abstract:

"Identity in tourism – the meaning of discourse in understanding the tourist"

Fundamentally, tourism is here approached as a discursive means used by and between tourists to construct identity. Both self-perceptions and perceptions in the surroundings of "who one is" are significant factors in this respect, and constructing identity thus points in two directions, i.e. being unique and being socially accepted by a desirable group. The tourist experience is also approached as being individual and personal by nature, but simultaneously suggested to be part of a collective consciousness of what is acceptable within certain social groups. This means that the tourist experience is perceived to entail a social dimension that relates directly to identity construction, since group membership determines acceptability of certain tourist behaviour and positions.

The concept of a travel career is suggested to offer a link between identity and the tourist experience. Since the travel career is viewed as accumulated tourist experience, discourse around the travel career is the basis for negotiations of identity, which may contribute to understanding identity construction and inherent positions in tourism. The data material for this research consists in qualitative interviews with tourists who are members of the 50+ segment in Denmark and England, because of an expected high level of tourist experience within this segment. The discourse that these interviewees project thus functions as the primary data, and the constructions of identity based on discourse of tourist experiences within the travel career have been explored.

Consequently, several indications have appeared. Discourse seems to be a strong contributor to identity construction, in that seemingly inconsistent tourist activities are reasoned through discourse of the self. Moreover, tourist experience inherent in the individual tourist seems to enhance tourism as a means to identity construction, since the act of travelling in itself is identity constructing. Finally, self and other seems the most prevalent measure for desirable identity in a tourism context.

The findings of this research offer knowledge of the tourist from the tourist's own perspective, and the tourist perceptions, attitudes and desires are highly relevant in a marketing context, in particular in situations where behaviour and identity positions may be somewhat separated, hence behaviour

in itself does not reveal the tourist's perspective that is essential in terms of appealing to these tourists, although behaviour is often the approach used to understand the tourist. Specifically for tourist destinations, attractions etc., an understanding of the tourist's perspective needs to be established in order to attract tourists, and understanding the tourist's attachment to or detachment from a specific destination and inherent values is valuable in a highly competitive market that is rapidly changing, specifically in the context of tourism in the Nordic countries facing challenges that competitors may not.

Title:

Tourists' motivations and perceptions
A study in an attractive park island

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Tourists' motivations and perceptions
A study in an attractive park island

Session of relevance: Tourist behaviour and vacation decision-making

Abstract — This research is part of an ongoing multidisciplinary project assessing carrying capacity in a National Park in Tuscany. Pianosa is a 10 square km island of the Arcipelago Toscano, located at about 13 km from Elba island, and characterized by flat terrain and typical Mediterranean vegetation.
This component aims to analyse tourist motivations and perceptions of landscape in a protected area. Pianosa has long been used as a gaol. Historically it was also used for farming, both by prisoners and private residents. Since declaration as a park, farming has halted and mixed and managed regrowth has occurred. Within this regrowth area there is the only remaining population of the endangered endemic plant *Limonium planesiae.* A small part of the island, about 2 square km, is now open for tourism, but tourists are not permitted to visit the gaol or the rest of the island. The island receives about 16.000 visitors per year, mainly on one day excursions from the adjoining Elba Island.
This research examines why the tourists decide to visit Pianosa and how they perceive the island's landscape, essentially an abandoned wild countryside. We are interested also on what information they have about the island and if they have an high environmental awareness or not.
These issues are being investigated through questionnaires and onsite interviews, which provided useful information about the landscape as visiting motive or other expectations they have. The beauty of the landscape plays an important role in tourist decision-making, but in this case, there is an additional relevant element.Our hypothesis is that tourists are attracted largely by the allure of the landscape and the mystique of the gaol, not the opportunity to see endemic species.

Where do they go?

Monitoring Tourist Mobility at the Destination

Abstract submitted to

the 18th Nordic Symposium in Tourism and Hospitality Research

by

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Where do they go?

Monitoring Tourist Mobility at the Destination

New technologies, in particular mobile telecommunication and the Global Positioning System (GPS) offer unprecedented opportunities in relation to tourist activities at the destination. This relates both to options for informing tourist about where they are and what to do there (Location Based Services) and for tracking and monitoring visitors' movements at the destination. Examples include creation of new experience routes, digital versions of existing routes, digital treasure hunts (also known as geocaching) and place based games. One thing all of these examples have in common is that the various initiatives are grounded in marketers' enactment of routes, sights and paths that tourists would want to follow/experience. Accordingly, the tourist is seen as someone, who is to be *led* to a series of experiences along a predefined path or route. Hence, the marketer supplies 'experiencepaths' for the tourist – paths that are designed by marketers on the basis of their enactment of where tourists want to go and what they want to see. Thus, to the tourist the key to rich experiences seems to be to simply follow the 'yellow brick road' laid out for him. However, experience is inherently personal, subjective and intangible and consequently, experiences are actively constructed by customers, *not* by sellers (who can do no more than offer a stage and props for tourists to, hopefully, draw on during their experience construction). Furthermore, all vacations contain elements of up-front decision-making as well as *in situ* decision-making. Particularly choices regarding modes and routes to take during one's stay at the destination (i.e. choices of 'where to go') seem to be made in situ as illustrated by the following, indeed simple, example:

One week of vacation at Gran Canaria during the month of October. Bye, bye Scandinavian autumn and hello, hello to sun and sea. You, your husband and your two children (aged 8 and 11 respectively) have spent the first 3 days at your resort at Play de Ingles spiced up by swimming in the sea and dining at the various restaurants along the seaside. However, this morning you decided to take the bus to Las Palmas. You started out in the old part of the town and by now it's 2 p.m. and you're finishing lunch at the local MacDonald's. However, the bus going back to Play de Ingles won't arrive until 5 p.m., so now you're trying to decide where to go for the next 3 hours …

Although any vacation contains many *in situ* decision-making processes such as the one highlighted above, most research on vacation decision-making emphasizes up-front decision-

making (and especially the generic decision 'to go' and choice of destination) whereas research on in situ decision-making is very sparse. Furthermore, research on *in situ* decision-making is severely hampered by the fact that such research draws almost exclusively on tourists' retrospective self-reporting. Apart from the obvious methodological problems with retrospective self-reporting, such reporting is especially problematic in relation to *in situ* decision-making due to the simple fact that tourists make so many decisions in situ (some of which are indeed minor) that it is highly doubtful if (1) tourists even remember them when they are later interviewed or fill out a questionnaire and/or (2) the interview/questionnaire situation actually allows tourists to go into details to the extent necessary in order to uncover *in situ* choices and movements.

Due to the fact that a paucity of knowledge on decisions made *during* the vacation (such as, for example, where to go next) exists, it seems that we need to build knowledge on where it is that tourists actually go, before we start designing experiencepaths for them to follow. As mentioned previously, GPS technology has an obvious potential in regard to monitoring tourist movements. A series of limitations exist, though, and within the foreseeable time, special hardware will have to be used and ways found to "tie" the equipment to the respondents/test persons. The purpose of this paper is explore how GPS technology etc. can help provide the valuable and much needed information on tourists' movement at the destination. Accordingly, the paper accounts for a very exploratory study at a specific destination (i.e. a Danish Wadden sea island). The tools employed are GPS-devices, with some degree of interactivity and opportunities for the test persons to comment and answer questions while on-the-go, be it with SMS or internet-based interfaces. What is especially interesting about this exploratory study is not the results *per se* and at such, at this stage we are not particularly interested in the results pertaining to where the tourists actually go during their stay at the island. Instead, the key contribution of the study is that this small-scale experiment enables us to address a series of critical questions in regard to this, new, way of researching tourists' in situ decision-making processes and consequent movements at the destination. Hence, the ambition is that the small-scale experiment we account for in this paper may trigger further research into whether emerging technologies (GPS etc) may enable us to triangulate sources of information so that we can supplement tourists' retrospective self-reporting pertaining to *in situ* decision-making with valid and reliable information on their actual behaviour at the destination.

Abstract submission for the
18th Nordic Symposium in Tourism and Hospitality Research
22nd-25th October 2009, Esbjerg, Denmark

Title:
Understanding Sweden as a Nature Tourism Destination

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Understanding Sweden as a Nature Tourism Destination

The ‘natural’ environment is often seen as providing unrealised potential for tourism in the Nordic countries, but there is limited knowledge of how and under what circumstances this potential can be reached. The point of departure for this presentation is international tourists; why they visit Sweden, and what they do during their visit. I will introduce a newly started research project about Sweden as a nature tourism destination for international visitors. The aim of the project is to investigate and understand the consumers and their demand of outdoor activities and to understand different environments for nature based tourism. The focus is on travel motives, constraints and expenditures related to activities and places. During the presentation I would particularly like to discuss research methods and your experiences of research related to international tourists. I will also show some early results from a web-panel survey conducted in ten different countries. Travel behaviour and main destinations will be discussed.

Track/session of relevance:

1. Nature based tourism products, National Park and Ecotourism
2. Tourist behaviour and vacation decision-making
3. Adventure tourism

Tweens on Holidays

Abstract submitted to the 18th Nordic Symposium in Tourism and Hospitality Research

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Session/track of relevance:

Tourist behavior and vacation decision-making

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Tweens on Holidays

Many, if not most, vacations are taken *not* by individual tourists, but by groups of tourists and in particular, we go on vacation with our nuclear families. Accordingly, much has been said and written about family holidays and especially about vacation decision-making processes that families engage in. However, research on families' vacation decision-making emphasizes some issues and voices whereas other issues and voices are rarely focal to the research agenda. Firstly, in most pieces of research on family decision-making the respondent is adult (and mostly the parent(s)) and accordingly, researchers, seldomly, give voice to children. This means that although researchers acknowledge that children influence, or 'have a say' in, vacation decision-making, we rely on parents' accounts for such says and influence. Accordingly, the rather passive role children are often ascribed during decision-making processes is – with few exceptions – based on parents' accounts for vacation decision-making processes. Secondly, the vast majority of research on vacation decision-making focuses on decision-making processes that take place prior to the vacation. Henceforth, we draw on theories that focus on need recognition as the generic reason 'to go'; information search; choice of destination, accommodation and/or transportation to the destination as well as the actual buying of the holiday product. However, (at least) two central tenets set vacations apart from other products and services. The first tenet is that the holiday 'product' is comprised of a series of inter-related product and services choices; i.e. choices pertaining to where to go; how to get there; where to stay; what to see (or 'gaze'); what to eat; what to drink; what to experience; and what souvenirs (or other durables) to bring back home. The second tenet is that not all of these choices are made *prior* to the vacation, i.e. during up-front decision-making processes. Hence, although tourists have to engage in some kind of up-front decision-making (at least they have to make the generic decision to go and make sure that they actually leave home and arrive at the destination), many choices are made *in situ* (i.e. after having arrived at the destination). Nonetheless, most vacation decision-making research focuses on up-front decision making processes and consequently, a paucity of research on in situ decision-making exists.

In order to make a contribution to the filling of the two research gaps within vacation decision-making theory (i.e. that children are rarely given voice and that in situ decision-making processes are under-investigated), this paper draws on a piece of qualitative research, the purpose of which was to uncover tweens' enactment of in situ decision-making. Accordingly, the title of this paper emphasizes the dual ambition of the study: To give voice to tweens (to tell

their stories on holidays) and to direct dialogues towards decision-making during (or on) holidays.

In recent years, much attention has been directed at the so-called tweens (i.e. those caught in between childhood and the teenage years). Apart from the fact that we know little about this group as tourists, a choice was made to focus on this group because they are likely to be more active in regard to vacation decision-making than younger children while they do not, yet, wish to escape from the parents during the holidays – as teenagers may do.

Drawing on in-depth and focus group interviews with 89 tweens (in the age group 8 t0 12), this paper accounts for in situ decision-making processes from the tweens' perspectives. In particular, the paper discusses two key findings. The first finding is that the 89 tweens given voice in our study actively partake in in situ decision-making processes and thus, their role in the making of vacation choices seems to be under-emphasized by extant theory. The second finding is that the roles the tweens play in regard to decision-making are very different from the ones traditionally assigned to them. Thus, our tweens do not align with traditional roles as passively submitting to whatever choices their parents make; nor do they resemble the stereotypic image of self-centered and pestering individuals in search of their own identity (or identities). As a consequence of these findings, we discuss possible implications of our study for the way(s) in which we conduct studies of vacation decision-making.