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i Stavanger

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NORWEGIAN SCHOOL OF HOTEL MANAGEMENT

## MASTER'S THESIS

<b>STUDY PROGRAM:</b> Master of Science International Hotel and Tourism Leadership	<b>THESIS IS WRITTEN IN THE FOLLOWING SPECIALIZATION/SUBJECT:</b> Tourism policy and Theory  <b>IS THE ASSIGNMENT CONFIDENTIAL? No</b>
<b>TITLE:</b> Stavanger Tourism Policies	

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## Table of Contents

<b>Description</b>	<b>Pages</b>
<b>Acknowledgments</b>	<b>6-7</b>
<b>1. Introduction</b>	<b>8-14</b>
1.1 Summary	8-9
1.2 Importance of Tourism Business Sector	10-14
1.2.1 Empirical research, positioning and phenomenon	10-11
1.2.2 Theoretical analysis and approaches used in the investigation	11-14
<b>2. Tourism Policy</b>	<b>15-30</b>
2.1 Importance of Tourism Policy	15-17
2.2 Theoretical model of Tourism Policy and objectives of tourism policies implementation	18-19
2.3 Tourism Programs	20-22
2.4 Levels of Interventionism in Tourism planning	22-24
2.5 Competitiveness and tourism regulatory framework	24
2.6 Statement by the OECD Tourism Management related to the tourists rights	25-27
2.7 Stavanger business projects and its relation with tourism	27-30
<b>3. Hypothesis</b>	<b>31-38</b>
3.1 Description of hypothesis and process of analysis	31
3.2 Phases and steps of the process of analysis	31-34
3.3 Method of Investigation	34-35
3.4 Constructs of the method research design	35-37
3.5 Hypothesis of the Master Thesis	37-38
<b>4. Master Thesis analysis</b>	<b>39-41</b>
4.1 Master Thesis analysis and process of evaluation	39-40
4.2 Questionnaire	40-41

## **Table of Contents**

<b>Description</b>	<b>Pages</b>
<b>5. Master Thesis blocks of analysis</b>	<b>42-59</b>
5.1 Description of Master Thesis blocks of analysis	42-43
5.2 Hospitality	43-46
5.3 MICE sector	46-53
5.4 Leisure	53-57
5.5 Planning	57-59
<b>6. Discussion</b>	<b>60-70</b>
<b>7. Conclusions</b>	<b>71-78</b>
<b>List of References</b>	<b>79-86</b>
<b>Enclosure 1: Pre-test interviews questionnaire</b>	<b>87-88</b>
<b>Enclosure 2: Final interviews questionnaire</b>	<b>89-90</b>

## List of Tables

<b>Description</b>	<b>Pages</b>
Table 1: Tourism policies at different Ministries in Norway	29-30
Table 2: Main handicaps and problems occurred with the questionnaire and interviews	41
Table 3: Main features described at Region Stavanger interview	51-53
Table 4: Strategies and principles to provide a competitive and sustainable tourism	67

## List of Figures

<b>Description</b>	<b>Pages</b>
Figure 1: Process of the master thesis and overview of every stage of the process	9
Figure 2: Problems between theory and hypothesis	11
Figure 3: Projected process of tourism policies communication in Norway	30
Figure 4: MICE sector management process	47

## Acknowledgements

The present master thesis has its origin thirteen years ago, when Arcarons i Simón (2001) made the public defense of his Phd thesis named "The process of convergence to tourism policy at the European Union" in 2001 at the Faculty of Law at the University of Barcelona, showing the importance of tourism policy planning, and representing a contribution to the development of tourism. Arcarons i Simón (2001) continued to work towards the development of Tourism Law and its planning policies, for almost a decade, until the end of the summer of 2010 when he died. Some of us we had the immense fortune to share our professional interests with his work and passionate defense of tourism's importance for the development of a city, region and country, by the recognition of the importance of tourism policy planning for a territory.

I am deeply indebted to and morally obliged to continue the paths of tourism policy planning Arcarons i Simón (2001) started, as I strongly believe an appropriate tourism planning can be a strong asset for economy's development of a territory. Moreover I have presented my bachelor thesis in my Bachelor of Tourism Management related to "Tourism Policies in the European Union", emphasizing my interest in tourism planning and can present an experience in research and analysis in the topic as tourism policies planning represents. This thesis examines tourism policy in the city of Stavanger, considering the importance for Norway represents to consider having a formal tourism policy with its plans and formulations, as seen in the European Union. The analysis of a tourism policy in a micro analysis at a concrete place like Stavanger, represents a case overview from bigger to smaller analyze of tourism planning policies. In order to develop an even better tourism business sector for Stavanger, one needs an evaluation of the situation and aspects needed to work further to improve. The starting point is to analyze a tourism policy in a territory, although it was not explicitly formulated, was mentioned by European Commission (2007) in the Lisbon Treaty of 2007,

article 2E in section d) stated as “Tourism as one of the areas in which the European Union shall have competence to carry out actions to support the coordination of state members”.

Finally I would like to have a special mention to the different people interviewed, family and master thesis advisor for their support and collaboration.

**List of Keywords: Tourism policy, tourism planning, cooperation, coordination, sustainability**

Daniel Hernández Iniesta

# 1. Introduction

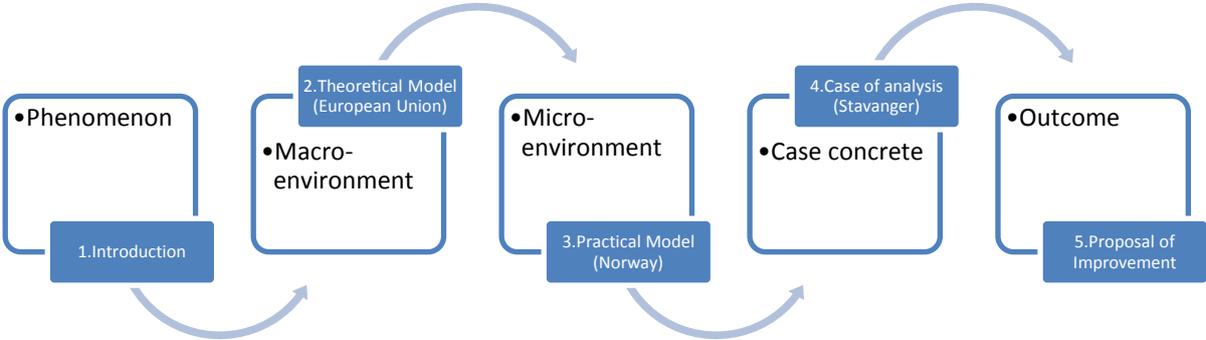
## 1.1 Summary

The importance of tourism policy planning stated by European Commission (2007) in the Lisbon Treaty of 2007 has a focus on the two axes specified in the article 176 B of the same Treaty, where it is explained that sectorial business development and exchange of best practices, are necessary elements of the tourism sector. The mention of the need for tourism policy planning in the Treaty of Lisbon of 2007 mentioned by European Commission (2007), shows a start in European governments to develop future and appropriate strategies towards an improvement of tourism development. Moreover, if we understand the importance that tourism policy planning represents for European Union countries, Norway and in the case of the present master thesis analysis Stavanger planners, must consider the needs and benefits may represent for Stavanger. Also to be understood is the need and importance of a governmental support for Norway and Stavanger to develop its tourism, and in fact to offer an alternative to economic development rather than oil and gas dependence.

Tourism policy is a set of individual actions and plans in areas considered typical of tourism, such as the hospitality industry, MICE sector, planning by public organizations and leisure, which are often seen as interrelated. Those relationships define a common framework for tourism, which can have an impact on its management and future planning strategies. The aim is to define strategic lines of action, ultimately resulting in the need to define a policy of future tourism prospects for the economy and society, and finally what the benefits it may represent for Stavanger as the arena of analysis in the present master thesis. With the objective to demonstrate the existence of a tourism policy and the relations between different tourism areas in Stavanger, has been analyzed four tourism business sectors, which will be described in the following sections, in order to have a better overview, for the later analysis and description of the relationships among the four tourism business sectors mentioned.

The process of analysis, will follow a five step process of analysis as can be observed in figure 1, with an initial introduction of the topic and the importance of tourism policy, followed by a description of different tourism theories related to tourism policy, and its relation to a model well for tourism in the European Union, that will contribute to a better overview of Norwegian tourism policies in relation to existing models. With such a description of a Norwegian tourism model as compared to a European Union model, it will be possible to outline the situation of tourism policies in Stavanger, and include some major discussion points for tourism policies in Stavanger, with the purpose to discuss conditions and potential improvements for Stavanger. The objective of this is the observation of a phenomenon (*existence of hypothesis*), considering a macro-environment as the European Union represents, that will allow an analysis on a smaller scale such as Norway represents with tourism policies as the case to analyze. The aim is to gain a better understanding of how tourism policy is developed and the potential may represent tourism policies planning, as an alternative to oil and gas industry for Stavanger, with a greater impact for its economic and business development.

**Figure 1: Process of the master thesis and overview of every stage of the process**



*Source: own elaboration*

## **1.2 Importance of Tourism Business Sector**

### **1.2.1 Empirical research, positioning and phenomenon**

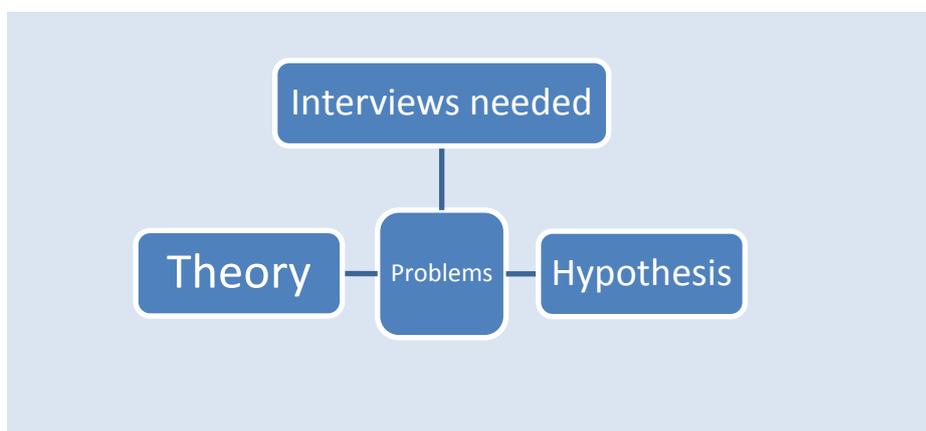
The importance of the tourism business sector for Stavanger is seen in relation to the cruise industry, hotels, companies transport visitors to the fjords and other natural surroundings. But a major problem remains that all actors are not cooperating actively, raising a problem of coordination between the different tourism activities present in Stavanger. One can say they are related when observing people coming on a cruise, and at the same time eating at a restaurant, or the case of someone come to visit the fjords or Preikestolen, and staying at a hotel of the city. The investigation of the master thesis will evaluate that there is not a tourism policy for Stavanger “de iure” (*with laws and regulations*); while “de facto” (*with facts*), as indicate later on in the hypothesis analysis. In order to show the validity of this statement, an analysis of different laws, rules, articles and statistics in the different tourism business sectors has been made, where one has analyzed and considered the connections between them, in order to note the existence “de facto” of a tourism policy in Stavanger. Finally and with the purpose to offer a practical understanding and overview of the actual tourism sector situation, were made several interviews that have been made among managers of different tourism companies in Stavanger, based on a questionnaire can observed at enclosure 2.

Based on relations among the four tourism business sectors analyzed, it was decided to use a qualitative research, in order to get as close as possible to the situation of the tourism business sector in Stavanger, and therefore it will be easier to understand the importance of tourism planning for Stavanger. Based on Øgaard (2012) description of qualitative research analysis, the criteria used for qualitative research, has first of all been the description of generalizability concept, which means results obtained must have transferability after a process of evaluation. Generalizability can be related to the case of Stavanger, as a coordinated tourism policy may

benefit its economy. Such criteria help to decide the analysis of Stavanger tourism policies as topic, where qualitative research is appropriate and recommended. Furthermore, Øgaard (2012) explains the importance of retesting the results obtained in a qualitative research, which is why a first draft has been tested by the first interviewer (*as can be observed with pre-test questionnaire on enclosure 1*), and adapt the final questionnaire (*as can be observed at enclosure 2*), in order to obtain more accurate results.

As can be observed in figure 2, there are some problems between the intentions to validate a hypothesis that tourism policies “de facto” exist in Stavanger, but perhaps not “de iure”, which calls for ample empirical data as the different interviews, laws, regulations and articles analyzed represent. The importance to validate the hypothesis comes from the analysis of the correspondent theory together with the interviews, in order to examine and discuss relevant theory on tourism policy.

**Figure 2: Problems between theory and hypothesis**



*Source: own elaboration*

### **1.2.2 Theoretical analysis and approaches used in the investigation**

The main point of discussion is that by recognizing the existence of tourism policy, it will be later on be possible to define future actions in order to improve the quality of the tourism

business. Recognizing the existence of a tourism policy is important, because without defining how future actions will be regulated; there will not be a clear structure and objectives to work with in tourism policy planning. The research in the master thesis, will analyze the existence of a tourism policy for Stavanger “de facto”, and give recommendations for work in the future, emphasizing that Stavanger should define future actions for the tourism business sector, starting with the recognition of the existence of a tourism policy.

It is claimed by Keel (n.d) that sociological theory as a set of interrelated ideas that allow systematization of knowledge of the social world, and this knowledge is then used to explain the social world and make predictions about the future. Furthermore, statement of sociological theory defined by Keel (n.d) will help in the interpretation of answers of the questionnaires and interviews such as with managers in different tourism business industries as stated by Keel (n.d). Dann (1996, p. 84) claims that tourism can be perceived as a language of social control. An example of that statement can be observed with the use of promotional material described by Dann (1996, p. 84), when he mentions that “The linguistic basis for tourism as a language of social control is best illustrated by the guidebook”, meaning that material used to promote a concrete tourism destination, has a sociological significance. The concept of tourism as a language of social control is also indicated by Lim (2007), when he describes the politics in Nepal with hotels as sites of power for tourism. By considering the hotel anthropologically, in order to understand the environment, adapting to the needs of each place, and related to questions of identity. Such examples of tourism as a language of social control, indicates that sociological theory can be used to understand the tourism phenomenon observed.

The importance of tourism as a language of social control is described by Mc Cannell (1976), when he included the concept of language in tourism, as the concept of “semiotics”, as it represents the meaning of an object (*including language, physical objects, photos, rituals*

*etc.*). The interpretation of a tourism object, is based on the opinions of the person that observes the object, and therefore includes personal implications related to its cultural and social background, life experience etc. as stated by Mc Cannell (1976). Sociological theory can also be used to analyze the recent influence by the electronic word of mouth in hospitality and tourism management emphasized by Litvin, Goldsmith & Pan (2008).

These contributions to the analysis of sociological theory, show that for tourist objects and representations in general, there is always a sociological significance when analyzing and defining a tourism destination, and by extension tourism policy.

Also to be considered by Caru & Cova (2003), that the customer experience consumption, transforms the individual “experience of something” into knowledge by “accumulating experience”. This perception of Caru & Cova (2003) of customer experience consumption shows that when consuming a tourist product, the traveler learns from it, influencing its behavior and creating a sociological influence for its travel purposes. As stated by Hill & Jones (2001), organizational culture affects the way people and groups interact with each other, with clients, and with stakeholders, as the connections between the four tourism business sectors analyzed in this master thesis, represent a theoretical approach. As mentioned also by Tjosvold (n.d), organizational researchers can extend cooperation theory to understand the dynamics between superiors and subordinates and the relationships among departments, and this theory will be useful in looking at the relationships inside each one of the tourism business industries, but also how they are connected. Varian (1989) explains that part of the attraction and the importance of economics as a theoretical approach, has to consider its claims to describe policies that will improve people’s lives, and this statement is useful when looking into the future of a tourism policy for Stavanger. Hagen, Hem, Iversen, Kjerstand and Pedersen (2011), mentioned in the “Economic analysis of industrial policies towards tourism industry” research done at SNF (*Centre for applied research at NHH in*

*Bergen*), that

"Government measures could advantageously provide a greater benefit if efforts were coordinated to recessed areas of focus. The funds appear to be distributed in small portions to too many mouths, which are not really "satisfied". There is no guarantee that all Norway should "focus on tourism", we must be able to select areas to be given priority".

That statement of Hagen, Hem, Iversen, Kjerstand and Pedersen (2011), shows the importance that economics, and what it represents to the future tourism planning development of Norway, and the need to consider an economics theory becomes relevant to consequently develop an appropriate tourism planning policy for Stavanger, as confirmed above by Varian (1989).

## 2. Tourism Policy

### 2.1 Importance of Tourism Policy

A tourist activity in a particular territory, involves other activities (*which may or may not strictly be touristic*) for its population and environment, which shows the complexity and special significance of tourism in society, and this influence should be managed to maintain the quality of life of the population, but to improve it as much as possible. Also to be taken into consideration, is the circumstance that indirect actions that are taken into account for an individual tourism business sector, must be analyzed on how it affects the rest of the tourism business sectors and companies involved in the same territory. It is important to define a tourism policy, in order to have a better and more accurate overview of the tourism policy planning situation in a territory, to place a tourism product and services into the environment in which they take place. This action requires an appropriate tourism management, and later on the development of different actions by various authorities involved. At this point, the importance of a tourism policy definition comes from a series of actions, claiming that by analyzing this, can be defined the future actions to promote tourism activities, which can positively influence the management of the environment in which the action occurs.

This statement, has a precedent in the same direction of regulation is needed, when Valdés Peláez (2004, p. 115) explains in the article "The Tourism Policy of the European Union" that "The growth of tourism in the seventies and joining the European Communities countries of Southern Europe with an important tourism industry, you start thinking and debating on whether to take action in this field and produce attempts to implement a common policy of tourism was not contemplated in the Treaty of Rome".

Therefore, the evolution of many professionals, including Valdés Peláez (2004, p. 115) statement with this article, and Arcarons i Simón (2001), recognize the importance of an

appropriate management of tourism and its political action to provide opportunities of progress for the future of tourism to a territory.

The European Union has a number of treaties throughout its history that coordinate and manage the daily life of the citizens of its member states, and it was at this point when European Commission (2007) mentioned Lisbon Treaty of 2007 for the first time mentioned management of tourism. This reference to tourism in the Lisbon Treaty is present in article 195, which defines three working principles:

- Promote the competitiveness of companies in the tourism sector , creating a favorable environment for its development
- To encourage cooperation between state members, particularly referred to the exchange of good practices in its policies.

Therefore, we can say that the European Union itself, not only recognizes the importance of good practice in the implementation of various tourism activities, it considers options for action, without being defined or regulated in their own treaties agreed between their state members, presenting actionable programs that would apply to specific cases .

- Develop an integrated approach to tourism sector in ensuring the consideration of other policies

The Lisbon Treaty, as outlined by Rodríguez Carbajal (2009) in the report "The Tourism Policy in the European Union" published in January 2009, notes that generic skills are not accompanied by specific powers of action. Thus, European Union state members may work towards their personal interest, instead of common decisions, when there is not a clear goal on how to act coordinated in the European Union, when tourism policies planning are discussed. When it comes to defining their regulation, the same Lisbon Treaty of 2007 has inconsistencies. This means if Norway intends to follow the experience and decisions of

European Union in order to develop its own tourism policy planning, it must give both the tools and how it will be implemented, and also understand this should be a process of cooperation among all regions, avoiding for example “North-South” confrontation, as all regions can benefit from others experiences to their own implementation. The importance of tourism, defined as tourism policy explained by Velasco González (2005), in an article dealing with the existence of tourism policies in general, can be observed. The structure of the common policies of action prepared by governments, can be simplified and optimized towards an easier tourism policy planning process. That process of analysis will result into an improvement of both the internal position tourism as the external image projected, by seeking to maximize the resources allocated by governments, enabling to define appropriate strategies. The role of the government should be coordinating the existing resources more effectively.

One could consider the case that tourism policy is "controlled" by the public authorities, and therefore would have to speak rather of "government policies", because in today's globalized world, the tourism policy should be one that coordinates all efforts of the different parties involved in the process of tourist activities. First, is the need to stimulate tourist activity at the destination, together with activities designed for promotion and planning, in order to guarantee a regulation of activities that depend on the evolution of tourism importance. Protection of tourist product consumers can be coordinated between different stakeholders; will end into a framework of harmonized and consistent performance of all interests in the process of tourism policy planning definition.

## 2.2 Theoretical model of tourism policy and objectives of tourism policies

### implementation

A theoretical model of tourism policy must include the following points in its analysis, in order to have a better understanding of the general situation.

1. **Planning:** contents and development of a tourism plan development
2. **Regulation:** laws and other governmental documents related to tourism planning
3. **Future perspectives:** objective of the establishment of a tourism policy
4. **Administration:** possible Norwegian Tourism Agency or Ministry and the relation of Innovasjon Norge with the government
5. **Management model:** public, private or mixed (*50 % public & 50 % private*)

Region Stavanger as stated by Haar (2014) when he mentioned a positive cooperation between private and public sector in a mixed management model, where a positive cooperation among both public and private sector, will improve the development of a tourism planning policy for Stavanger. Understanding the importance of a good cooperation between private and public sector, means following the concept defined as “Governance” as stated by OECD (1995) (*Organization for Economic Cooperation and Development*), when expressed that governance is “The use of political authority and exercise of control in a society in relation to the management of its resources for social and economic development”. That statement of OECD (1995) means those public authorities as kommune (*Stavanger municipality*) and other public organizations (*Ministry, public organizations, etc.*) must use their authority, in order to ensure that private sector works towards the needs of the population. The master thesis is related to the city of Stavanger, and a good cooperation with private sector is observed. That concept is emphasized by Haar (2014) and Lund (2014) in their interviews showed a good cooperation with Stavanger kommune.

6. **Inclusion in politics dynamics:** describe political influence, and influence for each place and kommune.
7. **Information:** data coordinated and centralized with easy access
8. **Tourism destination concept:** tourism destination promotional concept for Stavanger, that represents an alternative to oil and gas industry sector, maximize image of safety and pure nature as Norway and Stavanger as the fjords represents
9. **Finances:** analyze the possibility of access to Norwegian oil fund
10. **Tourist load:** concept of how many tourists/visitors can be at a place without being affected. An example could be how many people one can allow at same time in a museum or at a natural tourism destination, without its quality being affected

The complexity and difficulty of tourism policies implementation, can be understood with the analysis of the environment in which tourism occurs. That management is difficult, and every time they are involved in more than one tourism area, it becomes even more difficult for its administration to coordinate the tourism policy of a territory. The objectives of tourism initiatives implementation can be described under the following classification:

1. **Organizational tools:** public structure or mixed
2. **General Plans:** actions and programs, through which a government is guided
3. **Programs:** actions are coordinated and have been designed by the government with a purpose
4. **Regulatory instruments:** legislation and binding
5. **Finance:** financial support for the inclusion of private fundings
6. **Communication actions:** actions promoted by the management of diffusion and promotion of tourism.

### **2.3 Tourism Programs**

The Lisbon Treaty in 2007 as stated by European Commission (2007), recognize the importance of tourism for the economy of the European Union itself, since included a set of skills to coordinate actions regarding tourism, and these powers under Article 195 are based on the promotion of the competitiveness of tourism companies, creating a favorable environment for its development. This statement shows the need to develop an integrated approach to tourism in a tourist destination of the world, with an appropriate political framework for destination tourism development, and in order to promote an active policy to promote competitiveness and sustainable development. Finally, it can be explained that this destination tourism development, must be useful when defining Norwegian tourism policy, and the case of the present master thesis represents with Stavanger kommune.

Philoxenia program was explained and presented by European Commission (1996), approved by the European Commission on April 30<sup>th</sup>, 1996, represents the recognition of the growing importance of tourism as a factor of revitalizing economy for Europe, and as a way of social cohesion and promotion of common identity. Initially, the program Philoxenia was defined as the first multiannual program of European Tourism, for the period of 1997 until 2000, following the principles of promoting the quality and competitiveness of tourism in a wider area which European Union represents, under the premise of sustainable development and integration with the territory where is carried out the tourist activity. Those principles defined in the program Philoxenia as promoting the quality of competitiveness and sustainable development can be adapted to Norwegian tourism policies aims as a “Norwegian Quality & Competitiveness of Tourism Program” with the following four principles:

### **1. Improve knowledge in the field of Norwegian tourism**

Developing the access to the tourism information, by centralizing the tourist information coming from all sources, and facilitating the evaluation and access of the whole tourism community of that information. Therefore, it is needed to have an accurate research and storage of that information, needed for the creation of a Norwegian tourism information system center.

### **2. Improve the regulatory environment and financial community tourism**

Creating a more intense cooperation with Norwegian regions and cities (*fylke and kommune*), the tourism sector and its stakeholders.

### **3. Improving the quality of Norwegian tourism**

Promotion of tourism in the long term, and removing obstacles to tourism development.

### **4. Increase the number of tourists from other countries**

Program Philoxenia had the intention of delimitation and specification of objectives of a tourism experience, by establishing a framework of action that would allow a coherent government practices, and the tourism sector should consider the importance for progress by its economic activity, which will encourage the promotion of Norway as a tourist destination. One sector in which many different tourism policies converge with a growing need for clear coordination, collaboration and cooperation between government and public and private companies and organizations affected. Valcárcel Siso (2011) mentioned the role that local and regional authorities conducted regarding the sustainable management of tourist destinations. Their initiatives, such as these regional networks, are in the forefront of sustainable tourism development models, and

it is vital to extract the maximum benefit from their experience and knowledge, through the promotion of local and regional. This importance can be considered also under a possible way of development of Norwegian tourism policies.

European Capitals of Culture as explained by García & Cox (2013) represent a commitment to take the diversity of the culture of the different European countries, and therefore to encourage a European territorial cooperation. European Capitals of Culture program was created from the proposal made by Mr. Mercuri (*Minister of Culture of Greece in the 80s and 90s*), to the Council of Ministers of the European Union on June 13th, 1985, which had planned to start up in 2004, but due to its popularity and success was renewed for fifteen years. The basis of the program is the selection of one or two cities as European Capital of Culture, which receive financial support from the European Union through the Culture Programme, in order to promote exhibitions and other events that bring relevance to the cultural heritage of the city and its region, and represented a program of promotion for Stavanger, since the city was European Capital of Culture in 2008.

## **2.4 Levels of interventionism in Tourism planning**

At this point, by understanding the characteristics of tourism planning for a territory as explained in the three options described below, can be observed that the implementation of laws and regulations have an impact on the field of tourism, and therefore we discuss different levels of intervention tourism, with the situation of Norway as a case.

### **1. The total or absolute level of intervention**

This level will be very special in those countries with totalitarian political regimes, where there are not democratic liberties or private sector. At present this does not occur in the whole Europe, giving the existing democratic system and parliament, and that was the case in Spain, Portugal and Greece. Therefore, a certain level of

intervention is mentioned, because in order to understand the present, we must analyze the past, and as a system of direct intervention and total involves defining lines of action. It does not take into account the very naturalness global tourism and the need to facilitate relationships between different stakeholders freely.

## **2. Partial or mixed level intervention**

This level can be found in most democratic countries, being generally tourist from receiving countries. Therefore, the state has an influence through agencies, in greater or lesser degree e incidence in tourism planning, development and control of tourism, leaving the private sector to set up business and tourism based in a free market economy. It is the case of Spain, France, Italy, Ireland, Greece and Portugal nowadays.

## **3. Intervention level zero or almost non-existent**

This situation arises in all those countries where the state has an influence in certain tourism conditions. In those cases, tourism is very little regulated, leaving the promotion and creation of infrastructure and supply in the hands of the private sector, based on the full and absolute free market. The most characteristic example of this level can be found in the tourism policy of the United States, United Kingdom, Canada, and Scandinavian countries. Norway can be analyzed under that case, where the private tourism sector initiative looks for cooperation with public sector to develop its tourism business activities, as the example of Region Stavanger shows for Stavanger. Mainly are MICE sector (*meetings, conventions and events*), with most of the travelers related to oil and gas sector and leisure tourism travelers, who set up their needs and look for the ways to attract its customers, asking support to public sector. In any case, the importance of tourism is evident both for its impact on the GDP (*Gross domestic product, is the market value of all officially recognized final goods and*

*services produced within a country*) of the state members at the European Union, including the labor market, acting with a certain level of intervention. The administrative management of tourism, has a coordination of actions between state members, since there is not even a common European goal, but different actions concerning tourism are included in the European Commission. Therefore becomes important having an appropriate coordination of tourism actions among the different tourism stakeholders.

## **2.5 Competitiveness and tourism regulatory framework**

Competitiveness and tourism regulatory framework, as should be mentioned from a single goal, needs to have coordinated and relevant levels of communication among tourism public organizations, and being able to manage each aspect defined in the regulatory framework, following three levels according to the Norwegian Constitution as national government or state, regional and local, as defined by each field, the public management has to make better use of existing resources. At this point, transmitting lines of action on a most reliable data, but this requires coordination and collaboration between different administrations, which are very difficult times; there is some conflict in the invasion under powers between the different administrations involved in tourism management.

This intervention policy must be based on the strategic lines of action that is formalized a previously defined tourism policy, and the different levels of tourism management must adapt their performance to the reality of each territory. Many times we should ask if we do not have a proper governance of tourism, and if the existence of a tourism policy should be based on a regulatory framework that allows development, being more appropriate to talk about "Tourism policy game" instead of "Politics tourist country", when constant changes and political pressures do not allow or hinder defining the strategic management of tourism.

## **2.6 Statement by the OECD Tourism Management related to the tourists rights**

As stated by OECD (2008), has been issued an statement of action on tourism management, which referred to certain aspects to consider in order to defend the rights of when Europeans consume is or the use of a product or a tourism service, that can be implemented on Norway and Stavanger as the case of analysis:

### **1. Policy framework**

Evaluation of implementation and evaluation of the performance of the government: this point refers to the need to analyze policies and programs that affect tourism, in order to achieve efficient and appropriate objective aims to provide level of quality offers.

### **2. Sustainable development**

Encourage investments in energy efficient transportation and tourism, since it is intended that this favors the development of sustainable tourism products and services, reduce costs and therefore increase corporate profits, but reducing the least possible negative impact on the environment.

### **3. Innovation**

Promote the exchange of innovative practices in terms of organization, entrepreneurship or process, reference should be made to the progressive increase productivity and simultaneously develop new products will satisfy the increasingly demanding requirements of tourists.

#### **4. Employment**

Increase of business and tourism management capacity of small and medium tourism companies and organizations, throughout support and training programs.

#### **5. Authenticity**

Development of long term programs that promote authentic tourism experiences through the preservation and enhancement of natural and cultural resources and local cultures. This refers to what must remain the essence of what adds value a tourist resource of a territory, because from the work on it, is a difference that can keep the territory of another, and work with integration into the surrounding environment.

#### **6. Accessibility**

Removing unnecessary regulatory and administrative obstacles to travel and encourage mobility, simplification and harmonization of different transport services. This does not encourage much greater mobility for tourists, but is also easier to navigate to the facilitated procedures for carrying out the movement (*freedom of movement for citizens of the European Union space among other cases*). At this point, we should also mention the Schengen Agreement as described by European Commission (2011), which refer to the free mobility of citizens of the European Union among its state members, extending this agreement to third countries through bilateral reciprocity (*in the case of Norway among other countries*).

The European Union aims to facilitate the mobility of citizens, which ultimately tends to favor increased tourist flow through a simplification of visas, establishing a single source model by the state members, supported the proposed resolution "Renovation of the Tourism Policy of the European Union", adopted on November 29<sup>th</sup>, 2007 by the Committee on Transport and Tourism of the European Union, and that was described

by European Commission (2006). This resolution, however does not regulate or provide any guideline for management, but only talks about the importance of hotels, greater consumer protection, promotion and preservation of cultural heritage and industry, as well as the existence of different types of tourism (*health, social and youth*).

## **2.7 Stavanger business projects and its relation with tourism**

In “Strategisk næringsplan 2013 – 2025” made by Greater Stavanger (n.d, p. 30), states that “The public operators have a particular responsibility to focus on what can be achieved in longer term, not least in order to search once you replace the opportunities the oil age has given us” and “Profiling and reputation of Stavanger will contribute to realizing the vision of becoming known as open, energetic and innovative. This means that the region's marketing and communications strategies must be coordinated and better coordinated. For example, the marketing for tourism, delegations travel, reception of foreign guests, etc. be coordinated so that the region is building a public profile. Promotion of the region in particular must emphasize to convey messages about Stavanger region as an attractive and good place to live, work, conduct business and visit”. Both statements mentioned by Greater Stavanger (n.d, p. 30), have the support of Christine Sagen Helgø (*Greater Stavanger chairman and mayor at Stavanger kommune*), and Jan Soppeland (*Greater Stavanger manager*) in the preface of the document, showing the importance of tourism for business planning development for Stavanger and its region. That importance of tourism for business planning development for Stavanger by Greater Stavanger (n.d, p. 30) in the “Strategisk næringsplan 2013 – 2025”, has no concrete point of description related to tourism planning development, but mentioned briefly as stated above, showing the fact that public sector as Stavanger kommune represents, but the statement needs to be developed further. That statement can be observed with the fact that tourism policy planning if developed appropriately in Stavanger, will have greater benefits for the whole kommune in its future development of a business alternative to the oil

and gas industry. The Norwegian Ministry of Trade and Industry (2012, p. 4) as tourism policies public representative in Norway, elaborated Norwegian government strategy for tourism “Destination Norway-National strategy for the tourism industry”, stating that “The tourism industry is one of the world’s fastest growing business sectors, and Norway is well placed to capture its share of this global growth. In view of the tourism industry’s potential for future value creation, the natural advantages that Norway has, and the industry’s considerable importance to the rural economy, the Norwegian government has chosen to give a high priority to the sector”. That statement of the Norwegian Ministry of Trade and Industry (2012, p. 4) mentioned the importance tourism business sector represents for Norway, and the need to have an appropriate tourism planning policy that follows that statement, in order to be effective, and Norway will benefit from a strong tourism business sector. More concretely, is explained in the document by Norwegian Ministry of Trade and Industry (2012, p. 22) that “The tourism industry is responsible for its own commercial development. The government’s tourism policy is intended to point the way and help enable companies to realize their full potential for value creation. Harmonization of public administration involvement in the industry will contribute to effective resource utilization. The industry itself must innovate and create high-quality, all-round products that give visitors an experience they will value. This presumes close collaboration between all parts of the industry and other parties that provide a framework for tourism experiences”.

That statement mentioned by Norwegian Ministry of Trade and Industry (2012, p. 22), underlines the importance of combining the strength of both private and public sector, as mentioned by Haar (2014) in the experience achieved by Region Stavanger.

The Norwegian Ministry of Trade and Industry (2012, p. 24) gives special importance to the concept of sustainability when it states that “The government builds its understanding of the term sustainable tourism on three equally important pillars: the environment, social

responsibility and profitability. All three aspects must be addressed for tourism to be sustainable”. As mentioned by the Norwegian Ministry of Trade and Industry (2012, p. 32), there is a strong need of having a better coordinated tourism industry development, since the tourism policies are supported by eight different ministries in Norway as explained in table 1. It shows the need of a simplification in the tourism policy planning in one Ministry or public organization, which can works closely with Innovasjon Norge on the effective promotion of the tourism policies for the different tourism business agents present in Norway

***Table 1: Tourism policies at different Ministries in Norway***

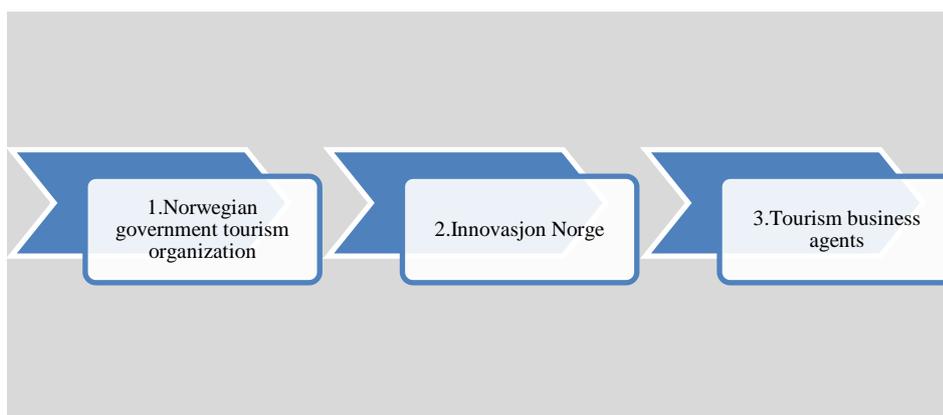
- **The Ministry of Agriculture and Food:** contributes to the overall marketing of Norway as a tourism destination both at home and abroad through the green tourism scheme, and its focus on building the reputation of Norwegian food production and culinary culture through the Local Food program
- **The Ministry of Local Government and Regional Development:** supports tourism through grants to local and county authorities, and to Innovasjon Norge
- **The Ministry of Transport and Communications:** facilitates infrastructures, such as the national tourist routes, and strengthens public transport services through public procurement of passenger transport on the railways, short-haul flights and the Norwegian Coastal Voyage (*Hurtigruten*)
- **The Ministry of the Environment:** is responsible for managing natural and cultural heritage sites, pristine and cultural landscapes, land-use planning and outdoor leisure activities
- **The Ministry of Education and Research:** is responsible for education and knowledge-development within the tourism industry

- **The Ministry of Fisheries and Coastal Affairs:** is responsible for efforts to develop marine tourism and coastal culture, as well as use of Norwegian seafood
- **The Ministry of Cultural Affairs:** is responsible for promoting quality, availability and diversity in the cultural sector through contributions to cultural institutions and activities.
- **The Ministry of Foreign Affairs:** is responsible for the promotion of Norway in general, and for promoting Norwegian business interests, including the tourism industry, abroad

*Source: Norwegian Ministry of Trade and Industry (2012)*

At figure 3, one can observe how the process of communication of the different tourism policies should be, from Norwegian government to the different tourism business agents, in order to have a more effective communication and simplify the eight Norwegian ministries and their tourism planning development interest, as listed in table 1.

*Figure 3: Projected process of tourism policies communication in Norway*



*Source: own elaboration*

## **3. Hypothesis**

### **3.1 Description of hypothesis and process of analysis**

There is a difficulty of defining the concept of tourism policy; therefore, there is an interest in analyzing a number of tourism policies in Stavanger. The analysis made in blocks of interest will lead into a more accurate study and better understanding of the interrelationships among the different areas of tourism. The aspects of the theoretical description analyzed, has been the phenomenon observed as the existence of different policies for each one of the tourism business industries in Stavanger that are not considered connected, and the purpose to answer the main question problem as the hypothesis represents.

The hypothesis of the project was the study or investigation of the existence of a tourism policy in Stavanger not “de iure”, but “de facto”, which analyzed the different information sources used, and eventually confirms or rejects the hypothesis. Since the investigation of the case analysis method is based on the analysis of regulations, laws, and articles relating to tourism policy Stavanger has been decided to be use the scientific hypothetical research, since this is built on basis of previous studies such as analysis, and to reject the use of hypothetical scientific deductive method, since the purpose is to demonstrate empirically the previous hypothesis.

### **3.2 Phases and steps of the process of analysis**

Once the hypothesis is defined, and what is the method used for checking, the next step will be accepting or final rejection of the hypothesis.

### **Initial phase (Steps 1 & 2)**

- **Description**

Information research from a start moment where was observed the strength of tourism in Stavanger, but at same time not good cooperation among areas observed, that couldn't follow a business plan as government wants as other business sectors importance outside oil and gas for Stavanger.

- **Step 1: Clear approach to solve the case**

There are no common rules in the field of tourism policy in the Stavanger, but different actions at different levels, without the existence of coordination in its action to allow greater promotion of tourism, and this is the approach that seeks resolve and may expose that this is the field of study chosen and defined.

- **Step 2: Learn about the approach made**

As stated above, the collection of information is based on studies in the field of tourism policy rules, laws, rulings and articles, and to the extent possible interviews with people associated with different blocks of interest defined. The collection of this information will allow the study and analysis of the approach mentioned a study to determine objectives, remaining opinions and interpretations for the future in the discussion and final conclusions.

### **Planning phase (Step 3)**

- **Description**

With the information achieved, was described the problem and the hypothesis needed to be analyzed.

- **Step 3: Describe the hypothesis**

Existence of a tourism policy “de iure”, but “de facto”, looking for an analysis that gives a positive response to the proposal made.

**Development phase (Steps 4 & 5)**

- **Description**

With all information achieved and hypothesis planned, professionals of the different tourism sectors works in Stavanger were interviewed to test the hypothesis and see if the hypothesis was confirmed. Afterwards is proceeded to an evaluation process to confirm or reject the hypothesis.

- **Step 4: Testing the Hypothesis**

As a scientific method of analysis is based on experimentation that allows checking the hypotheses, must be sure that because it involves the coordination approach in terms of tourism policy in Stavanger is the non-existence of a “de facto” tourism policy that allows an action to a particular case in this area. Therefore it will be necessary to test the hypothesis in the conclusion of the investigation, and this will be done with the approach of the final analysis result, with the feedback from interviewers and others.

- **Step 5: Confirmation or rejection of the hypothesis**

Having done the research and verified the initial hypothesis through the final results will be the analysis and study of the same by the author, with master thesis advisor supervision, in order to verify all data. The validity of the analysis is based on the hypothesis, analyzing and presenting test results that are not inconsistent, and that the approach to information studied and used, have been appropriate, so as to confirm or reject the hypothesis, and demonstrating a reliable research process.

### **Communication phase (Step 6)**

- **Description**

The results of the study were communicated with the present master thesis project.

- **Step 6: Communication of results**

Once given validity to the results, it is confirmed or rejected the initial hypothesis exposed as a conclusion, with a summary of the findings and the work realized.

### **3.3 Method of Investigation**

The research methodology is based on the analysis of judgments, laws, regulations and articles in the field of tourism, and interviews with relevant actors from the different tourism business areas, in order to have a better understood of the tourism business in Stavanger.

While doing the analysis, an examination was made of what block of interest (*hospitality, MICE, planning or leisure*) had an influence in each particular case, taking into account that in most cases, a block of interest was particularly involved. Therefore, the complexity of the methodology of research was in fact once analyzed each case and had a relationship with the tourism business sector, to define on which block to analyze it. This is particularly relevant; because in order to achieve the best possible conclusions and more accurate classification is vital prior given that the investigation would be carried out by analyzing individual cases, in order to more efficiently evaluate their impact and relationship with the higher level and represents the tourist action.

That is, to describe the global tourism represents, one must understand the particular features each particular case according to the block of interest on which it affects, in order to have a more comprehensive final analysis representing all the various individuals that together make up the tourism. The following procedure, once defined a case was related to tourism and has

been classified by the subsequent global analysis has been extracted aspects that define the management and the overall effects of tourism, extracting two aspects to consider, that would be particular management and the overall incidence. When has been considered particular management (*through the comments made by the authors of each business area analyzed, interpretations of laws, regulations and other documents, etc.*), were able to extract the effects and relationships as more global represents tourism. The methodology of research as is explained allowed to act as stepping points defined in the assumptions and of the same way, the conclusions and future prospects so can be seen if the fact is taken for applies the same as its acceptance or rejection.

### **3.4 Constructs of the method research design**

The conceptual model of the present master thesis, has considered four angles (sociological influence, organizational culture, organizational cooperation and economics influence), in order to analyze the hypothesis projected. Ryan (1997), explains that there might exist similar motivations, but diverse behaviors in the tourist experience, what means that different needs and personalities is what defines finally the tourism experience. More concretely, can be observed that satisfaction is as subjective measurement, linked to expectation and experience of each individual, confirming being more appropriate to use as method of analysis and research will be explorative, in order to understand people's reactions, and the reasons of their answers during the interviews realized. From Ryan (1997) statement, can be observed that there are no absolute answer to what means satisfaction, since it depends on individual perceptions, but at the same time is needed to consider and its influence on the tourist experience. The method chosen to analyze organizational culture has been descriptive, because this will show the reality of each company or organization, and a descriptive design, because is expected to prove the reality how internally and externally each tourism company or organization is coordinated.

The method chosen to analyze the cooperation in an organization will be descriptive, in order to describe each company or organization, and a descriptive design because just will be proved how internally and externally each tourism company or organization is coordinated. Madsen (2012) stated in the Aftenbladet article from 2<sup>nd</sup> May 2012 “This is the new tourist exploring Ryfylke’s boss”, that the importance of cooperation for an organization, and more concretely considers the especial relevance as tourist chief for Lysefjorden in his position is that the tourism business companies, should cooperate and being coordinated, stating the need of a national tourism organization that will coordinate tourism policies and where all tourism organizations can have a support and guidance from. Innovasjon Norge as stated by Fierros (2014), represents the Norwegian tourism organization works towards tourism planning for Norway, however except Haar (2014) and Region Stavanger stated a clear collaboration with Innovasjon Norge, showing a need of a better communication and cooperation possibilities for tourism organizations with Innovasjon Norge.

As mentioned by Fierros (2014), Innovasjon Norge has two main roles, first of all the regional development, including the financing of tourism projects under different sustainability criteria, potential, internationalization, etc. and the promotion of Norway as a destination both in Norway and abroad. Fierros (2014) highlighted also that Innovasjon Norge has a close collaboration with the regional tourist offices, such as Stavanger Region, for promoting overseas destinations and businesses locally for tourism development. Locally, Fierros (2014) mentioned that Innovasjon Norge supports through funding, consultancy, training etc. as the beneficial cooperation with Region Stavanger mentioned by Haar (2014). The method chosen in the analysis of the economics influence, will be explorative in order to understand people’s reactions, and a causal design, because is not just explain why economic influence takes so much importance, also is needed to analyze and explain the causes of this situation. Anderson, Fornell & Rust (1997, p. 132), analyze the importance of economics and its impacts on

customers satisfaction, and state that “Quality that meets customer’s needs refers to the design characteristics of a product”, showing the importance of an accurate analysis and description of each tourism product will be addressed to a customer. From Anderson, Fornell & Rust (1997, p. 132) perception of quality importance for a customer, must be stated also the difficulties to analyze on a tourist experience as value added and motivation of a traveler when move to a destination, as stated by Chockalingam & Auroubindo Ganesh (2010, p. 2) when mentioned that “The problem intensity experienced by tourists differs depending on various factors influencing tour environment”, confirming the importance of tourist perception of its experience and the difficulties at the same time to be analyzed, being even more complicate to analyze its economics influence, but as more accurate as possible will be that analysis in economics influence, a better performance and success will come up for the tourist organization. Moreover, Casanovas (2014) highlighted the importance of economics in tourism planning policies, when he stated that “Tourism is indeed a phenomenon capable of boosting from an economic point of view and social any territory under a given administrative organization, but this work cannot be performed without the direct involvement of governments through the construction and development tourism policy, which will approach the mechanisms to guide decision making to promote and encourage tourism”.

### **3.5 Hypothesis of the Master Thesis**

Is there a tourism policy for Stavanger “de facto” but not “de iure”?

This is considered as one hypothesis that will be the focus of the master thesis elaboration, but in addition related hypotheses will be evaluated. There is no relevant theory for the phenomenon explained as the existence of different policies for each one of the tourism business areas in Stavanger that are not considered connected, as long as the main

organization/company coordinates tourism in Stavanger is Region Stavanger. Region Stavanger only provides information of places to visit and events took place in Stavanger and area around as explained in their website, and also there is no document available that explain how Region Stavanger coordinate tourism policies of different tourism business industries present in Stavanger, proving that Stavanger with its main tourism organization of promotion doesn't provide any information how is organized tourism in the city. Innovasjon Norge, is the Norwegian organization for innovation and promotion of Norwegian Industries, as mentioned by Fierros (2014). For all above, it can be indicated that there is no existence of a tourism policy for Stavanger, and there is evidence that the topic has not been properly investigated is confirmed, so the decision of topic research chosen is considered appropriate and relevant to be investigated.

## 4. Master Thesis analysis

### 4.1 Master Thesis analysis and process of evaluation

The plan measurement and observation of the local phenomenon explained will be based on analysis of laws, regulations, official government publications, as well as articles and other printed publications related to Stavanger and its possible implications with tourism policies.

The research has included a questionnaire and interviews with representatives of the four tourism business areas analyzed in Stavanger, in order to get a closer approach to the tourism business sector in Stavanger. As can be observed below, there were several companies and tourism organizations in Stavanger considered interesting to be interviewed in the research of data information for the master thesis, and here is the evaluation of them:

1. **Region Stavanger:** contacted and arranged an interview with Per Morten Haar
2. **Stavanger Kommune:** contacted and since main tourism promotion for Stavanger is under Region Stavanger, recommended contact them
3. **Innovasjon Norge:** contacted and achieved interview with Eugenia Fierros, as representative of Innovasjon Norge promotion in Spain
4. **Visit Norway.no:** as tourism website of tourism promotion was considered interesting to have their opinion about tourism promotion, but had no reply
5. **Hotel sector:** arranged an interview with Rica Hotels representative, and got their opinion about hotel influence for tourism with Stavanger as tourism destination and their promotion
6. **Conventor:** DMC company, had no reply
7. **Chamber of Commerce/Naeringsforening:** as a contact with tourism sector was considered interesting to know their opinion, but had no reply

8. **Rodne Cruise:** cruise transport company interesting to know the influence of travelers to Stavanger as tourism destination, no reply
9. **Kongeparken:** amusement park, videoconference interview with Hakon Lund
10. **Norwegian, Vueling and SAS:** airlines transport company, interesting to know the travelers coming by Europe and destinations from UK and Scotland as expressed by Per Morten, replied send to contact general information telephone, without further reply or knowledge from that telephone contact who to contact
11. **NSB:** train transport company, interesting to know the influence of travelers to Stavanger as tourism destination, no reply
12. **Professional in Social Corporate Responsibility and Sustainability:** contacted with a professional living in Austria
13. **Tourism planning professional in Norway:** tried to contact with Ola Madsen, tourism planning professional at Lysefjorden and Ryfylke, no reply

#### 4.2 Questionnaire

Addressed to tourism professionals in Stavanger (*people and organizations/companies*) and external cooperation in the interviews projected, it was decided that due to good knowledge of English from tourism business sector in Stavanger, and in order to see their focus on internationalization of tourism, to send the questionnaire in English. A pre-test of the questionnaire as can be observed at enclosure 1 has been tested with MICE representative interviewed with a pre-send of questionnaire before interview to understand if all questions were clear, any questions not relevant or other missing, what the MICE representative agreed all was understood and correct. Subsequently it was decided to add at the pre-test questionnaire as can be observed at enclosure 2 some questions to personal impressions related to its tourism business area and a general overview of prospective for tourism business development in Stavanger. At table 2 can be observed the main handicaps and problems

occurred during the questionnaire research and interviews, as well as the positive outcomes observed.

*Table 2: Main handicaps and problems occurred with the questionnaire and interviews*

**Problems appeared**

- Not everyone answered interviews
- Transport sector couldn't be reached, and some interviewers explained its importance
- Not direct contact to get interviews, some reached among a long line of requests until find the person

**Positive outcomes**

- Access to direct information by interviewers
- Accessibility for interviews by e-mail, phone, video-conference and meeting
- Offer of further help of interviewers
- Replied of all interviewers to draft included evaluation of the correspondent interviews, with very few changes
- Permission give to use their name and job position

*Source: own elaboration*

## 5. Master Thesis blocks of analysis

### 5.1 Description of Master Thesis blocks of analysis

The importance of tourism, the transversal complexity involved must be clearly mentioned, with the presence of different stakeholders, showing that tourism is not confined to a particular action, it involves a broader view of the environment, that involves administrations, customers and other stakeholders, in order to be comprehensive, and understand the existence of several tourism agents, because understanding this outcome to society can be analyze the interactions among different areas as tourism represents. In the case analyzed, it was decided to define the areas of analysis, related to blocks of interest, as hospitality, MICE sector, planning and leisure. Those tourism business areas are ultimately related to a more global environment, such as tourism represents, and as in the case of regulations on tourism policy has different stakeholders, defined in the blocks of interest mentioned. The Lisbon Treaty in 2007 as explained by European Commission (2007), which mentions first implicitly (*however very slightly*), recognize the importance of tourism management and defines a first impression of tourism policy, represents the moment where we have to set up an start of tourism policy planning importance, recognized by the state members of the European Union, and Norway should consider as the start reference to define an start of regulation in tourism policies matters. According to Baumeister & Leary (1995, p. 497) statement of “people form social attachments readily under most conditions, and resist the dissolution of existing bodies” showing that we are dealing with human activity that includes human behavior, using resources and interaction with other people, economies and environments, but is always kept the importance of group belonging. In any case, we once again recognize the different people involved in mainstreaming tourism, either as a phenomenon or activity. Tourism and ultimately the definition of a tourism policy has different aspects to consider, and so obvious

and necessary by the separate analysis to understand how a more global tourism and its importance on the need for defining a tourism policy.

## **5.2 Hospitality**

Tourism has often been considered as a division into two main groups, travel agencies and hotel industry, and to some extent include also restoration as an inseparable part of the hotel sector, which brought with it a vision of tourism focused on two areas, thus ignoring other blocks of interest, as a growth in which tourism along with as much diverse needs of tourists, it is transverse and cannot speak of a tourist activity, without considering the performance of others, or vice versa. But this overview of tourism generally into two major groups, tend to give more importance to those activities that have a higher volume of economic activity and weight, and while we cannot speak of restaurants and hotels covering 50% of the tourism activities following overview exposed before, they have a weight large enough to analyze it separately, as is has been made with the hotel. This reasoning to understand the influence of mainstreaming and great hospitality in the whole tourism, being more accurate and therefore will be following this reasoning, which will be the analysis and study of this blog interest. But like the others and certainly blocks analyzed, this reference to the hotel comprises a common purpose with others, and is committed to offer quality needed and promotes progress in the tourist service in general particularly in the hotel.

On March 2014 was conducted an interview with a RICA hotels representative at a manager position, and very kindly Benedikte Rosland (*Rica Hotel Park director*) agreed to have an interview. The interviewed started with a brief description of company's profile and about the interviewer. Rosland (2014) has a long experience on hospitality industry from many years and has a manager position, what shows a deep understood of hospitality situation, will support the present master thesis and its analysis on hospitality sector. Rosland (2014) explained that the company represents is based its business activity on different areas as

restoration, transportation and travel agencies mainly, showing an interrelation among different business sectors, also understood due to the fact RICA Hotels is present in other parts of Norway and Sweden, with approximately 80 hotels. Rosland (2014) explained that Stavanger is an extremely attractive city to be located in for business companies mainly, due to the oil industry, and considers that the tourism industry is operating well in Stavanger nowadays mainly due to the business market. That statement reflects the business importance of tourism and hospitality industry in Stavanger, and however Rosland (2014) refers the importance of oil industry to its activities, also states that the holiday/weekend market is better in towns like Oslo and Bergen.

Regarding the concept of tourism policy or regulation for Stavanger and implications for its company and hospitality sector, Rosland (2014) refers that Region Stavanger together with the community have made good policies and regulations, and Visit Norway has together with the Norwegian authorities the major responsibility on policies and regulations regarding to tourism in Norway. But several others like Innovasjon Norge etc. are helping as well.

Rosland (2014) refers to its own company as having a tourism policy, as “Rica Hotels have our own vision, business idea, qualities and these together are the platform for our brand. In addition we have policies for other values, like the environment, responsibility to help others and so on”. Regarding to tourism promotion and its decisions and programs implementation, Rosland (2014) explained that RICA Hotels have all the aspects in the development already, and can always do more to improve and constantly develop and always work to improve and implement new ideas regarding a more sustainable and responsible tourism in Stavanger.

Rosland (2014) explained also the importance that all the already involved stakeholders work together and contribute, in Norway this is solved in a fairly good way so that all interests and concerns are considered, as a tourism policy planning implication to take into consideration.

Rosland (2014) explained that RICA Hotels cooperate with several customers with agreements all over the country, to the small businesses locally, to other hotels and the tourism business. It can be from Region Stavanger, to Stavanger weekend to the ski place in Sauda or the museums. RICA Hotels representative emphasize the fact that they cooperate very well and put a lot of interest with their suppliers. Regarding to the different channels of promotion used by its company, Rosland (2014) refers mainly to the own RICA Hotels channel of promotion, as also with Region Stavanger and Stavanger Weekend, focusing is strategy of promotion on a focus with the leisure market, and considers that the business traffic comes “automatically” due the different contracts and companies RICA Hotels cooperate with.

Rosland (2014) stated that Stavanger is one of the leading cities in Norway regarding as being well promoted, and the main focus on tourism promotion should be as explained an statement of the CEO of Virke that said:

“Norwegians need to see their tourism through the eyes of their tourists, not only with Norwegian eyes. As an example, it`s not necessarily interesting for a Japanese tourist to go to The Pulpit Rock – maybe he wants to go for a shorter hike. We shall continue to tell about Prekestolen and Kjerag, but at the same time show older Stavanger, the colorful street downtown and feel good experiences”.

Also was mentioned during the interview with Rosland (2014), that Stavanger is well known in its tourism promotion on an international map, regarding mainly Preikestolen, Kjerag as places to visit and the importance of the oil industry. Understanding the relevance on an international level for Stavanger as explained in the interview and stated above, regarding to the strategy for promotion at a national level, Rosland (2014) explained that Rica Hotels have a common strategy for Norway and Sweden, but don`t operate in other countries except for with the bus groups from different countries.

When asked during the interview “Which do you think are the main goals for tourism the next 10 years in Stavanger?” Rosland (2014) explained that RICA Hotels continue working with the same strategies as they have today, but developing them so they are interesting as a destination. Rosland (2014) stated also that “Generation Y” wants other things and experiences than the ones today. Already now they see a trend being focus on what is genuine and authentic, and consider that will also be a part of the future. Finally in the interview was asked if will consider modifying is business strategy if Stavanger will develop a tourism policy plan, and Rosland (2014) stated that “if they want to be better, no matter what you do, you have to have a constant change and development”. Rosland (2014) mentioned that RICA Hotels is interested to satisfy customers, employers and other businesses, becoming open to consider the benefits a tourism policy plan for Stavanger may have if implemented.

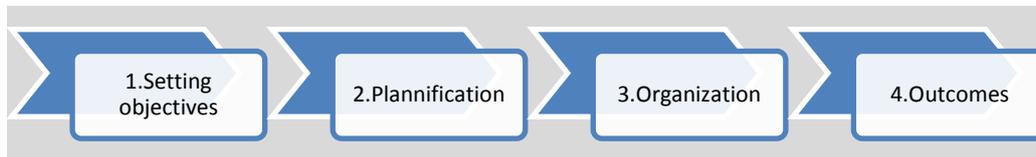
### **5.3 MICE sector**

The MICE sector market is a specialized tourism business sector, which gained great importance in the recent years due to business growth and change in the life styles, which has formed into a very promising and vast research area regarding its intense planning and application processes that is deeply connected to many different disciplines, such as marketing, management, logistics, etc. MICE sector is a very vast area which is including different facets of the tourism industry such as conferences, festivals, sport tournaments, concerts, banquets, etc., which can be described under Shone & Parry (2004), who frames the MICE sector management process as follows, and explained at figure 4:

- 1) Setting objectives
- 2) Planning, by including budget, sponsorship, operational plan, logistics, health & safety and marketing
- 3) Organizing, preparing and implementing the event

- 4) Outcomes (*divestment and legacy*): close-down, cleaning, payments, evaluation, feedback and recording, site restoration and handover, monitoring and evaluation

**Figure 4: MICE sector management process**



**Source: Shone & Parry (2004)**

Getz (2003) argues that while planning a meeting, some of the most desired attributes for the event are; accessibility, supply of event venues, accommodations, amenities, image as a desirable place to visit and support services, which defines at the end the success of the MICE sector. There are several theories and ideas concerning how to create a good event. However, while starting with the creation of a good event, one should keep in mind that events are formed by a group of people who are working as a team. The whole organization is planned and processed by a group of people; therefore, the success of the event heavily depends on these people. Furnham (1999) highlights the importance of an efficient group work in order to have success. Likert & Bowers (1969) emphasizes the characteristics of an efficient work group, based on that some of these characteristics are significantly useful for organizing a good event, such as: skilled members, existence of the group for long enough time in order to have good relationships within the group, creating a group value, supportive atmosphere, mutual help, creativity, adopting the right communication option, motivation and selection of a good leader.

Stakeholder management strategies implied in event management field includes activities such as; lobbying, collaboration, conflict avoidance, contractual relationships, marketing, and financial arrangements and the key stakeholders are government, community, sponsors, other

festivals and events, the media, suppliers and private companies as stated by Getz & Anderson (2008). According to this theory, composing a good event is highly connected with the interactivity between the event planning team and the surrounding actors. As a part of this theory, the authors specially emphasize the significance of marketing for festivals, in order to achieve success and generate expectations. Funding is one of the major critical issues for organizing a successful event, especially for implementing the event design as desired. Getz & Andersson (2008) discuss the importance of resource dependency for playing a major role for failure of events and they emphasize that managers must become skilled at managing the relationships that generate support and resources.

On 24<sup>th</sup> February 2014 was conducted an interview with a Region Stavanger representative regarding its experience at MICE sector, and very kindly Per Morten Haar accepted arrange an interview in Sandnes at Region Stavanger offices. Per Morten Haar accepted refer to its own person in the interview, and will refer during the analysis of the interview as Haar (2014). Describing his personal experience in the tourism industry, Haar (2014) explained he has been working 10 years at Region Stavanger, and before at Visit Stavanger, showing a strong knowledge on tourism business sector, and especially related to MICE sector as was the purpose on the interview, considering the information obtained in the interview very relevant. Haar (2014) explained that Region Stavanger has been established the last 10 years in Stavanger, and is based on restoration, hospitality, transportation, travel agencies, among other tourism business sectors, that contact automatically Region Stavanger and pay a small year fee to cooperate with Region Stavanger. Region Stavanger as stated by Haar (2014) includes 15 municipalities and different tourism sectors, owner's semi-public (*approximately 50%*) and financed by tourist industry, with head office in Sandnes, and tourist office information in the center of Stavanger.

Haar (2014) explained that the tourism sector in Stavanger is highly influence by oil industry and so on economy in the city, bringing good benefits for restaurants, but also have business. When asked in relation to the existence of a tourism policy or regulation related to Stavanger, Haar (2014) explained that in Region Stavanger they have something can be considered as tourism policy and refers to "Strategisk naeringsplan 2013-2025" (*from Greater Stavanger*), to work towards the vision and strategy to improve every day Stavanger as tourism destination. Haar (2014) considered regarding the existence of a tourism policy or regulation for Norway, is something Innovasjon Norge must work on and elaborate the correspondent plans and tourism policy for Norway.

A future trend for tourism policy in Stavanger might be the existence of less DMC (*destination marketing companies*) in Rogaland in the next years, reducing its number in Rogaland area to just two DMC, and being therefore more effective. Regarding the importance of Stavanger tourism as sustainable and responsible, Haar (2014) refers that meetings *industry (MICE sector)* just consider exhibitions and events but cooperate with everyone, but their customers don't pay special attention to sustainability. As a description of the main events Region Stavanger works for or worked in the past, which can be involved in tourism policy development and its stakeholders, Haar (2014) refers that Region Stavanger works for that purpose with some big events, as sports leisure sector, like the "Ice Hockey Championship 2013", in order to represent Norway internationally.

Haar (2014) stated the importance of being considered as a relevant host, but at same time willing to take big events if fits for Stavanger, stating the oil industry influence on MICE sector for Stavanger. Haar (2014) explained that the strategy industry for MICE sector is relevant with events as "Ice Hockey Championship 2013" as explained above, or the "International Handball Championship", because they have the facilities for its organization, but will not consider the organization of brain surgery and medical events, since Stavanger is

not focused on that business sectors, and don't have the appropriate facilities for its organization. That statement of Haar (2014) leads us to confirm the existence of a tourism policy planning based on facilities for its organization for Stavanger, and those tourism groups or areas of interest Stavanger can focus better on.

When asked related to which should be Stavanger tourism promotion main focus for the future, Haar (2014) refers to the fact that tourism has an enormous economic potential, that must be used as an opportunity, but understand a negative point as the existence of high hotel rates and less vacancy, highlighting the need of an improvement on cooperation among all tourism agents, including Stavanger kommune. Haar (2014) highlights the impact of big events for Stavanger kommune, understanding that importance, by sponsoring and financing many events based on tourism companies and their applications. Later on was asked about the main goals for tourism for the next 10 years for Stavanger, Haar (2014) referred to the SWOT analysis of Region Stavanger for the next 10 years for Stavanger and its tourism implications, and it was observed the possibility to increase tourism industry and its economics benefits for Stavanger, but with an importance to have a strategy of work and follow it. That statement expressed by Haar (2014) highlights not just the importance of having a tourism policy planning, also its existence when is analyzed by a SWOT analysis the needs and strengths, to future perspectives. Considering the existence of many facts and information during the interview, will follow a description of the main facts according to each one of the points described above (*general description, tourism policy and tourism promotion*) related to MICE sector for Region Stavanger, according to Haar (2014), as can be observed in table 3 below.

*Table 3: Main features described at Region Stavanger interview*

## **1. General description**

- Energy and time in events can be win, sustainable, budget to afford Norway: need to see a financial kick back
- Companies in Stavanger contact them
- 50-50 % model of management
- Flight connections importance, will strategically impact on marketing
- General importance on transport connections
- Region Stavanger works on implementing fly Stavanger project, and get leisure travelers on top business travelers
- Weekend visitors for leisure (*London and Aberdeen*), fly full also Saturday and Sunday after from Monday to Friday with business travelers
- Possibility to interview ferries company and cruise lines

## **2. Tourism Policy**

- Innovasjon Norge as state planning working for promotion, with their main focus on international promotion of Norway
- Norway Convention Bureau
- National tourism plan needs to be more developed
- Plan of tourism promotion individually ok, but needs to more complicate, in order to be more effective
- Small economy and things to be sustainable, with importance on ROI
- Marketing ok
- Sales need to be improved
- All segments covered, well organized

- Stavanger wants to be considered as a relevant tourism destination
- Main focus is mainly national focus
- Depending on field also some international focus
- 25 international events a year in Stavanger
- ONS as most important organized

### **3. Tourism promotion**

- ROI and branding importance
- Sustainability concept is not very importance
- Sales team and marketing importance, where ROI has more impact on MICE sector
- Lot of bureaucracy, complicate to follow
- Importance on strategies
- Things have to reflect time
- It is complicate to adapt 12-13 municipalities (*example route Stavanger-Haugesund*)
- Manager to talk for National Strategy
- Transport if possible
- Is not on his job
- What we have is good enough
- To compete focus on what we have more than what we wish
- Less hotels but more satisfied
- Price impact
- International agents look on price
- “Selling experience” importance and concept to describe
- What you get in return, ROI based on experience satisfaction, being complicate on personal impression to analyze
- Include instruments of tourism planning

- Have enough support, more strategically based on a local request on Innovasjon Norge
- Fly agents and meet clients requests
- Good impression
- High rates of satisfaction
- Individual traveler and leisure traveler
- High cost/expenses for the country, as Norway represents
- Confront high cost with experience (*ex.Ryfylke*)

*Source: own elaboration*

#### **5.4 Leisure**

As stated by Mac Cannell (1976) in the description made of the tourist, and the new theory of the leisure class, to consider the concept of staged authenticity in tourist settings, because Mac Cannell (1976) explain not all travelers are concerned about seeing behind the scenes in the places they visit. For a leisure place as Kongeparken represents, the concept of staged authenticity Mac Cannell (1976) refers, can be explained in the need of making visitors aware not just enjoying the attraction they use or restaurant where they eat at the park, is showing to them why is unique Kongeparken and what makes it authentic and different from other amusement parks around Norway as is the main market Kongeparken competes.

Mac Cannell (1976) also states that “The quality of the insight gained by touristic experience has been criticized as less than profound”, what means that a leisure place as Kongeparken represents in order to have a better success focus on giving a quality to the experience the visitors must perceive. Mac Cannell (1976) perception of quality of the insight, leads us to make a question in order to evaluate the insight of leisure place perceived by visitors and is “How we evaluate quality of tourist perception?” this question has been analyzed and described by Rajesh (2013).

On 7<sup>th</sup> March 2014 was conducted an interview with Kongeparken manager regarding its experience at planning sector, and very kindly Hakon Lund accepted an interview, and due to her professional experience of many years in tourism industry, and knowledge on leisure sector as Kongeparken represents, it has been considered very relevant information for the elaboration of the present master thesis. Hakon Lund agreed to be referred to in person in the interview, and will refer during the analysis of the interview as Lund (2014). Lund described the importance for Kongeparken to attract leisure travelers, as represents the main segment they work with; however they work as well with groups and companies. Lund stated the importance represents enjoying experience in Barcelona with Tibidabo amusement park or Port Aventura (*Salou-Vila Seca*), both located in Spain, and the need to work to satisfy customers expectations, explaining that Kongeparken has the same objective. For Lund (2014), Norway has a value added as tourism destination, to its natural surroundings, and however price is a very sensitive consideration for Norway as expressed by Haar (2014) when stated that “Norway will always be expensive compared to other countries”, Lund (2014) consider that leisure customers are not so price sensitive, but stated also the importance to offer a good balance between price and quality.

When discussed about balance between price and equality, Lund (2014) emphasized on the fact that they take special attention to revenue management, adapting their prices to each season, group’s needs, representing a constant update of information that reflects the best price at each moment, in order to attract the major number of visitors. Leisure travelers for Lund (2014) consider short destination vacations as a value added when looking for a place to travel, representing a concept families to consider when travelling with children, and most of the times maybe just once a year. According to Lund (2014), tourism packages established represent a good option for leisure customers, and due to mainly Kongeparken customers come from local level (*mainly from Norway*), the packages and local level promotion as

family experience, represents the main points to define the different tourism promotion strategies for Kongeparken.

For Lund (2014), transport connections must be considered when analyzing people travelling to Kongeparken, and that there is an approximate need between one and three hours to drive distance in order to reach Kongeparken. That distance factor makes more understandable why Kongeparken focus mainly on local customers and later national, with less focus on international customers, representing mobility of travelers a point of analysis. For longer distances of travelling to Kongeparken, Lund (2014) states that Region Stavanger and hotels they communicate with is their best asset to attract that customers, combined with launching a new web portal, in order to get access to a higher number of customers.

The concept of sustainability is expressed by Lund (2014) as “Needs to be responsible owner”, offering a green factor to visitors, by some possibilities as free water for all guests, with very good quality on tap and partners supplies, drink water from fountains. However guests ask water option for kids and health, Lund (2014) mention that in leisure business as Kongeparken represents, considers that the majority of guests don’t play at sustainability, because they look for experience they come just once. That same concept of the majority of guests pay just attention to enjoy their visit or stay in Stavanger, was mentioned by Haar (2014) when expressed majority of MICE sector guests do not give much attention to sustainability issues.

According to their strategy of promotion being mainly local and national as stated above, Lund (2014) express that their broadcast promotion is mainly done through channels of communication national, TV Norge, VG, as well as those channels mothers watch more often, in order to attract their attention as family tourism. An example to attract family tourism is explained by Lund (2014) when comments they also promote through advertisements at children cartons programs like Donald Duck, but also work together with Region Stavanger to

approach to Norwegian families in Stavanger and Rogaland. Lund (2014) also stated that there are five amusement parks as competitors with Kongeparken, but due to they are much spread; they don't represent a real competition to Kongeparken.

Lund (2014) stated that Kongeparken cooperates mainly with Stavanger, Sandnes Kommune, where Kongeparken is presented as the amusement park in the west coast of Norway, that combined with the investment of 40 million Norwegian kroners per year, cooperating Kongeparken for the economic development of the region, but at the same time, wants to have a more national promotion. Lund (2014) states that Stavanger is much better promoted as internal market, with correspondent offer and interesting prices, but also interested in working with the possibility of direct flights with cities at a close distance and offering with packages combined with cooperation with other tourism business agents. A possibility for that objective, will be analyze travelers from London and Scotland as Haar (2014) mentioned in the MICE sector analysis, are the locations Region Stavanger has detected comes mainly leisure travelers to Stavanger and Rogaland region.

Lund (2014) states that there is a tourism national plan, which always can be better developed, considering as well the stereotype of Norway as a very cold place and country to visit, but also mentioned Norway and its beautiful nature with the positive example of the Northern lights promotion to attract tourism travelers to Norway. Lund (2014) mentioned that the future for tourism in Stavanger the next 10 years will be understand that the concept of pricing is very sensitive, but becomes more dynamic to adapt to each segment using the concept of revenue management, that will help at the same time to attract a more national family market and even international travelers, if Sola airport can be considered as an international direct flight hub.

Lund (2014) mentioned that in order to adapt to new challenges in the future, Kongeparken is investing 1 million Norwegian kroners in a new internet solution sales channel to attract new

comers. Kongeparken also has a promotional strategy with museums in Stavanger to increase and improve cooperation with Kongeparken, because Lund (2014) considers that in the long run will benefit Kongeparken by attracting more guests, considering the promotional strategy with museums in Stavanger by Kongeparken as very positive future investment for the amusement park.

## **5.5 Planning**

Tourism represents a relevant economic activity around the world, representing largely high GDP of the different countries. Relevance implies that governments must carry out a regression in the tourism process, usually through the definition of laws and regulations, but also through actions that have no desire to run their own business, as it would promote or coordinating cultural events, sports and others, which have indirect involvement in tourism, to the extent that its action in favor. Therefore, it is clear that for any government at any administrative level that see tourism as a major concern for themselves, it will be difficult to be indifferent and not to be involved in the tourism process as stakeholders. Moreover, it is shown how the different administrative levels, do not remain indifferent and get involved in regulating the tourism process, with the supposed aim of providing a commitment to quality of tourism. But instead of trying to coordinate actions across the country itself which would provide a higher quality brand, and then applied to each case in particular, continues in currently adjusting to a more local level, rather than global, losing these possibilities is a promotion and regulation level, as a bigger strength of a national tourism planning as can represent for Norway.

On march 2014 was conducted an interview with an Innovasjon Norge representative regarding its experience at planning sector, and very kindly Eugenia Fierros (*director for tourism of Innovasjon Norge in Spain*) accepted an interview, and due to her professional experience of more than 25 years in tourism industry, and knowledge on planning sector as

Innovasjon Norge represents, it has been considered very relevant information for the elaboration of the present master thesis. Eugenia Fierros accepted to be referred to in person in the interview, as Fierros (2014). Fierros (2014) presented destination marketing companies (*DMC*) and the tourism business sectors Innovasjon Norge is based on, working for the planning of tourism activities in whole Norway, and also including Stavanger as the purpose of the present master thesis analysis. Fierros (2014) express that Innovasjon Norge has its main office in Oslo, but she works as the director of promotion in Spain for Innovation Norway from her office in Madrid. Regarding the situation of tourism industry in Stavanger, Fierros (2014) considered is working very well, and however doesn't know about the existence of any tourism policy or regulation for tourism in Stavanger, she is pretty sure about its existence, as well at a national level. Fierros (2014) stated that Innovation Norway is taking part in the decision about Norwegian tourism policies, highlighting its importance for a positive tourism development in Stavanger. Haar (2014) in the previous analysis of MICE sector situation in Stavanger, stated the need that Innovasjon Norge works for develop the appropriate tourism policies that Region Stavanger and other tourism business companies can use and implement. That confirmation of interrelation between the needs of MICE sector and planning by Innovasjon Norge, shows the existence of different tourism business sectors cooperating "de facto", and another fact to consider the presence of a tourism policy "de facto" for Stavanger, as expressed in the hypothesis of the present master thesis. Regarding to the importance of sustainability for tourism development in Stavanger, Fierros (2014) express the need to understand the objectives considered by a tourism destination, as point to be communicated abroad, since their customers' demands it, but it can be even done a better work on sustainability issues for tourism promotion. Fierros (2014) stated as the main stakeholders involved in tourism policy development for Stavanger kommune, the community, Region Stavanger, Fjord Norway, hotel chains, museums, representatives from

the restaurants, from Gastronomic Institute, among others, in order to have as many agents present, and with their opinions and suggestions elaborate a more accurate tourism policy for Stavanger, as will have more data information.

Fierros (2014) refers as Region Stavanger as the main agent/company Innovasjon Norge works in Stavanger, and works with them to define the best way to work for the factors that will benefit its promotion strategy in Stavanger as nature, activities, accommodation, and products available in the market. Fierros (2014) explains that this will benefit to the concept of Norway as a tourism brand and how it fits with Stavanger, becoming the factors expressed as needs from to be considered by the tourism industry in the planning of its activities.

Regarding to the point if Stavanger is well touristic promoted, Fierros (2014) explained that Innovasjon Norge is doing a good job positioning Stavanger in Spain and the “Pulpit Rock” is one of the most renowned tourist attractions in Spain Norwegian. Fierros (2014) mentioned also that obviously, more could be done with a better promotion budget. Fierros (2014) expressed her opinion on the Stavanger tourism promotion main focus should be based on the personality of the city, its culture, gastronomy, resulting at the same time as it is cozy and authentic and the combination of an interesting city with the most impressive nature, using Lysefjord and Preikestolen as main tourism focus of tourism attraction places for Stavanger, because she considers Stavanger is better known at a national level, however Rica Hotels representative and Haar (2014) expressed that Stavanger is more known at an international level. Fierros (2014) has no specially mention to the main goals for tourism the next 10 years in Stavanger, neither to consider modifying its business strategy in Stavanger will develop a tourism policy plan.

## 6. Discussion

Holdershaw & Gendall (2008, p. 3) confirm the existence of different opinions and comments related to same concept of discussion when mention that “Different people may have similar beliefs about various objects but may give them quite different evaluative weights”. The importance of knowledge integration is described by Alfirević & Račić (2004, p. 1) when stating that “Capabilities can be represented by a hierarchy of knowledge, skills and abilities, ranging from the single task capabilities required to perform a single functional task to cross-functional capabilities, requiring the complex integration of knowledge of different teams and organizational units”.

That statement of Alfirević & Račić (2004, p. 1) of complex integration of different knowledge of different teams and organizational units as mentioned above has been observed during the analysis of the discussion points when two or more interviewers have differed on their opinions related to same topic of discussion.

That complexity of analysis has been a challenge to solve, as how to integrate the different descriptions and opinions of the four tourism business sectors analyzed, but at same time gave a more accurate information, achieved from different sources leading to have a deeper analysis of the discussion points. Phillips, Kim-Jun & Shim (2010, p. 255) described the concept of “Informational diversity “as the capture of the differences in information, opinions, perspectives, and modes of thought and action that are relevant for the task. That concept of “Informational diversity” described by Phillips, Kim-Jun & Shim (2010, p. 255) has been used as the analysis concept of the five points of discussion mentioned as promotion & Marketing, financial & economics, Corporate Social Responsibility & Sustainability, customer satisfaction and planning, cooperation & integration of tourism policy.

As mentioned by Workman Jr., Homburg & Gruner (1998, p. 21) “Although there is an increasing interest in topics related to the organization of the marketing function, there is a

relatively little research that related marketing organization to a business unit's environment".

Workman Jr., Homburg & Gruner (1998, p. 21) noted the importance of marketing organizations in the promotion of a company or organization.

A factor needed to be discussed among the different interviewees replies, because all of them informed about their marketing strategies to expand with national focus as explained by Haar (2014) related to Region Stavanger and Lund (2014) about Kongeparken, with a more international focus perspective (*working at same time towards a national strategy of marketing promotion*) with Fierros (2014) and Innovasjon Norge and Rosland (2014) and RICA Hotels. The need of an appropriate strategy of promotion is mentioned by Haar (2014) for Region Stavanger, when mentioned the SWOT analysis to work for the next 10 years using an international evaluation, while Rosland (2014) mentioned the RICA Hotels promotion channel as their marketing and main strategy of promotion promotion.

As stated by Kadam (2012, p. 132), the importance of financial and economics for a company or organization should be understood as the method of estimating the resources required and determining its competition. Moreover Kadam (2012, p. 132) highlights that "Financial planning is a procedure of framing objectives, policies, measures, agenda and budget relating to the financial activities of a business organization" and "The strong financial planning ensures adequate funds, helps to maintain balance between outflow and inflow of funds for maintaining stability, helps to the suppliers of funds to invest their funds in business concerns or companies, helps in long-run survival of the company through planning for growth and expansion programs". Kadam (2012, p. 132) statement of financial planning importance towards future success of a company or organization, must be considered in the present master thesis, when the interviewees has mentioned the importance represents for their future success. During the interviews, Lund (2014) expressed the investment of 1 million Norwegian kroners towards online promotion, 40 million of investment in their strategy of promotion

among other factors, showing it becomes an appropriate financial planning as described by Kadam (2012, p. 132). The relevance of financial and economics for a company or organization as described by Kadam (2012, p. 132), can be observed in the specific case of tourism business sector with the evaluation mentioned by Gamsgro (2012) (*manager of Scandic Hotels*), when stated that the yield management strategy by the hotel chain he represent, pointing out that yield strategies and plans for Scandic Hotels are based on forecasting (*demand and occupancy*).

Gamsgro (2012) pointed out that a main strategy of yield management realized was “The closest a customer makes a reservations, the most expensive it is”, so the importance of forecasting in terms of occupancy becomes specially relevant to work on demand forecasting, in order to have the better economic success possible. Gamsgro (2012) pointed that Scandic Hotels tries to maximize the benefits of customers stays by selling apart from accommodation service, other kind of business as food and beverage industry represents. Gamsgro (2012) explained that some of the main measurements used to analyze the yield management in Scandic Hotels as RevPar (*Revenue Per Available Room*), pointing that is better to relate to rate than occupancy, because it gives more benefit margin. Gamsgro (2012) expressed that when come to analyze Scandinavian market in yield management terms it is more inelastic, and finished his presentation explaining that revenue management sales is dictating every day more in business terms of Scandic Hotel chain and rest of hotel chains in the world.

The definition of actions in terms of Corporate Social Responsibility (CSR), Sustainability and Environment, must be considered and described in the four tourism business sectors analyzed (*hospitality, MCE sector, planning and leisure*), and the relevance to analyze different regulations, laws and articles of interest referring to tourism, because in all the interviews has been mentioned the concept of Corporate Social Responsibility (CSR), therefore is considered decisive its description and evaluation impact.

The European Union Green Paper (2001, p. 1) mentioned the concept of Corporate Social Responsibility (CSR) as “The voluntary integration by the enterprises, social and environmental concerns with their commercial and relationships with its intermediaries”.

The importance of Corporate Social Responsibility (CSR) concept mentioned by the European Union Green Paper (2001, p. 1) remains in that in order to be effective its implementation, it should be volunteer by the companies and organizations, because if they believe in the importance represents, it will be easier to be implemented and have a higher future impact. Therefore the communication of the benefits of implementing strategies related to Corporate Social Responsibility (CSR) remains as the major key point to have a successful and effective Corporate Social Responsibility (CSR) policy for a company or organization.

Crespo Castaño (2011) explained that the importance in today's society for Corporate Social Responsibility (CSR), and the commitment to the environment and sustainability, is to define indicators that will help to determine its application in companies and follow the importance of volunteer implementation as described above by the European Union Green Paper (2001).

Crespo Castaño (2011) explained the existence of several Corporate Social Responsibility (CSR) indicators, which should understand the company or organization, scope, objectives and capacity measurement may be different in each case, wants to implement a Corporate Social Responsibility (CSR) policy, and therefore there is a diversity that allows the applicability in each case.

Overall it is first to define the objectives and needs of the company or organization that wants to implement a Corporate Social Responsibility (CSR) policy, by then define their strategies that allow to define which of the various indicators of Corporate Social Responsibility (CSR) policies existing the most appropriate to their needs, following ethical principles and commitment to the interested environment that surrounds it, with the existence and need of a constant feedback, enabling a continuous improvement of the process of implementation of

the Corporate Social Responsibility (CSR) policies. In any case, as stated by the author application must be voluntary to promote transparency, loyalty and brand image of the company as is done at present, and to encourage the institutions to this fact , and try to establish a common action, which may not be for interest, and in any case the aim should be part of the European Union to coordinate the different indicators supporting them and offering advice the interested party to apply indicator that you need, but without forcing it to its completion. The concept of sustainability in Norway relates to its image (*people perceive Norway as pure nature and sustainable by defect*). However there is the existence of a conceptual problem to make understand sustainability as may have and represent an immediate cost for a company or organization, but will represent a major ROI (*return of investment*) in the future.

The discussion remains in perceiving the relevance of sustainability by tourism consumers as stated by Hebard & Cobrda (2009, p. 2) in the article “The corporate reality of consumer perceptions- bringing the consumer perspective to CSR reporting” that “The impact of consumer perception on corporate reality is clear: if consumers don’t know about corporations’ sustainability initiatives, those efforts will not be fully realized”.

The impact of consumer’s perception mentioned by Hebard & Cobrda (2009, p. 2) shows the noteworthy of communicating appropriately the objectives, goals and strategies related to sustainability for a tourism business company or organization, as the focus business sector is analyzed in the present master thesis. Therefore the first question must be considered the importance of sustainability for the tourism business companies and organizations interviewed must be “Do customers perceive what is done towards sustainability in the company or organization?” In order to answer that question, has been asked to the interviewers if their customers’ demands or perceive sustainability as factor when consuming a tourism experience in their company or organization.

The main discussion among the interviewers related to the concept of sustainability, has been if their customers perceive it or not. While Fierros (2014) mentioned that for their customers is demanded at Innovasjon Norge, Rosland (2014) commented is important for them, but still can improve more on sustainability strategies for RICA Hotels. By the other hand Lund (2014) mentioned that the customers at Kongeparken mainly come for the experience consumption, and however they attend their needs and suggestions expressed as the example of offering free water from fountains, sustainability is not a relevant factor demanded by their customers, while Haar (2014) mentioned clearly their customers at Region Stavanger don't demand an special attention on sustainability issues.

Simmons (2012) from Lincoln University in New Zealand, in the presentation of "Exploring Tourism Yield as Pathway to Sustainable Tourism", stated as main problem that many destinations are aiming for high yield tourism, but he presented also the problem how it will be measured and managed, pointing that for this purpose there is a need to establish useful metrics for both private and public sectors. On the start, Simmons (2012) presented the example of New Zealand tourism strategy implementation fund as a case of working towards sustainability, and analyzed afterwards the need to define what a tourism yield destination is, analyzing it in three terms representing financial, economic and sustainable tourism, but he pointed also that economic is always the main driving force compared to the other two when tourism yield destination is defined. Later on, Simmons (2012) explained the different methods to analyze tourism yield destination in New Zealand, that were Stats New Zealand (*Statistics New Zealand*), also the case when they want to analyze the public sector implications, they consider the inputs, benefits and costs of the different tourism planning actions in each destination in New Zealand, and the tourist expenditure through different surveys. Moreover, Simmons (2012) analyzed the implications of both private and public sector when a tourism yield destination is analyzed, pointing that there is a need to plan in

order to have a successful promotion, presenting also the key results and some data of results in terms of yield management from private and public sector, as well as tourists. Finally, Simmons (2012) pointed which are the main challenges for tourism yield industry as represents the definition of the appropriate metrics to analyze, *scale (national, international or local)*, temporal, which are the tourism goals (*what he considered economic vs regional development*) and politics.

Cloutier (2012) writing on adventure tourism, and expressed the importance to define appropriate actions in microeconomics terms for adventure tourism business, expressing the importance for this tourism sector in British Columbia where he comes from. Cloutier (2012) presented some of this adventure tourism activities, that where sport fishing, hunting, helicopter skiing, whitewater rafting, sea kayaking and alpine skiing. Cloutier (2012) stated afterwards the challenge of being entrepreneur or employee, pointing that until 90's entrepreneur skills were considered mandatory in order to run a business company, but from the 90's he said "we train employees", and that means that nowadays become more relevant than was on the 90's to train employees in order to be successful in business terms. Cloutier (2012) presented what he consider the five main challenges for adventure tourism industry that are the impacts of entry and exit barriers (*need to define the best business strategy*) and new products, the equity challenge, the margin of yield challenge, the pricing strategy, and ended by comparing the case of Nepal or Bhutan promotion and an adventure tourism destination. Rodríguez Carbajal (2009) explained in her publication "Agenda for a Sustainable and Competitive European Tourism", the different strategies and principles that the European Commission describes to follow, in order to provide a competitive and sustainable tourism for the European Union, and that can be used exactly the same in the case of Norway, and later on implement more concretely in Stavanger as the case of analysis. That strategies and principles to provide a competitive and sustainable tourism for European Union explained by

Rodríguez Carbajal (2009) and can be implemented later on in Norway and Stavanger as mentioned in table 4.

***Table 4: Strategies and principles to provide a competitive and sustainable tourism***

- Adopt a comprehensive, integrated approach to achieve a balanced and respectful tourism society and the environment
- To plan long term to meet the needs of both current and future generations
- To achieve a good rate of development, ie respecting the characteristics of tourist destinations
- Making all stakeholders involved
- Use the best available knowledge, and share them across Europe
- Minimize and manage risk, in order to prevent any harmful effect on the environment or society
- Reflect the effects on costs: prices should reflect costs more to society of consumption and production activities
- In the event, set limits and respect them: sometimes it is necessary to assess the carrying capacity of tourist destinations
- Monitor constantly: sustainability requires constant vigilance
- The need for a better tourism integrated policy

***Source: Rodríguez Carbajal (2009)***

Funa (n.d, p. 22) refers to “Kano modeling” as an appropriate theory to analyze customer satisfaction because involves product development and customer satisfaction, mentioning that “Kano modeling” theory states that “The relationship between the performance of a product attribute and satisfaction level is not necessarily linear”, confirming remains very complicate for not saying almost impossible to generalize satisfaction levels by customers, and must be

assumed as accurate can be analyzed personal implications on tourism products consumers, will exist a better analyze of customer satisfaction. This statement of being complicate how to analyze satisfaction, and maintain quality at same time, is mentioned in the interview with Region Stavanger by Haar (2014), when he mentioned that “Norway will always be expensive”, therefore that stereotype will always remain as an appreciation by tourism experience consumers, and the focus should be then on offering a higher quality of service as possible. The outcomes of satisfaction questionnaires to Kongeparken customers as Lund (2014) mentioned, is a good way to evaluate and analyze satisfaction when consuming a tourist experience. Moreover, Angelova & Zeqiri (2011, p. 3) state that “Studies also point out that customer satisfaction results ultimately in trust, price tolerance, and customer loyalty. Therefore, building customer relationship is a backbone for all organizations in general, and companies in service industries in particular”, showing some of the individual factors customers perceived for their satisfaction, and resulting relevant to analyze how customers will appreciate quality in their experience consumption, and include that theoretical importance in the process of planning of tourism policies.

Angelova & Zeqiri (2011, p. 5) state also that “Effective firms seek competitive advantage in customer involvement, service and superior knowledge of customer motivations and behavior”, therefore however is very complicate to have a general satisfaction and quality perception of the services offered, the tourism companies and organizations in Stavanger, should focus of the segmentation of the customer targets are interested in working with, because that will be more effective since a general satisfaction and perception of high quality by all customers is very complicate due to individual needs and perceptions mentioned above, and also probably won’t effective. A practical case of that statement of focus on the customer involvement is mentioned during the interview with Region Stavanger by Haar (2014), when he mentioned that has developed a SWOT to analyze the strengths and weaknesses of the

organization, in order to develop the appropriate strategies of success for the next ten years in Stavanger.

Fuseini (2009, p. 6) stated that “In scenario planning discipline scenarios are generally defined as future study method. They are in the form of stories that provide information about the futures within a given period of time”. The importance of defining a scenario for the future planning development of an activity, leads to expressions that the first step to be done when planning a further cooperation and integration of different tourism business sectors in tourism policy planning, should be defined by the scenario in which it will take place, as described by Fuseini (2009, p. 6). Rosland (2014) mentioned the RICA Hotels promotion channel as their marketing and main strategy of promotion as mentioned before, but at same time shows the importance of “brand cooperation” as RICA Hotels chain represents. From another point of view of cooperation, could be described the case of Innovasjon Norge as mentioned by Fierros (2014) that mentioned “Innovasjon Norge is taking part in the decisions about the country tourism policies”, showing the need from a planning tourism company as Innovasjon Norge represents to be present in all levels of a tourism experience, confirmed by Haar (2014) when he mentioned the fact of their strong cooperation of Region Stavanger with Innovasjon Norge. An appropriate and accurate definition of the scenario from its location, agents involved, investment, etc. will fulfill the purpose of making a better decision today for the future, because once defined the scenario will took place the tourism experience or activity, will be possible to define the needs and possibilities of a further cooperation and integration of different tourism agents, and lead finally to define an structured tourism policy. Those possibilities of a further cooperation and integration of different tourism agents when define an scenario, will need to consider later on if the strategy of cooperation should have a national focus as mentioned for Kongeparken by Lund (2014), Region Stavanger by Haar (2014) and Rosland (2014) for RICA Hotels (*however they are also present in other*

*Scandinavian countries, and have also some interest on international promotion*), or international focus as mentioned by Fierros (2014) when she mentioned the need of a better international promotion and cooperation for Norway towards Innovasjon Norge.

The importance of cooperation and integration of tourism policy by both private and public tourism sector, is mentioned by Henriksen (2013) (*environmental manager of Hurtigruten*), when he described the environmental protection policies from his company, and also explained the importance of cooperation to reach this goals from two sides, one of them that Norwegian government has to take a lead when it comes to regulations offering incentives instead of regulations to companies so they must be more aware of the environmental protection policies they offer. Henriksen (2013) mentioned the importance of cooperation for Hurtigruten Company, by offering cooperation with other organizations and companies such as AECO (*Association of Arctic Expedition Cruise Operators*), NGO's and Svalbard Environmental Fund. There is also a necessity to establish some markers for environmental protection, and the difficulties to find ways to communicate with customers, as described by Henriksen (2013).

## 7. Conclusions

The analysis in the present master thesis, has considered the impact of tourism policies for Norway and later on for Stavanger as a case, with a starting point being the situation of tourism policy in the European Union. From the experience European Union represents as a macro environment, could be analyzed easily the situation in a micro environment as Norway represents, by ending with the case of analysis as represents the situation of tourism policies in Stavanger. During the whole master thesis project, has been considered the hypothesis “Is there a tourism policy for Stavanger “de facto” but not “de iure”?, that will be described its analysis and process of analysis in the conclusions, until its final evaluation for its confirmation or rejection, and offer finally a proposal for the future prospective and recommendations for an effective tourism policy for Norway of Stavanger. Tourism policy in most cases represents a factor difficult to define, but as has been observed during the present master thesis analysis, presents a high degree of impact on the four areas of interest, with their own activities tourism as seen in this project. In the present master thesis, has been observed throughout the analysis of different laws, regulations, articles and interviews the existence of a tourism policy in the European Union, considering later on as a reference to analyze the existence of a Norwegian tourism policy, and later on the case concrete of Stavanger. After the analysis of the different concepts explained in the paragraph above related to the Norwegian tourism policy, was proceeded to analysis the hypothesis of the existence of a tourism policy “de facto” in Stavanger.

In order to have a more concrete analysis of the situation to evaluate the hypothesis of the present master thesis, has been considered appropriate the evaluation in blocks of interest, that will offer more concrete information of each tourism business sector analyzed, and also will let to see the interactions between the different blocks of interest. Consequently, can be mentioned that the sum of individual actions interacts with each other, creating a “bigger

space” for joint actions as tourism and its planning policies represent. The analysis in different blocks of interest to analyze tourism from a common view and integrating these blocks of interest, therefore defines “de facto” the existence of a tourism policy to the extent that the sum of individual actions just by setting a common, although this is not found properly defined or regulated, since each one of the four blocks of interest analyzed mentioned the existence of regulations, norms, plans and strategies for its daily activities. The relevance tourism represents for the economy of a country and its residents when travelling, starts with an objective of promoting mobility, which has been proposed as a significant factor in European cohesion, that can be considered to have the same effect in Norway and its regions (*fylke*). That importance of cohesion is fully applicable to the objectives defined in Article 195 of the Lisbon Treaty adopted in 2007 for the European Union countries as explained by European Commission (2007), and have affected the way in which tourism mobility management involves not only the displacements but also involves people. Following the case of European Union mentioned in the paragraph above, Norway have two programs that define some principles to work towards tourism promotion as the Lisbon Treaty represented for the European Union, but both programs offer actions related tourism mobility for travelers of Norway.

Those two programs are “Strategisk næringsplan 2013 – 2025” elaborated by Greater Stavanger (n.d), and the “Norwegian National strategy for the tourism industry” by The Norwegian Ministry of Trade and Industry (2012, p. 4). Therefore, these two samples from European Union and Norway as mentioned above, confirms the direct or direct in terms of tourism, and the same analysis could be extended to other forms of, but is always ending up confirming the same circumstances in all cases, as tourism is present in the economy and society, and therefore it is logical to define a series of policies that manage and promote the field of tourism can be developed, as indicated by the existence of the mentioned official

programs both by the European Union and Norwegian public institutions.

Also can be observed a factor analyzed in the discussion part that will confirm the existence of regulations and importance may affect tourism policies planning, as Corporate Social Responsibility (CSR) and Sustainability represents. That statement of Corporate Social Responsibility and Sustainability importance is mentioned by the existence of certain ecological indicators, and their influence on Corporate Social Responsibility confirms the importance and involvement derived from tourism, influencing this factor many political actions to tourism businesses, by giving special importance in terms of sustainability and the environment, as confirmed by Fierros (2014), Rosland (2014) and Lund (2014) the relevance to work towards sustainability policies as demanded by their customers. Therefore, exposed the impact of Corporate Social Responsibility on business policy of tourism enterprises, it can be stated the importance of representing the importance of Corporate Social Responsibility in the tourism sector, and therefore is observed and must be recognized indirectly the impact and influence mentioned of Corporate Social Responsibility and its implications and effects with the tourism experience, representing the confirmation of the logic and relevance of the hypothesis. After verifying the relevance of the hypothesis, was preceded to its evaluation, with the confirmation or rejection of the hypothesis.

It has been clearly analyzed different forms of communication with several interactions between the different blocks of interest analyzed, and many aspects that have contributed a certain complexity in the analysis by conducting the study of the present master thesis project, and each individual case observed at the four different blocks of interest, has not only has a mention and impact (*direct or indirect*) into tourism experience, also is observed represents an influence into the overall tourism experience. Therefore, this situation indicates, that although there have been cases such as regulations and guidelines, which have regulated certain aspects of tourism, and defined a several political actions, the recognition of the importance and

impact on the field of tourism is proven and explained, representing into the existence of a number of tourism policies indirectly or directly, but in any case evident, confirming therefore the existence of a tourism policy “de facto” for Stavanger.

In this project, has been observed that different sources of tourism activities and programs, are limited not just to one field of action in which it is carried out, being specially relevant a global view of the impact on other areas of interest within the tourism business sector.

However the existence of those interactions among the different blocks of interest analyzed, it has been observed that the coordination of actions and improvement planning that may have a bigger impact for the overall tourism experience, is very limited and needs to be improved.

That statement mentioned in the paragraph above must follow the positive experience mentioned by Haar (2014) of the cooperation between Region Stavanger and Innovasjon Norge, as confirmed by Fierros (2014), by offering more chances of cooperation to develop a more effective tourism policy. More concretely, it could be done by offering an “opening forum” of cooperation, where Norwegian government once defined which Ministry or public organization will coordinate Norwegian tourism policies, offer support and guidance to the different tourism companies and organizations.

According to the Norwegian Ministry of Trade and Industry (2012), there is a strong need of having a better coordination on tourism industry development, showing the need of a simplification in the tourism policy planning in one Ministry or public organization. Until Norwegian government defines which Ministry or public organization will coordinate Norwegian tourism policies, is recommended that Innovasjon Norge will be the link needed for the “opening forum” mentioned in the paragraph above. In all cases analyzed in the different blocks of interest, has been recognized the importance of establishing a regulatory framework, cooperation mechanisms, among other factors that can offer an appropriate tourism quality. Therefore if a block analysis of interest has proofed the importance and

relevance of tourism not only for the Tourism Company or organization, but also for the social development of their own citizens, what we might think of the power of tourism together as a brand and coordinated policy and common action for Norway?

How much further progress at a global and competitive at present and represents tourism?

How to compete with the power of the United States or even in emerging countries such as the so called BRICS (*Brazil, Russia, India, China and South Africa*)? The answer is clear, and for the project has been observed, that if Norway use its own resources (*natural and human*) of sufficient quality for a clear commitment to the worldwide future challenges of tourism to respond to these questions, and by respecting the environment at the same time with an appropriate CSR policy, Norway as destination can offer a better tourism quality, and can have a very competitive positioning as tourism destination.

Nowadays, can be seen more and more tourists are traveling to Brazil, India, South Africa and China or in Russia as travelers around the world, showing the importance of the those five countries mentioned in the tourism business sector, the danger would be if those five countries will not just have individual tourism actions and policies, and will start to coordinate tourism policies actions, highlighting the importance and future perspectives advantage of its natural, economic and human resources represents. It has been taken into account if those countries coordinate efforts to establish a framework for economic and tourism prominence global competition, it will represent a strong competition for tourism market, as represents the non-coordination among the different regions (*fylke*) in Norway, and Stavanger through coordination among other municipalities in Rogaland (*as its fylke represents*), and with the support as “Norway tourism destination”, must cooperate with Region Stavanger at a regional level as official organization, and Innovasjon Norge at a national level, until as mentioned before, Norwegian government defines which Ministry or public organization will coordinate Norwegian tourism policies.

Norway has not a clear national tourism policy, as it has been observed during the study of the present master thesis project, but all the cases analyzed individually following as well a more experience and wider area as European Union represents, shows a possible scenario where Norway can define its tourism policies when it comes to its planning. Therefore, must be highlighted the need of a tourism policy “de iure”, once confirmed the hypothesis of the existence of a tourism policy “de facto”, because and official regulation and coordination to be more effective in tourism planning, will benefit much more the different tourism companies and organizations all around Norway, and Stavanger as the case of analysis. Future perspectives of tourism policy for Norway, must be based on the definition and inclusion of a number of programs, regulations, laws, statements, guidelines, etc. that will need to be communicated. As a future perspective for an effective tourism policy for Norway and Stavanger as the case of analysis, it is clear as mentioned before the need of coordination of action by a Norwegian national organization, however the four blocks of interest analyzed may have individual interests, but it must be understood the importance to share a common goal, and however may seem difficult, put an effort to decide the coordination of common actions that benefit them much more coordinated than individually. If this of need to have more coordinated actions in tourism policies planning, it is more feasible and therefore a competitive advantage, if tried to analyze more possible common factors (economic models and social among others). More specifically, and as the starting point of action once coordinated tourism policies by a Norwegian national organization, should be considered an investment in the future benefits of tourism cooperation, which would be along the following principles:

- 1) Coordination of actions to be more effective
- 2) Commitment to competitiveness

- 3) Sustainable model of tourism development, that respects and combines the strengths of natural environment, economic and social in Norway
- 4) Regulatory framework and common policy, which favors coordination of actions

Once considered the principles tourism policy must follow, is needed to provide the financial resources necessary to implement those principles, following the next phases for its implementation:

- 1) Association of programs and funding of tourism at present
- 2) Define how an action affects other cases, to calculate the future impact of higher and more enduring in time that funding for a particular case
- 3) Establish a monitoring system of funding sources and management in order to provide a transparent system

And finally, once defined the financial resources necessary and phases of implementation, should be relevant an administrative coordination, which should consider the following concepts:

- 1) Establishment of a definition of tourism policy and action in Norway
- 2) Definition by Norwegian government which Ministry or public organization will coordinate Norwegian tourism policies, that will also control of financial resources and monitor the implementation of the objectives of action defined. The importance of Norwegian government to define which Ministry or public organization will coordinate Norwegian tourism policies should include also the creation of the position of a Norwegian Commissioner for Tourism, which will know the concrete situation of each tourism business area and region (*fylke*).

- 3) Official communication of the Norwegian government, together with the different regions, to support Norwegian tourism policies planning actions, and recognition of the importance of tourism as a political action.

As a factor in conclusion, should be noted that the presence of tourism is very important for a county's economy and its society, and therefore by recognizing the importance of tourism, will offer a strong factor of development for Norwegian economy and Stavanger as the present case of analysis. Tourism industry represents not just an industry with a tangible economic power, but also has an importance towards social progress for society, and therefore needs to be understood, that by applying in the field of tourism business sector, is acting at the same time on something as an opportunity of progress for people, and the very important future success as tourism can represent for Norway and Stavanger as the case of analysis in the present master thesis.

Tourism policy is important for the economic development of a territory, therefore Norway and Stavanger as the case of analysis should look to the European Union and their tourism development, in order to develop their own tourism policies that will benefit not just its citizens, but also its economy development and represents complementary to oil and gas dependence. By having a Norwegian tourism policy "de iure", that will follow the importance and strengths observed by the confirmation of the existence "de facto" of a tourism policy in Stavanger (*and its implications into Norwegian as national level*) in the hypothesis of the present master thesis.

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21-41

## **Enclosure 1: Pre-test interviews questionnaire**

### ***Company Profile***

1. From the following tourism business sectors can you tell which one/s your company is based on? Restoration, Hospitality, Transportation, Travel Agency, Others
2. Is your company located just in Stavanger or in other parts of Norway?
3. Can you tell why important Stavanger is for your company?
4. How many years has been your company established in Stavanger?
5. How many employees have your company in Stavanger?

### ***Tourism Policy***

6. Do you think tourism/the tourism industry is operating well in Stavanger today?
7. Do you know if there is any tourism policy or regulation related to Stavanger?
8. Do you know if there is any tourism policy or regulation related to Norway?
9. Does your company have a tourism policy?
10. If your company doesn't have a tourism policy, will you consider important to have it?
11. Is tourism development in Stavanger mainly concerned with promotion, and should put more attention to other aspects of tourism, such as implementation, cooperation and sustainability?
12. Do you think more could be done to develop Stavanger tourism as sustainable and responsible?
13. Who do you consider should be involved in tourism policy development (stakeholders)?

### ***Tourism Promotion***

14. Does your company cooperate with other companies in Stavanger?
15. If answer to question 3 was “YES”, could you provide the names of those companies?
16. Do you have a contact for promotion with Region Stavanger, Stavanger Kommune or any other channel?
17. When you define your promotion strategy in Stavanger which factors do you consider important?
18. From 1 (totally disagree) to 5 (totally agree), do you think Stavanger is well touristic promoted?
19. What is your opinion on the Stavanger tourism promotion main focus should be?
20. Do you think Stavanger is better known at a national or international level?
21. Do you think different tourism business companies are cooperating appropriately in Stavanger?
22. Does your company follow any strategy for promotion at a national level?
23. If answer to question 12 was “YES” could you provide the name?

### ***Future Perspectives***

24. Which do you think are the main goals for tourism the next 10 years in Stavanger?
25. Will you consider modifying your business strategy if Stavanger will develop a tourism policy plan?

## **Enclosure 2: Final interviews questionnaire**

### ***Company Profile***

1. What is your position in the tourism industry?
2. How long have you been working in the tourism industry?
3. From the following tourism business sectors can you tell which one/s your company is based on? Restoration, Hospitality, Transportation, Travel Agency, Others
4. Is your company located just in Stavanger or in other parts of Norway?
5. Can you tell why important Stavanger is for your company?
6. How many years has been your company established in Stavanger?
7. How many employees have your company in Stavanger?

### ***Tourism Policy***

8. Do you think tourism/the tourism industry is operating well in Stavanger today?
9. Do you know if there is any tourism policy or regulation related to Stavanger?
10. Do you know if there is any tourism policy or regulation related to Norway?
11. Does your company have a tourism policy?
12. If your company doesn't have a tourism policy, will you consider important to have it?
13. Is tourism development in Stavanger mainly concerned with promotion, and should put more attention to other aspects of tourism, such as implementation, cooperation and sustainability?
14. Do you think more could be done to develop Stavanger tourism as sustainable and responsible?
15. Who do you consider should be involved in tourism policy development (stakeholders)?

### ***Tourism Promotion***

16. Does your company cooperate with other companies in Stavanger?
17. If answer to question 3 was “YES”, could you provide the names of those companies?
18. Do you have a contact for promotion with Region Stavanger, Stavanger Kommune or any other channel?
19. When you define your promotion strategy in Stavanger which factors do you consider important?
20. From 1 (totally disagree) to 5 (totally agree), do you think Stavanger is well touristic promoted?
21. What is your opinion on the Stavanger tourism promotion main focus should be?
22. Do you think Stavanger is better known at a national or international level?
23. Do you think different tourism business companies are cooperating appropriately in Stavanger?
24. Does your company follow any strategy for promotion at a national level?
25. If answer to question 12 was “YES” could you provide the name?

### ***Future Perspectives***

26. Which do you think are the main goals for tourism the next 10 years in Stavanger?
27. Will you consider modifying your business strategy if Stavanger will develop a tourism policy plan?

### ***Others***

28. Additional comments or issues you would like to be included