ABSTRACTBOOK

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Content

Key Note 1: Competitive tourism in Norway

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The Norwegian tourism industry has gone through a deep structural change during the last four decades. In this period Norway has developed from being an average European country to become the wealthiest country in Europe. This has had three main effects. First, the wage and cost level has grown faster in Norway than in competing countries, creating a growing cost disadvantage for the tourism industry in Norway. This is the main reason why Norway has lost international market shares every decade. Second, the high income level makes Norwegian spend more on tourism experiences, with the effect that Norwegian customers have become an attractive market for the tourism industry. Finally, the wealth has created a strong growth in local markets, comprised of Norwegians spending money on restaurants, bars, culture and other leisure activities where they live. Hence, today the cities and towns of Norway dominate the industry, while traditional tourism destinations in the mountains, along the fjords and the countryside are suffering decline. However, this broad picture covers some important trends, that may point in a brighter direction for the internationally oriented part of the industry, for example growth in specialized nature, culture and sports based activities, owner integration and increased competence. Three strategies can be applied by single firms, destinations and clusters: Industrialization, unique experiences, and self-service concepts.

Key Note 2: Branding of Fjord Norway

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Leif Hem based his presentation on two published articles:

Hem, Leif and Nina M Iversen(2004): "How to Develop a Destination Brand Logo: A Qualitative and Quantitative Approach", Scandinavian Journal of Hospitality and Tourism Volume: 4, Issue: 2, Pages: 83-106

Iversen, Nina M and Leif E. Hem, (2008) "Provenance associations as core values of place umbrella brands: A framework of characteristics", European Journal of Marketing, Vol. 42 Iss: 5/6, pages603 - 626

A comparison of international and national tourists' travel motives to the Kruger National Park

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The Kruger National Park (KNP) in South Africa is not only acknowledged as one of the oldest National Parks in the world, but also seen as one of the most famous nature-based tourist destinations globally. In being such a well-known eco-destination it is important for SANParks to ensure that product offering in the KNP stays relevant to the international and national markets in fulfilling their ecotourism needs and demands. One way of ensuring that SANParks keeps on fulfilling the needs of eco-tourists, is by determining "why" these tourists travel to national parks. Answering "why" tourist travel not only provides the vital information needed to stay competitive and relevant in increasingly challenging conditions, but also assists park management to have a better understanding of the wants and needs of eco-tourists, in order to enable SANParks to satisfy and improve eco-tourists expectations.

The purpose of this study is therefore to draw a comparison between the travel motives of international and national tourists to the Kruger National Park.

The research was quantitative of nature. Over a period of seven years questionnaires were collected and a total of 3583 (n) questionnaires were obtained. Secondary data was used to determine the profiles of international and national tourists by means of a cross tabulation on the various demographic variables. A principal factors analysis on the shared travel motives of both groups was then performed, after which these results were compared and discussed.

The results of the profile study were as follows: International tourists comprise 10.2% of visitors over this period, tending to travel in groups of two or alone, are well educated or professional and visit the Park for mainly 1 to 2 nights per visit. National tourists in comparison comprise 89.8% of visitors, most of them travel to the Park in family groups of 2 to 4 people, have at least tertiary education or a matric qualification and make longer visits to the Park and stay for 4 to 8 nights.

The factor analysis identified four travel motives for both international and national tourists. Factor 1 discovered as "**Nature education**", included aspects such as travelling for educational reasons to learn more about endangered species, to learn about animals in general and to learn about plants. The second factor, "**Activities**", described the aspects of travel for conferencing, travel for hiking and travel to attend certain events. Factor 3, named "**Escape and relaxation**", also included other sub-constructs like great accommodation and facilities, a preference for the area because of the climate, the possibility of growing up with the Park since childhood (family holidays) and visiting the KNP because it is a well-known brand. The fourth and last factor, "**Family togetherness**", is built on the two main constructs: 'visiting the park for the benefit of children' and

‘spending time with family or someone special,’ and two lesser constructs namely ‘to spend time with friends’ and to explore new destinations.

When the travel motives of international and national tourists are compared the following results came to light: motives showing insignificant differences between national and international tourists included **“Activities”** and **“Nature education”**, although the latter seemed to be the most important reason for international visitors to visit the KNP. A small or insignificant effect between the two groups was found in the motive of **“Family togetherness”**, with the only practically visible difference between the two groups being the motive of **“Escape and relaxation”**, which was also established as the most important reason for national tourists to visit the Park.

Keywords: *Kruger National Park, travel motives, tourist behaviour, sustainable development, marketing*

Keep exploring: profiling the cultural visitor to the French Shore Interpretation Centre, Newfoundland Canada.

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Cultural tourism is increasingly recognized as an important motivation for international travelers in search of experiencing the cultural heritage, arts, philosophy and institutions of another region or country. The UNWTO reports that 37% of all international trips include a cultural component and that cultural tourism is growing at 15% annually. On the island of Newfoundland, Canada, the French Shore Historical Society is developing new cultural tourism products through local handicraft traditions in an effort to make connections on an emotional, physical and intellectual level with visitors.

This presentation will explore the challenges and opportunities of attracting the cultural visitor that is interested in authentic and memorable experiences. A review of primary and secondary market research will illustrate the important role of the public sector in identifying and targeting niche markets. A profile of visitors from the summer of 2011 will present demographic and psychographic information that summarizes spending potential, level of customer satisfaction, forecasted growth, and potential marketing strategies to promote sustainability.

Urban recreation in two parks in Wernigerode, Germany: A visitor satisfaction survey

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This project investigated the visitor satisfaction at the Buergerpark (recreation park with a number of attractions) and Wildpark Christianenthal (wildlife park) in the city of Wernigerode, Germany. A total of 500 visitors completed a paper and pen questionnaire in April 2011, asking for their opinions about the parks, entrance fees, attractions, wildlife and eateries, transport, marketing, as well as demographic data.

Results show that about 50% of the visitors originate in Wernigerode itself, with no international visitors. They come primarily to enjoy nature with partners or family, and use the private car as the main mode of transport. Overall, the majority of visitors are satisfied with the parks, but also indicated some room for improvement at both parks. They have known about the park mostly through word of mouth, and are willing to pay a moderate entrance fee.

The effects of product development on business performance in hospitality

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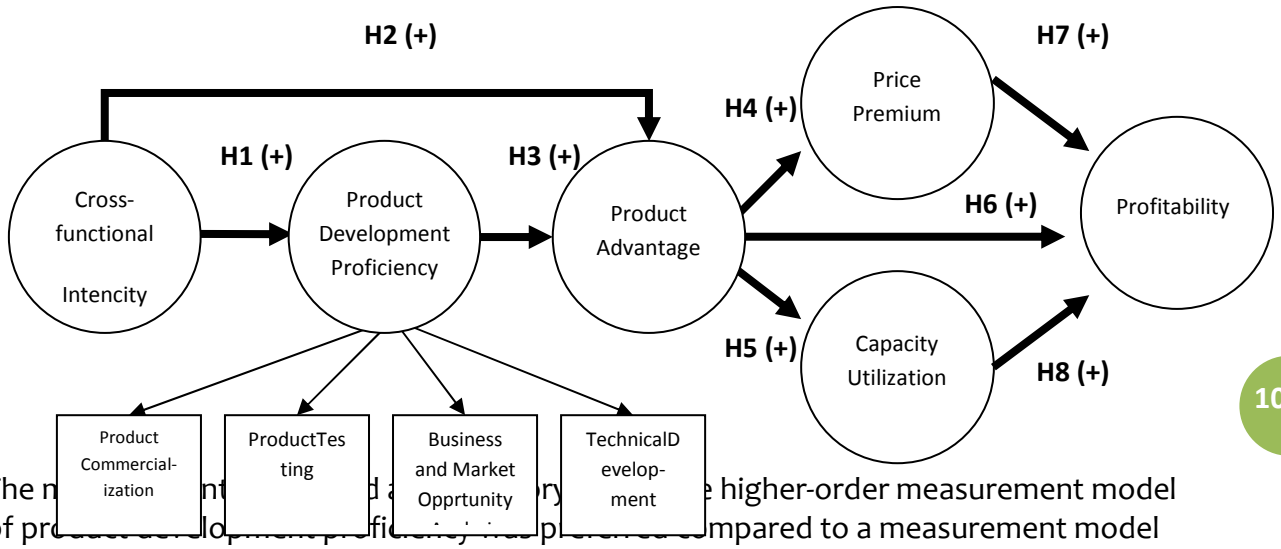
A firm's product advantage is a function of the relevant firm processes behind it (Henard and Szymanski 2001) and serves a key mediating variable between those firm processes and firms' financial performance. Proficiency in new product development processes is recognized as an influence on product advantage (Montoya-Weiss and Calantone 1994; Song and Parry, 1997). However, other factors such as technological and marketing synergies, marketing and technological fits, and cross-functional teams in the new product development process might affect product advantage (Henard and Szymanski 2001; Danneels and Kleinschmidt 2001; Im and Nakata 2008; Harmancioglu, Droge and Calantone 2009).

To understand the antecedents of a company's overall product advantage it is important to identify relevant organizational processes such as cross-functional integration, formalization, centralization, etc. This research focuses on one of important concepts of cross-functional cooperation – namely, cross-functional cooperative intensity (Luo, Slotegraaf and Pan 2006), that refers to "the degree to which lateral, interdepartmental interactions are frequent and close within an organization" (p.70). It is a new variable that might explain the influence of product advantage. Cross-functional cooperative intensity is argued to positively affect product advantage and to positively moderate the effect of product development proficiency on product advantage. The main argument is related to a tighter integration of the human resources that are necessary to develop and deliver product advantage. We believe that this results in more advantageous products and more effective product development processes.

The model and hypotheses in the paper are tested with a sample of 180 Norwegian hotels. The model consist of a four-dimension multi-item second-order scale of product development proficiency (Song and Parry 1997); multi-item scale of product advantage (Cooper 1994), and a multi-item scale of cross-functional cooperative intensity (Luo, Slotegraaf and Pan 2006), single-item scales of price premium and capacity utilization, and a multi-item scale of profitability. Profitability uses three financial measures from *Profitability* was measured by three key figures that are viewed as reflective indicators of profitability to better overcome the weaknesses associated with each of the profitability measures (Fryxell and Barton 1990): return on assets, operating profit margin, and net profit margin.

Figure 1: The Hypothesised Model



The n nt d a ry e higher-order measurement model of pr lo fi mpared to a measurement model of four single-order variables of the construct.

The model achieved a satisfactory fit (Chi-square of 412.87, p = .00; RMSEA of .05; NNFI of .95 and CFI of .96). All of the 8 hypotheses were positive and significant. The explained variance of product advantage was 30 percent and the explained variance of profitability was 22 percent. Both Cross-functional intensity and product development proficiency had a significant indirect effect on profitability.

This paper contributes to the literature in three ways. First, it applies financial measures of profitability instead of either one financial measure or use of subjective measures. The hypothesized model then explains financial performance of product advantage. Product advantage has both direct and indirect effects on financial performance. The findings add to the research needs raised by Zeithaml (2000) where it is necessary to use financial measures to get a better understanding of the link between product advantage/customer satisfaction and business performance. The study shows that product advantage serves as the key mediator of the effects of organizational new product development processes and cross-functional intensity on business performance.

Trains: A new alternative for transportation in Mexico

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Transportation in Mexico is an important activity which promotes the economic and social development. It integrates the national territory, open new markets, develops trade and encourages tourism per region. Since transportation plays such a huge role in growth and development of the country, we consider fundamental the implementation of new services, such as trains.

The movement of freight and people has developed the economy and has helped making the highway and aircraft transportation stronger, making trains obsolete with no reason or justification.

The rhythm of growth of the public and private investment has not been enough to satisfy the need of a public transportation and encourage the productive activities that the country has to offer. Also the cover and access to the infrastructure are found still under competitive standards at an International level.

With the train's implementation, we will impulse a structural change in Mexican transportation, by modernizing the infrastructure and allowing a new alternative in the market.

Even though the bus lines and the aircrafts cover most of the Mexican territory, and offer basic services for the passengers, we are sure that the people need a new alternative of transportation throughout the country; that impulses economy and encourages transportation.

Creating a train line will cover a necessity of alternative transportation, different from the existing ones today, making the terrestrial transportation more efficient and trust worthy.

Building capacity for tourism product development in rural British Columbia

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Building market-ready experiences can be exceptionally challenging for more isolated rural communities given limited capacity to develop and deliver tourist experiences. In June 2009, the Rural Economic Development Tourism Research Education Enhancement [REDTREE] Project was born in response to the need to support economic diversification in small remote rural British Columbia communities.

A combination of observation and interview data have led to insights about building market-ready experiences that exemplify sustainable tourism practice—economically, socially, and environmentally---within three rural communities. The Project team relied on theoretical perspectives from the rural tourism development literature to engage local people in developing these experiences.

The three communities are very different from one another, and illustrate variation in knowledge about tourism, experience with tourism, local capacity to develop and market tourism experiences, and local expectations about the role of tourism in their community. Essentially, the work in the 3 towns provides an opportunity to examine practice relative to existing theory and add to the knowledge for enabling sustainable tourism development in rural areas.

Seasonality in the tourism sector of Germany – Relevance, facts and best-practice examples

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In varying degrees, tourism destinations become subject to fluctuations in demand which lead to the problem of seasonality. Thereby, not only the DMOs themselves but also the several firms within the tourism destination are exposed to great challenges. The seasonal fluctuations of tourist flows are of significant economic relevance for the entire region in general and the tourism destinations in more particular and become especially apparent with regard to the employment situation (such as seasonal jobs with little job security and conclusively uncertainty for seasonal workers) as well as infrastructure planning (ranging from temporary supply shortfalls to "dead capital").

Against this background, the Institute of Management and Tourism (IMT) of the Westcoast University of Applied Sciences in Heide / Germany has analyzed the topic of seasonality within the German tourism sector. Within the scope of the presentation held by Prof. Dr. Bernd Eisenstein and Alexander Koch some major findings and outcomes of this analysis will be presented.

In the introductory part of the presentation Prof. Dr. Bernd Eisenstein will explain some fundamental managerial approaches which support reducing the problem of seasonality. The several approaches pursue the equal overall objective of harmonizing temporary fluctuations in demand with capacity. Moreover, methods to measure the seasonality will be outlined. Through these measures the extent of the seasonality is quantifiable and comparability between regions as well as time periods mostly enabled. On this basis, a comparative study of the different degrees of seasonality of Germany's 16 federal states is carried out. Among others, the following questions are evaluated: (1) In which of the federal states is seasonality most pronounced? (2) How did seasonality within the states change over time? (3) Is growth possible when simultaneously reducing seasonality?

In the second part of the presentation, Alexander Koch will provide some selected practical examples of the tourism industry in Schleswig-Holstein, which illustrate how the problem of seasonality can be reduced successfully when implementing complementary offerings as well as intensified and innovative communication strategies and measures. In the first example, the island of Sylt will be regarded which has successfully extended the season through the implementation of events. Secondly, the cooperative activities of different touristic players and stakeholders of the North Sea in order to (further) develop the touristic potentials of the Wadden Sea will be outlined as a best-practice-example, since they constitute an inevitable contribution to reduce the problem of seasonality in the region. In the third example, an innovative marketing campaign emphasizing on the widespread "slow trend" in order to attract tourists throughout the year will be exemplified.

Co-production and interfirm role development: An empirical test of antecedents

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Co-producing networks, such as tourism destinations, are characterized by interdependent firms that together produce a total product, and where each individual firm only contribute a part of the total product. Furthermore, the resources and capabilities required are distributed across firm boundaries. Thus, development of role relations between the firms is important for efficient co-production.

This paper identifies two core aspects of role development, complementarity and change in activity structure between firms. We address how, and to what extent, relational characteristics such as partner similarity and interfirm learning contribute to role development. Furthermore, we explore the effects of two key non-market governance mechanisms, trust and authority, and their contribution to role development. We develop a model and a set of hypotheses that we test on data from 9 winter sports destinations. We argue that the study provides an early attempt to better understand this important but under-researched issue on interorganizational relations.

Two kinds of creativity in restaurant kitchens

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For an organization to perform well and prosper in today's changing environment it is in need of the ability of continuous renewal and innovation. The creativity of employees is a key issue and it is important to find the factors that exhibit and inhibit employee creativity. Creativity is typically defined as the generation or production of ideas that are both novel and useful. Even thought there has been a large consensus on this definition some researchers have suggested alternative ways of defining the concept.

The main object of this study is to view the concept of creativity as a multidimensional concept and distinguish between employee proactive and reactive creativity. Proactive creativity is defined as being a head of the current situation and finding new solutions to not yet existing problems. Reactive creativity is defined as responding to external threats and finding solution to problems that occur. It is possible that the division of the concept of creativity can make a more nuanced picture and give us new knowledge on employee creativity. This knowledge may be applied in organizations when aiming for high quality creative performance, and strengthen the organizations ability to deal with changes in a highly turbulent environment. Aiming at testing this theory a measurement tool for measuring proactive and reactive creativity is developed and empirically tested.

The setting of this study is restaurants and the participants are kitchen workers. A quantitative design has been chosen and questionnaires from 142 cooks and trainees are analyzed. The data were analyzed in LISREL 8.80. and the preliminary results showed that it is possible to distinguish empirically between the two dimensions. Practical and theoretical implications of the findings are discussed.

Critical Incidents in the Brand Building Process - a case study of Helsinki

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This study deals with the critical incidents in the brand building process for the city of Helsinki. The primary purpose of the study was to determine the impact of the main critical incidents, positive or negative, on the brand development. The study consists of a theory section and an empirical section focusing on developments of the Helsinki brand.

The theory section discusses the characteristics of branding places in general, and the brand building process of tourism destinations in particular on the basis of relevant literature. The study, which is taking a case study approach, makes use of The Critical Incident Technique. This technique has mostly been used for collecting direct observations of human behaviour that have critical significance for a process. These observations are then kept track of as incidents, which are then used to solve practical problems. A critical incident can be described as one that makes a significant contribution—either positively or negatively—to an activity or phenomenon. Critical incidents can be gathered in various ways, but typically respondents are asked to tell a story about an experience they have had. The empirical part of this study focuses on examining the process in question from (three) different perspectives

The study, based on the case study research approach, relies on qualitative methods. Three interviews were carried out to obtain a full understanding of the process and its results. Two of the interviewees are involved in branding Helsinki, albeit in different organisations. The third interview object has worked on the country brand of Finland, but has followed the Helsinki process closely. Since triangulation is important for guaranteeing the quality of case studies, documents and reports of the organisations involved in process were studied as well.

The interviews showed that the three interviewees agreed that the brand building process had left a lot to be desired. The brand building process has been based on intuition rather than on strategy. However, according to the opinion of the interviewees, Helsinki is doing rather well as a destination both for tourists and investors, and the stakeholders involved occasionally cooperate, especially big international events such as Helsinki as the World design capital 2012. On the other hand factors as a poor service culture and lack of urban culture and traditions were highlighted as weaknesses of the brand.

Although literature stresses co-operation and involvement of key stakeholders in brand building process, the study showed that this is not the case in the capital region of Finland. The process has been lead by active civil servants in different organisations instead of combing the limited financial resources of these organisations in order to create a common vision of how the of the brand of Helsinki can be strengthen.

Vacation packaging: The impact of bundle size and price presentation on price expectations and evaluation

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Tourists often purchase multicomponent bundles of vacation products and services. For example, a vacation bundle may include transportation, accommodation, and theatre tickets. While travel agents frequently offer larger discounts for smaller packages (Xu, 2009), little is known about how the size and presentation of the vacation package influence tourists' evaluations of the offering. Gourville and Soman (2001) showed that consumers' attention to the cost of individual items decreased as the bundle size increased – indicating that tourists are likely to have relatively lower price expectation towards vacation packages with many items. Some research on effect of bundling strategies on traveler's value perceptions suggests that tourists expect larger discount size for larger vacation packages (Xu, 2009). This is in contrast to what standard economic theory would predict; If the price of the bundle is exactly the same as the sum of each component price, there would be no difference in demand based other factors such as bundle size and price presentation. In this paper we ask whether consumers expect larger discounts for larger packages, and how different ways of presenting the package (i.e., as a consolidated package with one single price tag or as a partitioned offerings with price tags assigned to each component in the package) influence price expectation and evaluation.

Prospect theory (Kahneman and Tversky, 1979) holds that people code decision outcomes as gains or losses against a reference point. Evaluations are based on these gains and losses rather than on total assets. The coded outcomes are mapped to subjective worth via a value function that is concave in gains and convex in losses (i.e., there is a greater subjective difference between gains and losses that are closer to the reference point than those that are further away). The value function is also steeper in losses than in gains. When evaluating vacation packages this means that tourists will be likely to evaluate the gains stemming from a larger bundle less attractive and the loss stemming from the relatively higher price more aversive given that no discount is offered. However, if the bundle is presented as a partitioned offering with price tags assigned to each item in the bundle, the consumer will process information about gains and losses for each item. Such partitioned evaluation of the package will result in a higher perceived value because multiple gains are involved. Hence, it is likely that the effect of bundle size on price expectation will be moderated by how the package is presented.

We report three experiments testing our predictions. The main findings are that small bundles are evaluated higher than large bundles, and that this difference in evaluation is due to a relatively smaller price expectation for the large bundle. Consistent with our prediction, evaluation of the large bundle increased significantly when price was partitioned. When marketing product bundles, managers need to decide both how many items to offer in one bundle and how to present the price of the bundle. The results presented here shows that for larger bundles, price presentation should be partitioned.

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