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NORWEGIAN SCHOOL OF HOTEL MANAGEMENT

MHRHOV – 1 INTERNATIONAL HOTEL AND TOURISM LEADERSHIP

Multiple Stakeholders' Perceptions of Green Meetings in Stavanger Region

Master Thesis

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Foreword

This thesis represents the final study of the Master degree in International Hotel and Leadership program conducted at the Norwegian school of Hotel Management, University of Stavanger. The selection of the problem bases on our personal interest in sustainable practices in the meeting industry and their importance for the future. It was a challenging study during several months that required a lot of time and efforts. Finally, the work is finished and we would like to thank the following people.

First of all, we would like to thank Professor Reidar J. Mykletun, who was very interested in our study and used his valuable time for providing us with the feedback and bringing back the motivation. We were very lucky to have him as our advisor.

Second, we also thank those meeting managers in Stavanger who helped us in collecting data; those meeting organizers who did took time to answer our emails and provided us with all necessary information; and those delegates who gave us chance to finished our data sampling. We hope that hotel industry in Stavanger will recognize the importance of Master research projects and will be more engaged in cooperation with master students in the near future.

Third, we would like to thank our families, second halves and close friends for their patient and understanding during this six month period of hard working on our thesis and kindly apologize for all these weekends spent in the library or at the university.

Finally, we would like to thank each other for a productive cooperation, constructive critique and a great motivation that helped to finish the research and become master graduates.

Abstract

The current master thesis focuses on the perceptions of different stakeholders regarding green meetings in Stavanger region. The study presents green meetings as sustainable practices in the conference industry. Research is conducted on stakeholders such as hotel managers (venues), conferences' organizers and delegates of conferences in Stavanger region.

The main aim of this paper is to recognize and compare perceptions of named stakeholders groups about green meetings and recognize where the differences occur. Generally, the perceptions of green meetings are positive and the correlation analyses show that the main differences in perception occur in gender, age frequency and role in the meetings. The most important finding of the study is that venue managers and meeting delegates perceive green meetings differently and organizers perception do not differ from other.

The second aim is to relate stakeholder perceptions to importance and behavioral intentions. Stakeholders have strong behavioral intentions to adopt environmental practices, to follow the guidelines of environmental codes of conducts required of the convention business and personally contribute to environmental benefits. The study recognizes that perceptions and behavioral intentions towards green meetings are shaped by the importance of sustainable practices.

The study also discusses practical implications and gives the suggestions for the future research.

Keywords: green meetings, multiple stakeholders, perceptions, behavioral intentions, importance.

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Introduction

Conference and meeting industry is a young and rapid developing part of international tourism business (Rogers, 2008). According to Rogers (2008), conferences have fewer negative impacts on environment, in contrast to mass leisure tourism. Swarbrooke and Horner (2001) characterize business tourism as demanding industry to infrastructure, destination services and high quality facilities, even in developing countries. This makes conference industry more problematic in terms of sustainability.

The numerous studies have been conducted on how to reduce industry's negative impact on environment (Maple, 2007; Mair & Jago, 2010; Smith, 2009). Hence, the phenomenon of green meetings gets a great attention last years. Besides environmental impact, there are few reasons making business tourism to select sustainable meetings. According to Maple (2007), community's expectations, clients desires, attractiveness of cost-effective operations and strength of regulations of businesses' environmental and social impacts force business industry to choose sustainable conferences.

According to Region Stavanger (2012) business tourism in Stavanger region has positive perspectives towards sustainability. There are a number of hotels, holding conferences and meetings in the district, which have such environmental certificates as Swan, Lighthouse Foundation Environment and ISO 14001 (Region Stavanger, 2012). Sales Director of Region Stavanger, Per Morten Haarr (2012) emphasize that good transport connection between downtown, airport and main conference centers, municipal environmental plans, local waste recycling and low corruption rate make Stavanger an attractive sustainable meeting destination in Scandinavia.

When it comes to perceptions of the green meetings by different stakeholders' groups such as delegates, venues and organizers, there is a little knowledge about it, especially about the specific region. This thesis is designed to demonstrate if sustainable

business tourism is well established in Stavanger region and could it lead to better promotion of Stavanger region as a green destination in future. Additionally, if there is a call of sustainability in the area and which stakeholder groups should focus the most on this issue. Therefore, this could help managers in marketing their venues, organizers to choose the best of them and delegates to get the best possible experience of the green meeting.

In order to answer the research questions and support hypotheses, two questionnaires were used and data was collected from the main stakeholders' groups (managers, organizers and delegates). The research questions are following: What environmental practices do meeting venues in Stavanger region have and how important they are to different stakeholders? In addition, how recognizable are eco labels and green practices in the meeting venues? What kind of perceptions of green meetings do stakeholders have? What behavioral intentions do stakeholders have towards green meetings? Is it possible to predict a variance in perception, behavioral intentions and importance when demographical factor (age, gender, and education) and stakeholder group, frequency are controlled?

In addition to the explorative research questions, few hypotheses were suggested:

Hypothesis 1 (H1): There are different perceptions among different stakeholders: a) managers have more positive perceptions about green meetings than organizers and delegates; b) organizers have more positive perceptions than delegates.

Hypothesis 2 (H2): Demographic factors (gender, age, education) can optimally explain a variance in overall perceptions of green meetings: a) females have more positive perceptions of green meetings than males; b) younger respondents have more positive perceptions of green meetings than older; c) well-educated respondents have more positive perceptions of green meetings than other.

Hypothesis 3 (H3): Behavioral intentions are related to perceptions. If the respondent has positive perceptions of green meetings most likely he/she has high behavioral intentions.

Literature review

Current chapter of the master thesis presents relevant theoretical starting points that make foundation for further research of stakeholder's perceptions about green meetings. This section of paper explains the basic theoretical definitions of meeting industry, phenomenon of green meetings and stakeholders' theory, behavioral intentions. In addition, perceptions of such stakeholders as hotel managers, conferences' organizers and participants are presented in this chapter. Literature review of secondary sources, such as scientific articles and academic textbooks, as well as information from the official websites and publications helps to get deeper into the problem of stakeholder's perceptions about green meetings. Previous researches and other secondary sources give the complete overview of the current situation in the meeting industry, especially in Stavanger as a meeting destination.

Meeting Industry

The meetings existed since the first human beings. Scientists found evidence of it in ancient cultures when people gathered to discuss common interests and problems (Montgomery & Strick, 1995). Today, the conference and convention industry is a fast growing international industry that requires huge investments (Rogers, 2008). Shone (1998) describes the evolution process of meetings by example of UK and Ireland and notices that development of meeting industry was driven by needs of trade and exchange of information. During 2000 years, the trade and commerce are still one of the purposes for meetings even though the differences between the modern world and that of 100 B.C. (Before Christ) are huge.

A Roman Briton of AD 100 or a chamberlain of Cormac's court would probably easily recognize a market (at least an open air one) where he or she transported by a miracle to today, but the modern conference center would probably mean less, expect as a place of assembly. (Shone, 1998, p. 10)

To make the object of the current research more clear, there is a need for more detailed industry definitions. To start with, meetings are a part of MICE (meetings, incentives, conferences and exhibitions/events) industry. According to Rogers (2003), there is a lack of properly defined terminology within the industry. The acronym MICE – is used differently around the world. Defining it at a macro level, the industry touches conferences, exhibitions and travels. Therefore, the term of business travel is sometimes adapted (Rogers, 2003). Despite the term's direct link with tourism (which could create a number of negative perceptions) the term "business travel" is widely used in Europe. At the micro level, the terms such as conference, convention and meeting are usually used as synonyms (Rogers, 2003). However, according to Rogers (2008), there is a need to separate the main industry terms in order to be more precise and clear (Table 1).

As it can be noticed, the term "meeting" can be used in two main meanings: general (any kind of gathering in order to exchange information) and narrow (gathering of 10 or more people for a minimum of four hours in a specific venue). In current research the term "meeting" or "meeting industry" is using in a general meaning. Therefore, it combines all the segments defined before which fall into MICE industry.

The whole MICE industry, including festivals, meetings and numerous sports activities, can be considered as a rapidly developing industry with great benefits to business and tourism (Rogers, 2008). According to study conducted to the economic significance of meetings to the U.S. (United States) economy (Association Meetings, 2011), the meeting industry supported 1.7 million jobs and generated $263 billion in spending in 2009. Results of the study were surprisingly high and showed that the meeting industry in United States is even bigger than auto industry (Association Meetings, 2011).

Table 1. *The Main definitions of the meeting industry*

Definition	Explanation	Sources
Meeting	"Gathering of people for the purpose of exchanging information"; events of different types and size, during which people gathering in one place to participate in a particular activity; gathering of 10 or more people for a minimum of four hours in a specific venue	Montgomery and Strick, 1995, p. 13; Association Meetings, 2011; United Nations World Tourism Organization, (in Association Meetings, 2011)
Conference	"Participatory meeting designed for discussion, fact finding, problem solving and consultation"; the aim is to exchange views, open a debate and give to publicity an opinion about specific issue; is usually a short lasting and has specific objectives	Rogers, 2008, p. 20; Rogers, 2008
Convention	"An event where the primary activity of the attendees is to attend educational sessions, participate in meetings and discussions, socialize, or attend other organized event".	Rogers, 2008, p. 21
Congress	A convention with a difference that it is used to be held on international arena, the number of participants usually varies	Brymer, 1995
Exhibition	An event within another meeting, such as convention, which gives good opportunities to vendors of service and products to be seen among audience since it is held as a part of convention; non-commercial and uses for cultural or educational reasons	Astroff & Abbey, 1998; Hoyle, Dorf & Jones, 1995
Trade show	A gathering of commercial suppliers who are interesting in a specific trade with the purpose to attract potential customers to products or services; in Europe, trade shows without any special program are called trade fairs	Hoyle, Dorf & Jones, 1995; Astroff & Abbey, 1998
Workshop	A general meeting consisting a small group of participants with interest in specific problem	Astroff & Abbey, 1998
Seminar	A meeting that involves an active participation with sharing knowledge and experiences	Astroff & Abbey, 1998
Forum	A meeting which involves a lot of discussions and is headed by panelist/presenter	Astroff & Abbey, 1998
Lecture	More formal and structured meeting with individual presentation and may (not) be followed by a discussion	Astroff & Abbey, 1998

The meeting industry contributes not only to employment, but also to local business, infrastructure and environment. And this impact is not only positive. According to Rittichainuwat and Mair (2012), meeting industry is considered as quite wasteful and contributing to air pollution by international and domestic flights. Lee, Breiter and Choi (2011) convinced that all participants of the meeting use a lot of resources and produce a lot of waste.

Nevertheless, Rogers (1998) argues that meeting industry has fewer negative effects on the environment, in contrast to the mass leisure tourism. He (Rogers, 1998) states that meetings are characterized by smaller numbers of participants who spend much more money than ordinary mass tourists. In addition, attendees use coach transfers and public transport to minimize traffic crowding and pollution. Rogers (1998) note that it is easy to educate meeting participants about local community and destination with a purpose to maximize the pleasure of their stay and minimize possible negative disturbing of the local inhabitants.

Moreover, the positive influence of meeting industry has been noticed on a destination. According to Ritchie and Goeldner (1994, p. 273), meetings "contribute to local-service operations, cultural and sporting activities, sightseeing and tourism attractions, local stores, gift shops, as well as benefiting local transportations firms".

Stavanger as a Meeting destination

Norway is promoted as a modern and resourceful destination with an outstanding nature. "Astoundingly scenic with a unique and captivating charm, Norway remains refreshingly unspoiled. Boasting state-of-the-art facilities, the utmost in modern comfort and spectacular panoramic views, Norway is simply the destination of choice" (Norway Convention Bureau, 2010, p. n. d.).

The estimate impact of the Norwegian congress segment in 2011 reached 1.22 billion with guest nights by approx. 91,900 delegates (NCB, 2012). There are few organizations that

work towards increasing the numbers of international and domestic meetings and conferences. One of them, Norway Convention Bureau (NCB), has been promoting five Norwegian cities (Tromsø, Trondheim, Bergen, Stavanger and Oslo) as international congress destinations since 1989 (NCB, n.d.). The contribution of NCB has doubled the numbers of congresses in Norway and leaded the country to the 26th place in the World ranking of the number of conferences held by international organizations (ICCA, 2011).

The convention destination company Region Stavanger collaborates through Norwegian Convention Bureau and promotes Stavanger as an international meeting and convention destination. Refer to Annual Report (2011), Region Stavanger has the dominant position to increase value added in the national and international meeting and convention market. Statistics (Annual Report, 2011) show that one convention guest spend around 3 383 NOK per day. An average conference in Stavanger region has around 250 participants over three days that leave in total around 2 525 250 NOK in the local budget. There are more than 300 meeting rooms in more than 40 conference centers and hotels within the region in which six venues has auditoriums seating more than 500 delegates and one (Stavanger Forum) venue with auditorium seating for 1707 (Region Stavanger, n.d.) (Full list of the conference hotels and venues can be found in Appendix 1).

Region Stavanger (2011) claims that Stavanger as a convention destination is worth to be chosen due to:

- Growth and innovation;
- Outstanding nature;
- Accessibility, good transport connection;
- Capacity and good facilities;
- Strong and competent industries in many fields.

According to Region Stavanger (2012), the business tourism in Stavanger region has positive perspectives when it comes to sustainability. There are a number of hotels, holding conferences and meetings in the district, which have such environmental certificates as Swan, Lighthouse Foundation Environment and ISO 14001 (Region Stavanger, 2012). Good transport connection between downtown, airport and main conference centers; municipal environmental plans into local waste recycling and low corruption rate make Stavanger an attractive sustainable meeting destination in Scandinavia, according to Sales Director of Region Stavanger, Per Morten Haarr (2012).

The Stakeholder Theory

A stakeholder approach to business emerged in the middle 1980s with the publication of R. Edward Freeman's Strategic Management - A Stakeholder Approach in 1984 (Freeman and Velamuri, 2005). Freeman and Velamuri (2005) state that by that time traditional business frameworks were not helping managers to develop new strategic directions and understand how to create new opportunities out of changes. Therefore, the stakeholder approach was developed as a response to this challenge; it aimed to broaden the concept of business beyond its traditional economic roots (maximize the profit to shareholders) (Freeman and Velamuri, 2005). Stakeholders are defined as "any group or individual who is affected by or can affect the achievement of an organization's objectives" (Freeman, 1984, p. 5). The purpose of stakeholder management approach was to organize methods which can manage the countless groups and relationships in a strategic manner (Freeman and Velamuri, 2005). It is also important to mention that the use of the stakeholder theory should not be oriented only towards the survival of the firm but also broaden to common good (Slinger, 1998). According to Hitt, Freeman and Harrison (2001, p.190) "managers needed to understand the concerns of shareholders, employees, customers, suppliers, lenders and society, in order to develop objectives that stakeholders would support". Therefore, the relationships with all stakeholders

should be constantly explored and used to develop business strategies which are essential for long term success.

Freeman, Harrison, Wicks, Parmar, and de Colle (2010, p 29) emphasize that stakeholder theory addresses three main problems: "a) understanding and managing a business in the world of the twenty-first century (the phenomenon of value creation and trade); b) putting together thinking about the questions of ethics, responsibility, and sustainability with the usual economic view of capitalism (problem of the ethics of capitalism); c) understanding what to teach managers and students about what it takes to be successful in the current business world (problem of the managerial mindset)". The topic of this master thesis falls in the category of the second problem: thinking of green meetings as a part of sustainability together with the usual economic view.

Freeman and Velamuri (2005) proposed four levels of commitment to the stakeholder approach. Starting with the basic level commitment goes deeper and deeper leading to the real company stakeholder responsibility.

Level 1 - Basic Value Proposition: *How do we make our stakeholders better off? What do we stand for?* The basic level propose that manager needs to understand how the firm can make the customer better off, while at the same time offering an attractive value proposition to employees, suppliers, communities, and financiers. It is important to note that it is not possible to sustain making customers better off, without at the same time making the other stakeholders better off (Freeman and Velamuri, 2005).

Level 2 - Sustained stakeholder cooperation: What are our principles or values on which we base our everyday engagement with stakeholders? Once the most basic level of stakeholder awareness has been achieved, the entrepreneur or manager must understand that the continued survival and profitability of the company depend on effectively sustaining the cooperation amongst the stakeholders over time. Indeed, management according to the

stakeholder approach is the effective balancing over time of multiple stakeholder interests (Freeman and Velamuri, 2005).

Level 3 - An understanding of broader societal issues: Do we understand how our basic value proposition and principles fit or contradict key trends and opinions in society? According to Haaland-Matlary (cited in Freeman and Velamuri, 2005), the manager today is asked to be aware of and responsive to more and more international issues, without the moral compass of the nation state or religion to guide her any more. The insecurity caused by the increase in terrorism further compounds matters. Often, companies are caught flat-footed in the face of unexpected developments. A pro-active attitude is necessary towards all stakeholder groups, both primary, i.e., those that have direct business dealings with the company, and secondary, such as NGOs and political activists, who can affect the operations of the company (Freeman and Velamuri, 2005).

Level 4 – Ethical leadership: What are the values and principles that inform my leadership? What is my sense of purpose? What do I stand for as a leader? Freeman and Velamuri (2005) believe that this form of proactive ethical leadership is possible only if there exists a deep understanding of the interests, priorities, and concerns of the stakeholders. Moreover, Freeman and Velamuri (2005) state that there are several general principles which make up a mindset or worldview that is necessary to understand and practice all four levels of company stakeholder responsibility. However, the most important principle "which holds this stakeholder mindset together is the idea that businesses can have a purpose" (Freeman and Velamuri, 2005).

According to Christofi, Christofi and Sisaye (2012, p.158) "corporate social responsibility has evolved as a result of economic growth, environmental regulation-stewardship, and a push for social justice and equity". Taking a stakeholder approach to corporate social responsibility means that the focus should be placed on integration across

stakeholders and on practical managerial solutions that create value for customers, employees, suppliers, communities, and financiers (Freeman and Velamuri 2005). There are three interrelated concepts within corporate social responsibility approach: economic, social and environmental. Since the thesis has focus on environmental side it is important to notice that "socially responsible companies that focus on ecological and environmental programs are likely to have better financial performance" (Colbert and Kurucz, 2007; Gray, 2006, cited in Christofi, Christofi and Sisaye, 2012, p. 163) as they reduce the costs associated with waste, liability and clean up compared to other companies. Moreover, Nidumolu, Prahalad and Rangaswami (2009) claim that in the future perspective only the companies that make sustainability as a goal will be able to achieve competitive advantage through innovations in models, products, technologies, and processes.

Green Meetings

There are more and more researches convinced that sustainability in the meeting industry is a new trend that influences business tourism (Draper et al, 2011; Park & Boo, 2010; Rittichainuwat & Mair, 2012). However, there are little empirical researches conducted to green meetings and meeting industry (Park & Boo, 2010; Rittichainuwat & Mair, 2012). According to Rittichainuwat and Mair (2012), the previous researches were mainly directed to sustainability in hospitality. Mair and Jago (2010) believe that sustainability will be determinative in choosing of meeting venues.

To minimize environmental impact of meeting industry the concept of "green meetings" has been applied in practice. According to Holleran (2008), this is a quite new concept that may include each aspect of the meeting like a site, provision of catering, transportation services or procurement of materials. There is no specific definition of "green meetings" yet. According to Convention Meeting Council (n.d.), green meetings are one of the aspects of sustainability and are considered to minimize the negative impact of meeting

industry on the environment. There have been some developed standards for environmentally sustainable meetings and events that includes transportation, audio visual, accommodation, communications, destinations, exhibits, food and beverage, meeting venue and on-site facilities (Convention Meeting Council, n.d.). In addition, the practice of "green meetings" covers main elements of sustainability such as (Lee at al, 2011):

- Economic responsibility, submitted by money saving;
- Social responsibility that practices protection of natural resources and wealth;
- Environmental responsibility that expressed by decreasing of greenhouse gases emission, reducing of water usage and recycling paper.

Researchers (Draper et al., 2011; Mair & Jago, 2010; Rittichainuwat & Mair, 2012) convinced that there are few competitive advantages to implement green meetings concept in the industry. Mair and Jago (2010) recognize that such factors as competitive advantage, improving image, future cost savings, or upgrading facilities to pre-empt future regulations will stimulate the business industry to implement environmentally friendly practices.

There are numbers of sustainable practices in the hospitality and tourism sectors that contribute to minimize negative environmental impact of the industry. One of these practices is an environmental label. D'Souza (2004) claims that label information gives to consumer a possibility to make an informed choice. According to US Environmental Protection Agency (D'Souza, 2004), environmental labeling could be seen as an independent from producers; voluntary or mandatory; and positive, negative or neutral. Additionally, there are few websites created to help meeting industry to promote the green concept. Sustainable Communities Network, Blue Green Meeting, GreenMeetings.com, Green Meeting Industry Council and Professional Convention are working hard to inform industry and adopt environmentally practices. Rogers (1998) also notices The World Travel and Tourism

Council's 'Green Globe' and the International Hotels Environmental Initiative support programs which inspire hotel and tourism industry to implement sustainable practices.

According to ANA National Sustainability 2030 Green Meeting Guidelines (2010, p. 3) "green meeting can be accomplished through minimizing the use of disposable items, reducing energy consumption, using paperless technology, and making informed decisions regarding catering. Green meetings may also incorporate social aspects such as donating unused or reusable supplies to charity organizations." As Davidson and Rogers (2006) state, implying of "green meeting's" practices will contribute to reduce negative environmental impact, increase profit and improve destination's image. This is a great contribution to sustainable practices and facilities (Mair & Jago, 2010).

Green Manitoba (n.d.) has arranged few tips for green meetings and conferences. The first tip is to avoid travel and use teleconference and video conference technology when possible. Second, prepare and have an environmental guidebook for the meeting to guide the suppliers, delegates and speakers. This tip also has an educational role. Thirdly, the venue sustainability practices are also important; the venue for the meeting should be chosen according to them. Forth, meeting-related information and registration should be shared electronically (via website or email). If there is a high need to print some material, print should be on both sides and as small document size as practicable. Moreover, for printed material 100% post-consumer recycled (made from waste paper discarded by end users) paper should be used. Fifth tip is related to food and beverage: suppliers should be asked to use bulk dispensers for water, sugar, salt, pepper, cream and other condiments. Additionally, water jugs should be always used instead of water bottles. Sixth, visible and accessible services for reduction reuse and recycling should be always in place at the meeting or conference venue. Finally, lights and air conditioners should be always turned off when not needed and heating is properly set. These tips are of course very basic but they still contribute to environmental

good. More detailed guidelines also exist, for example ANA National Sustainability 2030 Green Meeting Guidelines (2010) or Sustainable Event Guide (2012) by Sustainable United Nations.

All of previously mentioned practices are taken worldwide. However, it is also important to consider other practices which are taken on regional or local levels. In 2010 ICCA Scandinavian Chapter started a project with aim to create a Sustainable Scandinavian Meetings Region. Together with the other Scandinavian countries, Norway joined the project with the aim of transforming the meetings industry towards sustainability. An important part of this work was to report the current environmental and social performance and share best practices (ICCA Scandinavian Chapter, 2012). The results of this project demonstrate the city's performance indicators within two categories: hardware and software. Hardware shows the sustainability commitment of the government and infrastructure's performance (such as climate change commitment, CO2 reduction, recycling, renewable energy supply, ethical business, public transport infrastructure). Software shows the sustainability commitment and performance of the local meetings business (such as numbers of hotels with eco-certification, sustainability policy, walking distances in the cities, lack of formal policy and reporting, opportunity for better communication, advocating diversity). The complete results from the index, including the overall result of each city as well as the individual rankings within the two categories can be found in Appendix 2. It is important to notice that all the cities have climate change action plan.

Stavanger's index is 30 (maximum score 52), which leaves the city in the 13th place among sixteen cities researched. The summary of the results of all the destinations including Stavanger is presented on Appendix 3. To sum up, Stavanger scored more than average only in two items (percentage of the city's hotel room inventory has active 3rd party sustainability certification – 80%, average - 65%; percentage of the city's congress and exhibition center

has active 3rd party sustainability certification – 100%, average - 64%). It means that venues in Stavanger region are very active in term of environmental labeling; which is promising for green meetings future in the area. Destination Stavanger got an average score (65%) on the city waste diverting from landfill (recycling + incineration). On all the rest if items Stavanger's scores were lower than average.

As it was mentioned, ICCA Scandinavian Chapter refers to independent sustainability certification as one of the important standards, which shows that an organization has a credible verification and is in agreement with a sustainable standard. In the literature sustainability certifications are usually referred as eco-labels. Galarraga Gallastegui (2002) convinced that eco labeling has to goals: to inform about environmental effects of the product and to inspire producers, government and other stakeholders to grow environmental standards of the products. Moreover, eco-labeling contributes to increasing of awareness and performance of sustainability and helps companies to strength their brand (Seifert & Comas, 2012).

International Institute for Sustainable Development (2013) recognizes a number of eco-label's benefits. They are:

- Informing consumers about environmental impacts of products. This information helps to make choice and divide products between those that are damaging and those that are friendly to environment. Eco labeling contributes to awareness about such environmental practices as recycled paper, toxic-free cleaning agents and waste minimization.
- Promoting economic efficiency, that is advantageous to both industry and government. The reason is that eco-labeling is cheaper than regulation. To stimulate industry to make environmentally supportive decisions this kind of regulation is kept to be a minimal.

- Encouraging market development by greater environmental awareness. Customer's choice of products with eco-labels has an impact on demand on the market.
- Stimulating corporate commitment to continuous improvement of environment.
- Assisting in monitoring, that leads to benefits for both customers and competitors to be in better position when it comes to judging validity of pretenses.
- Promoting certification program that shows that the product satisfies a main eco-label standards. Certification program aims to educate customers about environmental impacts of the products and stimulate competition among producers. Certificated product has a prominent logo that contributes to consumer's choice.

There are numbers of common certification programs for environmental management and it is fundamentally important to understand different types of environmental labels. Further, the most commonly used eco-labels in Norway are presented.

The official Ecolabel in the Nordic countries, mostly known as "**Swan"**, is available for 65 groups and demonstrates that the products are a good environmental choice. The Nordic Ecolabel was established in 1989 with the aim to provide an environmental labeling that will contribute to more sustainable consumption (Nordic Ecolabel, n.d.). Today, each Scandinavian country has own offices that responsible for control, licensing and marketing. In Norway, such responsibility belongs to The Foundation of Ecolabeling (Ecolabel Index, n.d.).

ISO 14000 series were adopted in 1996 with purpose to specify requirements for environmental management system. Today, it is an international standard both

for public and private organizations that want to implement an environmental management system, ensure agreement with environmental policies and regulations, and convinced themselves of their conformance with own stated environmental policies (ISO, 2002).

The EU Ecolabel is known as the tool, which helps to identify products with the minimal environmental impact during its life process, from the raw materials to manufacturing, packaging and distribution (European Commission, 2013). The EU Ecolabel is well recognized in Europe and promotes a good quality, which can be trusted. Although, the EU Ecolabel scheme is voluntary, there are numbers of companies in Europe have joined the label.

Energy Star is a U.S. Environmental Protection Agency voluntary program that helps individuals and organizations to save money and contribute to environment by greater energy efficiency (Energy Star, n.d.). The program was established in 1992 under the authority of the Clean Air Act Section 103 (g), which was conducted to engineering research and developing technological programs for reducing air pollution (Energy Star, n.d.). Today, the Energy Star contributes to implementation of energy saving products and services.

Recycle label belongs to Resource Recycling Systems (RRS), known and recognized as environmental organization that motivate business and individuals to establish a sustainable future. Resource Recycling Systems was founded in 1986 by a small group of recycling specialists. Today, RRS is known as a strategic and operational resource for municipalities, business, manufactures, energy producers and even hospitals and universities (Resource Recycling Systems, 2013).

Miljøfyrtårn is Norwegian widely used certification for business that wishes to document their environmental efforts and show responsibility. Miljøfyrtårn label requires the systematical work with environmental practices in daily life and customizes for different industries. Certification is recognized by the government and finds the place after an independent rating. Miljøfyrtårn requires annual environmental reports and has to be renewed every third year (Miljøfyrtårn, 2012).

Grønt Punkt Norge is a privately owned non-profit organization responsible for financing the recycling of plastic, metal and glass packaging, beverage cartons and packaging carton (Grønt Punkt, n.d.). This label means that all packaging collected through recycling schemes is either recovered or recycled as energy. These recycling schemes are based on "the trade agreements with Norwegian Ministry of the Environment for each of the relevant packaging and recycling targets" (Grønt Punkt, n. d.).

Debio controls all producers following the regulations for organic production and meet requirements for promoting products as organic uses Debio's Ø label (Debio, n.d.). This label can also be applied to products from abroad with requirement to accreditation from the country of origin. In this case, the accreditation should be related to Norwegian regulations and rules.

Nyt Norge is a labeling system for Norwegian food that makes products more visible in stores. The products with NYT NORGE's label meet requirements for quality – from farmer to table (NYT NORGE, n.d.). All Norwegian products based on raw materials can use this label while it meets certain requirements for the label.

Norsk Økoturisme (Norwegian ecotourism association) is an independent national organization with the main aim of promoting ecotourism in Norway in both national and international arena. Ecotourism concept focuses not only on environment but also on memorable experience for the guests and local people (Norsk Økoturisme, n.d.).

Stakeholders Groups within Green Meetings

Stakeholder approach is about how a firm or organization (in this case it is phenomenon – green meetings) interacts with those groups who it affects. Stakeholder theory argues that the best way for an organization to succeed is to look at all parts of the organization and its surroundings. The difficulty is to determine which parts are the most important. According to Freeman, Harrison, Wicks, Parmar, and de Colle (2010) the stakeholders can be primary and secondary (figure 1 below).

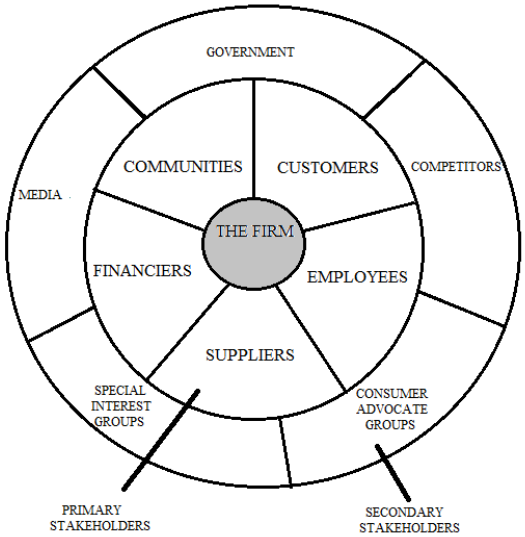

Figure 1. Creating value for stakeholders (Freeman, Harrison, Wicks, Parmar, and de Colle, 2010, p.24)

The stakeholders approach has been adapted in this thesis to demonstrate perceptions of green meetings from the different perspectives – different stakeholders. According to Mair

(2011) there are four main levels of involvement in the conferences and conventions industry: the destination, the venues and facilities, the intermediates and the delegates. Since current research is focusing on Stavanger region, there is no need to focus on destination qualities (such as destination competitiveness index, comparing it with other regions or countries); therefore, there are only three groups left to focus on. What according to Mair (2011) is called the main levels of involvement in this research we even to multiple stakeholder groups (according to stakeholders approach). Therefore, in the current paper the main stakeholders of green meetings are conference managers, which present the venues and facilities of conference industry in Stavanger region and stand as employees in figure 1; meeting organizers (stands as suppliers in figure 1) and delegates (stands as customers in figure 1). Moreover, venues and facilities will be also mentioned as competitors in order to define the situation within the region. No doubt, more stakeholders of green meetings can be found (such as municipality, suppliers, etc.); however, other stakeholders are out of the thesis scope. The Figure 2 shows what kind of primary and secondary stakeholders groups can be found within green meetings.

Figure 2. Stakeholder groups within Green Meeting (adapted from Freeman, Harrison, Wicks, Parmar, and de Colle, 2010, p. 24)

Before starting to investigate the different perceptions about green meeting; it is crucial to find out what kind of interrelationships these stakeholders have among each other. Moreover, it is important to know what interest these three stakeholders' groups have for themselves.

Mohammadi and Mohamed (2010) claim that **host location (venue)** benefit from the conference. One of the biggest advantages to the host location is that during short period of time the location is exposed to many people. Moreover, many delegates travel with their spouses; therefore, their activities in the venue can benefit it in many ways (restaurant, spa, room service, etc.). According to Oppermann and Chon (1997), levels of income and revenue gain from conference sector have motivated venues to have strong competition strategies.

Organizers have an aim to attract as many participants and organize as many meetings as possible because of larger share of their income (Shure, 1994). In order to do so, organizers need to offer an attractive conference program, select an attractive location and make sure that the customer would come back. They also have to take care of the full service management for meeting (program development, registration, site and venue selection and booking, IT support, logistics, etc.) or hire others to do that. Talking about organizers it is important to emphasize that there are professional organizers (PCO's) who get a share of their income from the meeting and other organizers (for example academics, employees on large companies, volunteers etc.) who do not get share of income. In this research we tried to cover both part to get better overview of perceptions.

The main purposes of **delegates** to attend the conference are delegates are to be educated, gain new skills and develop new business/professional relationships (Jago & Deery, 2005). Conference delegates can be divided into two participating members (ones who actually join the conference) and non-participating members (those who consider to be attendee in the conference) (Mohammadi and Mohamed, 2010). It is important to mention that

both types of delegates as because usually the percentage of actual attendees is very low compared to considerable number of non-attendees (Var, Cesario & Mauser, 1985; Witt, Dartus & Sykes, 1992). Nevertheless, both attendees and non-attendees still receive the promotion of the conference host location which is direct benefit to the venue. Despite this fact, only the participating attendees are included in this research.

Jago and Deery (2005) explored the relationships between the main decision-makers within the convention industry from three different perspectives: international associations, professional conference organizers, and delegates. The figure 3 shows what relations among these three groups are and what benefits they get from each other. According to Oppermann and Chon (1997) some of these relationships among associations, host locations, and potential attendees are tangible or measurable; others are intangible or implied and very difficult to measure. Some of the factors (such as food and beverage, location image, association with location image, local transport) important to decision making are much related to sustainable practices. Therefore, depending on decision maker (attendee, venue manager or organizer) interest in green meetings, it can have decisive power in final decision.

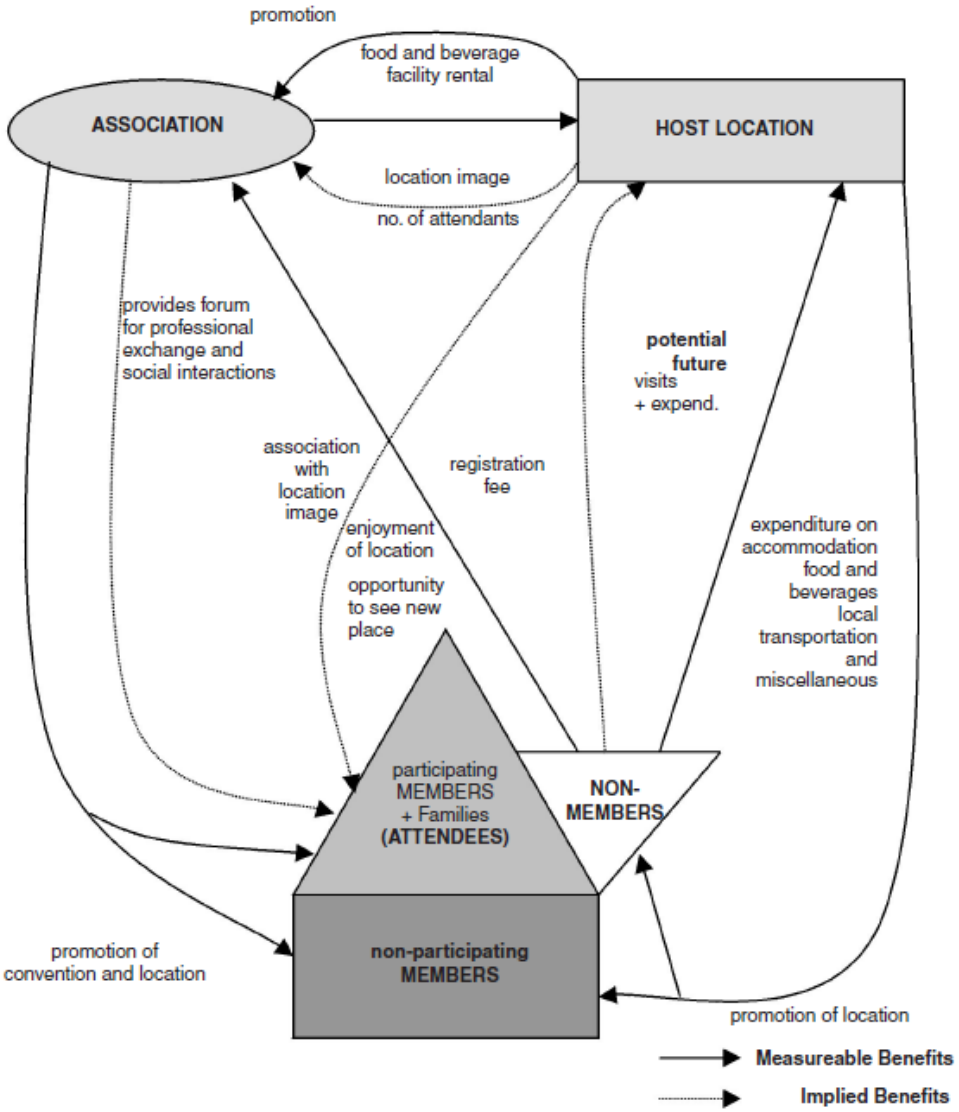

Figure 3. Interrelationships among the Main Players in Convention Tourism (Oppermann and Chon, 1997, p. 181)

Perceptions of Green Meetings

Perception is a psychological term and refers to interpretation of what we take in through our senses (The Virtual Psychology Classroom, 2313, p. n.d.). It is "the process by which people translate sensory impressions into a coherent and unified view of the world around them. Though necessarily based on incomplete and unverified (or unreliable) information, perception is equated with reality for most practical purposes and guides human behavior in general" (Businessdictionary.com, 2013, p. n.d.). The perception can vary from person to person: different people perceive different things about the same situation or matter.

Likewise, the different meanings can be assigned to what we perceive. It is, therefore, important to investigate different stakeholders groups' perception about the green meetings in order to make sure that these three groups perceived it similar or differently and the phenomenon could work to benefit all the stakes. In order to define and compare perceptions in this research they will be defined as positive or less positive.

When it comes to perceptions of green meetings by different stakeholders' groups such as delegates, venues and organizers, there is a little knowledge how they understand this kind of sustainability. Researches (Rittichainuwat & Mair, 2012) convinced that the problem of green meetings needs more investigations from stakeholder's perspectives. Draper et al. (2011, p. 156-157) support this idea and believe that "given the nature of meetings, conventions, and tradeshows, sustainability is likely to increase in importance from both a venue, as well as planner, perspective". There have been several attends to investigate the phenomenon of green meetings and different stakeholders' perceptions about them. Most of the researchers concentrate on only one of the stakeholders' perception (Draper, Dawson & Casey, 2011; Lee, Breiter & Choi, 2011; Rittichainuwat & Mair, 2012). Due to a variance in the research methods in these researches the findings might be hardly comparable. However, Park and Boo (2010) investigated three groups of convention stakeholders at the same time and found that they have different points of view on meetings and environmental issues which lead to hypothesis 1 (page 36). The authors (Park & Boo, 2010) found the significant differences of perceptions about conventions' negative impact on the environment, knowledge and cost-effectiveness of green meetings, responsibility for the environment, the need for selecting a closer destination, and willingness to use public transportation. However, the stakeholders had similar perception in terms of their environmental attitudes and behavioral intentions (Park & Boo, 2010). Park and Boo (2010) also found that almost one third of participants in their survey have not experienced green conference practices.

Perceptions of Venues' Managers

The attitude towards the venues as a host property has dramatically changed during last ten years (McCabe et al., 2000). Montgomery and Strick (1995) noticed that in the past people associated venues with only rooms and food. Today, host property has multiple usages of its facilities that reflect modern technology and offers help in planning and organizing conferences and meetings (McCabe et al., 2000).

Crouch and Ritchie (1998) select main criteria in choosing of conference venue: accessibility; local support; extra – conference opportunities; accommodation facilities; meeting facilities; information; site environment and other criteria as risks, profitability and novelty. However, Rittichainuwat and Mair (2012) state that these criteria do not include enough of environmental and social factors.

There are not so many researches that have been done on conference suppliers (venues) perceptions of green meetings. Park and Boo (2010) recognize the lack of information and understanding of sustainable practices in the conference industry. They (Park & Boo, 2010) underline that perception of environmental influence among attendees; meeting planners and conference suppliers are different and depend on availability of sustainable practices to each group. Scientists (Park & Boo, 2010) established that venue managers have an understanding of sustainable practices for convention industry and of cost effectiveness of green meetings. Furthermore, the study has shown that the venues feel more environmental responsibility compare to other stakeholders. Wolfe and Shanklin (2001) proved that the majority of conference center had implied recycling practices when they studied environmental programs and concerns of conference center administrators. According to researches (Wolfe & Shanklin, 2010), venue's administrators are concerned about environmental pollution and adopting environmental friendly programs.

Perceptions of Conferences' Organizers

According to Mair and Jago (2010) within the conference buyers (such as organizers) there is increasing demand for sustainable or more environmentally friendly options in meeting sector. Draper, Dawson and Casey (2011) investigated conferences' organizers perception in more details. They were looking at the importance of three dimensions of sustainability: sustainability policies, energy efficiency and recycling, among different types of meeting planners. Significant differences were found in water resources, energy efficiency and recycling between third party and association meeting planners (Draper, Dawson & Casey, 2011). The study also showed with meeting planner's age increase the importance of sustainability increased too. Moreover, female respondents overall rated all the items with more importance than males (Draper, Dawson & Casey, 2011). Researchers concluded that they have "identified what sustainability practices are important to meeting planners and some differences between characteristics of meeting planners" (Draper, Dawson & Casey, 2011, p. 179). Hence, while conducting the research about different stakeholders' perceptions it is extremely important to in different demographic factors to find out where the differences occur (hypothesis 2, page 37).

Park and Boo (2010, p. 105) state that "meeting planners have the most knowledge of conventions' greening practices" , "see the negative influence of conventions on the environment more clearly" and they do not consider them as cost-effective as the rest of stakeholder groups. However, meeting planners are less willing to pay for an environmental tax and feel the least environmental responsibility; but on the other hand they show the highest willingness to use public transportation for convention travel (Park & Boo, 2010). According to Park and Boo (2010) meeting planners has the lowest preferences to closer destination when choosing the conference location.

Perceptions of Delegates

Park and Boo (2010) claimed that attendees have a tendency to respond from a tourist perspective. Researches (Park & Boo, 2010, p. 104) found that delegates generally have a positive attitude towards "green" conventions, and "perceive them to be cost-effective, although they have little knowledge about green conventions". Despite that, delegates are willing to use public transportation to convention site show positive attitudes about traveling to closer destinations (Park & Boo, 2010). These are useful findings but they do not indicate that delegates are generating demand for greener or more sustainable conferences.

Rittichainuwat and Mair (2012, p. 150) are also convinced about positive perceptions of green meetings among convention attendees who were enjoying "staying in the same hotel; eating local food; and recycling notepaper from previous conferences". Additionally, respondents were happy to try to minimize wastage of food, use recycled notepad-papers from previous conferences, and eat local food and more vegetables instead of meat. Rittichainuwat and Mair (2012, p. 156) concluded that "attendees are interested in sustainability and are willing to make at least small changes to their behavior in order to permit meeting to become more sustainable". However, the wiliness to pay higher price for such kind meetings was recognized as a negative (Rittichainuwat & Mair, 2012).

Lee, Breiter and Choi (2011) investigated how convention attendees perceive green destinations. To emphasize the importance of the topic, they (Lee, Breiter & Choi, 2011) found a positive relationship between greening and the competitiveness. This means that the greener destinations or locations are; more attractive they become and, thus, have competitive advantage against their concurrent. The Lee, Breiter and Choi (2011) research paper is also important due to the significant differences they found between males and females in convention attendance frequency. Moreover, they found that males are thinking slightly better about the quality of the destination's environment. This fact argues against Draper, Dawson

and Casey (2011) findings that females have tendency to rate all the items with more importance (including better quality) than males. The authors (Lee, Breiter & Choi, 2011) also acknowledge that attendee's personal interest in greening and attendee's experience in meeting industry (attendance frequency) may also influence the perception.

Behavioral Intention

As environmental psychology literature suggests (Cottrell, 2003; Eagly & Kulesa, 1997; Kaiser, Wolfing, & Fuhrer, 1999; Pooley & O'Connor, 2000; Scott &Willits, 1994; Stoll-Kleemann et al., 2001) having the environmental concerns and strong green-practice attitudes is the first step to behavior change. Therefore, it is important not only to find out what kind of perceptions stakeholders have but also to check if it relates to their behavioral intentions. Term behavioral intention is the core concept of the planned behavior theory presented by Ajzen (1991). Behavioral intentions brings a motivation to perform a certain behavior and also measure of how hard people are willing to try and perform a certain behavior (Ajzen, 1991). He (Ajzen, 1991) emphasizes that the stronger the intention to engage in the behavior, the more likely it will be performed. Therefore, as a part of the research it is worth to check if stakeholders possess strong behavioral intentions towards green meetings, and if they are closely related to perceptions; which is investigated as hypothesis 3 (page 36).

The Model, Research Questions and Hypotheses

The main purpose of the thesis is to recognize and compare the perceptions of stakeholders (managers, organizers and delegates) about green meetings and detect where the differences occur. Moreover, the current research paper aims to relate the stakeholder perceptions to behavioral intentions and importance. The model in the figure 4 shows that different stakeholders have their own perceptions, which might be influenced by number of demographic factors. The perceptions, of importance and behavioral intentions have strong relations among each other.

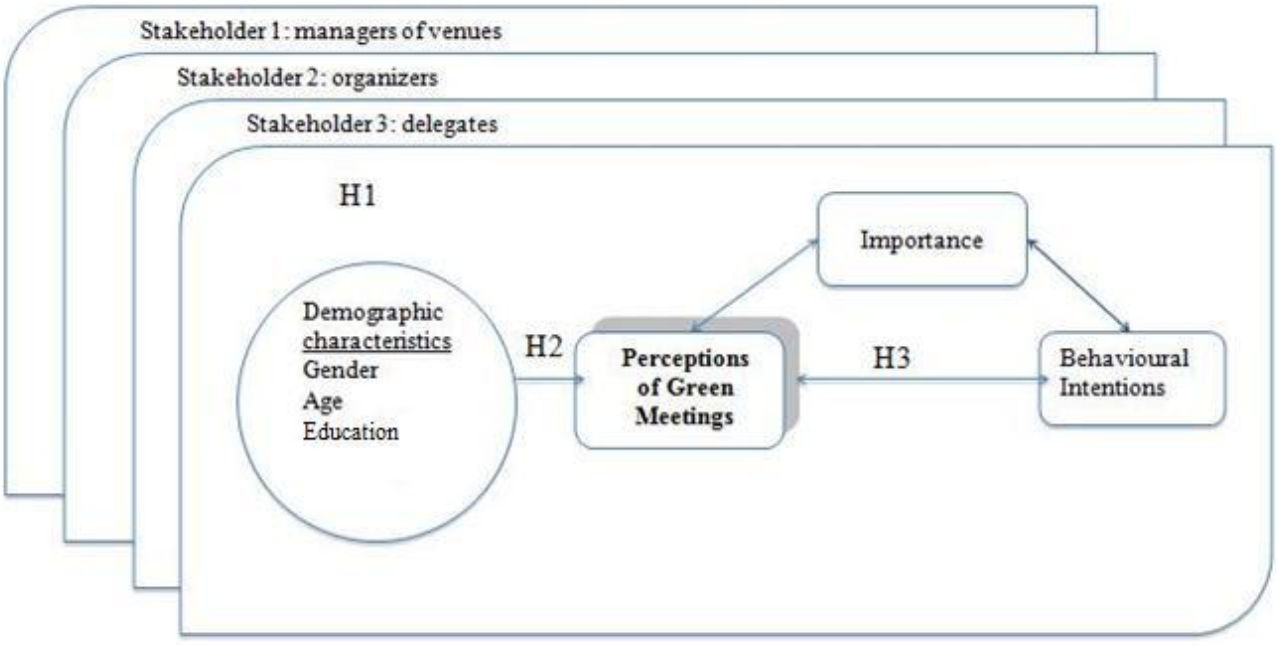

Figure 4. The model of stakeholders' perceptions about green meetings

Research Questions

There are few explorative research questions:

1. What environmental practices do meeting venues in Stavanger region have and how important they are to different stakeholders? In addition, how recognizable are eco labels and green practices in the meeting venues?

2. What kind of perceptions about green meetings do stakeholders have?

3. What behavioral intentions do stakeholders have towards green meetings?

4. Is it possible to predict a variance in perception, behavioral intentions and importance when demographical factor (age, gender, and education) and stakeholder group, frequency are controlled?

Hypotheses

The hypotheses suggested by the model and the literature analyses are:

Hypothesis 1 (H1): There are different perceptions among different stakeholders:

H1 a) managers have more positive perceptions about green meetings than organizers and delegates;

H1 b) organizers have more positive perceptions than delegates.

Hypothesis 2 (H2): Demographic factors (gender, age, education) can optimally explain a variance in overall perceptions of green meetings:

H2 a) females have more positive perceptions of green meetings than males;

H2 b) younger respondents have more positive perceptions of green meetings than older;

H2 c) well-educated respondents have more positive perceptions of green meetings than other.

Hypothesis 3 (H3): Behavioral intentions are related to perceptions. If the respondent has positive perceptions of green meetings most likely he/she has high behavioral intentions.

Methodology

The following sector includes explanations of methodology choices for current master thesis. The main purpose of the method section is to describe how this thesis is conducted and includes explanations of study design and sample choices. Moreover, descriptions of how data was collected and analyzed are also included.

Design

Research design is an important part of the research project, which frames the data collection and its analysis. Blaikie (2000, p. 21) notices: "To design is to plan; that is the process of making decisions before the situation arises in which the decision has to be carried out. It is a process of deliberate anticipation directed toward bringing an expected situation under control…"

Babbie (2010) states that research design appears in the beginning of the project and involves several steps such as conceptualization, choice of research method, operationalization, population and sampling, collecting data, data processing, analysis and application. According to Babbie (2010), the most common purposes of the research are exploration, description and explanation. He argues (Babbie, 2010) that many social science studies have a purpose to describe situations and events, when researches observe and then describe what they observed.

The current master project explores stakeholders' perception about green meetings in Stavanger region. Authors have chosen to use a deductive research strategy that reflects a common view on the nature of relationships between social research and theory, with accent on testing of theories (Bryman, 2011). Deduction moves from the theoretically explained pattern to observations that test if this pattern appears (Babbie, 2010). Current study will test presence of different perceptions about green meetings among stakeholders in Stavanger region.

The quantitative data is used in the present research due to its property to make observations more explicit (Babbie, 2010). In addition, it also makes it easy to compare and summarize the collected data. However, there is a risk for "potential loss in richness of meaning" (Babbie, 2010, p. 24).

Sample

According to Frankfort-Nachmias and Nachmias (2008), the data is usually collecting with purpose to test hypotheses and provide empirical support for explanations and predictions. After developing measurement instruments and collecting data, this explanations and predictions should have ability to generalization to be of scientific value. Usually, as Frankfort-Nachmias and Nachmias (2008) noticed, generalization doesn't based on data collection from all respondents. Researchers use a sample, a small number of cases, as a basis for conclusions about population, all the cases. The reason lies in difficulty to reach all respondents in population, and extremely high costs.

Data collection of current research project took place between March and May, 2013 in Stavanger region.

The population for the Questionnaire 1 includes all hotels and meeting venues in Stavanger and its surrounding, overview of which was adopt from Region Stavanger (Region Stavanger, 2011). Totally, population consists of 52 venues of different size and location. The final sample is represented by venues that were willing to participate in research and consists of 10 venues with the response rate around 19%.

Hotel managers, meeting organizers and participants of meetings were chosen as a main stakeholders group that composed the population for Questionnaire 2. The sample was self-selected, based on respondents who were willing to participate in the research. The total sample consists of 199 respondents, where managers presented by 37 (18.6%), organizers – 43 (21.6%), delegates – 117 (58.8%) and other - 2 (1%).

The main issue of the sample is that it is not randomly selected, since both of the questionnaires were not distributed randomly. Moreover, due to a small size of the sample, especially of the questionnaire 1, the findings cannot be applied to a general population.

Data Collection and Measurement Instruments

The survey method was chosen to collect the data from stakeholder's groups as it most widely speeded social science data-gathering technique (Neuman, 2011). The survey can provide accurate, reliable and valid data. Moreover, the general public is familiar with this technique (Neuman, 2011). The research conducted in the thesis has two parts and two questionnaires. First questionnaire is design to evaluate the green practices in the venues in Stavanger region. Second questionnaire is design to find out what kind of perceptions of green meetings stakeholders have.

Questionnaire 1

A survey established by Coalition for Environmentally Responsible Economies (CERES) as our instrument for measurement (Appendix 4) was chosen as a tool to evaluate the green practices in the venues in Stavanger region. The survey is intended to provide a thumbnail sketch of venue's environmental management practices. This survey was designed by a team of leading professionals from the private and public sector (Greenbiz.com, n.d.). The instrument has two-four items on each of following topics: Commitment and Awareness, Energy Efficiency, Solid Waste Minimization, Air and Water Quality, Water Conservation, Environmental Purchasing (total number of items - 18). For each item, respondents are asked to select from the following scale:

5 = Well-established practice/equipment installed throughout property;

3 = Some of these practice/equipment in place, but not in all areas;

1 = Budgeted initiative, planned for implementation within one year of submission date;

0 = No activity in this area.

Respondents also have possibility to provide comments when necessary. In order to compare the results within the different venues the total score was calculated.

Before implementing the questionnaire as our research tool it was pre-tested with two experts who have confirmed that all questions were relevant for the venues. The questionnaire was either emailed to venues in Stavanger region or delivered to manager at venue location. Considering that to answer the survey requires a lot of knowledge of venue practices, mainly General Managers of the venues were asked to answer it.

Questionnaire 2

The second questionnaire was distributed to delegates, conference organizers and venue managers in order to find out their perceptions about green meetings. Most of the items within the questionnaire were borrowed from the existing researches (Park and Boo, 2010; Lee, Breiter and Choi, 2011) which we discussed in theory chapter. The borrowed items in the questionnaire were developed by the authors, which mean that there is no well-established tool to measure perceptions about green meetings. Therefore, it was extremely important to pilot test it before implementation (Neuman, 2011). Two methods of pilot testing were chosen – retrospective interviews and target probes and expert evaluation. The first pilot testing was conducted at Sola Strand hotel on 12th March, 2013. Ten conference attendees and two conference center managers were asked to "explain the process used to select each response or answer" (Neuman, 2011, p.351). For the expert evaluation, three professors from University of Stavanger were asked to review and critique the questionnaire. After pilot testing necessary changes in the questionnaire were made and final version which was used in the research can be found as appendix 5.

The questionnaire has four sections: Background information (items 1 - 7), Perceptions of Green Practices (items 8 - 10), Behavioral Intentions (item 11), and Importance of Meeting Venue's Environmental Efforts (item 12) with total number of twelve items. The

items numbers 8, 9 and 11 in the sections B and C (perceptions of green practices and behavioral intentions) were borrowed from Park and Boo (2010). Item number 9 was edited by changing eco-labels used in Norway and respondents were asked to acknowledge their recognition of eco-labels. The item number 10 was borrowed from Lee, Breiter and Choi (2011) by which respondents were asked to mark the green meeting practices they do notice. In the section D, the item number 12 was adapted from the first questionnaire established by CERES in order to check how important the venues' environmental efforts are to stakeholders.

The five-point Likert scale (from strongly disagree (1) to strongly agree (5) or from totally unimportant (1) to very important (5)) was chosen as a response format to the most of the items. This response format demonstrates the intensity, hardness, or extremity of a respondent's feelings or opinions on a chosen variable (Neuman, 2009). One question (number 9) had three-point Likert scale) when respondents were asked to mark their recognition of eco-labels and in one question (number 10) respondents were asked to mark only the environmental practices they notice in the venues.

Conference organizers and venue managers receive emails with a link to online questionnaire (https://response.questback.com/monika/greenmeeting/, which was available till 20/05/2013). Following emails were sent in a week for those who didn't reply. Web-based surveys are "very fast and inexpensive; they allow flexible design" (Neuman, 2011, p.339). It also gives opportunity for responded to answer the survey at convenient time (Neuman, 2011). For the delegates the questionnaires were distributed directly during the meeting or on the break time in the venue. This method was chosen as the meeting is the best time to reach attendees. However, the policies of many venues were strict and it was not allowed to disturb the guests. Therefore, conference organizers and venue managers were asked to distribute the online link to the questionnaire to participants also.

Data Analysis

The results of questionnaire 1 were analyzed with Microsoft Excel and only basic analyses tasks were done. The results of the first questionnaire were compared with the last question in the second questionnaire in order to see what practices to the venues in Stavanger have and how are they important to different stakeholders. In order to see the differences among stakeholders, a one-way between-groups analysis of variance (ANOVA) were performed by IBM SPSS (Statistical Package for the Social Sciences).

For the questionnaire 2 two tools were used to collect data: questback online questionnaire and paper questionnaires. All gathered data was transferred and the analysis was done using IBM SPSS since it allows "for in-depth data access and preparation, analytical reporting, graphics and modeling" (Spss.com, n.d.). Before the analyses the sum-scores of perception, behavioral intentions and importance were calculated and the reliability of them was checked (table 4). After several one-way between-groups analysis of variance (ANOVA) were performed in order to answer the research questions and compare different stakeholders groups' results on different variables. After correlation, factor and regression analysis were performed in order to answer the research questions and also to confirm or deny hypotheses.

The correlation analyses were done among perceptions, behavioral intentions, importance sum-scores and demographical characteristics (gender, age, education, frequency, role in the meetings) to see how well are these variables related; if they are related at all. These analyses were needed to make sure that different variables are not too closely related and measure different things. The factor analyses were performed on the total number of 16 items of perception, behavioral intentions and importance constructs. The analyses show if that all the items load on different factors (components) and if all of the items belong to the right construct. The hierarchical multiple regression was used to assess the ability of two control measures (importance and behavioral intentions) to predict the perception of green

meetings after controlling for the influence of age, gender, role in the meetings and frequency and also to check if how good is the whole model.

Reliability

Problems of measurement quality are critical in scientific research. Alwin (2005) recognizes that analysis of getting results depends on ability to accurately measure the object of interest. He (Alwin, 2005) believes that failure in precise definition of the concept leads to errors in measurement, which, in turn, can be related to the nature of communication during collecting data. Reliability and validity are important concerns in measurement and help to establish truthfulness and believability of findings (Neuman, 2011). Validity and reliability are usually distinguished from each other. According to McDonald (2005, p. 942), reliability is an essential condition for validity, "if repeated attempts to score the cases of a measure yield dramatically different results, then validity may be impossible to ascertain".

Reliability is "the extent at which an experiment, test, or any measuring procedure yields the same results on repeated trials" (Carmines & Woods, 2005, p. 361). The term "reliability" refers to the issues of consistency of measurement (Bryman, 2001) and "indicates how free it is from random error" (Pallant, 2011, p. 6). Equivalence reliability (Neuman, 2011) or internal consistency (Pallant, 2011) refers to measurement with multiple indicators and shows "the degree to which the items that make up the scale are all measuring the same underlying attribute" (Pallant, 2011, p. 6). Reliability is commonly measured by Cronbach's alpha. Reliability analyses are conducted for different variables stated in the model (*perceptions of green meetings, behavioral intention and importance of the venues' environmental efforts)*. Each of three constructs has acceptable reliability scores (>.60). According to DeVellis (2003), reliability could ideally be above .7. Scales of Cronbach's alpha of these three constructs, ranged from a high of $\alpha = .889$ to a low of $\alpha = .802$

(perceptions of green meetings α = .802, behavioral intention α = .866 and importance of the venues' environmental efforts α = .889).

Validity

Validity is "the extent to which an indicator of some abstract concept measures what it purports to measure" (Carmines & Woods, 2005, p. 361). Researchers (Bryman, 2011; Neuman, 2011) distinguish different types of validity that reflect various ways of measuring the validity of the specific concept. *Face validity* refers to judgment of the measurements by people who have experience in a field. Face validity is the easiest one and allows finding out if the indicator is measure the construct (Neuman, 2011). In case of this research, face validity is high, because all the constructs behaved as expected in the model (significant correlations found among all three constructs). *Content validity* requires that measures represent all ideas of the concept (Neuman, 2011). Churchill (1979, p. 70) explains that construct validity refers to "what the instrument is in fact measuring". The correlation analysis is a proof of discriminant validity (Churchill, 1979); the constructs are not too highly correlated which indicates that all constructs are novel and not a reflection of one another. The factor analysis demonstrates the high results of convergent (Churchill, 1979) validity.

Limitations

Important part of the study is to identify and acknowledge its limitations. Limitations can be defined as "those characteristics of design or methodology that impacted or influenced the application or interpretation of the results" of the study (USC Libraries, 2013). Acknowledgment of study's limitations is important for generalization and utilization of findings, which are the result of chosen design and methods for establishing of internal and external validity (USC Libraries, 2013).

The biggest limitations of current study are *a not random sample and sample size*. Ideally, the sample should be random and larger size "to ensure a representative distribution

of the population and to be considered representative of groups of people to whom results will be generalized or transferred" (USC Libraries, 2013). The size of sample in current research depends on ability to reach respondents, and leads to second limitation – *access.* The study was highly depending on having access to people and organizations. It was rather difficult to convince some venues' managers to participate in the research; a lot of email invitations were simply ignored. To emphasize, most of the venue managers who participated in research were cooperative in answering paper or online questionnaires, however, access to delegates was denied. The given reasons were that delegates are paying for time of the meeting and shouldn't be disturbed; the venues already have some feedback forms to participants which might lead to overload of paper work while having/after meeting; the asked questions about green practices might have negative influence on venue's reputation if it doesn't promote environmentally friendly actions. The access issue made it impossible to have random sample of population. This leads to problems when it comes to generalization of findings. Another important limitation is *fluency in a language* as the questionnaires were in English. However, it is well known, that Norwegians have very advanced English language knowledge, especially in Stavanger region which is location of a lot of international companies. Therefore, we argue that this limitation shouldn't have big influence on results; conversely, it can enrich them since some of delegates were not speaking Norwegian.

Results

This part of master thesis presents the research results from both questionnaires and includes four central aspects: evaluation of environmental practices in meeting venues of Stavanger region, importance of environmental practices to stakeholders, recognition of eco-labels and green practices, perceptions of green meetings, and behavioral intentions toward green meetings. In addition, presented correlation, factor and regression analyses of the Questionnaire 2 provide basic assumptions to confirm or deny the hypothesis.

Evaluation of Environmental Practices in the Meeting Venues in Stavanger Region

Questionnaire 1 was applied with the aim to evaluate venue's green practices in Stavanger region. The important requirement for meeting venues was consulting with all related departments to validate all used practices and equipment. The following figures provide a thumbnail sketch of environmental management practices in following categories: commitment and awareness, energy efficient, solid waste minimization, air and water quality, water conservation and environmental purchasing. Each category includes items that reflect particular practice or equipment. The highest score "five" confirms a well-established practice or equipment in the property; score "three" indicates availability of some practices, but not in all areas, score "one" points the planned implementation of the practice; while the lowest score "zero" indicates the absence of any environmental practice in the venue.

Commitment and awareness

The items in this category were applied to find out if venues of Stavanger region are commit and aware about green practices. The item "Responsible environmental management" suggests availability of individuals with authority and resources taking responsibility for environmental management. This practice may include active Green Team, regular eco-meetings with reporting, eco-initiatives budget, or employee eco-suggestion opportunities.

The item "Training system for improving environmental performance" refer to management system that ensure training of employees, monitoring processes and evaluation of improving environmental performance. Orientations, briefings, memos, incentive programs, targets and performance review represent the main tool of this type of practice. The item "Visible environmental efforts" includes property's environmental efforts such as lobby signage, in-room material, direct mail, web site, vendor letters, annual report and advertisement that are visible for guests, shareholders, and vendors and public. Finally, the last item in this category "Environmental partnership" suggests venue's active participation in an environmental partnership or certification program.

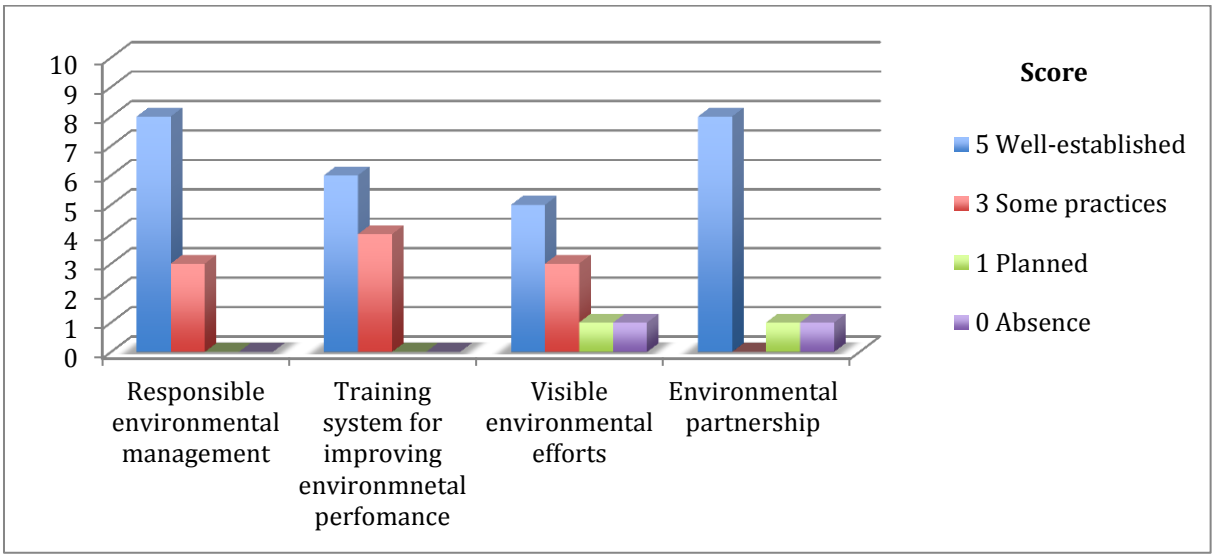

Figure 5. Commitment and awareness among venues in Stavanger region, n = 10

As the figure 5 shows, the best established environmental practices in venues of Stavanger region are an active participation in environmental partnership and responsible environmental management. However, the practice of training system for employees and visible environmental efforts are not established in all venues.

Energy efficiency

This category presented by items that detect venue's effort in reducing energy consumption. The item "Energy efficient lightning" conducted to establish if there are practices aimed to moderate energy consumption of lightning in lobby, hallways, public restrooms, meeting room, outdoor areas, guestrooms, as well as exit signs. The item "Occupancy sensors or timers in intermittent-use areas" refer to using of this kind practice in meeting rooms, storage areas, public bathrooms and staff bathrooms. The last item in this category is conducted to discover if there are programmable, thermostats with motion detectors used to control HVAC (Heating, Ventilation and Air Conditioning) in guestrooms.

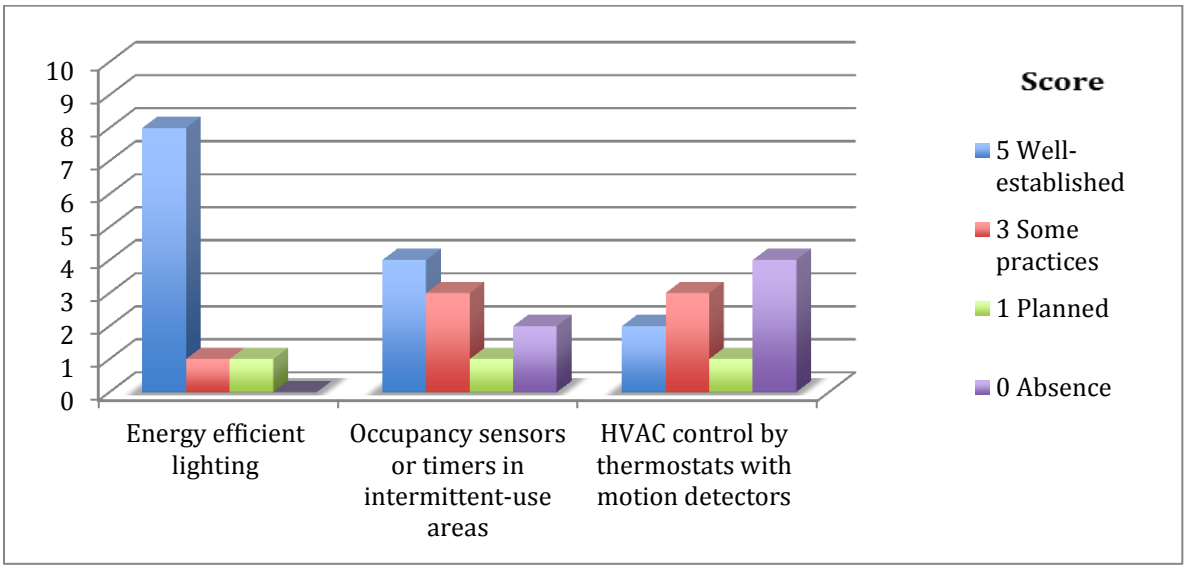

Figure 6. Energy efficiency in meeting venues of Stavanger region, n=10

Results presented in Figure 6 show that practice of energy efficiency is more common for venues of Stavanger region. The practices of occupancy sensors for controlling lighting and programmable thermostats with motion detections for controlling HVAC are more evenly distributed.

Solid waste minimization

This category includes items aim to identify environmental practices for solid waste minimization. The item "Use of refillable amenity dispensers" refers to practice of replacement individual bottles for bathroom amenities by refillable dispensers. The item "Active recycling program" touches the implement of an active recycling program both for front and back area of the property. It may be lobby, the area near vending machines, elevator landings, conference rooms, front desk, front office, staff facilities and guestrooms. Recycling program includes such materials as aluminum, plastic, steel, glass, cardboard, mixed paper, hangers, toner cartridges, food waste and batteries. The item "Reducing packaging" suggests reducing by utilizing reusable versus disposable goods, purchasing food, beverages and supplies in bulk where possible, or by requiring vendors to take back pallets and crates.

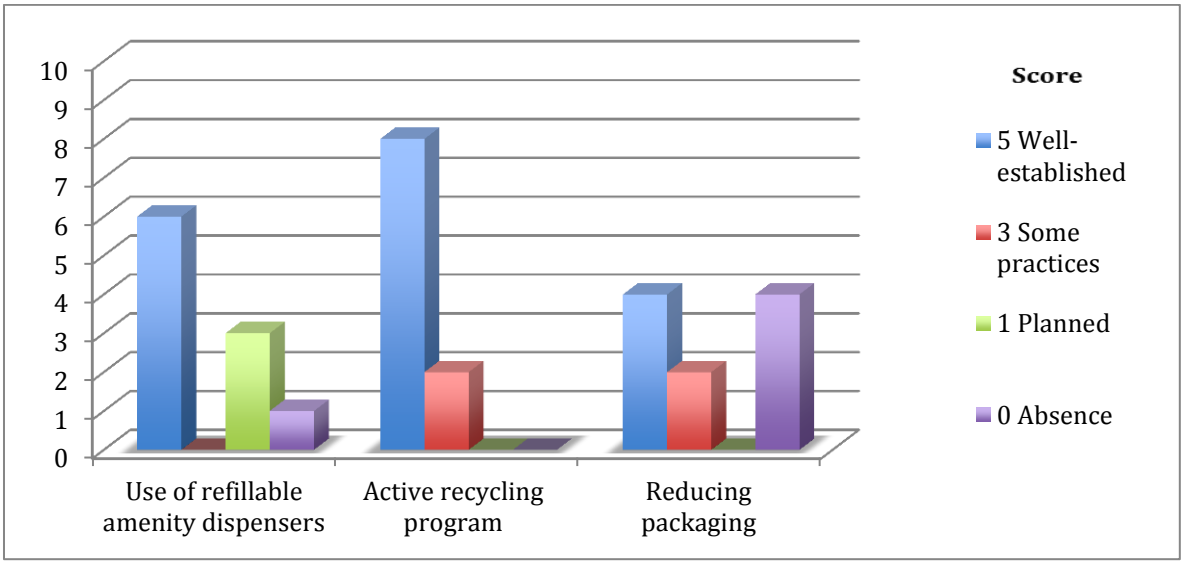

Figure 7. Solid waste minimization in meeting venues of Stavanger region, n = 10

Figure 7 presents the results of solid waste minimization. It is well noticeable that the active recycling programs, as well as the use of refillable amenity dispensers, are established within most of meeting venues of Stavanger region. However, some of the venues still do not try to reduce packaging, since results show an evenly distribution of the scores in this item.

Air and water quality

Present category presented by items that cover environmental practices aim to control air and water quality in the venues. The item "Utilizing environmentally responsible cleaners" directed to use of soaps without harmful consequences for the environment. The item "Air filtration" presents the practice of installation of equipment for air filtration in the guestrooms.

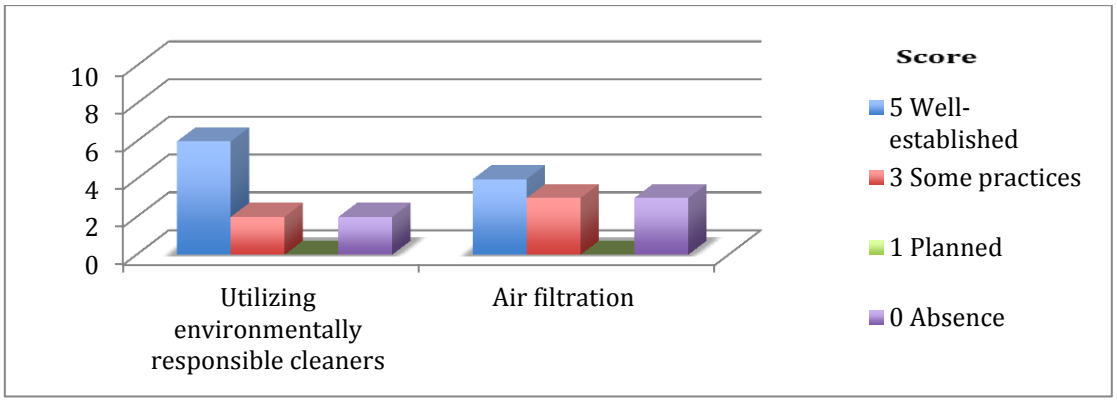

Figure 8. Air and water quality in meeting venues of Stavanger region, n = 10

As it shown in Figure 8, environmental practices in this category are not established well in meeting venues of Stavanger region. The most common practice for meeting properties is a utilizing of cleaners, which is still missing in some venues. The practice of air filtration is evenly distributed in Stavanger region. Probably the reason is a technical characteristic of some older venues.

Water conservation

The water conservation category presented by items that touch important environmental practices. The item "Linen reuse" refers to offer of linen reuse (towels and sheets) to multiple night guests in venues. The item "Water conserving fixtures" includes the practice of using different size of water conserving fixtures, like 1.5 gallons per minute (gpm) faucets aerators, 2.5 gpm showerheads or 1.6 gallons per flush toilets. The item "System of repairing leaking" aims to identify availability of an active system to detect and repair leaking toilets, faucets and showerheads.

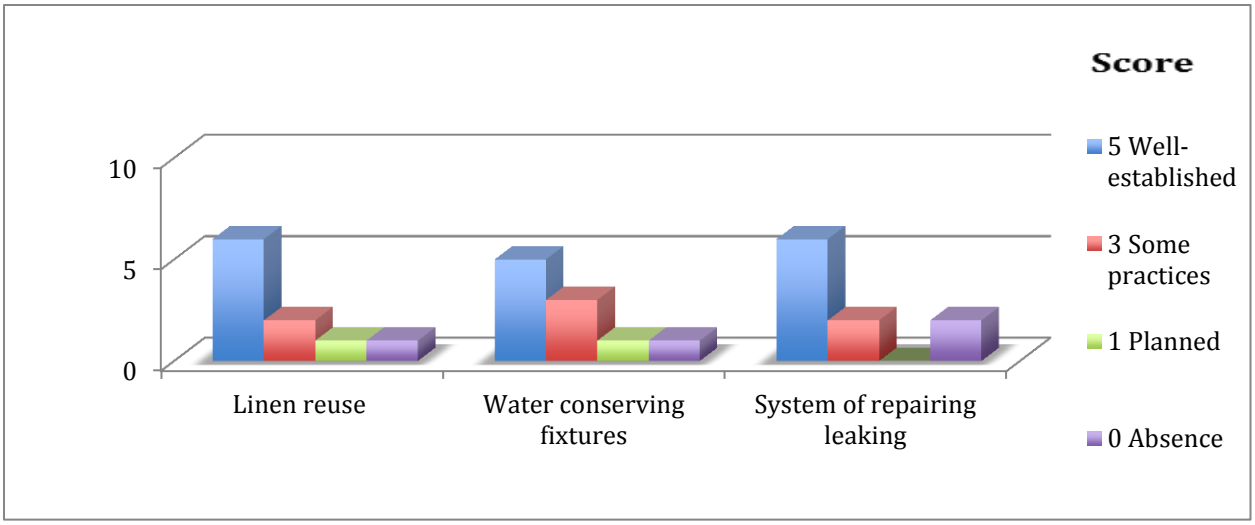

Figure 9. Water conservation in meeting venues of Stavanger region, n = 10

Results presented on Figure 9 show that environmental practices for water conservation are not common for all venues in Stavanger region. The system of repairing leaking is the most popular and well-established in the region, but there are still some venues that do not have any activity in this area. However, the future of this category looks positive, since some venues is planning to adopt this kind of environmental practices.

Environmental purchasing

Finally, the last category in evaluation of environmental practices includes items helping to detect venue's relationship to environmental responsibility. The item "Environmentally paper products" refers to using paper products bleached without chlorine and made with the following minimum post-consumer recycled content: office paper 30%, glossy printed material 10%, bath tissue 50%, facial tissue 20%, napkins and paper towels 60%. The item "Environmentally responsible products" suggests the venue's preference of environmentally responsible products that contain low toxicity and are organic or locally grown/made. The item "Environmentally responsible providers" includes venue's preference in selection of environmentally responsible service providers. It may be renewable energy, integrated pest management or alternative fuel vehicles.

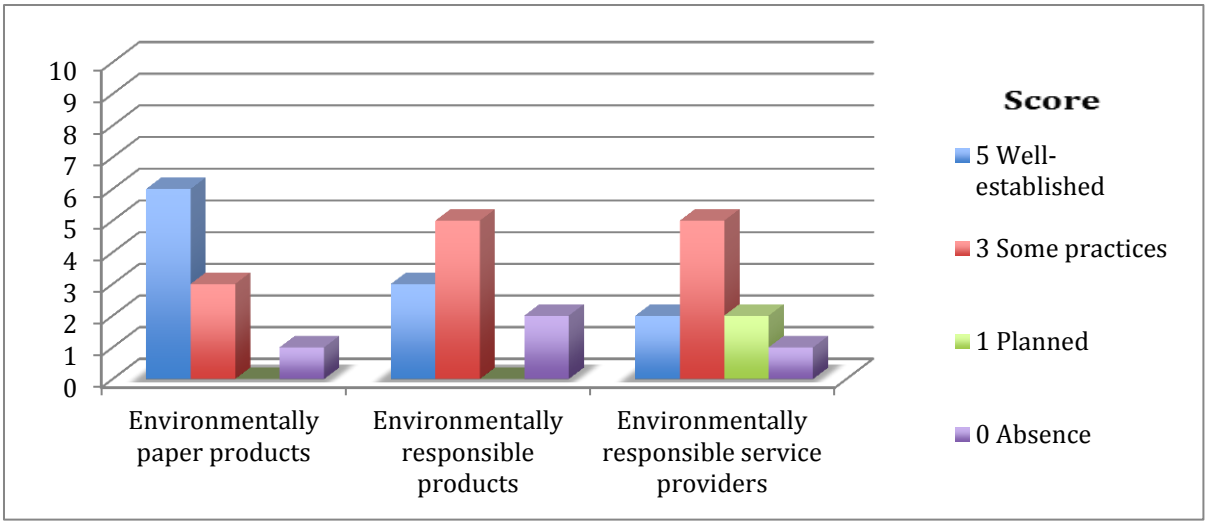

Figure 10. Environmental purchasing within meeting venues of Stavanger region, n = 10

As Figure 10 shows, there is a partial implementation of the practices when it comes to environmental purchasing within meeting venues of Stavanger region. The most common for all venues is the use of environmentally paper products. The practices of environmental responsible products and service providers are also noticed in meeting venues, but do not in all areas. Some properties evaluate to use environmentally responsible service providers in the future.

Importance of Environmental Practices to Stakeholders and Recognition of Eco-labels and Green Practices

The first research question asked what environmental practices do meeting venues in Stavanger region have and how important they are to different stakeholders. Results of evaluation meeting venues present the overview of what practices are best performing in Stavanger region. However, that does not answer the question, how these practices are important to stakeholders. Therefore, a one-way between-groups analysis of variance was conducted to explore the importance of the venues' environmental efforts among stakeholders (organizers, managers and delegates). There was statistically significance at the ≤ .05 level in total importance scores for stakeholders groups: F (2, 194) = 3.4, p = .035. Despite reaching

statistical significance, the actual effect size, calculated using eta squared, was .034 (Cohen, 1988, p. 284-287) and has small effect. Post-hoc comparison using Turkey HSD test indicated that the mean score of managers (M = 15.89, SD = 2.87) was significantly different from delegates (M = 14.45, SD = 3.34). Organizers importance scores (M = 15.33, SD = 2.78) did not differ significantly from either managers or delegates.

Therefore, it can be concluded that there is a difference in how important green practices in the venues are to the managers and delegates. Figure 11 represents the comparison of the means in total importance score among all stakeholders. The colors inside the graphs reflect the mean of each item within the construct. As it can be seen in the figure below, the biggest difference in managers and delegates' scores appear on active participation in environmental programs scores.

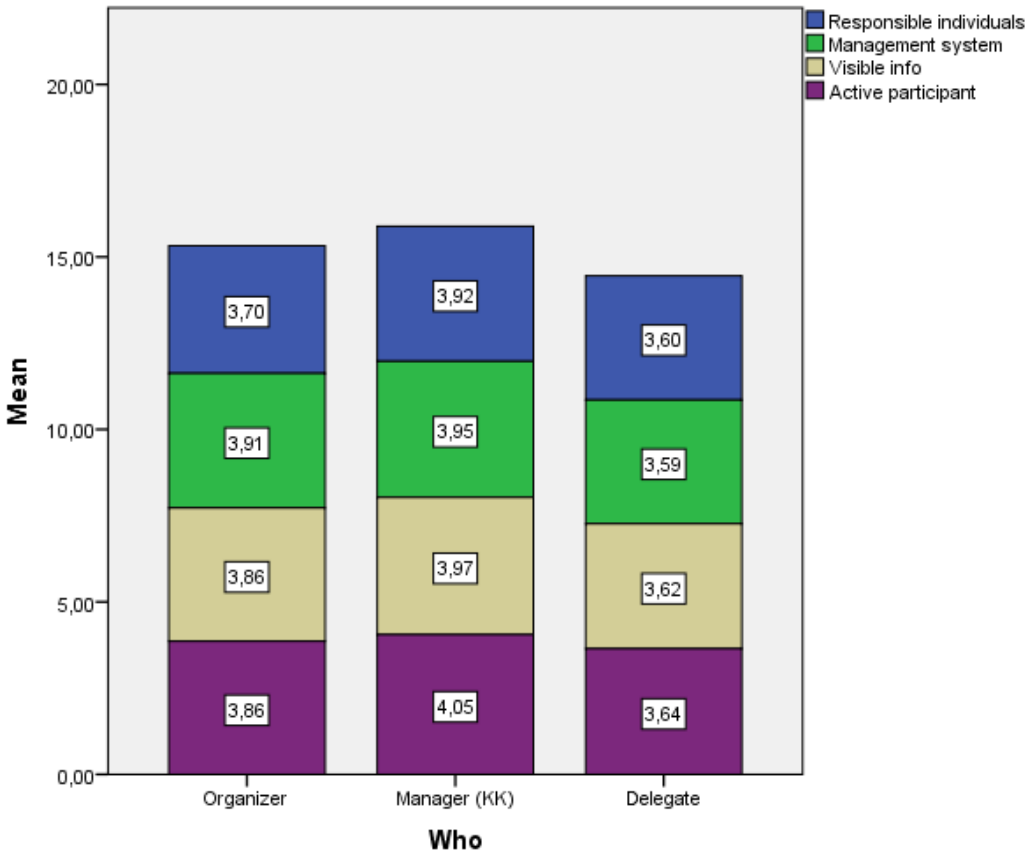

Figure 11. The means of importance sum-score (n = 199) among stakeholders

In addition, the first question asked, how recognizable are eco labels and green practices (in the meeting venues). In order to answer to this question, first, the total score of recognition (eco-labels and environmental practices in the venues) was calculated and the results can be seen in the figure 12.

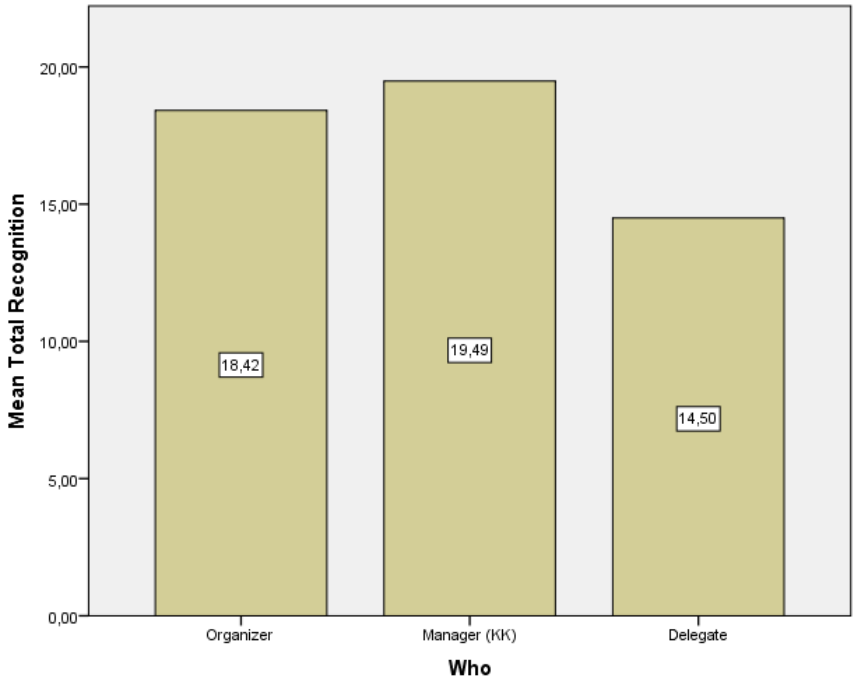

Figure 12. Recognition scores among stakeholders (n = 199)

After, a one-way between-groups analysis of variance was conducted to explore the total recognition of eco-labels and green practices among stakeholders (organizers, managers and delegates). There was statistically significance at the ≤ .05 level in total importance scores for stakeholders groups: F (2, 194) = 19.387, p = .000. Despite reaching statistical significance, the actual effect size, calculated using eta squared, was .166 (Cohen, 1988, p. 284-287) and has large effect. Post-hoc comparison using Turkey HSD test indicated that the mean score of managers (M = 19.49, SD = 4.62) was significantly different from delegates (M = 14.50, SD = 5.18). Moreover, the same test indicated that that the mean score of organizers (M = 18.42, SD = 4.54) was also significantly different from delegates (M = 14.50, SD =

5.18). However, the mean score of organizers (M = 18.42, SD = 4.54) did not differ significantly from managers (M = 19.49, SD = 4.62).

The most recognizable eco-labels (figure 13) are Recycle, Nyt Norge and Swan. Respondents are not very familiar with ICCA (Scandinavian Chapter) and Norsk Økoturisme.

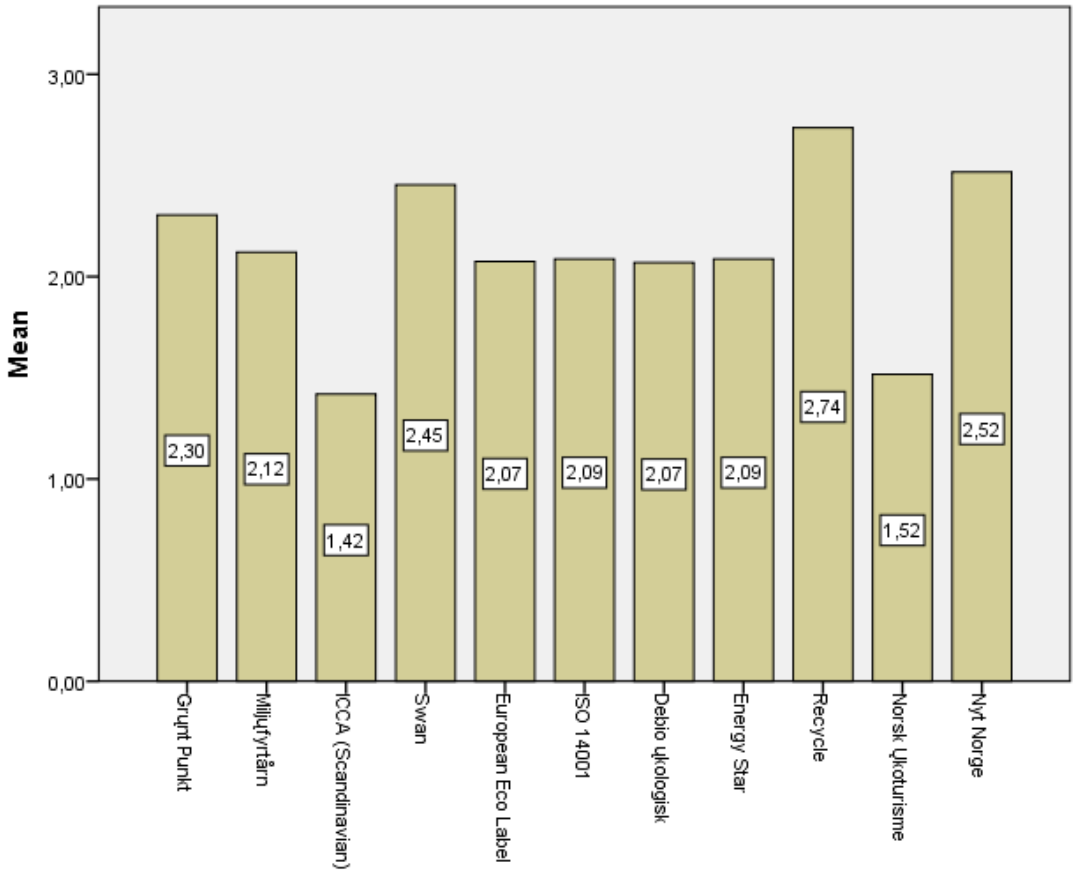

Figure 13. Recognition of Eco-labels (n = 199)

The most recognizable green meeting practices in the venues (figure 14) are energy saving and local food. Respondents struggled to recognize (or venues failed to offer) environmentally friendly activities and alternative fuel transportation.

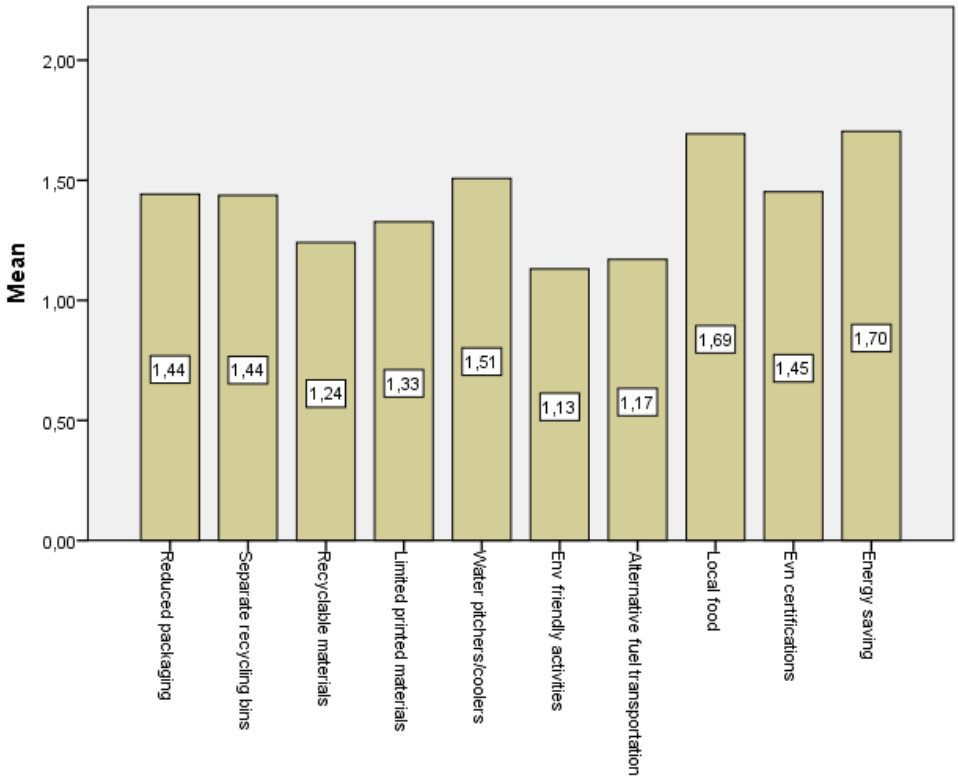

Figure 14. Recognition of Environmental Practices in the Venues (n = 199)

Questionnaire 2 was adapted to measure perceptions about green meetings among stakeholders. This part presents the demographic distribution of the scores, answers the research questions and presents various analyses performed in order to confirm or deny hypotheses.

Demographic Distribution

Table 2 includes descriptive statistics for the demographic profile of respondents who answered the second questionnaire. The majority of participants were female (51.3%). The age distribution varied between 21 and 66 years old and the average age of participants was 36 years old (n = 199, SD = 9.68). Results showed quite high education level: 47.2 % of respondents had a Bachelor degree and 41.2% of respondents had Master degree. The place of residence for majority of the sample (85%) is Norway. Tourism and Hospitality is the most popular working industry among participants (31.2 %). Oil and gas industry was the second

most popular occupation area (27.6 %). When it comes to distribution among stakeholders groups, delegates had the majority of 58.8% of the sample; organizers were represented by 21.6% and managers by 18.6%.

Table 2. *Descriptive statistics for demographic profile, n=199*

Variable	*n*	Percent
Gender	*199*	*100*
Male	97	48.7
Female	102	51.3
Education	*199*	*100*
Compulsory school	1	0.5
Highs-school or apprenticeship	17	8,.5
Lower level college or university degree/Bachelor	82	41.2
High level college or university degree/Master	94	47.2
PhD	5	2.5
Occupation area	*199*	*100*
Oil & Gas	55	27.6
Agriculture	4	2
Manufacturing	13	6.5
Transport	4	2
Finance & Insurance	15	7.5
Tourism & Hospitality	62	31.2
Education	11	5.5
Medical care	12	6
IT	6	3
Media & communication	12	6
Other	5	2.5
Status on the conference	*199*	*100*
Organizer	43	21.6
Manager (KK)	37	18.6
Delegate	117	58.8
Other	2	1

Reliability Analyses

Since a number of scales were applied in the research, prior to reliability analyses, the un-rotated factor analysis on each variable was performed using only the items that belonged to each construct. It was done in order to check how much each of the items within the construct contributes to the total value of construct (sum-score). The results of component matrix are presented in the last column of table 3.

Reliability analyses were conducted for different variables stated in the model (*perceptions of green meetings, behavioral intentions, importance of the venues' environmental efforts)*. Scales of Cronbach's alpha of these three variables, ranged from a high of $\alpha = .889$ to a low of $\alpha = .802$ (perception sum-score $\alpha = .802$, behavioral intention sum-score $\alpha = .866$ and importance sum-score $\alpha = .889$). The results of Cronbach's alpha,

alpha if item deleted, item to total alpha are provided in Table 3 below. Each of three constructs has acceptable reliability scores (>.60). According to DeVellis (2003), reliability could ideally be above .7. Therefore, it can be concluded that all the constructs are highly reliable.

Table 3. *Reliability analyses for the research constructs*

Constructs and items	Item total correlation	Alpha if item deleted	Cronbach's Alpha	Component Matrix
Perceptions of Green Meetings (n=6)			**.802**	
Negative influence	.388	.811		.360
Knowledge	.616	.757		.578
Experience	.680	.740		.622
Cost Effectiveness	.408	.803		.440
Enhanced image	.668	.747		.873
Importance in the future	.613	.758		.832
Behavioral Intentions (n=6)			**.866**	
Take into account	.702	.838		.775
Tax on business travel	.664	.843		.736
Follow the guidelines	.708	.837		.786
Public transportation	.650	.850		.690
Closer meeting location	.631	.848		.671
Personal contribution	.669	.841		.733
Importance of the venues' Environmental efforts (n=4)			**.889**	
Responsible individuals	.703	.878		.751
Env. Management system	.778	.851		.832
Visible information	.749	.861		.816
Active participation	.803	.840		.875

Perceptions of Green Meetings

The second research question asks what kind of perceptions of green meetings stakeholders have. In order to answer this question a one-way between-groups analysis of variance was conducted and perceptions of green meetings among stakeholders (organizers, managers and delegates) were explored. There was statistical significance at the ≤ .05 level in total perception scores for stakeholders groups: F (2, 189) = 4.3, p = .015. Despite reaching statistical significance, the actual effect size, calculated using eta squared, was .043 (Cohen, 1988, p. 284-287) and has small effect. Post-hoc comparison using Turkey HSD test indicated that the mean score of managers (M = 22.17, SD = 3.19) was significantly different

from delegates (M = 20.27, SD = 3.63). Organizers (M = 21.26, SD = 3.52) did not differ significantly from either managers of delegates.

Figure 15 represents the comparison of the means in total perception score among all stakeholders. The colors inside the graphs reflect the mean of each item within the construct. The biggest difference in scores between managers and delegates' appear on knowledge and experience.

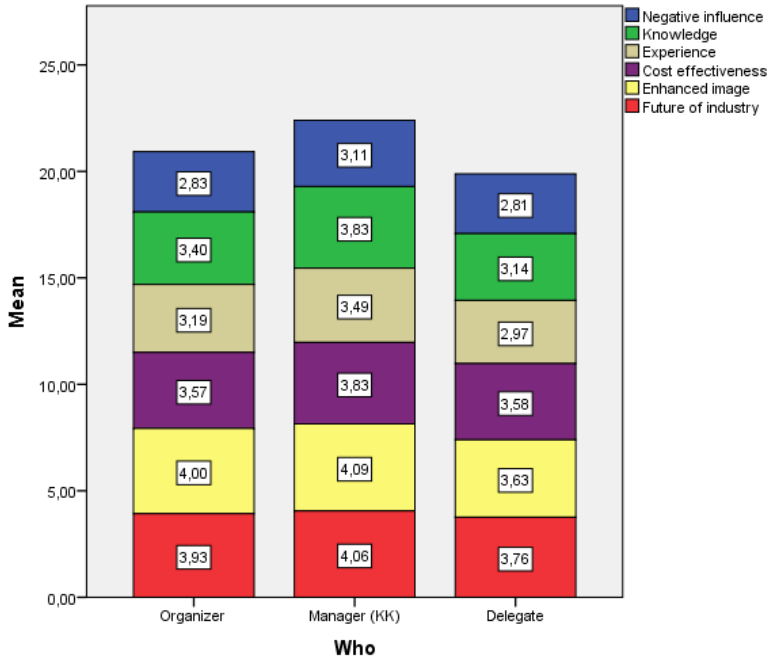

Figure 15. The means of Perception sum-score (n = 194) among the stakeholders

Behavioral Intentions toward Green Meetings

The third research question asked what behavioral intentions stakeholders have towards green meetings. Figure 16 compares the mean scores of all behavioral intentions. It can be noticed that stakeholders are most willing to take into account environmental practices (e.g. energy and water saving, recycling, local food, eco-label, etc.) and follow the guidelines of environmental codes of conducts required of the convention business. Stakeholders are most not willing to pay environmental tax on business travel and use public transportation for business travel to reduce greenhouse gas emissions. Figure 17 demonstrates the distribution

of behavioral intentions among stakeholders (the colors inside the graphs reflect the mean of each item within the construct). It is noticeable that organizers have the most positive behavioral intentions out of all groups.

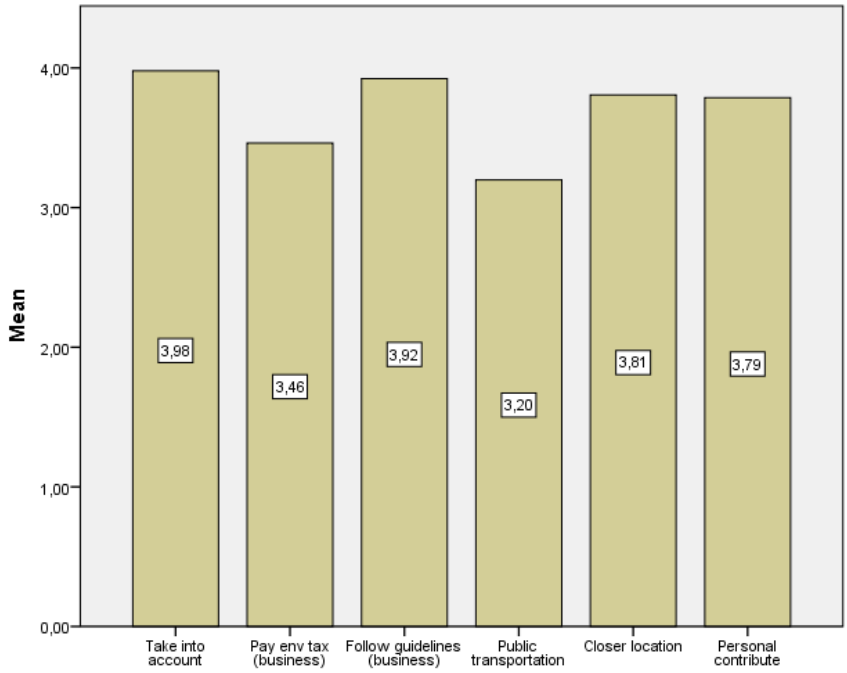

Figure 16. The Means of Behavioral Intentions (n = 197)

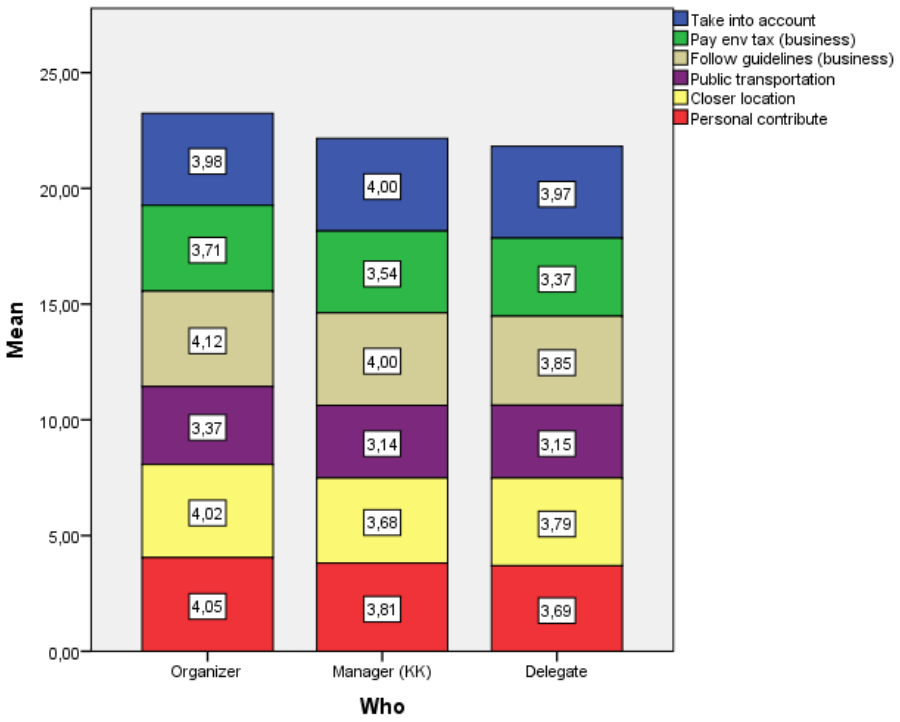

*Figure 17***.** The Means of Behavioral Intentions among Stakeholders (n =197)

A one-way between-groups analysis of variance was conducted to explore behavioral intentions among stakeholders (organizers, managers and delegates). There was no statistical significance at the ≤ .05 level in total behavioral intentions scores for stakeholders groups: F (2, 192) = 1.4, p = .248. Therefore, none of the stakeholders groups were significantly different from other (organizers (M = 23.24, SD = 4.31), managers (M = 22.16, SD = 4.19), delegates (M = 21.82, SD = 4.94).

Correlation Analyses

The relationships among *perceptions, behavioral intentions, importance* and *demographical characteristics* were investigated using Pearsons product-moment correlation coefficient. Preliminary analyses were performed to ensure there was no violation of the assumptions of normality, linearity and homoscedasticity. The results are reported in the table 4 below.

According to Cohen (1988) all the correlations among constructs were either medium or large. The medium relationship noticed between *behavioral intentions* and *perception* (r = .386; 14.9% shared variance). Accordingly, the large relationships were found between importance and perception (r = .550; 30.3% shared variance); importance and behavioral intentions (r = .611; 37.3% shared variance). This means that all four construct are closely related (when one increases the other also increases).

Only small correlations among constructs and demographic characteristics were found: *perception* and *gender* (r = .216; 4.7% shared variance); *perception* and *age* (r = .183; 3.3% shared variance); *perception* and *occupation* (r = .171; 2.9% shared variance); *perception* and *role in the meeting* (r = -.147; 2.2% shared variance); *perception* and *frequency* (r = .113; 1.3% shared variance); *behavioral intentions* and *education* (r = .156; 2.4% shared variance); *importance* and *age* (r = -.149; 2.2% shared variance); *importance* and *education* (r = .162; 2.6% shared variance).

Table 4. *Correlation analysis among biographic data, perception, importance and behavioral intentions (n =183)*

	M	SD	α	1	2	3	4	5	6	7	8
1 Gender	-	.5	-	-							
2 Age	36.06	9.68	-	-.082							
3 Education	3.43	.71	-	.049	.128						
4 Role	2.38	.82	-	-.057	.010	-.100					
5 Frequency	15.16	20.2	-	.143	-.008	.035	-.218**				
6 Perception sum-score	20.82	3.58	.802	.216**	.183*	.125	-.147**	.113**			
7 Behavioral Intentions sum-score	22.16	4.69	.866	.139	-.044	.156*	-.116	-.037	.386***		
8 Importance sum-score	14.88	3.22	.889	.134	-.149*	.162*	-.140	.125	.550***	.611***	

* Correlation is significant at the .05 level (2-tailed)
** Correlation is significant at the .01 level (2-tailed)
*** Correlation is significant at the .000 level (2-tailed)

Factor Analyses

The total of 16 items of perception, behavioral intentions and importance were subjected to principal component analysis (PCA). Prior performing the analysis, the suitability of data for factor analysis was assessed. The overall sample was suitable for factor analysis (199 cases) and there is ratio of at least five cases per each variable (Pallant, 2011). Other than sample size the skewness and kurtosis (normality), linearity and outliers also were investigated before factor analysis. Inspection of the correlation matrix revealed the presence of many coefficients of .3 and above. The Kaiser-Meyer-Olkin (KMO) value was .891, exceeding the recommended value of .6 (Kaiser 1970, 1974) and Bartlett's Test of Sphericity reached statistical significance (.000), which determine that the data is appropriate for analysis supporting the factorability of the correlation matrix.

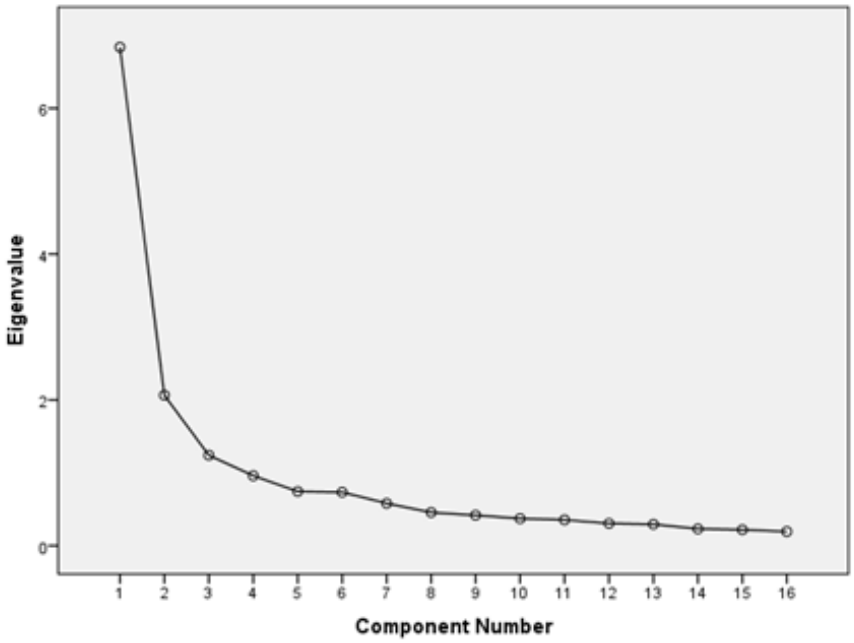

Figure 18. Scree Plot analysis

Principal component analysis revealed the presence of three components with eigenvalue exceeding 1, explaining 42.8%, 12.9% and 7.8% of the variance respectively. An inspection of the screeplot (figure 18) revealed a clear break after third component. This was further supported by the results of Parallel Analysis, which showed three components with eigenvalues exceeding the corresponding criterion values for a randomly generated data matrix of the same size (16 variables × 199 respondents). The results of Pattern and Structure Matrix are presented in Table 5.

The three-component solution explained a total of 63.4% variance, with Component 1 contributing 42.8 %, Component 2 contributing 12.9% and Component 3 contributing 7.8%. To aid in interpretation of these three components, oblimin rotation was performed. The rotated solution revealed the presence of simple structure (Thurstone, 1947), with all components showing a number of strong loadings. The interpretation of the three components was consisted with the current questionnaire, with perception items strongly loading on Component 1, behavioral intentions items strongly loading on Component 2 and importance items strongly loading on Component 3. There was a weak positive correlation between

Component 1 and Component 2 (r = .191); a medium negative correlation between Component 2 and Component 3 (r = -.364) and Component 1 and Component 3 (r = -.385). The results of the factor analysis support that the three different concepts: perception, behavioral intentions and importance, are separate scales. However, it was demonstrated by correlation analysis (table 4) that the constructs are significantly correlated. Therefore, the factors are also inter-related and high item loading appear on more than one factor (table 5).

Table 5. *Pattern and Structure Matrix with Oblimin Rotation of Three Factor Solution*

Item	Pattern coefficients			Pattern coefficients			Communities
	Component 1	Component 2	Component 3	Component 1	Component 2	Component 3	
Public transportation	**.842**			**.817**			.676
Closer location	**.783**			**.782**		-.322	.637
Pay env tax (business)	**.686**	.325		**.748**	.457	-.383	.662
Take into account	**.641**		-.316	**.757**		-.552	.654
Follow guidelines (business)	**.629**			**.753**	.308	-.553	.655
Personal contribute	**.593**			**.706**		-.516	.571
Experience		**.799**			**.837**	-.395	.711
Knowledge		**.758**			**.789**	-.362	.629
Negative influence		**.699**			**.634**		.456
Enhanced image		**.529**	-.321	.386	**.677**	-.576	.606
Cost effectiveness	-.337	**.525**			**.550**	-.308	.413
Future of industry		**.464**	-.335	.423	**.625**	-.583	.572
Management system			**-.857**	.335	.341	**-.867**	.753
Responsible individuals			**-.806**	.410		**-.830**	.701
Active participant			**-.757**	.438	.409	**-.846**	.740
Visible info			**-.736**	.464	.359	**-.822**	.705

Note: major loadings for each item are bolded.

Hierarchical Multiple Regression Analyses

Hierarchical multiple regression was used to assess the ability of two control measures (importance and behavioral intentions) to predict the perception of green meetings after controlling for the influence of age, gender, role in the meetings and frequency (research question 4). Preliminary analyses were conducted to ensure no violation of the assumptions of normality, linearity, multicollinearity and homoscedasticity.

In order to predict Perceptions, a three steps prediction model was applied (results presented in table 6). Age, gender and education were entered at Step 1, explaining 9.3% of the variance in perceptions. Role in the meetings and frequency were entered at Step 2 and additionally explained only 1.8% of the variance in perceptions. After entry of importance and behavioral intentions scales at Step 3 the two control measures explained an additional 23.1% of the variance in perception, after controlling for age, gender, role in the meetings and frequency, R^2 change = .231, F change (2, 171) = 30.0, $p < .001$. The total variance explained by the model as a whole was 34.2%, F (7, 172, 179) = 12.69, $p < .001$.

Table 6. *Predicting Perception sum-score from gender, age, education, role in the meetings, frequency, behavioral intentions and importance (n = 183)*

Predictor Variables	Model 1	Model 2	Model 3
Gender	.194**	.180*	.127*
Age	-.185*	-.183*	-.107
Education	.140	.127	.041
Role in meetings		-.110	-.057
Frequency		.058	.026
Total Behavioral Intentions			.074
Total Importance			.453***
R^2	.093	.111	.342
R^2 Change	.093	.018	.231
Significance of F Change	.001	.181	.000

* Correlation is significant at the .05 level (2-tailed)
** Correlation is significant at the .01 level (2-tailed)
*** Correlation is significant at the .000 level (2-tailed)

According to the previous researches (Draper, Dawson & Casey, 2011), perceptions of green meetings tend to be more positive among younger persons and also females. The Model 1 confirms the significant results in gender (beta = .194, $p < .01$) and age (beta = -.185, $p < .05$) scores. The same is in the Model 2, however, the results are lower (gender: beta = .180; age: beta = -.183, $p < .05$). In the final Model 3, age has lots is significant contribution to the model; leaving gender (beta = .127, $p < .05$) as only one demographical factor contributing significantly to the model. Additionally, another control measure was statistically significant - importance (beta = .453, $p < .001$). In order to check how much of the total variance is uniquely contributed by each variable, the Part value was squared. It turned out that gender explains only 2% of the variance in R^2 and importance explains 12% of that variance; these values also explains how much R^2 would drop if it wasn't included in the model. To sum up, it is demonstrated through beta values that only importance and gender has meaningful contribution to the dependent variable's (perception sum-score) variance in the model. It was also demonstrated that importance has bigger contribution to R^2.

Hierarchical multiple regression analyses were also used to predict the scores of behavioral intentions and importance. In order to predict behavioral intentions, the same three steps prediction model was applied. Age, gender and education were entered at Step 1, explaining 4.5% of the variance in behavioral intentions. Role in the meetings and frequency were entered at Step 2 and additionally explained 1.6% of the variance in behavioral intentions. After entry of perception and importance scales at Step 3 the two control measures explained an additional 34.3% of the variance in behavioral perception, after controlling for age, gender, role in the meetings and frequency, R^2 change = .231, F change (2, 171) = 30.0, $p < .001$. The total variance explained by the model as a whole was 40.3%, F (7, 171, 178) = 16.49, $p < .001$ (Table 7).

Table 7. *Predicting Behavioral Intention sum-score from gender, age, education, role in the meetings, frequency, perception and importance (n = 183)*

Predictor Variables	Model 1	Model 2	Model 3
Gender	-.054	-.052	.053
Age	.127	.134	.067
Education	.157*	.148*	.045
Role in meetings		-.112	-.048
Frequency		-.086	-.138*
Total Perception			.067
Total Importance			.577***
R^2	.045	.060	.403
R^2 Change	.045	.016	.343
Significance of F Change	.046	.238	.000

* Correlation is significant at the .05 level (2-tailed)
** Correlation is significant at the .01 level (2-tailed)
*** Correlation is significant at the .000 level (2-tailed)

The Model 1 shows the significant results only in education (beta = .157, $p < .05$) scores. The similar results just a bit lower (education: beta = .148, $p < .05$) are in the Model 2. In the final Model 3, education has lots is significant contribution to the model. However, another significant variable, entered with the second model, appeared - frequency (beta = -.138, $p < .05$). In the final model one more control measure was statistically significant - importance (beta = .577, $p < .001$). Squared Part value was calculated and it appeared that frequency explains only 1.77% of the variance in R^2 and importance explains 22.56% of that variance. To sum up, it was demonstrated through beta values and squared Part value that importance has meaningful contribution to the dependent variable's (behavioral intentions sum-score) variance in the model; frequency also contribute to the model but its contribution is less meaningful than the one made by importance.

The same model was applied to predict the Importance sum-score. Age, gender and education were entered at Step 1, explaining 6.8% of the variance in importance. Role in the meetings and frequency were entered at Step 2 and additionally explained 2% of the variance

in importance. After entry of perception and behavioral intentions scales at Step 3 the two control measures explained an additional 42% of the variance in perception, after controlling for age, gender, role in the meetings and frequency, R squared change = .420, F change (2, 171) = 72.9, p < .001. The total variance explained by the model as a whole was 50.7%, F (7, 171, 178) = 25.17, *p* < .001.

Table 8. *Predicting Importance sum-score from gender, age, education, role in the meetings, frequency, behavioral intentions and perception (n = 183)*

Predictor Variables	**Model 1**	**Model 2**	**Model 3**
Gender	-.162*	-.160*	-.073
Age	.112	.095	-.030
Education	.177*	.165*	.051
Role in meetings		-.098	.,008
Frequency		.083	,105
Total Perception			.340***
Total Behavioral Intentions			.476***
R^2	.068	.087	.507
R^2 Change	.068	.020	.420
Significance of F Change	.006	.158	.000

* Correlation is significant at the .05 level (2-tailed)
** Correlation is significant at the .01 level (2-tailed)
*** Correlation is significant at the .000 level (2-tailed)

The Model 1 shows the significant results in gender (beta = -.162, p < .05) and education (beta = .177, p < .05) scores. The same is in the Model 2 but the results are slightly lower (gender: beta = -.160; education: beta =.165, p < .05). However, in the final Model 3, these two variables were outnumbered by perception and behavioral intentions scores (perception: beta = .340, behavioral intentions: beta = 476, p < .001) and lost their lots their significant influence to the total importance score. Squared Part value showed that perception and behavioral intentions explain 9% and 18.7% of the variance in R^2. Therefore, it can be concluded that both behavioral intentions and perception have meaningful contribution to the importance variance in the model.

Discussion

The current study examined perceptions of green meetings among different stakeholders. The findings provide knowledge about current situation in Stavanger region referring to existence of green meetings. This part of the thesis discusses the main findings and how they answer research questions and support or do not support the hypotheses. Additionally, the theoretical, methodological and management implications are discussed.

Importance of Environmental Practices and Recognition of Eco-labels and Green Practices among Stakeholders

From the academic perspective, Park and Boo (2010) argue that understanding of importance of environmental practices in the meeting industry is not well established. Implemented sustainable practices in the hospitality industry help to reduce the negative environmental impact, in addition to increase the profit and improve destination image (Lee at al., 2011). One of the research questions of the study is to establish the appearance of environmental practices in meeting venues of Stavanger and the importance of these practices to different stakeholders in Stavanger.

According to the results, meeting venues in Stavanger demonstrate a high awareness about sustainable practices and follow requirements of the sustainable certification programs, such as Swan label and Lighthouse Foundation Environment. Yet, some of the older properties were not designed in an environmental friendly way and have issues implementing some of the environmental practices, such as air filtration, occupancy sensors for controlling lighting or programmable thermostats with motion detections. The findings of the study confirm results of ICCA Scandinavian Chapter, stating that venues in Stavanger are very active in terms of sustainable certification. According to Park and Boo (2010), a well-established environmental certification makes the results of green practices more visible and stimulates the industry to their implementation. Additionally, Stavanger has an active program

for waste minimization that includes recycling and incineration. Otherwise, there is a need for technical developing of venues which would contribute to performance of sustainable practices. The findings also echo the research of Wolfe and Shanklin (2001) which proved that the majority of conference center had implied recycling practices.

The results show that managers of venues perceive green practices more important than organizers and delegates. A significant difference was found only between managers and delegates' importance score. An active participation in an environmental program is the most important issue to managers and can probably be explained by their professional activities and well implemented environmental certifications in the region. Delegates consider that there is important to see visible information about property's environmental efforts and also know that the venue is an active participant in the environmentally friendly practices.

Positive reputation of eco-labels motivates consumers and industry to environmental contribution (Park & Boo, 2010). The findings show that the most recognizable eco-labels among managers, organizers and delegates are Recycle, Nyt Norge and Nordic Swan. These labels are more visible for consumers and have a long tradition in Norway (except Nyt Norge). ICCA Scandinavian Chapter and Norsk Økoturisme showed the lowest level of recognition. The reason may be that information about these labels is not spread enough to reach everyone, and only tourism and hospitality industry is familiar with them.

Stakeholders specify energy saving, local food and certification programs as the most recognizable sustainable practices in the venues. Respondents acknowledged environmental friendly activities and alternative fuel transportation less. Numbers of venues in Stavanger region offers various activities (beach walking tours, cycling, helicopter rides, sightseeing tours, Lysefjord cruise, kiting, surfing etc.) in addition to the meeting. However, delegates do not recognize which of these activities are environmental friendly. Some of the venues also give an opportunity to rent a bike which could be considered both as an environmental

friendly activity and alternative fuel transportation. Even though Region Stavanger (n.d.) is promoting the region as having a well-developed transportation system; the alternative fuel transport exists in the private vehicles and some of the taxi companies.

Perceptions of Green Meetings

The second research question was about perceptions of green meetings among stakeholders, particularly, what kind of perceptions different stakeholders have. The findings partly support the results of the previous research (Park & Boo, 2010) that identify the differences of stakeholder's perceptions about meeting's negative influence on the environment, knowledge and experience of the green meetings, cost effectiveness, image enhancing and future of the industry.

The correlation analyses show that there is a relation between perceptions and stakeholder group. However, the ANOVA analysis found the significant difference only between managers and delegates' total perception score. The reason of different perceptions between stakeholders might lay in the fact that delegates have less knowledge about green meetings, they recognize the lowest number of environmental practices and label. Park and Boo (2010) also emphasize that the differences in perceptions of green meetings depend on availability of sustainable practices to each of the stakeholder group. The authors (Lee, Breiter & Choi, 2011) acknowledge that personal interest in greening and attendee's experience in meeting industry (attendance frequency) may also influence the perceptions.

Since there was no significant difference found in organizers' perceptions compared to other stakeholders, the findings are controversial to Park and Boo's (2010) findings which state that organizers are the most aware stakeholder group.

Managers of the venues display the most positive perceptions, while the delegates showed the least positive. Managers perceive the green meetings as an image enhancing and believe in its importance for the industry's future. This stakeholder group has the most

knowledge and experience of green practices compared to other stakeholders. A high level of implemented environmental certifications in meeting properties of Stavanger region might explain these findings. Swan and Lighthouse Foundation Environment certifications require knowledge and application of sustainable practices. That is probably a reason why venue's managers display the most positive of perception of green meetings. Controversially, managers are the only one group of stakeholders who perceive meetings as negatively influencing the environment.

The findings of the study display generally positive perceptions of green meetings among delegates as previous researches have illustrated (Park & Boo, 2010; Rittichainuwat & Mair, 2012). However, in contrast with other stakeholders groups, delegates have the least positive perceptions. Like other stakeholders, they believe that green meetings have ability to increase image and are essential for the future. Still, delegates have more negative attitude towards higher price for such kind meetings, in contrast to managers. Even though delegates have knowledge about green meetings the experience level is low; which support Park and Boo (2010) findings that almost one third of participants have not experienced green meetings.

Thus, **the first hypothesis** stating that there are different perceptions among different stakeholders was only partly supported. The ANOVA and correlation analyses confirmed that there is a significant difference only in managers and delegates' perceptions where managers have more positive perceptions than delegates **(H1 a)**. However, the organizers perception did not significantly differ from other groups **(H1 b)**.

Draper, Dawson and Casey (2011) state that while conducting the research about different stakeholder's perceptions, it is important to take into the account demographic factors and establish where differences occur. The correlation analyses show that only some of the demographic factors (gender and age) are related to perceptions. However, the current

study only confirms the previous researches (Draper, Dawson & Casey, 2011; Lee, Breiter & Choi, 2011) which found a significant difference in perceptions between males and females. The hierarchical multiple regression analyses (Table 6) show that gender has small influence on perception; and correlation analyses show that females perceive the green meetings more positively than males (Table 4) **(H2 a)**. However, the regression analyses did not confirmed that both age and education has influence on forming overall perceptions **(H2 b, H2 c).** Thereby**, the second hypothesis** (demographic factors can optimally explain a variance in overall perceptions of green meetings) can be partly supported, confirming the difference in perceptions only between males and females.

Behavioral Intentions toward Green Meetings

The third research question touched behavioral intentions and asked what behavioral intentions stakeholders have towards green meetings. There was no significant difference found in behavioral intentions towards green meetings among managers, organizers and delegates. Thus, the findings echo Park and Boo (2010) conclusions that the stakeholders have similar perception in terms behavioral intentions. All stakeholders are positive to take into account environmental practices like recycling, local food, eco-label etc. when choosing meeting location. They have also strong intentions to choose a closer meeting location when it is possible. However, the choice of the meeting location probably depends on meeting organizers and could not be applied to managers and delegates. The findings show that stakeholders are optimistic to follow the guidelines of environmental codes of conducts required of the convention business and personally willing to contribute to environmental benefits by biking, using electrical car, recycling, saving energy etc. Environmental taxation and use of public transport can be conducted as a barrier for sustainability. **The third hypothesis** states that behavioral intentions are closely related to perceptions and if the respondent has positive perceptions of green meetings most likely he/she has high and

behavioral intentions. However, the hierarchical multiple regression analyses (Table 7) do not support the hypothesis.

The Prediction of Perception, Behavioral Intentions and Importance

The last research question aimed to predict a variance in perception, behavioral intentions and importance when the effects of demographical factor (age, gender, and education) and stakeholder group, frequency were controlled for. Regarding to hierarchical multiple regression analyses, gender and importance explain the biggest amount of the variance in perception of green meetings (Table 6). Behavioral intentions towards green meetings are best explained by frequency and importance (Table 7) and importance by perception and behavioral intentions (Table 8). This means that perceptions and behavioral intentions are not related to each other; however, importance plays the mediating role between them. Park and Boo (2010) explain that environmental concerns and strong sustainable practices attitudes lead to behavior change. Therefore, persons with strong importance tend to have more positive perceptions and also are willing to contribute to environmental good with their actions. Nevertheless, positive perceptions of green meetings do not directly lead to environmentally friendly behavioral intentions and vice versa. Hence, the original model must be adjusted to fit the findings (Figure 9).

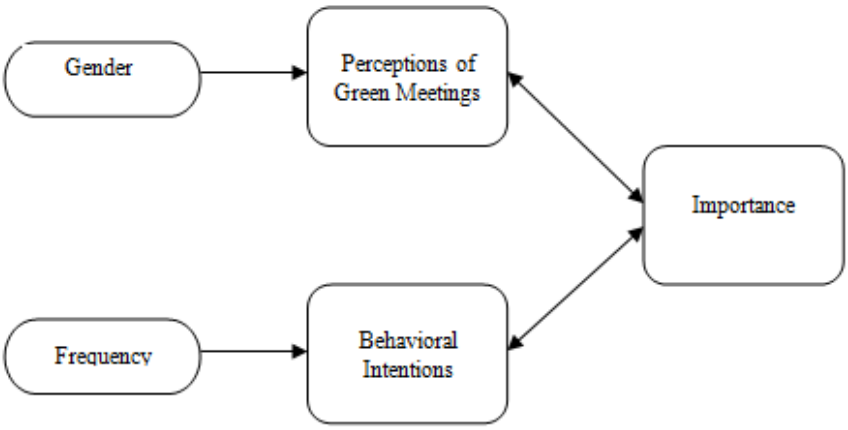

Figure 9. The adjusted model of perceptions about green meetings

As it is presented in the Figure 9, perception of green meeting is statistically predicted by gender and importance, additionally, importance together with frequency of meetings also forming behavioral intentions.

To sum up, the current study was the first one to identify perceptions of green meeting between three stakeholders groups in Stavanger region. This study found significant difference in the perceptions of green meetings only between managers and delegates. Furthermore, it can be inferred that importance of sustainable practices influence the forming of perceptions and behavioral intentions towards green meetings. In general, the perceptions of green meetings in Stavanger region are positive, and importance of greening for future is recognized by stakeholders. Even though the current research contributes to better understanding of perceptions of the green meetings in Stavanger region; there is still a need for the future researches in this field. The future researches should cover a bigger population of respondents randomly and include all of the meeting venues in the region. It is suggested to apply this research not only the Stavanger region but also other regions in Norway or Scandinavia. This would show a bigger picture of the phenomenon. In addition, the adjusted model should be tested focusing more on how importance is formed. This would contribute to a better understanding of how to increase the importance of the green meetings among stakeholders.

Implications of the Study

The study highlights how multiple stakeholders perceive green meetings. Scales show significant levels of reliability and strong indications of validity. Nevertheless, the data still might be influenced by social desirability tendencies that occur when respondents fit their answer to conform social norms (Neuman, 2011). Furthermore, the major limitation of the study is random sample and sample size. Thus, the findings cannot be generalized to the

whole meeting industry in Stavanger region. However, the study allows making some practical implications to the industry.

The findings indicate tentative information on how each stakeholder group perceive green meetings. Based on knowledge of how stakeholders perceive green meetings, some managerial implications on the green practices to the industry can be suggested. The biggest focus should be on delegates perceptions as they are outnumber other stakeholders and still have the least positive perceptions. For instance, delegates have poor knowledge of green meetings; therefore, some educational brochures or presentations should be accessible for them during the meetings. It is also important to emphasize which activities, practices and daily contributions have positive influence on environment as delegates also recognize the lowest number of environmental labels and practices.

The high behavioral intentions among all the stakeholders show that there is a call of sustainability in the area. Even though Region Stavanger (n. d.) claim that the region has good transportation system; stakeholders have low intentions of using the public transport. This might indicate that actual public transport system is not developed well enough in the area. Even though stakeholders are willing to contribute personally to environmental good; they better prefer to take into account green meeting practices and also follow the guidelines of them than to pay the environmental tax on their business travel.

The results showed a high level of sustainability in the venues of Stavanger region. However, the industry should maintain and even increase the level of active participation in various environmental programs and certifications. The venues should emphasize and offer more environmental friendly activities and develop alternative fuel transportation system. Moreover, the printed materials should be limited and recyclable when it is possible and alternative ways of posting the information should be implemented. Additionally, meeting venues should focus more on energy saving and environmental purchasing.

Conclusion

Meeting industry as a part of tourism sector has a negative influence on the environment (Rogers, 2008). Park and Boo (2010) identify a lack of a significant research on industry's environmental impact and believe that investigating to the problem will improve the sustainability and contribute to extent of greening within the industry. (Park & Boo, 2010). Therefore, the current study was conducted to contribute to this field of the research.

The main aim of this paper is to recognize and compare perceptions of stakeholders groups about green meetings and recognize where the differences occur. Generally, the perceptions of green meetings are positive and the correlation analyses show that the main differences in perception occur in gender, age frequency and role in the meetings. The most important finding of the study is that venue managers and meeting delegates perceive green meetings differently and organizers perception do not differ from other.

The second aim was to relate stakeholder perceptions to importance and behavioral intentions. Industry's stakeholders have strong behavioral intentions to adopt environmental practices, to follow the guidelines of environmental codes of conducts required of the convention business and personally contribute to environmental benefits. The study recognizes that perceptions and behavioral intentions towards green meetings are formed by the importance of sustainable practices to the stakeholders. That means that increasing of the level of importance will stimulate a better perceptions and behavioral intentions towards green meetings between stakeholders.

Additionally, meeting stakeholders have strong behavioral intentions to adopt environmental practices like recycling, local food, eco-label etc.; to follow the guidelines of environmental codes of conducts required of the convention business and personally willing to contribute to environmental benefits by biking, using electrical car, recycling, saving

energy etc. Nevertheless, high behavioral intentions among stakeholders indicate that there is a call for sustainability in the region.

The venues in Stavanger region were acknowledged by stakeholders as a quite sustainable, that was also supported by ICCA Scandinavian Chapters' results. The high level of participation in sustainable programs makes Stavanger region as a green destination more attractive in the future, that can be a great benefit for all meeting industry's' stakeholders. This could help managers in marketing their venues, organizers to choose the best of meeting properties and delegates to get the best possible experience of the green meeting.

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Appendix 1. Meeting Venues' Capacity List in Stavanger Region

	Max Theatre Seating Capacity	Maximum Classroom Seating	Maximum Banquet Seating	Number Of Meeting Rooms	Exhibition Area (Sq M)	Total Number Of Rooms
Best Western Havly Hotell	40	28		3	80	42
Bryne Kro & Hotell	120	75	100	5	87 m2	34
Byrkjedalstunet	60	40	140	2	1400 m2	17
Clarion Collection Hotel Skagen Brygge	30	20	30	1	25 m2	110
Clarion Hotel Stavanger	720	460	620	14	500	250
Comfort Hotel Square	30	20	140	2	70 m2	194
Comfort Hotel Stavanger	0	6	0	1		90
Energihotellet	30	30	80	2	50	14
First Hotel Alstor	275	200	320	8	344 m2	81
Fjordbris Hotell		20	100	9		26
Forus Leilighetshotel						44
GamlaVærket Hotell & Restaurant	90	65	80	4	126 m2	28
Gjesdal Gjestgiveri	90	60		9		42
Gloppehallen	300		200			
Handelsstedet Ramsvig	150	60	100	3	300	15
Holmavatn Youth Centre		90	100	3		35
Hotel Sverre	90	60	100	3	100 m2	69
Hummeren Hotel	55	40	150	4		30
Jæren Hotell	250	200	270	4	250 m2	52
Kalvøyparken						
Kronen Gaard Hotel	110	70	100	4	100 m2	35
Lilland Hotell	80	40		4		32
Museum of Archaeology in Stavanger		120		3	356 m2	
Myhregaarden Hotel Stavanger						53
Norwegian Petroleum Museum	115	80		3	100 m2	
Ørnabergtunet			100			
Park Inn by Radisson Stavanger Hotell	280	200	300	11	280 m2	208
Preikestolen Mountain Lodge			90	3		46
Quality Airport Hotel Stavanger	700	500	500	19	960m2	273
Quality Hotel Residence	350	300	350	12	1400 m2	157
Radisson Blu Atlantic Hotel	550	380	500	15	1800	364
Radisson Blu Royal Hotel	100	64	300	7	480 m2	202
Regus						
Rica Airport Hotel, Stavanger	200	150	100	10		188
Rica Forum Hotel Stavanger	60	45	120	5	80	182
Rica Park Hotel Stavanger	70	56	80	4	72	59
Ryfylke Fjordhotel						
Sandnes Brygge	✔	✔	✔	2		
Scandic Stavanger Forus	600	420	450	17	✔	240
Skansen Hotel						28
Sola Strand Hotel	130	160	60	8	0	90
Spa-Hotell Velvære	120	80	100	5		62
St. Svithun Hotel				8		137
Stavanger Concert Hall Conference	1100		500	1	✔	
Stavanger Forum	1707	700	1500	25	15000 m2	
Stavanger lille Hotel						26
Stavanger's new Concert Hall			1500			
Thon Hotel Maritim	120	90	80	8	120	178
Thon Hotel Sandnes	150	85	210	6		82
Utstein Kloster Hotell	180	80	140	5	140 m2	34
Victoria Hotel, Rica Partner	180	120	180	6	534	107
Viste Strandhotell	120	70	200	4	200	38

Appendix 2. 2012 Scandinavian Destination Sustainability Index - Results of benchmarking

Benchmarking	Hardware	Software	Total
Gothenburg	21	22	43
Uppsala	25	15	40
Copenhagen	22	16	38
Stockholm	21	17	38
Oslo	20	18	38
Malmö	18	19	37
Trondheim	21	16	37
Helsinki	15	20	35
Aalborg	21	12	33
Aarhus	19	14	33
Tampere	18	14	32
Karlstad	18	13	31
Stavanger	15	15	30
Reykjavik	19	8	27
Espoo	14	11	25
Turku	18	3	21

Appendix 3. Scandinavian Destination Sustainability Index – Destination Results

Area	Indicators	Average	Aalborg	Aarhus	Copenhagen	Espoo	Gothenburg	Helsinki	Karlstad	Malmö	Oslo	Reykjavik	Stavanger	Stockholm	Tampere	Trondheim	Turku	Uppsala
City	Does the city have a climate change action plan?	Yes=16	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
	What is the City's total GHG emissions per capita?	5,48	7,8	7,2	4,7	5,4	6,3	5,5	8,2	5,06	2,2	3	5	3,7	7,9	3,4	7,8	4,5
	What is the City's CO^2 Reduction Target percentage for 2020 (from 1990 levels)?	33%	50%	45%	30%	28%	30%	20%	50%	40%	20%	35%	20%	44%	20%	25%	30%	45%
	On average, what percentage of the City's energy mix comes from renewable sources? e.g. Wind, Solar, Hydro, Geothermal.	49%	30%	27%	36%	1%	90%	5%	90%	30%	-	100%	-	60%	67%	62%	33%	50%
	On average, what percentage of the City's waste is diverted from landfill (recycling + incineration)?	65%	95%	67%	98%	54%	90%	68%	34%	-	82%	40%	65%	89%	45%	40%	93%	98%
	How does the country score on the Corruption Perception Index?	9,2	9,4	9,4	9,4	9,4	9,3	9,4	9,3	9,3	9	8,3	9	9,3	9,4	9	9,4	9,3
	Which of the following public transport links exist between the main airport and the city centre?	Bus = 13 Rail = 5 Metro = 2	Bus	Bus	Metro / Rail	Bus	Bus	Bus	Bus	Metro	Bus / Rail	Bus	Bus	Bus / Rail	Bus	Bus / Rail	None	Bus / Rail
Hotel	What percentage of the City's total hotel room inventory has active 3rd party sustainability certification?	59%	49%	40%	64%	60%	87%	30%	77%	81%	65%	0%	80%	83%	30%	95%	-	45%
	What percentage of the City's hotels are within 1km walking distance of the main congress and exhibition centre(s)?	62%	49%	66%	31%	8%	90%	55%	77%	58%	60%	50%	60%	24%	100%	95%	-	100%
	What percentage of the City's hotels are easily accessible by public transport to/from the main congress and exhibition centre(s)?	85%	75%	100%	100%	54%	100%	100%	100%	100%	100%	100%	60%	86%	100%	100%	-	70%
Venue	What percentage of the City's congress and exhibition centres has active 3rd party sustainability certification?	64%	50%	50%	66%	50%	100%	100%	50%	50%	100%	0%	100%	85%	0%	-	-	100%
CVB	Does the CVB/DMO have a publicly available sustainability policy?	Yes=4 No=12	No	No	No	No	Yes	Yes	No	Yes	No	No	No	No	Yes	No	No	No
	If the CVB/DMO does have a sustainability policy, which of the following components are included?	Commitment=4 Vision=4 Goals and Objectives=4 GRI Compliant Reporting=0	-	-	-	-	Commitment, Vision, Goals and Objectives. GRI is a work in progress	Commitment, Goals and Objectives	-	Commitment, Vision, Goals and Objectives	-	-	-	-	Commitment, Vision, Goals and Objectives	Vision	-	-
	What percentage of women working in the CVB/DMO are currently holding leadership positions?	76%	100%	50%	43%	100%	-	100%	0%	100%	67%	100%	50%	60%	100%	85%	100%	100%
	Which of the following sustainability information about the destination's meeting venues, hotels and suppliers does the CVB/DMO provide clients?	Basic Info=10 Guides=6 Tools=4 Supplier Lists=5	Basic Info	Basic Info	Basic Info, Guides, Tools, Supplier Lists	-	Basic Info, Guides, Tools, Supplier Lists	Basic Info, Tools	Basic Info	-	Basic Info, Guides, Supplier Lists	-	-	Basic Info, Guides, Tools, Supplier Lists	Guides, Supplier Lists	Basic Info	-	Basic Info, Guides
	Does the CVB/DMO provide clients with ideas and resources for donation programs for food and/or conference materials?	Yes=4 No=8	-	-	Yes	No	Yes	No	Yes	No	Yes	No	-	No	No	No	-	No

Appendix 4 Questionnaire 1

Dear Respondent,

The following survey is intended to provide a thumbnail sketch of your property's environmental management practices. Please answer all questions, providing comments when necessary. Record the score for each question in the box to its right.
We encourage you to consult with all relevant departments to verify current practices and equipment in use at your property.

SCORING: For each question, select from the following scale:

5 = Well-established practice/equipment installed throughout property

3 = some practice/equipment in place, but not in all areas

1 = Budgeted initiative, planned for implementation within one year of submission date

0 = No Activity in This area

Commitment and Awareness

SCORE

1a) Are there individuals with authority and resources taking responsibility for environmental management? ☐
Circle all that apply: active Green Team; regular eco-meetings with reporting; eco-initiatives budget; employee eco-suggestion opportunities.
Comments:

1b) Does the hotel have a management system in place ensuring that employees are properly trained, and processes monitored, and evaluated to improve environmental performance? ☐
Circle all that apply: orientation; briefings; memos; incentive programs; targets; performance reviews.
Comments:

1c) Are your property's environmental efforts visibly communicated to guests, shareholders, vendors and the public? ☐
Circle all that apply: lobby signage; in-room material; direct mail; web site; vendor letters; annual report; advertising.
Comments:

1d) Is your property an active participant in an environmental partnership or certification program? ☐
Comments:

Energy Efficiency

SCORE

2a) Is energy efficient lighting in place in your property? ☐
Circle areas where they are in place: lobby; hallways; exit signs; public restrooms; offices; meeting rooms; outdoor areas; guestrooms.

Comments:

2b) Are occupancy sensors or timers used to control lighting in intermittent-use areas?
Circle areas where they are used: meeting rooms; storage areas; public bathrooms; staff bathrooms.
Comments:

2c) Are programmable, thermostats with motion detectors used to control HVAC (heating, ventilation, and air conditioning) in guestrooms?
Comments:

Solid Waste Minimization

SCORE

3a) Are refillable amenity dispensers used rather than individual bottles for bathroom amenities?
Comments:

3b) Has an active recycling program been established for front and back of house areas?
Circle areas where it is in place: lobby; near vending machines; elevator landings; conference rooms; kitchen; front desk; front office; staff facilities; guestrooms.
Circle all materials included in program: aluminum; plastic; steel; glass; cardboard; mixed paper; hangers; toner cartridges; food waste; batteries.
Comments:

3c) Has packaging been reduced by the following?
Circle all that apply: utilizing reusable versus disposable goods; purchasing food, beverages, and supplies in bulk where possible; requiring vendors to take back pallets and crates.
Comments:

Air and Water Quality

SCORE

4a) Is your hotel utilizing environmentally responsible cleaners throughout the property?
Comments:

4b) Is air filtration in place /available for guestrooms?
Comments:

Water Conservation

SCORE

5a) Does your property offer a linen reuse option to multiple night guests? ☐
Circle: towels; sheets.
Comments:

5b) Does your property use water conserving fixtures? ☐
Circle those that are used: 1.5 gallons per minute (gpm) faucet aerators; 2.5 gpm showerheads; 1.6 gallons per flush toilets.
Comments:

5c) Does the housekeeping and engineering department have an active system to detect and repair leaking toilets, faucets and showerheads? ☐
Comments:

Environmental Purchasing

SCORE

6a) Does your property use paper products bleached without chlorine and made with the following minimum post-consumer recycled content? ☐
Circle all that apply: office paper 30%; glossy printed material 10%; bath tissue 50%; facial tissue 20%; napkins and paper towels 60%.
Comments:

6b) Does your property give preference to products which are environmentally responsible? **Circle all that apply:** low toxicity; organic or locally grown/made ☐
Comments:

6c) Does your property give preference to the selection of environmentally responsible service providers? ☐
Circle those in use: renewable energy; integrated pest management; alternative fuel vehicles.
Comments:

THANK YOU!

Appendix 5 Questionnaire 2

Dear Respondent,

We, two master students of International tourism and hotel leadership (University of Stavanger), are writing master thesis in topic "Multiple Stakeholders Perceptions of Green Meetings in Stavanger Region".

The concept of Green Meetings includes all aspects of an event such as the meeting site, provision of catering and transportation services, and procurement of meeting materials and considered to minimize the negative impact of meeting industry on the environment.

We kindly ask you to complete the following short questionnaire regarding your perceptions about environmental practices during meetings. It should take no longer than 10 minutes of your time.

Although your response is important to us, your participation in this survey is entirely voluntary.

Please do not enter your name or contact details on the questionnaire. It remains anonymous. Information provided by you remains confidential and will be reported in summary format only.

Section A – Background information

Please answer the following questions by crossing the relevant block or writing down your answer in the space provided

1. Gender

Male	
Female	

2. Age (in complete years)

3. Place of residency

4. Education

Compulsory school (9 or 10 years)	
High-school or apprenticeship	
Lower level college or university degree / Bachelor Degree	
Higher level college or university degree / Master Degree	
PhD	

5. Occupation area

Oil & Gas		Education	
Agriculture		Medical care	
Manufacturing		IT	
Transport		Media & Communications	
Finance & Insurance			
Tourism & Hospitality		Other (please name)	

6. How many times per year do you travel in order to attend larger meetings, conference, conventions like this one?

Section B – Perceptions of Green Practices

7. Please evaluate the following statements about your perception of green meetings from strongly disagree (1) to strongly agree (5):

	Strongly disagree **1**	**2**	**3**	**4**	***Strongly agree*** **5**
Meeting activities negatively influence the local environment					
I have knowledge of green meetings practices					
I have experienced green meetings practices					
Green meetings practices are cost effective					
Green practices enhance the image and brand of the event and sponsor organizations					
Green practices are important to the future of the meetings industry					

8. Do you have any knowledge of the following green certifications and partnerships programs in Norway? *Please answer selecting from no (1) to yes (3).*

		No **1**	***Some of that*** **2**	***Yes*** **3**
Grønt Punkt				
Miljøfyrtårn (Eco Lighthouse)				
ICCA (Scandinavian Chapter)				
Swan Label				
European Eco Label				
ISO 14001				
Debio økologisk				
Energy Star				
Recycle				
Norsk Økoturisme				
Nyt Norge (Enjoy Norway)				
Other (Please name):				

9. Please state your behavioral intentions regarding green practices from strongly disagree (1) to strongly agree (5):

	Strongly disagree **1**	**2**	**3**	**4**	***Strongly agree*** **5**
I am willing to take into account environmental practices (e.g. energy and water saving, recycling, local food, eco-label, etc.) when choosing meeting location					
I am willing to pay environmental tax on my business travel					
I am willing to follow the guidelines of environmental codes of conducts required of the convention business					
I am willing to use public transportation for my business travel to reduce greenhouse gas emissions					
I am willing to choose closer meeting location when it is possible					
I am personally willing to take actions to contribute to environmental good (e.g. biking to/from work; have electric car; recycle; save energy, use renewable energy sources at home, etc.)					

Section C - Perceptions of Meeting Venue

10. Please rate the following statements with regards to their importance to you from totally unimportant (1) to very important (5):

	Totally unimportant **1**	**2**	**3**	**4**	***Very important*** **5**
There are individuals with authority and resources taking responsibility for environmental management on the meeting venue					
Venue has a management system in place ensuring that employees are properly trained, and processes monitored, and evaluated to improve environmental performance					
There is a visible information about property's environmental efforts (lobby signage; in- room material; direct mail; web site; vendor letters; annual report; advertising, etc.)					
A meeting venue is an active participant in an environmental partnership or certification program					

11. Which of the following green meeting management practices have you noticed in the current/recent meeting venue? *Please cross the relevant block.*

Reduced Packaging (e.g. non-bottled water, reusable goods, use of non-plastic cutlery and plates, etc.)	
Separate recycling bins with proper signage	
Recyclable materials for signs, badges, shoulder bags, etc.	
Limited on-site printed materials and giveaways	
Water pitchers of water coolers	
Environmentally friendly activities were offered as part of the meeting	
Alternative fuel transportation systems (e.g. hybrid shuttle buses, electric cars, etc.)	
Food from local producers	
Environmental partnership or certification programs	
Energy saving (thermostats, lighting sensors, etc.)	

Thank you for your answers!

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