



Universitetet  
i Stavanger

**FACULTY OF SOCIAL SCIENCES,  
NORWEGIAN SCHOOL OF HOTEL MANAGEMENT**

**MASTER'S THESIS**

STUDY PROGRAM:

Master in International Hospitality  
Management

THESIS IS WRITTEN IN THE FOLLOWING  
SPECIALIZATION/SUBJECT:

Tourism industry, factors influencing destination  
marketing.

IS THE ASSIGNMENT CONFIDENTIAL? No

TITLE:

Destination marketing within tourism industry in Norway

AUTHOR

ADVISOR:

Leif Selstad

Student number:

211382

.....

.....

Name:

Mihaela Boyanova Koleva-Tsankova

.....

.....

ACKNOWLEDGE RECEIPT OF 2 BOUND COPIES OF THESIS

Stavanger, 03/06/2018

Signature administration:.....

# Index

<b>1 Introduction.....</b>	<b>5</b>
1.1 Presentation of the research question.....	5
1.2 Justification for the study.....	6
<b>2 Literature Review.....</b>	<b>8</b>
2.1 Defining the concept within the industry in Norway.....	8
2.2 Innovation Norway.....	10
2.3 Region Stavanger.....	11
<b>3 Marketing of destination.....</b>	<b>11</b>
<b>4 Destination as concept.....</b>	<b>12</b>
<b>5 Factors influencing the destination marketing.....</b>	<b>12</b>
5.1 Image and attitude.....	13
5.2 Accessibility.....	13
5.3 Affordability.....	13
5.4 Quality of service.....	14
5.5 Attractions and entertainment.....	14
<b>6. The main question.....</b>	<b>14</b>
6.1 Illustration of the main model.....	14
6.2 Illustration of the second model.....	16
6.3 Presenting of questions.....	16
<b>7. Methodology.....</b>	<b>17</b>
7.1 Design of the research question.....	17
7.1.1 Deductive versus inductive approach.....	18

7.1.2 Generalization.....	18
7.1.3 Intensive versus extensive design.....	19
7.2 Triangulation method.....	20
7.3 Data Collection Method.....	21
7.4 Literature Review.....	22
7.5 Qualitative approach.....	22
7.5.1 In-depth interview.....	22
7.5.2 Interview Template.....	23
7.5.3 Qualitative sampling and size.....	23
7.6 Quantitative approach.....	24
7.6.1 Quantitative sampling and size.....	25
7.6.2 Questionnaire.....	25
<b>8. Qualitative analysis.....</b>	<b>27</b>
8.1 First in-depth interview summary.....	27
8.2 Second in-depth interview summary.....	28
8.3 Third in-depth interview summary.....	29
<b>9. Quantitative analysis.....</b>	<b>30</b>
9.1 Descriptive and frequency analysis.....	30
9.2 Reliability analysis.....	30
9.3 Factor analysis.....	31
9.4 Correlation measurement.....	31
<b>10. Research results.....</b>	<b>32</b>
<b>11. Validity and reliability.....</b>	<b>33</b>
11.1 Internal validity in the qualitative approach.....	33

11.2 External validity in qualitative approach.....	33
11.3 Reliability in the qualitative approach.....	34
11.4 Internal validity in quantitative approach.....	34
11.5 External validity in quantitative approach.....	34
11.6 Reliability in quantitative approach.....	35
11.6.1 Testing of the reliability.....	35
<b>12.Discussion.....</b>	<b>36</b>
12.1 First question.....	36
12.2 Second question.....	38
12.3 Third question.....	39
<b>13.Conclusion.....</b>	<b>40</b>
<b>14. References.....</b>	<b>42</b>
<b>15. Appendices.....</b>	<b>45</b>
Appendix A: A report from in-depth interviews.....	45
The interview with Region Stavanger.....	45
The interview with Innovation Norway.....	47
The Interview with Clarion Hotel Stavanger.....	50
Appendix B: Template for in-depth interviews.....	51
Appendix C: Questionnaire.....	53
Appendix D: Descriptive statistics and frequency.....	61
Appendix E: Reliability and validity statistics.....	63
Appendix F: Correlations and Factor Analysis.....	64

## **Foreword**

Destination marketing has been and still is a constantly changing concept which has multiple aspects within the tourism industry in Norway. My personal inclination towards destination marketing, as well as the two years of academic study, were the primary reasons why I decided to examine it as a part of my master thesis. The importance and the substantial place of this topic in the tourism management have made it a subject of broad interest and the attributes and the factors that should do with it vary depending on the destination itself. Being a master student at the University of Stavanger has been a wonderful experience and a challenging work. With the help of the multiple tasks, group works, presentations and seminars I have been given the chance to learn and challenge myself on diverse levels. I would like to express my sincere gratitude to my advisor, the university and the people, friends, and co-students who responded to my survey.

## **Abstract**

The study has an overall focus on the destination marketing within the tourism industry. The main question is: What factors influence destination marketing within the Norwegian tourism sector and how those relate to each other? Interesting subcategories containing further research are: the factors ranking, relationship between the factors and the differences on the various levels of the destination marketing factors across the groups. The empirical findings regarding the destination marketing within the Norwegian tourism industry are in line with the factors influencing the destination itself. Such factors are accessibility, affordability, image, quality of service, attractions and experience. The intervening and the destination factors, as well

as they are interlinked, will be examined in detail in the context the destination marketing within the tourism industry in Norway. The method which is going to be used to conduct this research will include interviews, literature review and questionnaire within the tourism industry sector. Correlations are going to be observed during the research and how those are applied about the factors stated above.

Key words: Destination, marketing, factors, tourism industry.

## **1 Introduction**

### **1.1 Presentation of the research question**

The main question is: What factors influence destination marketing within the Norwegian tourism sector and how those relate to each other?

Destination marketing has become one of the fastest growing areas in the tourism industry. The rapid interest promotes further development and extension within the industry and the customer market. My main goal is to explore the Norwegian tourism market and to reveal how customers respond to the several factors, which influence the destination marketing. Such factors according to Opperman (1998) are accessibility, affordability, quality of service, attractions and the created experiences at the destination. Destination marketing has been a broad area of study in the past decades, some good researches have been conducted in countries such as the United Kingdom and the USA, but unfortunately there is little empirical research in this area, revealing the factors and their influence over the Norwegian tourism industry. My intention is to address the main question hereabove, by developing and conducting in-depth interviews among people who are directly involved in the Norwegian industry sector of destination marketing. The target group

includes people engaged in the hotel management and in general, within the tourism management in the region. It is important to note that those are in constant active communication and interaction with the customers and can provide very good insights in their behaviour and expectations. An in-depth analysis of the interview data will be performed with the aim to establish the factors which influence the most the destination marketing.

A questionnaire will also be utilized to show the importance of those factors in the empirical theory. Destination marketing within the tourism industry has been studied with different focus on the final consumer, and the tourist own perceptions. Most of the already conducted research focuses on the qualitative, but not on the quantitative perceptions for image formation of the destination. Based on that and to gain a better view of all the perceptions creating the image of the destination, it is more effective and suitable to use both qualitative and quantitative approaches. Destination marketing is extremely vital for the tourism industry in general, as it does have an impact both directly and indirectly on the local market and forms an important part of the economic income.

## **1.2 Justification for the study**

The theoretical review and positioning will be presented with the help of the deductive and inductive approaches. The deductive part will be reflected with help of former theories and empirical findings, which will be based on assumptions on the data. Afterward, new data will be gathered and analysed in order to establish if the assumptions made are realistic.

The opposite approach is the inductive one, which will start with the context and the general principle and put together the relevant information, systemize it and find theories that constitute a realistic picture of the given context (Jacobsen, 2005).

The study will also apply the intensive versus the extensive design, with the help of which it will be established how in-depth the analysis is performed versus how broadly the research is conducted and what could be concluded for the findings from this research (Jacobsen 2005). The aim will be to respond to two types of questions:

- How many aspects of this phenomenon are researched?
- How many respondents should be involved in the investigation?

Since both types of designs are to be used for this research, this will lead to a generalization, which means that the individual variances will disappear and it will be focused on what is common for the sample. This type of combination of two assorted designs will be a design-triangulation and will ensure relevance of the subject, with the help of in-depth interviews and confirming the results by using a questionnaire.

Triangulation technique will be used to facilitate the data validation through cross verification from several various sources – literature review, in-depth interviews and a questionnaire. This way, the validity and credibility of the data conclusions will be increased.

According to Newman (2011), studies which combine both qualitative and quantitative approaches, tend to be richer and more comprehensive. That is why in this study, first the qualitative approach and then the quantitative approach will be utilized in order to gain more comprehensive analysis. Regarding the data collection, there are two requirements: the validity is the first one, meaning that we are measuring what we want to measure; the reliability is the second one, which means that we must be able to rely on the information we have collected. Two methods will be implemented to secure the above requirements and a parallel will be drawn with the earlier research conducted in countries like the USA and the United Kingdom. Primary data as well as secondary data will be gathered in order to conduct the research. Initially, qualitative sampling will be obtained together with description of the sampling size under the qualitative



approach, then the same will be obtained for the qualitative sampling and the sampling size. At a later stage a questionnaire will be presented based on the main factors which influence the destination marketing.

## **2 Literature Review**

### **2.1 Defining the concept within the tourism industry in Norway**

My research will be conducted based on information collected through a literature review, in-depth interviews and a questionnaire. The goal will be to gather reliable and valid data from secondary sources such as academic articles, books and online publications. Since destination marketing within the tourism industry has been developing in a constantly changing environment, the methods have been adjusted and adapted over the time. It is important to examine how tourism industry cope with the changes especially regarding destination marketing segment. According to Buhalis and Michopoulou (2011), destinations are in a constant competition and due to this they need to enhance their attractiveness and competitiveness. Hence, it is critical to divide the market into segments with similar needs and wants, as well as to create customised offerings and suitable products. The accessibility market is no longer homogeneous but ``entails different sub-segment with distinct needs and requirements`` (Buhalis & Michopoulou, 2011). Defining the concept destination according to Rogers (2008) is ``the perspective of the consumer, destinations are perceived as those geographic areas, that have attributes, features, attractions, and services that appeal to the prospective user``. An interesting part of this statement is that areas that are appealing to the potential consumer is the key in this case. It is important to

understand what the consumer thinks the destination is when market a specific place (Rogers, 2008).

The research will focus on the destination at the local level, with the suppliers and the market within Norway. Destination marketing is used to build up the destination image and develop it in the right directions.

According to Crompton (1979), destination image is defined as ``the sum of beliefs, ideas, and impressions that tourist holds about a destination`` and it is a multidimensional construct composed of three primary dimensions: cognitive, affective and conative`` (Chen & Phou, 2012). Another study by Royo-Vela (2009) has presented a conceptualization and definition of this sort of tourism in rural-cultural destinations. In addition, it introduces a combination of variables that define the image of the destination, the characteristics of these types of trips and the characteristics of the rural-cultural tourist. One of the main results of this qualitative and quantitative empirical research is that it identifies a set of variables that span the cognitive and affective components of tourism. The implications of the image of a travel destination demonstrate the importance of improving image measurement, marketing and management (Royo-Vela, 2009).

Borchgrevink and Knutson (1997) conclude in another study done in Australia, Canada and the United States, that Norway is positioned as ``mountainous, snowy country with great winter recreational opportunities and friendly people``. The findings of this research revealed that beyond this, the image of Norway was ``blurry``. This clearly defines the need for more researches in this sector which will demonstrate the real situation in the tourism industry in Norway as a destination and the factors influencing the marketing of the destination (Borchgrevink and Knutson, 1997).

Having a strong and positive destination image is of high importance for today's tourism industry and gives an opportunity to gain competitive edge. Furthermore, some researchers suggest that "the role of a destination image in tourism has a greater significance in marketing when viewed through the framework of the traveler's buying behavior" (Chon, 1991). It has been theorized that "a consumer's buying process is multistage and that a consumer's motivation to purchase goods and services is triggered by an expectation that the object of purchase will satisfy his/ her needs" (Chon, 1991).

The primary model to be used for this research is consisting of three-steps, or three main stages of destination marketing: Pre-planning, Executing, Evaluation (based on the main factors) and the destination that has been chosen.

## **2.2 "Innovation Norway"**

There are several organizations in the tourism industry in Norway which represent the importance of the destination marketing and why people choose Norway as a preferred destination.

"Innovation Norway" is one of those organizations. It recommends and shows Norway as an attractive competitor in the international tourism market. It constitutes the Norwegian government strongest need for innovation and development of Norwegian industries and enterprises, especially with focus on the tourism sector. Their most significant markets are the ones in Germany, Sweden, United Kingdom and France. According to Haglund, Løfstedt, Karlsson and Wessblad (2014), their work concentrates on the Swedish perspective regarding Innovation Norway's work, as a destination marketing organisation positioning Norway as a national destination with complex processes involving its own model for marketing, commercialisation, and image creating (Haglund, Løfstedt, Karlsson and Wessblad, 2014).

### **2.3 “Region Stavanger”**

“Region Stavanger” is another destination management company, that operates locally in Stavanger and other cities within Norway. This company is working actively to promote its destinations and their attractions in the tourism market. It is closely connected with “Innovation Norway” in main principle when it comes to new projects and systems for attracting more and new customers. Both “Innovation Norway” and “Region Stavanger” associate with local hotels to reach their goals and expand their services.

## **3 Marketing of a destination**

Marketing of a destination provides a clear image of the place to potential visitors as already mentioned and this increases competitiveness and the economic impact of the tourist industry in general. According to Caldwell and Freire (2004), marketing of a destination depends on whether it is a city, a region or a country. Countries should build an image focusing on representational and emotional dimensions, while cities and regions should focus on functional facets. Destination consists of multiple actors, such as hotels, retailers, restaurants, etc. Those actors create a network which provides visitors with a full package of experience of a place. This has increased the need for the actors to co-work and build a relationship and network to secure this positive place within the tourist market.

## **4 Destination as a concept**

There are various actors who operate within the specific destination, such as hotels, retailers, restaurants operators, travel agents and many more. Those build up a network which provides the tourists with the full experience when visiting a destination. It is vital they receive a positive and unique experience so that they have the incentive to return to the same destination later. All participants in the tourism industry are connected among each other with specific a network by sharing same services or products to satisfy the tourists. All local suppliers use more and more often the intermediaries in order to achieve their goals.

Having the network in place is a part of a strategic marketing plan, where suppliers collaborate both on horizontal and vertical level to approach customers to destination. It seems from theoretically point of view that empirically suppliers who operate within the same destination, can gain benefits not only individually but as well have a positive effect on the whole destination market in general (Boari, Odorici & Zamarian, 2003).

## **5 Factors influencing the destination marketing**

Several studies claim that there is a wide variety of factors, which could influence the destination marketing process. Having those clarified and settled is key for the marketing sector and the actors in it. Those allow that strategies to meet the expectation of new customers are developed (Go& Govers, 1999).

A destination has to combine the best practices among the provided services and the products sold.

Image and expectations mean everything and in order to accomplish the latter, a destination needs to fulfil customers' requests and needs to the expected level. The factors influencing to a great extend destination selection and which are mostly found in different empirical researches in the tourism area according to Lee & Back (2005) are ``accessibility, affordability, image, quality of service, attractions and experience``.

### **5.1 Image and attitude**

Destination image plays quite an important role and has enormous influence according to earlier researches. It is not a specified and concrete concept due to which it needs deeper understanding. Lee & Black (2005) are among the researchers who expressed interest in the destination image. However, the concept has not been quite clearly defined yet and as mentioned above, needs to be further discussed.

### **5.2 Accessibility**

Accessibility and destination image have been often pointed out as the main destination factors influencing the marketing at the destination. Being able to reach easily, conveniently and quickly the desired destination is something considered as a must-have. Not far behind are the quality of services, affordability and the attractions and entertainment.

### **5.3 Affordability**

Affordability is also a key factor, since the cost and the price need to be planned and have to do with the completeness of a destination experience and its attractiveness. Higher cost can have a negative effect on the destination attractiveness but that also applies for lower cost destinations, so the full package or picture is seen through different edges (G. Crouch & Louviere, 2004).

#### **5.4 Quality of service**

Quality of service combines aspects such as quality of the food and beverage, the friendliness, positive attitude and responsiveness of the staff and in general, the service quality at a given destination. This factor according to Crouch & Louviere (2004) is seen with regards to the general service quality and the extra service possibilities within the destination from the local community (G. Crouch & Louviere, 2004).

#### **5.5 Attractions and entertainment**

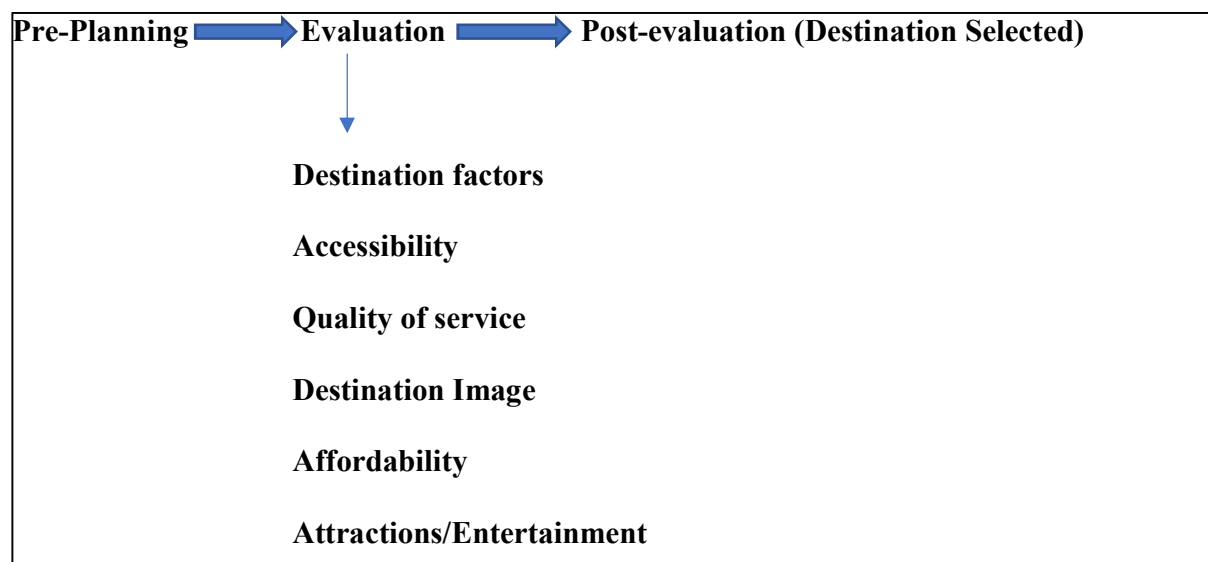
Attractions and entertainment factor represents the special features which distinguish the destination among the others. Those are the activities that the tourists are aiming to experience while visiting the destination. The more variety of attractions a destination can offer, the higher the number of tourists to come and search for those experiences is. There are different types of tourism: natural tourism, historical tourism, spa tourism, rural-cultural tourism. All of those and many more are attracting visitors from all over the world.

### **6 The main question**

#### **6.1 Illustration of the main model**

The main model consists of a three-step process, revealing the marketing of a destination. This model is made by Crouch and Ritchie (1998) and is concerning all of the factors influencing the destination marketing within tourism industry. The model starts with the preplanning step; once most of the details are clarified and the required information is gathered, the destination is evaluated as part of the second step; the third step is the post-evaluation and the selection of the

actual destination. This model is based the literature reviews already conducted within the tourism industry:



The pre-planning stage is concerned with the planning of the details and all the information required for a given destination. It is the fundament for the marketing process and the destination selection. The next stage is the evaluation of the destination factors. These are: accessibility, quality of service, destination image, affordability and attractions and entertainment (Lee& Black, 2005). Their importance is evaluated accordingly and with a reference to planning performed during the initial stage.

The last stage is the post-evaluation, where the actual destination is selected based on the factors and their influence.



## 6.2 Illustration of the second model

<b>Destination factors importance</b>
<b>Accessibility</b>
<b>Quality of service</b>
<b>Destination Image</b>
<b>Affordability</b>
<b>Attractions/Entertainment</b>

While the first model focuses on the stages of the planning process towards evaluating the destination, the second one reveals the destination factors with regard to their importance.

## 6.3 Presenting of the research questions

The main question is: What factors influence destination marketing within the Norwegian tourism sector and how those relate to each other? Interesting subcategories containing further research are: the factors ranking, dependencies between the factors and the differences on the different levels of the destination marketing factors across the groups. The empirical findings regarding the destination marketing within the Norwegian tourism industry are in line with the factors influencing the destination itself. Such factors are accessibility, affordability, image, quality of service, attractions and experience. The intervening and the destination factors, as well as they are interlinked, will be examined in detail in the context the destination marketing within the tourism industry in Norway.

This research is based on the overall factors found within the analysis conducted and with the help of the literature review and the interviews taken, to be influencing destination marketing. Based on the theory and the interviews conducted, it seems that there is a significant difference with regard to which factors are more important when marketing a destination within the tourism industry. I have taken the general significance of the factors and their influence on the destination without specifying any destination. The differences and the importance of the factors will be examined as a part of the data analysis.

The relationship between the destination factors and their importance is also interesting to be looked into. If we assume that one factor has a high importance, could it be that another factor as well has a high importance, or perhaps it suggests a low importance for the rest of factors? It is interesting to gain more information and create some hypothesis.

## **7 Methodology**

### **7.1 Design of the research question**

Within the methodology part I will present how I have retrieved the information collected from the conducted research and will draw the corresponding conclusions out of it. The main purpose of this project is to closely examine and establish the important destination marketing factors and the successful approaches, whereas it focuses on an example from Norway. The intention is to confirm that different factors influence the destination marketing. The selected method is a systematic and pragmatic approach. Regarding the main question, I have decided to choose a problem area which could be a quite comprehensive topic for investigation. The tourism industry and the destination marketing are important because of the way those affect the destination itself

directly and indirectly. The tourism industry has a sustainable impact on the destination, as well as for the local community and economy. Due to the constantly changing market, tourist industry needs to adapt fast and adjust accordingly. The results from this survey might be valuable for many destinations, but my main goal is to obtain valuable information for the Norwegian destinations and the factors which stands behind the market change to be better identified and understood. As already mentioned, such researches have been conducted earlier in the United Kingdom and the USA, but there are rather limited ones performed for the Norway tourism industry. Throughout this research, I would like to confirm whether the information collected on a global international level and for the foreign destinations, is equally adaptable and applicable for the Norwegian touristic destinations.

The research design is based on a triangulation methodology, whereas the information will be gathered through a literature review, in-depth interviews and a questionnaire. Both qualitative and quantitative approaches will be utilized to obtain valid and reliable data for the investigation.

### **7.1.1 Deductive versus inductive approach**

According to Per Jacobsen (2005), the inductive approach could be used in combination with the deductive approach as in this way the researcher collects the required data to check if the assumptions are correct, without blindly relying on former theories and empirical findings, but by entering with open mind about the context, gathering relevant data, and by finding theories which confirm a realistic feature of the given context (Jacobsen,2005).

### **7.1.2 Generalization**

Many experts seem to think that the researcher should not get involved and influence the research objects together with the objective reality, as this might influence the results. There should be

always be a distance. While the critics believe that we cannot eliminate the researcher as there must be some contact between the researcher and the research objects while investigating. According to them, the distance makes the research less reliable and valid as the researcher does not get deeper understanding from the individuals. All in all, this means that there should be a relationship with the respondents and at the same time their responses shall be accepted and understood. The fact that it is impossible for the researcher to remain fully neutral and objective also must be accepted.

In my research, I will use both the qualitative method which assumes that things can be measured in the form of numbers and on the other hand, the quantitative method as a measuring instrument is the questionnaire. A prerequisite for this is that the researcher has knowledge about the phenomenon, that the definition is precise, it is important for the respondents, as well as it could be structured. Since the researcher sets the questions and the alternative responses, many think that this is not enough and only gives understanding to the researcher, not the respondents, so open interviews are recommended to fully cover the phenomenon.

### **7.1.3 Intensive versus extensive design**

According to Jacobsen (2005), the intensive design is about how deep the research about the phenomenon is, while extensive design is about how broadly the research is conducted (Jacobsen, 2005). What is vital is to look at the different aspects of the phenomenon and consider the number of respondents needed for it to be fully investigated.

It is common that the more extensive design is applied, the more generalizable it is. This means that we will be looking at what is common for the sample. We can distinguish between two types of generalization - one is theoretically based, findings will be difficult to generalize to another context, while the other is statistically based, where findings have been argued by the researcher.

The use of the intensive design in literature review and interviews will ensure a deeper understanding of the factors influencing the destination marketing and interviews are used to confirm and validate the theory against the reality of the tourism market in Norway.

## **7.2 Triangulation method**

In my research, I have used all the above-mentioned designs, whereas I have combined the extensive and the intensive research designs, therefore resulting in a triangulation design. The relevance of the subject has been secured based on the in-depth interviews and then with the help of the extensive research, data has been collected from the respondents based on a questionnaire with fixed questions. Same has been applied for the open interviews where I have used some standardized questions for the entire interview, as well as open questions of interest to the respondents. Triangulation is ``an attempt to map out, or explain more fully, the richness and complexity of human behavior by studying it from more than one standpoint`` (Cohen & Manion, 1986). This method is claimed to increase the validity and credibility of the data collection and the conclusions made. There are different ways to perform a triangulation. One is to take multiple measures of the same phenomenon. Another way is relating to the observers, by using multiple observers you can get alternative perspectives into the research. A third type of triangulation is using multiple theoretical perspectives to plan the study or to interpret the data. The fourth type is triangulation of method, which is the one I have chosen for my research, where data from qualitative and quantitative approach is taken together. According to Newman (2011), studies which combine both of the qualitative and quantitative approaches tend to be richer and more comprehensive. I intend to use the qualitative approach first and then the quantitative approach. My plan is to conduct a literature review first, followed by in-depth interviews and in the end a questionnaire will be used in order to confirm the results.

### **7.3 Data Collection Method**

For the data collection, I intend to conduct both qualitative and quantitative measurement research. There are two main requirements that need to be fulfilled, no matter which method is chosen, and those are validity - it is referring to the fact that we are measuring what we want to measure, and reliability - we should be able to rely on the information we have collected. In order those two requirements to be met, we need to implement those two methods.

The qualitative approach could be applied by using one of the most common methods, which is the individual in-depth interviews. Alternatively, a group interview might be also possible, or to do an observation of given situation, but this case I have chosen to conduct the individual in-depth interviews. No matter which method has been used, the aim is the method to be suitable for the research, as this will affect the validity and reliability of data. This will, of course, also reflect in the results which will be achieved through the research. Qualitative study is mainly focused to explore the object more closely and give more valuable and deeper understanding about the phenomenon. Moreover, collecting primary data by using the in-depth interviews is because of the inductive and intensive approaches included in the qualitative methods. In my study, the in-depth interviews and the questionnaire will be the sources of primary data. Secondary data is the one, gathered by another researcher and which could be applied for this specific phenomenon, as well. Information could be both qualitative and quantitative. It is important to use only secured sources and to know who has collected it and the sample in order to know that you can rely on it. I have taken the secondary data and used it partially within the literature review and to some extent also for collecting the primary data.

#### **7.4 Literature Review**

Literature review has an essential function when conducting a research. Valuable information on tourism industry has been gathered by different researchers through articles and books. Relevant extracts have been taken from those and used in my further research in order to strengthen and confirm the data collected within the study. There are different ways to do a literature review with regards to the methodology and what is essential to is find the type suiting the phenomenon and the research question. I have selected the context review as the main type of literature review, with the help of which I intend to carry out the study. It is a common type, which appears in the beginning of a study and introduces it within a broader range of framework.

#### **7.5 Qualitative approach**

As already mentioned above, I have decided to use both qualitative and quantitative approaches as in this case it will give better understanding and make the study more comprehensive. I will explain the differences between both approaches later.

The qualitative approach will be used in the in-depth interview so that primary data will be collected. This way the research will be customized as people and respondents participating will be answering to the specific subject for the very first time and data collected will be directly reflecting the phenomenon. The qualitative method emphasizes details, colors and uniqueness of every individual respondent. People who are interviewed are open and provide with information, which is filtered and used with regards to the problem.

##### **7.5.1 In-depth interview**

Using in-depth interview is a qualitative research method, that includes conducting intensive individual interviews with a number of people, based on which we explore their perception of the

situation, problem or subject of matter. This technique is used mainly when detailed information is required about one's mind and thoughts, experience and in-depth ideas of given problem. It is well-known that through in-depth interviews researcher gets much more and much detailed information than through any other data-collection method.

### **7.5.2 Interview Template**

In order to begin with the in-depth interviews, I had to create an interview template which has been used as a starting point for each of the interviews (please, refer to Appendix B). It is based on open conversation on questions referring to the problem of interest. Interview questions can be both open and close-ended, depending on the researcher's choice and on how suitable they will be for the research. In my view, an open-dialogue interview is a better option for this case, without too much structure but still with a template guide and sense of regularity. The aim of this interview is to collect from the interviews as much information as possible.

There are certain topics that should be addressed and the dialogue makes it easier to not influence the responses from the interviewee, yet the researcher can customize and change the direction of the conversation while at the same time demonstrate flexibility and willingness to keep forward.

### **7.5.3 Qualitative sampling and size**

It is accepted that the qualitative method often does not provide representative samples. The amount of people that have to be interviewed is high and due to the time limitation, this has been downside to a couple of people. The sampling is adjusted and usually set based on the purpose of the interview so the researcher is aware of the information required. Due to that it is easy for us to select the people we think can give us more information about the specific phenomenon. The interviewees are people who either have an in-depth knowledge about the phenomenon, or are



good at expressing themselves and at the same time willing to help us. In this case focus on the factors influencing the destination marketing so based on those specific group of people are the ones suitable giving us responses to this problem. Questionnaire might be a better technique for that purpose but it will be conducted later, as part of the quantitative approach.

### **7.6 Quantitative approach**

Quantitative approach is the second approach which will be used to gather information that is easy to structure. Qualitative method is usually extensive, due to which central concepts and definitions must be divided and categorized before empirical investigation has been placed. The questionnaire is the main measuring tool, which makes it possible to standardize the information in the form of numbers. This is the most dominant type of measuring responses, as the respondents can choose an answer out of the pre-defined categories by the researcher such as ``not important``, ``slightly important``, ``moderately important``, ``very important`` and ``extremely important``.

This approach is very practical for a variety of reasons such as it is easy to conduct as you can standardize the data and easy to set a timeframe, as well. It is possible to collect data from many respondents and get representative sample which leads to increasing the possibility of generalizing sample to the population. It is a summarized approach, which gives the possibility to describe correlations, features and deviations from the standards. The method itself is a more complex one, so due to this it is not possible to get in-depth about the subject or receive the individual variations. Because of that the qualitative approach is utilized, as well.

### **7.6.1 Quantitative sampling and size**

The survey design has been obtained in order to conduct the research. It has been personally administrated and the questionnaire was shared via the social media in order to get randomly selected people. At the same time, it was sent via e-mail in order to gather more responses.

### **7.6.2 Questionnaire**

The questionnaire has been created and developed based on the factors in destination marketing, which were mentioned in articles from hospitality journals published in the past. Accessibility, quality of service, image, affordability and attractions and entertainment are the main ones with regards to (Lee & Back, 2005).

The questionnaire consists of two different sections that measures variables based on the literature review I have conducted.

Section one is mostly based on the background information of the respondents, such as gender, age and level of education. Section two is focusing on the factors influencing the destination marketing within the tourism industry in Norway. Those factors have been found in different articles and journals from earlier researches such as (Lee & Back, 2005).

In my survey, the importance of the different factors have been measured using the five-point Likert scale, ranging from ``not important``, ``slightly important``, ``moderately important``, ``very important`` and ``extremely important``.

The survey begins with some general information about the background of the respondents.

Next section is covering all the attributes and factors influencing destination marketing and their importance. Destination is a term used in variety of context, in this case it will be a specific place, such as a city or a region.

It starts with ``attractions and entertainment``, which reflects the importance of different variables such as restaurants, museums, cultural sights, shopping and many more available at the destination.

The following item is `` quality and service``, and it measures the friendliness of the locals, the general service received while being there and the perception of the end-to-end experience at the destination.

The next item is related to the `` personal experience``. As already mentioned above, this has an important place among the other facts and attributes influencing the destination marketing within tourism industry.

The following item is `` information`` received from family and friends before traveling to the destination. Sources which are bringing this type of information are important, whether information gathered from people close to you, from commercially orientated sources, or taken from the social media. The much knowledge we have about the destination in advance, the better for us as we feel more secure and safe in our decision to travel there.

Next item is `` accessibility``, measured with regards to the importance of transportation at destination.

It is followed by an item regarding the ``affordability`` which is measured by variables such as ``overall price``, `` food and beverage`` and ``transportation``.

All factors hereabove are measured by statements and the five-point Likert scale commonly used in research on factors influencing the destination marketing within the tourism industry is applied. The scale ranges from ``not important``, ``slightly important``, ``moderately important``, ``very important`` to ``extremely important``. Most of the statements are based on both former studies and questions based on findings from the interviews that were conducted.

## **8 Qualitative analysis**

Qualitative analyze was used as an initial approach from the methodological set which is chosen for this study. The information input for this method has been collected during the three in-depth interviews which were conducted with people working in this area. Full reports from the interviews have been attached as an appendix, while short and summarized analysis has been provided below in the following section.

### **8.1 First in-depth interview summary**

The first respondent is employed as a sales representative in “Region Stavanger”. The respondent is a man, 40 years old and is from Rogaland. He wishes to remain anonymous, so no name will be used for this first interview. The interview was conducted on April 9<sup>th</sup>, 2018 starting at 1:00 pm.

The respondent was relaxed and willing to reply on all my questions, but did not go into too many details, as he had a limited amount of time.

With regards to general marketing of a destination, the respondent confirmed his focus on engaging new customers on a national and a local level. About the factors importance for this adjustment and further development, price had an impact on the industry as such factor.

According to him, Norway is a high-living standard and pricy destination which from economic point of view affects the destination and the tourist waves towards the country. He mentioned that tourists find it more expensive than an average, but it is justified to a certain extent due to the high service quality. On the question, how the petroleum industry impacts the tourism industry, he replied that ONS and other bigger exhibitions attract many people to the region so this is

definitely an advantage and have a positive impact on the industry. Image means a lot and destination can gain popularity or lose it if the image does not live to the expectations of the tourists.

## **8.2 Second in-depth interview summary**

The second respondent is within the sales team of the “Innovation Norway” company.

The respondent is a woman, 38 years old and is from Stavanger. She wishes to remain anonymous, so no name will be used for this first interview. The interview was conducted on April 16<sup>th</sup>, 2018 starting at 2.00 pm.

The respondent seems comfortable and relax, dialogue is calm and she is answering in quite some details, including her own thoughts and opinion. She has been employee in the company for some years now, so she has a good competence.

To the question regarding the access to destination as an important factor, she mentioned that the importance of this factor grew over the time. Financially set, easy access to destination is vital.

Well planned and provisioned infrastructure is key for tourism market development and prosperity. When she was asked to compare price and accessibility. According to her, the accessibility had an advantage, but both factors had impact over the destination marketing. As for the quality of service, it is at a quite satisfactory level in Norway and this is one of the reasons why tourists return to same destination multiple times.

Her company tries to challenge itself and reach explore new possibilities. Norway is expensive compared to other European countries and this has its effect on the tourists but since it has a lot to offer, as well, it is competitive to other destinations. It is important to create a unique image and quality rather than to gain and rely on a low cost. To her experience, attractions and entertainment are important factors, as well, many would like to experience more of the cultural

activities and exploit the natural beauties. According to her, the wholistic image of a destination is vital, and the experience is what tourists remember and tend to go back to if positive and spectacular.

### **8.3 Third in-depth interview summary**

The third respondent is a sales manager at “Clarion Hotel Stavanger”. The respondent is a man, 45 years old and is from Sandnes. He wishes to remain anonymous, so no name will be used for this first interview. The interview was conducted on March 13<sup>th</sup>, 2018 starting at 1.30 pm.

The respondent explains that he is in charge of showing the hotel and bringing new customers to the hotel, planning meetings and coaching, as well in order to distribute competence among the company. He and the rest of the team are engaged in finding new markets and customers, locally and internationally. In terms of the price impact on the destination marketing, the respondent thinks it is vital and has a big impact, generally it is the overall experience customer is interested but of course the cost is settled. On the question how, Stavanger and the region are placed within the tourism industry, the respondent replied that a hotel might have a very good capacity, but as long as the rooms are not booked, it does not give us any economic benefit. Hence, it is important to advertise and find always new customers and opportunities in order to maintain full booking all year long. On the question which of the main factors and attributes pointed out in theoretical reviews are the most important for a destination marketing to succeed, the respondent had a clear concept that prices are relatively high, but since they do deliver high quality of services and are easy to be accessed. Image is very important and each individual person needs to find what attracts them the most. Higher demand leads to higher prices. Accessibility is satisfactory and the infrastructure is good for the area which has a positive effect on the whole hospitality and tourism industry.

## **9 Quantitative analysis**

In this section, the second quantitative approach will be applied in order to evaluate the results from the conducted questionnaire. It has a more exploratory function due to which it builds up the perspectives and discussion around the factors influencing destination marketing within the tourism industry in Norway. Some statistical measurements and tools fit the subject of interest for this study will be revealed.

### **9.1 Descriptive and frequency analysis**

Descriptive and frequency analysis was conducted in order to check how many times the values repeated for the variables and to get the summary of statistics for variables measuring mean, median, standard deviation, maximum and minimum.

### **9.2 Reliability analysis**

Reliability between the variables needs to be checked, as well. In this case I have used the five-point Likert scale in order to measure the main concepts such as the importance, value and attitudes. Cronbach's alfa helps to provide the reliability within a variable and reflects the sum of correlation between the attributes (items) of one variable. It is considered that Cronbach's alfa should be higher than 0,7, but not too close to 1, as then it shows satisfactory reliability for this item. It might increase based on the number of the variables of this item and this will lead to higher correlation between the variables for this item. If the Cronbach's alfa is too close to 1, it is considered that the variables are too similar and do not cover all the aspects of the concept.

### **9.3 Factor Analysis**

Factor analysis is a method in Statistics, which is used to analyze the correlation between multiple variables and provide with explanation for those. It is also called data reduction method and the aim is to observe the relation between variables, so that the correlations will be easier to be seen and explain.

### **9.4 Correlation measurement**

Correlations are used in order to detect if there is any relation between the variables.

It is possible that two variables increased and this is caused by a third variable which is influencing those. There might as well be a partial correlation in some of the cases.

If there is a significant correlation coefficient, it is important to look at the size of the coefficient and not so much at the value. This reveals the reliability and the trust of the results, obtained from the correlation, not indicating the strength of the relation between the variables. It depends on the size of the sample. Even a large sample with low correlation might be significant and the same applied for the small sample sizes (Pallant, 2010).

As already mentioned correlation coefficient strengthens of the relation between the variables by the size of the values. Correlation below 0,30 is considered low, 0,50 are medium, correlation above 0,50 is high or strong, but all correlations which are not +1 or -1 are not perfect.



## **10 Research results**

### **Sample characteristics**

The achieved sample was 57 respondents, among which 9 were males (15,8%) and 48 were females (84,2%). The average age was between 26-35 years old, whereas the total percent of the participants in this range was 54.4% (59 participants). The next category with respondents in the age between 36-45 years old scored 31,6% of the total. The lowest percentage of respondents were in both categories of respondents between the ages 19-25 and 46-55. Data shows that 27 of the participants (47,4%) had bachelor level of education, while 30 of the total amount (52.6%), had master education, so we can see that both categories are quite equal in this case.

The results from the in-depth interviews reveal the main aspects of the researched phenomenon based on the opinion and knowledge of the three people who were interviewed. The results will conclude the similarities and the differences from the answers that were gathered and by analyzing those, we will establish the level of importance of the different factors, their relationship and how they are influencing the destination marketing in general. In order to gain a better understanding from the interviews, it was confirmed that all of the interview objects agreed that image and accessibility are the most important factors, followed by quality of service and then attractions and entertainment together with affordability.

## **11 Validity and reliability**

In this section I will check and establish if I have measured what I have intended to measure in the first place and if the results produced based on the triangulation method chosen for this research, are reliable. The validity and the reliability will be confirmed with the help of the qualitative and the quantitative approaches.

### **11.1 Internal validity in the qualitative approach**

According to Jacobsen (2005), internal validity deals with whether the results can be considered appropriate and if the phenomenon has been correctly described (Jacobsen, 2005). It is mainly focused on whether we have collected information which could be used in order to draw conclusions. It could be tested based on two actions – the first one is to compare this research with other researches about the same phenomenon and the second one is to make a critical review about the results by ourselves (Jacobsen,2005).

### **11.2 External validity in qualitative approach**

According to Jacobsen (2005), external validity is about the extent to which findings could be generalized to a different context (Jacobsen,2005). In this case, within the qualitative method it is not the goal to generalize the findings to the population but rather to look into the results, understand the concept and relate to former theoretical studies based on the same subject of interest, or same phenomenon. Respondents will be flexible to answers the questions in their own premises.

### **11.3 Reliability in the qualitative approach**

In the next stage, we will focus on the in-depth interviews and check if those are reliable. Since it is possible that the respondents might have been influenced and hence, not fully objective in their answers, a template of fixed questions was introduced to secure that all necessary data was collected and to avoid lack of sufficient information regarding the research.

### **11.4 Internal validity in quantitative approach**

The quantitative approach is based on the questionnaire and this is a good way to measure what should be measured. The survey is considered good if it can display the correlation between the variables. In order to investigate and demonstrate if the questionnaire is good enough, the reliability needs to be looked at. In other words, to which extent the data collected through the conducted survey could be trusted (Jacobsen, 2005). If those requirements are met, then we can assume that the questionnaire is good and holds high degree of internal validity.

### **11.5 External validity in quantitative approach**

According to Jacobsen (2005), external validity can be examined in the quantitative research study, by revealing the degree from the results from the sample we have chosen, can be generalized to the population (Jacobsen, 2005). There are two types of generalization - the first one is regarding the connection with the former empirical theoretical studies which applies for the qualitative method, and the second one the phenomenon is suggested that exists based on the literature review and in-depth interviews.

## 11.6 Reliability in quantitative approach

According to Jacobsen (2005), the way the questionnaire is created and developed might have effect on the outcome of the research, therefore the reliability level to which the data can be trusted should be checked. There might be variety of threats and faults within the survey which might have negative or confusing effect on the respondent's answers provided, such as misleading or unclear questions, questions containing mistakes, etc.

### 11.6.1 Testing of the reliability

I have used the statistical program SPSS in order to measure the reliability from the results received from the questionnaire.

The total reliability has Cronbach  $\alpha$  =.64. This is lower than the recommended .7. And the reliability coefficient cannot be moved to above .7 by ignoring any of the items.

Appendix D reveals that the respondents were somehow satisfied with the service, the physical and facilitating goods and even the sensual service provided within NHS. Respondents agreed on the positive image of the destination within the tourism industry. The overall perception and experience and the probability for them to return to the destination and recommend it, are relatively high. A low-standard deviation has been observed with regard to the attractions and entertainment (SD=.686), as well as affordability (SD= .723). On the other hand, high-standard deviation has been observed with regard to the quality of service(SD=.873) and image (SD=.833) and accessibility (SD= .812).

The results show that the most respondents selected ``moderately important`` to ``very important`` for all constructs with a mean between 3 and 4 on all questions. The standard

deviation was also quite low for most of the questions showing a tendency to answer either neutral or satisfied.

In conclusion, the hereabove analysis demonstrates that the questionnaire has a good validity and reliability and the results received from the research can be trusted as correct. Even though, by using this method for the quantitative research we could not get the maximum for this study since the sample size is too small. Hence, this cannot then be applied for the bigger and larger groups of people but the results are still trustworthy and can bring more information and insight for the study. In order for this research be continued, it needs much bigger sample size to be obtained so that this will cover the criteria for generalization.

## **12 Discussion**

### **12.1 First question**

As we already settled in the beginning of the research, there are three main questions to be considered and investigated with the help of the qualitative and quantitative methods in order to be gain more understanding and insights in the phenomenon of interest.

The first question is directly linked to the differences in the destination factors and ranking their importance with regards to destination marketing.

This was done by introducing the descriptive statistics, by running the SPSS and by revealing the scale of importance for each of the factors. Mean ranking was used to measure those factors independently. The results gathered from the questionnaire and the in-depth interviews were summarized and some conclusions were drowned.

The table below shows the summary made for the factors level of importance based on the descriptive statistics.

<b>Factors</b>	<b>Mean</b>
Accessibility	3,84
Image	3,83
Quality of service	3,35
Attractions & Entertainment	3,28
Affordability	3,28

With respect to the qualitative method data collection via the in-depth interviews, the level of importance of the destination factors has been summarized, as well in another table with the help of which we can compare the results from both methods. All agreed that image was a very important factor, same applies for the accessibility, especially with regards of transportation and getting to the destination; those were followed by the quality of services which did not score so high result but still proved to be significant. The attractions and entertainment was a factor which had different opinions; as for the affordability, price had an impact but not a leading one. The following summary could be obtained as ranking form the interviews:

<b>Factors</b>
1. Image
2. Accessibility
3. Quality of service
4. Attractions and entertainment
5. Affordability

Both tables compared display exactly the same ranking for the destination factors. This is a strong confirmation of the data results, since both methods concluded same results.

## **12.2 Second question**

In the second question was aiming to find if any correlation exists between the different factors and if so, to what extend and how strong the correlation is.

Different variables can have effect on each other. They can either have the tendency to increase or decrees the values for one or another variable. As we know if A happens then B happens as well, at the same time without any cause. There might be not only two variables but three and the last one could be the one casing the simultaneous increase or decrease of those. Another thing which needs to be taken into consideration is the relatively small sample size, which tends to suggest moderate correlations, with lower significant levels than .05 which is accepted to be the most general one. I have used the factor analysis to establish the correlations between the variables. The focus is set on the relationship between the variables, in order to see how strong, they are and their shared variance (Pallant, 2010).

The results show that almost all the correlations had a moderate or strong relationship, reaching the statistical significance, expect for the affordability and the attractions and entertainment.

There was a positive correlation between the image and the quality of service, which reveals that those increase simultaneously and if the one is seen as important this applies to the other one, as well. Those observation and conclusions are based on the interview, as well as, on the answers on the questionnaire.

Affordability is another factor, which is related to the price of various of commodities within the destination. It is suggested that this factor could have both positive and negative influence on the image of the destination and this might as well affect the quality of service as closely associated

with image in this case. Price and quality of service are so interdependent variables that, for example, a high-price level give better service quality, while a low-price level gives lower quality of service. Nevertheless, there is not marked any correlation between affordability and quality of service or image.

Another correlation exists between the image and the attractions and entertainment, which is rather positive moderate and it suggests that the higher importance the image has, the higher importance will attractions and entertainment have, as well.

There seems to be a common trend in this research, which reveals that as the importance of the accessibility increases, the importance of the quality of services increases, as well; and as the quality of service increases, the affordability increases as well; and as the affordability increases, the image value increases; and as the image value increases, the importance of the attractions and entertainment increases, as well.

### **12.3 Third question**

The third question is focused on whether there are any significant differences in the importance of the destination factors. The answer to this question could be found in the hypothesis that there is a significant difference in the importance of the different destination factors. With the help of the in-depth interviews, it was confirmed that according to three of the respondent's, the quality of service was highly important as a factor dealing with marketing destination. The factors were linked to each other and therefore a drastic change in the value of one of them might cause the same change among the others. According to Crouch & Louviere (2004), there is a connection between the cost and affordability which means that higher cost can damage the competitiveness of the destination. It is also known, that low-cost destinations are equally unattractive, as customers



tend to think that those are not able to provide a satisfactory quality of service (G. Crouch & Louviere, 2004).

Factors such as image, affordability, attraction and entertainment and quality of service seem to have higher significance level than .05. This means that there is not too big difference between those factors. While factors such as accessibility, have a lower significance level below .05.

### **13 Conclusion**

The main objective of this research was to explore and establish the important factors which influence the marketing of destination within the tourism industry in Norway. Multi-aspect analysis was undertaken in order to reveal the level of importance for those factors, as well as different methods were utilized, so that the results can be compared and as in our case, confirmed to bear significant similarity. The complex relationships between the variables were measured and the process of destination marketing has been looked into its different stages and the changes that occur within those. Multiple attributes were used in order to assess the variables, and evaluate which are the most important factors and why. Triangulation method was applied within the research, gathering data from literature sources, interviews and a questionnaire. Qualitative and quantitative approaches were involved and used to explain better and in details the specific phenomenon. The correlation between the destination factors was analyzed from the perspective of the mean rank and categorized by the importance levels revealed by both approaches. The highest importance seems to be granted to the quality of service, followed by the accessibility, affordability, image and attractions and entertainment. A variation was seen when compared to outcomes from the in-depth interviews where the ranking was different as the interview objects

were assessing the factors using their own perceptions, experiences and knowledge. Those factors did correlate, some more than others, and this was tested by using the Spearman's correlation test. The correlations were mainly moderate and strong positive ones. This means that those factors which correlated strongly were actually influencing the destination marketing at its most and they were considerable. The Image and accessibility were the top two, following from quality of service.

The three main questions for this research made it clear that first, there are differences in the destination factors and the ranking of their importance with regards to destination marketing. Both tables with the outcomes from the questionnaire and the in-depth interviews compared seem to reveal exactly the same ranking of the different destination factors. This is a strong confirmation of the validity of the data results, as both methods concluded same.

The second question which was a subject of this research was whether any correlation exists between the different factors and to what extent. Different variables can have impact on each other, they can either have the tendency to increase or decrease the values for one or another variable. As mentioned hereabove, there were quite many moderate and positive strong correlations. Last but not least, it was analyzed whether there are any significant differences in the importance of the destination factors. Based on the in-depth interviews, it was confirmed that according to three of the respondent's, the quality of service was highly important as a factor dealing with marketing destination. The factors were linked to each other and therefore a drastic change in the value of one of them might cause a corresponding change among the others.

Understanding those factors and their functions and influence could be a great start in order to carry out a much wider survey. Raising those three questions above, resulted in a several interesting findings, providing insight in the tendencies and relationships between destination factors and their effect on the marketing segment within tourism industry in Norway.

## 14 References

**Boari, C. Odorici, V., & Zamarian, M. (2003). Clusters and rivalry: does localization really matter? *Scandinavian journal of management Vol.19(No.4), 457-489.***

**Borchgrevink, C., P., & Knutson, B., J. *Norway Seen from Abroad: Perceptions of Norway and Norwegian Tourism: An Image Study***

**Journal of Hospitality & Leisure Marketing, 22 August 1997, Vol.4(4), p.25-46**

**Retrieved From [http://www-tandfonline-com.ezproxy.uis.no/doi/abs/10.1300/J150v04n04\\_02](http://www-tandfonline-com.ezproxy.uis.no/doi/abs/10.1300/J150v04n04_02)**

**Buhalis, D., & Michopoulou, E. (2011). *Information-enabled tourism destination marketing: addressing the accessibility market. Current Issues in Tourism, 01 March 2011, Vol.14(2), p.145-168.***

**Retrieved from**

**<http://www-tandfonline-com.ezproxy.uis.no/doi/abs/10.1080/13683501003653361>**

**Caldwell, N., & Freire, J.R. (2004). The differences between branding a country, a region and a city: applying the brand box model. *Brand management, Vol. 12(No.1), 50-61.***

**Chen, C., & Phou, S. (2013). *A closer look at destination: Image, personality, relation and loyalty. Tourism Management, June 2013, Vol.36, pp.269-278***

**Retrieved from**

<http://www.sciencedirect.com.ezproxy.uis.no/science/article/pii/S0261517712002282?via%3Dihub>

**Chon, K., S. (1991). *Tourism destination image modification process: marketing implications. Tourism Management*, 1991, Vol.12(1), pp.68-72**

**Retrieved from**

<http://www.sciencedirect.com.ezproxy.uis.no/science/article/pii/026151779190030W?via%3Dihub>

**Crouch, G., & Louviere, J. (Eds). (2004). *Convention site selection: determinants of destination choice in the Australian domestic convention sector: national Library of Australia cataloguing in publication data.***

**Go, F.M., & Govers, R. (1999). The Asian perspective: which international conference destinations in Asia are the most competitive? *Journal of convention and exhibition management, Vol.1 (No.4)*, 37-50.**

**Haglund, E., Löfstedt, F., Karlsson, T., & Wessblad, H. (2014). *Att turismifiera ett land: Ett svenskt perspektiv om Innovasjon Norges arbete som Destination marketing Organisation utifrån en framställningsprocess***

**Retrieved from** <http://lnu.diva-portal.org/smash/get/diva2:782356/FULLTEXT01.pdf>

**Jacobsen, I.D. (2005). *Hvordan gjennomføre undersøkelse?: Innføring i samfunnsvitenskapelig metode* (ed.). Kristiansand. Høyskoleforlaget Grafiske Produksjon.**

Lee, M.J., & Back, K.-J. (2005). A review of economic value drivers in convention and meeting management research. *International journal of contemporary hospitality management*, 17(5), 409-420.

Newman, W.L. (2011). *Social Research Methods* (7<sup>th</sup> ed.). Boston: Pearson. (N)

Oppermann, M. (1996). Convention destination images: analysis of association meeting planners' perceptions *Tourism management Vol.17* (No.3), 175-182.

Pallant, J. (2010). *SPSS Survival manual* (4<sup>th</sup> ed. ed.). Berkshire: Open university press.

Rogers, T. (2008). *Conferences and conventions* Amsterdam.

Royo-Vela, M. (2009). *Rural-cultural excursion conceptualization: A local tourism marketing management model based on tourist destination image measurement*

*Tourism Management*, 2009, Vol.30(3), pp.419-428

Retrieved from

<http://www.sciencedirect.com.ezproxy.uis.no/science/article/pii/S0261517708001210?via%3Dihub>

## 15 Appendices

### Appendix A: Report from in-depth interviews

#### The interview with “Region Stavanger”

**May I start by asking about your current position in “Region Stavanger” and your duties and responsibilities?**

I am part of the Sales department in “Region Stavanger”, which includes the companies in Stavanger and the surrounding area. My main activities are related to establishing contacts with professionals and perform as a consulting figure once arrange meeting with them. Future opportunities are later revealed and discussed between the people part of different sectors in the region and this is important for the industry.

**Is your work concentrated on the local, regional or the national market to secure new customers?**

Yes, we are concerned with both local activities and activities in the regional and national market. Of course, we are focused to a higher extend on attracting more foreign customers to our region but we do keep an eye and control over the local situation, as hotels do regulate and aim to gain more customers from the market here, in the country.

**How important do you find the marketing of a destination?**

The importance of the destination marketing is undoubtedly high and we are considering it as such. The economic tendency takes the main place and there is a constant movement and acknowledgment of satisfying both the tourism industry and the new customers together with the local business involved in the tourism industry. In a long-term perspective, we believe that

investing in such areas as destination marketing will be an advantage and will have a positive effect on the whole industry. From national perspective, the tourism is an area of development and a part of the industry that “Region Stavanger” deals with.

**What factors affect customers’ decision when they choose Stavanger as a destination they would like to visit? Any special factors of main importance in this reference?**

Yes, of course there are factors which are much more important and could be observed easier than others. Most of those might be as well as stated as kind of following rotation and as soon as you get this rotation as better for the business. The necessity to adjust accordingly is of higher importance and value. There are international and local events which rules and clearly shows those charges within the region. We are depending of having as much as international customers and tourist as well as local and national ones, who want this market and are welcoming this type of market development.

**How big is the impact of the price frame in Norway and specifically, in Stavanger as a destination choice for the tourists?**

As stated earlier, the economic point of view is the main factor for the destination marketing to develop as such. There are of course challenges and those are coming from the fact that Norway as a country has a quite high living standard compared to other European countries. This kind of image creates some discussions and concerns, so we are engaged to find a proper solution to address those.

**Do many customers from abroad find Norway more expensive than other destinations?**

Yes, there are some that considers Norway to be slightly more expensive destination in comparison to others. But our idea is to reveal the full potential of the destination and proof it as worth visiting, as it has so much to offer.

**Would you agree that there are high quality services offered here, locally in Stavanger?**

Yes, this does not need to be even questioned since destination as such offers high quality services in all the industries within the tourism.

**The area here is popular for its petroleum and energy industry, does those affect the destination marketing and development of the tourism industry?**

Yes, with regards to the petroleum and energy industry, those take a large part of the regional economy and due to this it has effect on the rest of the other industries such as tourism. ONS exhibition takes a leading role and has a quite positive effect and influence for the other events held in Stavanger.

**Does your job description include traveling and advertising the region of Stavanger to potential customers?**

Yes, we must introduce our region and capture any newcomers, and involve and engage potentially new customers. Creating more contacts and connections, advertising the region and making it popular is extremely important and is an inevitable part of my job.

### **The interview with “Innovation Norway”**

**May I start by asking about your current position in “Innovation Norway” and your duties and responsibilities?**

Yes, I am employed with “Innovation Norway” and my position is in the company’s Sales department. My work is mainly related to traveling and meeting with other companies’ representatives who want to increase their market share in the area. Their business activities are closely linked to the tourism industry and share common interests.

**Do you think that based on the experience and impressions from visiting a destination, there are many tourists who return to Stavanger for leisure and sightseeing activities?**



Of course, there are many who are satisfied with the destination and return. But it is important not only to keep the existing customers but to be able to attract new ones, as well. Of course, on the other hand, many would like to discover and try out a new destination rather to return to the same they have already visited. This market has a great importance to our destination and there are signs that this is considering for both on a national level and international markets.

**How about the access to the destination as a factor of importance?**

This factor has become increasingly important over the time. With regards to the financial and economical part, the strategy is to have an easy access to the destination and avoid all complications getting there and spending lots of money and time on traveling. Having a satisfactory infrastructure helps a lot and makes the accessibility quite essential for the development and prosperity of this market.

**If you compare the price and the accessibility as factors of importance for the destination, which one do you believe has bigger impact on the tourists and on the general development of the tourism industry?**

I believe that in this context the affordability of getting to the destination is more essential than the expenses made while visiting it. But both of those factors have quite a significant effect on the destination marketing. Having too time-consuming traveling is something everybody tries to avoid and can cause more expenses than originally planned.

**Would you agree that the quality of service offered is an important factor influencing destination marketing within the tourism industry?**

We are used to have excellent quality of service offered here in Norway. This is the reason why our country attracts a lot of tourists, both former visitors and newcomers on a yearly basis.

Nevertheless, we do have areas within the tourism and hospitality industries, which need further

investment and improvement. This is something we, in “Innovation Norway” take quite seriously and try to challenge ourselves to new heights and new possibilities.

**Would you agree that the price is another factor which impacts the marketing of a destination?**

Generally, Norway is an expensive country to visit and yet, an area which has a lot to offer. Also, it is not the most expensive one if we compare it with other European countries. Nevertheless, even if we do count in the food and the beverages expenses, we will still not be competitive in terms of the price. It is important to invest in the unique image of the destination and the good things it should offer rather than to have advantage based on the low price which is not the case here.

**To which extend do you believe entertainment and activities influence destination marketing?**

Entertainment and activities are factors which have increased their importance recently. Many would like to experience more of the local, cultural events and exploit most of its attractions.

**No doubt that the image is a vital factor. What image do people have of Stavanger as a destination and how should it be further developed?**

Image is what most of visitors remember when they travel from one destination to another. This could be the Cathedral in the middle of the central area, the old town or even the number of museums which are mostly located within same neighborhood, those are commonly the things that are captured in one’s mind and create the general image of the place. If the image is corresponding to the reality and visitors are gaining a full picture and experience from the planned tour and this has much to say about their expectation and whether they will return to the same destination.

### **The Interview with “Clarion Hotel Stavanger”**

**May I start by asking about your current position in “Clarion Hotel Stavanger” and your duties and responsibilities?**

I am working as a sales representative within the hotel’s Sales department. My main responsibilities include showing the hotel and bringing new customers to the hotel. I am involved in planning and arranging a lot of meetings on a weekly basis, as well as, coaching and sharing knowledge in the company.

**Do you spend a lot of time on reaching for new potential customers on your own or is this part of the responsibilities of the entire department?**

Yes, I do since the market is dynamically changing, so we need to keep ourselves up-to-speed and know what is happening at each point. We search and get in contact with new customers via Google and keep ourselves informed on the new trends. We communicate with local customers, as well as we try to involve new customers from abroad.

**Do you think the price is an essential factor for the customers when they make their choice on a destination?**

Yes, the price has always been a crucial factor within the tourism industry. Generally, a customer interested in the overall experience with the destination.

**Tourism industry in Stavanger and in the region has an important place in the local economy. How much does this contribute to the city’s development?**

It has a greater importance without any doubt. As a hotel, we have numerous rooms which we try to fill up as much as possible, as this gives us an economic benefit.

**Based on most scientific articles, some of the factors influencing the destination marketing include accessibility, price, quality of service and experiences while visiting the destination.**

**Would you agree to that?**

We are a part of the Choice Hotels chain, so we are in a position where we have a high price standard to adhere to. This is the reason why we have actively followed and maintained a high quality of services in every department.

**Image is also an important part of marketing a specific destination. Do you personally have any observations concerning the image of Stavanger through the customers' view?**

Stavanger is a very beautiful city and I believe many visitors have a different perception from place to another. There are not usually many available rooms in the local hotels, which results in higher rates in general. Higher demand leads to a higher price standard. New customers might find it difficult to get access to destination because of its complexity. I think, that Stavanger is perceived as great destination for the visitors and seems to be quite often fully booked, specially whenever there are some regular events happening every 2 or 5 years. Moreover, I would like to add that the accessibility is satisfactory and being that said, I think the infrastructure in the area is quite good for the hospitality sector, as such.

#### **Appendix B: Template for in-depth interviews**

**May I start by asking about your current position in Region Stavanger and your duties and responsibilities?**

**Is your work concentrated on the local, regional or national market to secure new customers?**

**How important do you find the marketing of a destination is?**

**What factors affect customers' decision when they choose Stavanger as a destination they would like to visit? Any special factors of main importance in this reference?**

**How big is the impact of the price frame in Norway and specifically, in Stavanger as a destination choice for the tourists?**

**Do many customers from abroad find Norway more expensive than other destinations?**

**Would you agree that there are high quality services offered here, locally in Stavanger?**

**The area here is popular for its petroleum and energy industry, does those affect the destination marketing and development of the tourism industry?**

**Does your job description include traveling and advertising the region of Stavanger to potential customers?**

**Do you think that based on the experience and impressions from visiting a destination, there are many tourists who return to Stavanger for leisure and sightseeing activities?**

**How about the access to the destination as a factor of importance?**

**If you compare the price and the accessibility as factors of importance for the destination, which one you believe has a bigger impact on the tourists and on the general development of the tourism industry?**

**Do you agree that the quality of service offered is an important factor influencing destination marketing in the tourism industry?**

**Do you think the price is an essential factor for the customers when they make their choice on a destination?**

**To which extend do you believe entertainment and activities influence destination marketing?**

**No doubt that the image is a vital factor. What image do people have of Stavanger as a destination and how should it be further developed?**

### Appendix C: Questionnaire

I am a student at the Hotel Management school in Stavanger and I am currently working on my master thesis. My focus area is the destination marketing within the tourism industry in Norway, and what factors impact the destination as such. I have prepared a questionnaire with a pre-defined set of answers you can select from. It will be helpful for my work if I can get your honest response on those. Your responses will remain anonymous and the results from the research can be sent to you if you would like to.

Thank you!

Regards,

Mihaela Koleva-Tsankova

## Destination marketing within tourism industry in Norway

Thank you for taking the time to respond on my questionnaire, I appreciate it very much. The questions below concern about the attributes and the factors which I would like to investigate and their importance with regards to destination marketing within the tourism industry in Norway. Destination is a term used in a variety of context so in our case it will be a specific place, such as city or region with regards to location. Appreciate that you answer the questionnaire truthfully and the results will be anonymous. Kindly select only one answer for each of the questions below.

## Background information

### Gender \*

- Female
- Male
- Prefer not to say

### Age \*

- 19-25
- 26-35
- 36-45
- 46-55
- 56-65
- 66 or older

### What level of education do you have? \*

- Bachelor degree
- Master degree
- Ph.D.





7) How important is the accommodation while visiting destination? \*

	1	2	3	4	5	
Not important	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Extremely important

8) How important is the affordability on transportation to destination? \*

	1	2	3	4	5	
Not important	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Extremely important

9) How important is the price of accommodation at destination? \*

	1	2	3	4	5	
Not important	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Extremely important

10) How important is the food and beverage at destination? \*

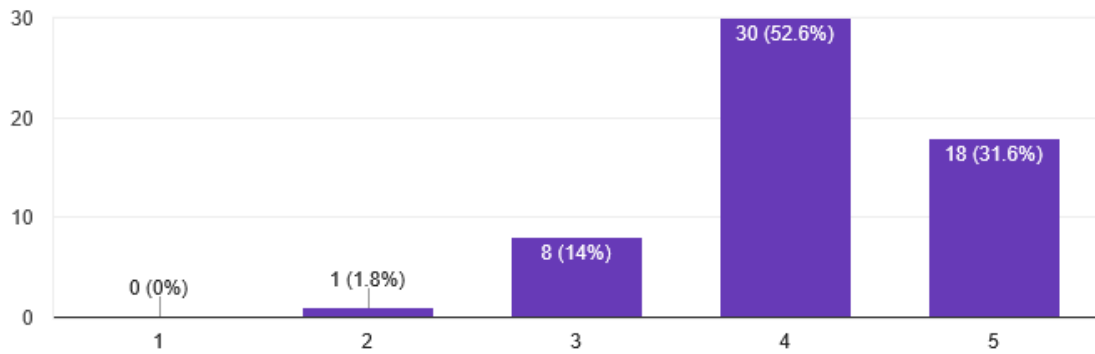
	1	2	3	4	5	
Not important	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Extremely important

11) How important are the rural-cultural attractions at destination? \*

	1	2	3	4	5	
Not important	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Extremely important

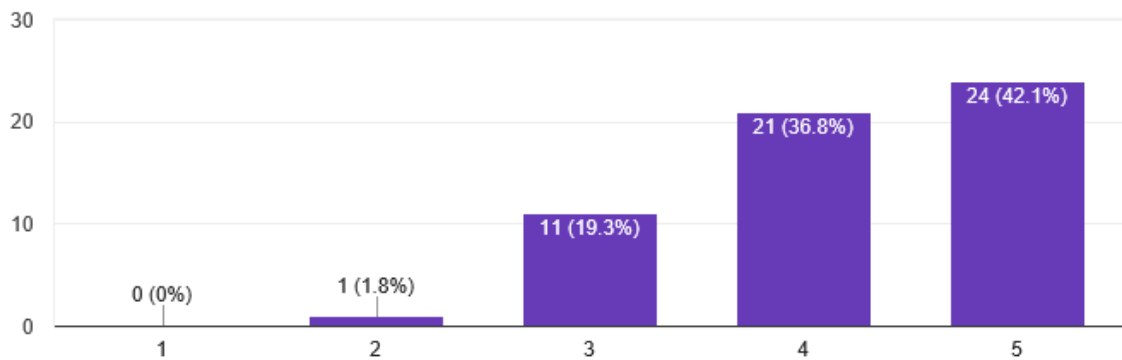
## 2) How important are the local attractions and entertainment?

57 responses



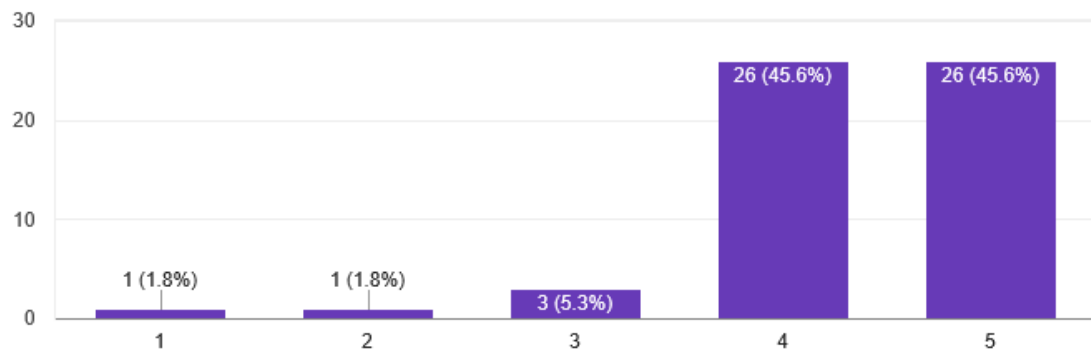
## 3) How important is the perceived quality of service at destination?

57 responses



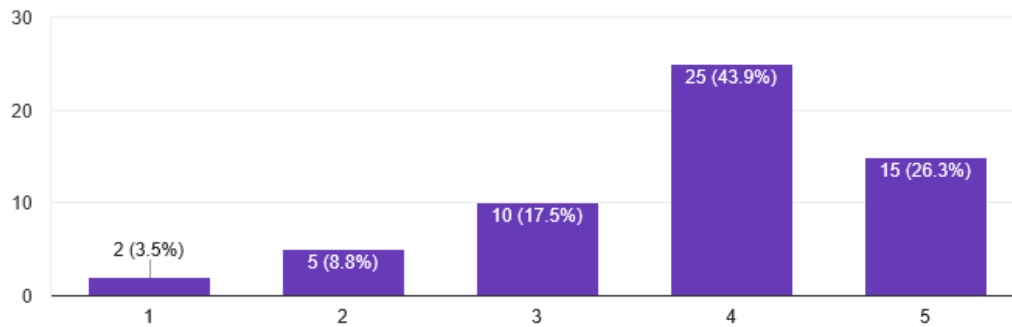
## 4) How important is the personal experience from destination?

57 responses



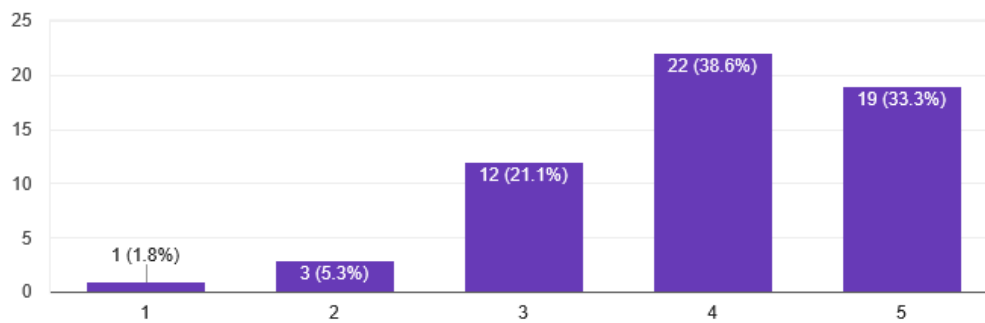
### 5) How important is the information received from family and friends about destination?

57 responses



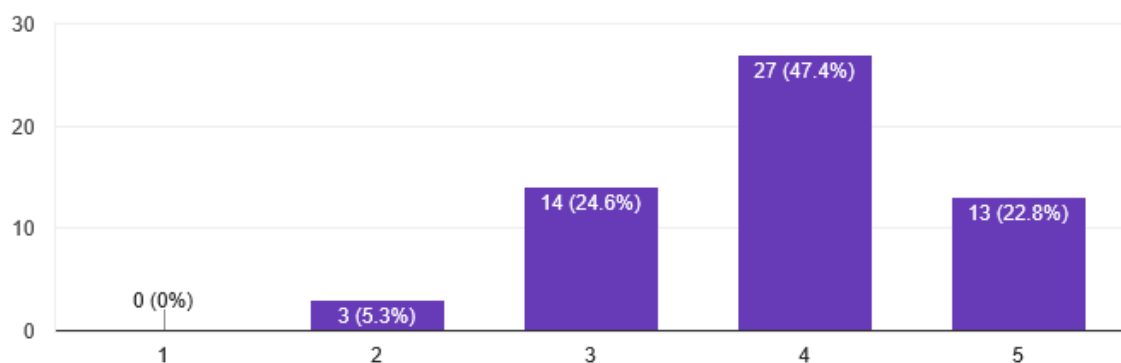
### 6) With regards to accessibility, how important is the local transportation at destination?

57 responses



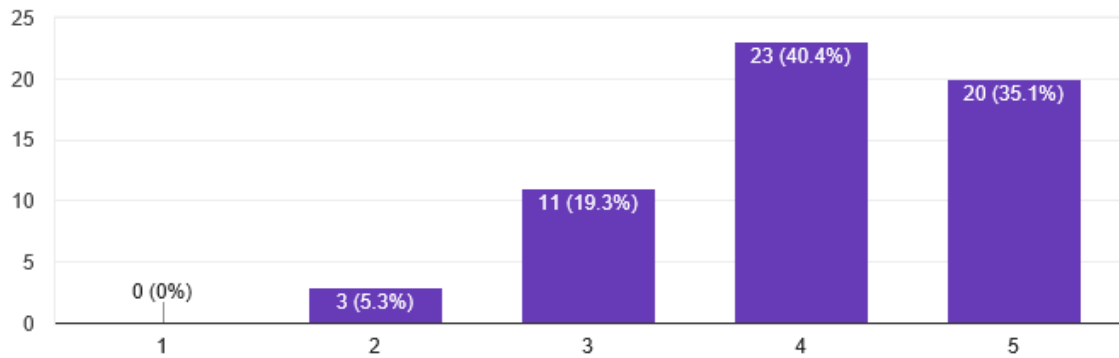
### 7) How important is the accommodation while visiting destination?

57 responses



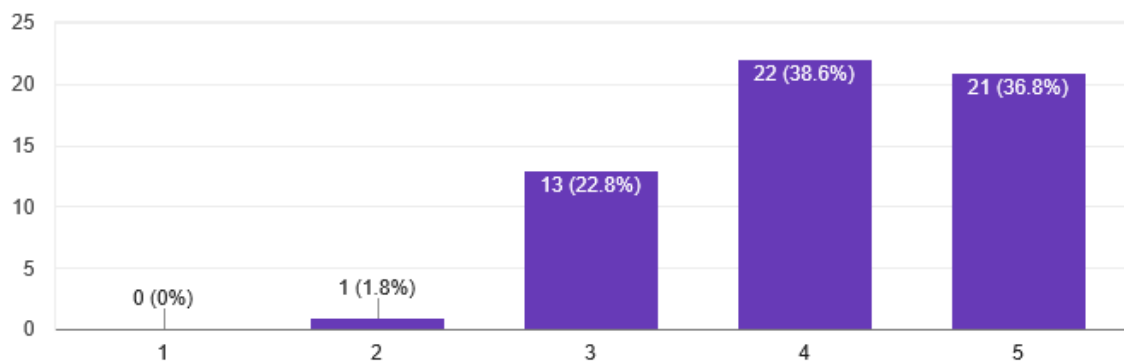
### 8) How important is the affordability on transportation to destination?

57 responses



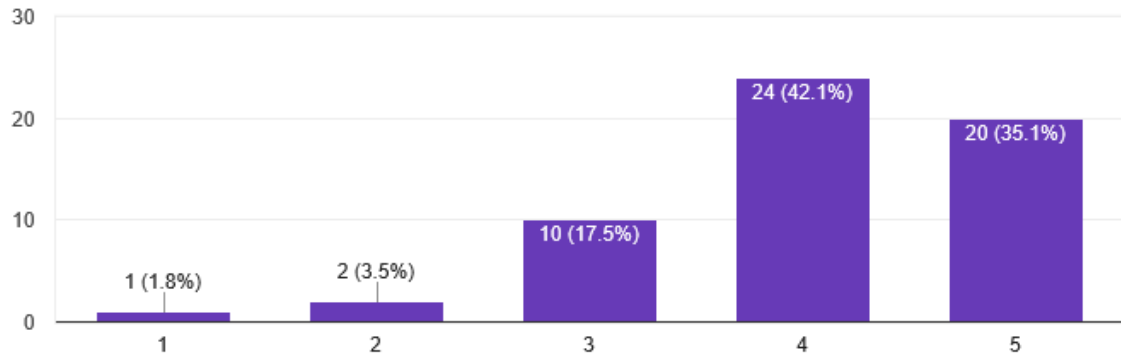
### 9) How important is the price of accommodation at destination?

57 responses



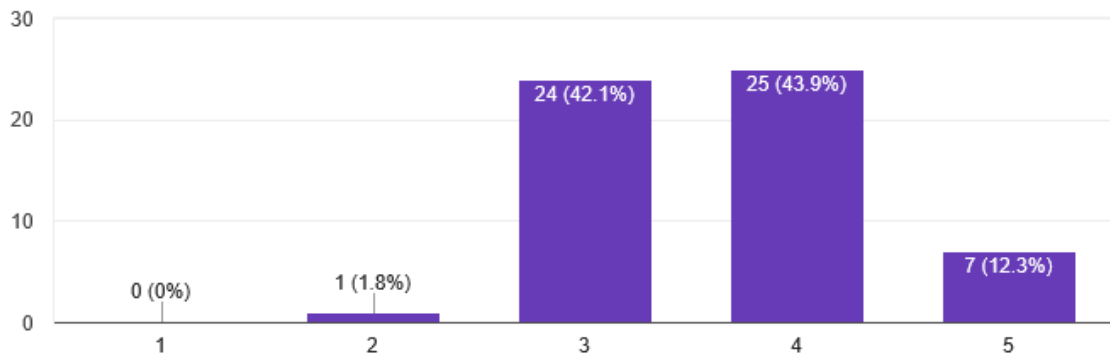
### 10) How important is the food and beverage at destination?

57 responses



### 11) How important are the rural-cultural attractions at destination?

57 responses



**Appendix D: Descriptive statistics and frequency**

**Appendix E: Reliability and validity statistics**

**Appendix F: Correlations and Factor Analysis**

## Appendix D: Descriptive statistics and frequency

### Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	9	15.8	15.8	15.8
	Female	48	84.2	84.2	84.2
	Prefer not to say	0	0	0	0
	Total	57	100.0	100.0	100.0

### Level of education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Bachelor	27	47.4	47.4	47.4
	Master	30	52.6	52.6	52.6
	Ph.D.	0	0	0	0
	Total	57	100.0	100.0	100.0

**Age**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	19-25	4	7	7	7
	26-35	30	54.4	54.4	54.4
	36-45	18	31.6	31.6	31.6
	46-55	4	7	7	7
	56-65	0	0	0	0
	66 or older	0	0	0	0
	Total	57	100.00	100.0	100.0

**Descriptive Statistics**

	N	Minimum	Maximum	Sum	Mean	Std. Deviation
Attractions & Entertainment	57	1.00	5.00	128.00	3.2821	.68628
Quality of service	57	1.00	5.00	131.00	3.3590	.87320
Accessibility	57	2.00	5.00	150.00	3.8462	.81235
Affordability	57	2.00	5.00	128.00	3.2821	.72361
Image	57	1.00	5.00	142.00	3.8378	.83378
T Valid N (listwise)	57					

## Appendix E: Reliability and validity statistics

### Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.649	.657	5

### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Attractions & Entertainment	10.4872	3.046	.497	.313	.542
Quality of service	10.4103	2.617	.471	.243	.552
Accessibility	9.9231	3.178	.301	.101	.671
Affordability	10.4872	2.993	.476	.264	.551
Image	10.4875	3.048	.499	.320	.547



## Appendix F: Correlations and Factor Analysis

### Correlation Matrix

		Attractions & Entertainment	Quality of service	Accessibility	Affordability
Correlation	Attractions & Entertainment	1.000	.441	.174	.471
	Quality of service	.441	1.000	.265	.335
	Accessibility	.174	.265	1.000	.255
	Affordability	.471	.335	.255	1.000
	Image	1.000	.441	.441	.441

### KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.675
Bartlett's Test of Sphericity	Approx. Chi-Square	21.545
	df	6
	Sig.	.001

**Communalities**

	Initial	Extraction
Attractions & Entertainment	1.000	.604
Quality of service	1.000	.547
Accessibility	1.000	.277
Affordability	1.000	.567
Image	1.000	.550

Extraction Method: Principal Component Analysis.

**Component Matrix<sup>a</sup>**

	Component
	1
Attractions & Entertainment	.777
Quality of service	.739
Accessibility	.526
Affordability	.753
Image	.780

### Correlation between the variables

#### Correlations

		Image	Accessibility	Affordability	Attractions & Entertainment	Quality of Service
Image	Pearson Correlation	1	-.104	-.199	.459*	.237
	Sig. (2-tailed)		.613	.329	.016	.225
	N	57	57	57	57	57
Accessibility	Pearson Correlation	-.104	1	.223	-.219	.377*
	Sig. (2-tailed)	.613		.274	.273	.048
	N	57	57	57	57	57
Affordability	Pearson Correlation	-.199	.223	1	-.049	.035
	Sig. (2-tailed)	.329	.274		.806	.861
	N	57	57	57	57	57
Attractions & Entertainment	Pearson Correlation	.459*	-.219	-.049	1	-.148
	Sig. (2-tailed)	.016	.273	.806		.445
	N	57	57	57	57	57
Quality of Service	Pearson Correlation	.559**	-.067	-.155	.247	.502**
	Sig. (2-tailed)	.002	.741	.440	.206	.006
	N	57	57	57	57	57

\* Correlation is significant at the 0.05 level (2-tailed).

\*\* Correlation is significant at the 0.01 level (2-tailed).