Master's degree thesis

LOG950 Logistics

What Impels Service Innovation in the Tourism Industry in Europe's Northern Periphery?

Supply Chain Management in Tourism Sector

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Molde, 2008

Molde University College

Publication agreement

Title: What Impels Service Innovation in the Tourism Industry in Europe's Northern Periphery?: Supply Chain Management in the Tourism Sector

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Subject code: LOG 950

ECTS credits: 30

Year: 2008

Supervisor: Nigel Halpern

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ACKNOWLEDGEMENTS

This thesis is an attempt to gain some knowledge of tourism practices and trends in Northern Europe that perhaps tourist practitioners in developing countries that thrive on tourism, like Kenya, can learn lessons from.
Some individuals and organizations made the execution of this thesis possible. First and foremost I offer my sincerest gratitude to my supervisor, Nigel Halpern who has supported me throughout the thesis with his knowledge, patience and thorough organization skills. I would also like to sincerely thank all the tourist organizations in Europe’s Northern Periphery that took their precious time off, at this busiest time of the year, to participate in the survey.

ABSTRACT

Unlike many parts in Europe, North Europe has seen an increase in tourist activity due to innovation. Ice Hotel Corporation expanding from ice sculptures to ice hotels, Santa Clause Village, Whale Watching, Ski-Resorts etc. are but few examples of many popular tourist attractions inventing new ways and dominating the tourism industry. These places are remote, lack resources and yet have managed to divert attention away from southern tourism based on sun, sand and sea. Because of this, a focus has been on the northern periphery. This thesis is an attempt to find out what drives innovation in these peripheral areas, with a focus on supply chain management processes and practices. The specific objectives are to find out the supply chain's main actors and relations amongst actors, information flow, customer relations, supplier relations, capacity and demand management. It also sought to find out what is done to generate new demand and how the performance is after these innovative actions. The study, conducted by an e-mail survey, is based on results of 40 tour practitioners spread out in the northern periphery. The results show that most of the supply chain management processes are implemented, but some need to be strengthened such as arranging to share resources and strengthening relations amongst tourist stakeholders. What the thesis recommends is integration of the supply chain into a seamless unit creating sustained cooperative advantage is vital for innovation, along with forging links with research, academia and other institutions for technical support and investment of information technology to facilitate supply chain coordination and information transfer. The thesis ends by suggesting other possible research areas within supply chain management and innovation and research methods.

TABLE OF CONTENTS

LIST OF FIGURES

LIST OF TABLES

LIST OF ABBREVIATIONS

CRM	Customer Relationship Management
CRS	Computer Reservation Systems
ENP	Europe’s Northern Periphery
EU	European Union
GDS	Global Distribution System
IT	Information Technology
LEC	Local Enterprise Company
PSA	Product and Service Agreements
RBT	resource Based Theory
SCM	Supply Chain Management
SRM	Supplier Relationship Management
TCT	Transaction Cost Theory
TSC	Tourism Supply Chain

CHAPTER 1 - INTRODUCTION

Tourism industry is evolving considerably. Its highly competitive and uncertain environment has forced tourism firms to look for new ways of enhancing their competitive advantage.

Northern Europe in particular is experiencing a change in travel behaviour and motivations supportive of tourism providing opportunities to experience something different, pursue more active, cultural and nature based interests as opposed to traditional tourism based on sun, sea and sand offered by southern Europe. The North has experienced a strong growth in the number of foreign overnights visitors between 2000-2006 of between 3.6% and 10.5% in North Sweden and Finland, Iceland, Faroe Islands and Ireland, compared to annual increase in the rest of Europe of only 2.6% (Halpern 2009). Much of this growth is an outcome of innovative practices, tapping on new combination of existing man-made and natural resources in the Northern Periphery. For example, Iceland was able to turn negative attention of its whaling industry into an advantage, re-inventing itself as a destination for whale watching, Ice Hotel Corporation gradually expanded from offering ice sculptures and igloos to ice hotels etc. (Bjørk, 2008). These northern peripheral areas are remote, have less resources, e.g. limited funding, skilled personnel, and so they need to collaborate and be innovative. A multitude of actors are involved in making such innovation possible and overcoming the challenge of distance. Hence a focus is on tourism innovation in the tourism activity in tourist attractions in these remote areas. The thesis pays close attention to supply chain activity in the tourist attraction and destination. Therefore Supply Chain Management concepts and practices come in handy.

The aim of this study is to investigate whether Supply Chain Management (SCM) practices and processes drive this innovation, and contribute to better outcomes. The thesis will also attempt to look closely at characteristics of the supply chains in some tourist attractions and destination. Specific objectives that will help achieve the goal are to find out:

- The relationship between the main actors in the tourist destination and whether power is equally balanced between them i.e. who is coordinating the chain.
- Whether suppliers, customers and other tourism stakeholders share information and whether any formalization initiatives are in place.
- How actors keep in touch with the evolving needs of the tourists or customers
- If there is supplier relationship management in addition to customer relationship management
- How actors perform in relation to their capacities
- Whether forecasting is performed or operation flexibility is preferred
- What has been done to generate demand or entrepreneurial initiatives
- Whether this has led to better performance in terms of increasing number of tourists, satisfaction and increase in profit

The thesis is based on results of 37 companies (tour attractions and tour operators) in Europe's Northern Periphery. It was conducted by means of en e-mail survey in English containing propositions using a 5-point likert scale.

This thesis is structured as follows; first is a Theoretical Context that includes the tourism sector model, innovation and SCM concept. In this chapter we design a framework for collecting information and analysing findings aimed at answering our research question. This is followed by a chapter on the Methodology; how the study is conducted, and thirdly, the Research Findings. Last chapter is the managerial recommendations drawn from theoretical context and findings, and conclusions.

CHAPTER 2 - THEORETICAL CONTEXT

The aim of this chapter is to review concepts and theories relevant to the thesis study. The chapter is made up of five sections. The first section looks at the tourism sector model that presents the tourism supply chain (TSC) that helps in understanding the industry in reality. Second section looks at Supply Chain Management processes that are relevant in service industry. This is followed by three theories that are relevant at the dynamics in the tourism industry namely; resource dependence theory, relational theory and transaction cost theory (TCT). Fourth section is a brief look at innovation particularly in tourism sector. The fifth and final section looks specific objectives developed from SCM processes and concepts from the tourism sector model. These specific objectives will be used in further development of the research method used in the thesis.

2.1. Tourism Sector and its Main Elements

Normally, a tourism value chain consists of four components; the tourism supplier, the tour operator, travel agent and the customer, all linked in a single chain. When many of these interact in a network to market a product or destination, they form a Tourism Supply Chain. There are four main points or elements in tourism supply chain:

1. Accommodation
2. Transport
3. Ground handlers, Representatives, Excursions and Activities
4. Food and Crafts

These include different activities like increasing proportions of goods and services used in tourism, working with environmental and social-cultural issues like waste management practices, employment, training, combating illegal tourism etc. (Tapper & Font, 2005)

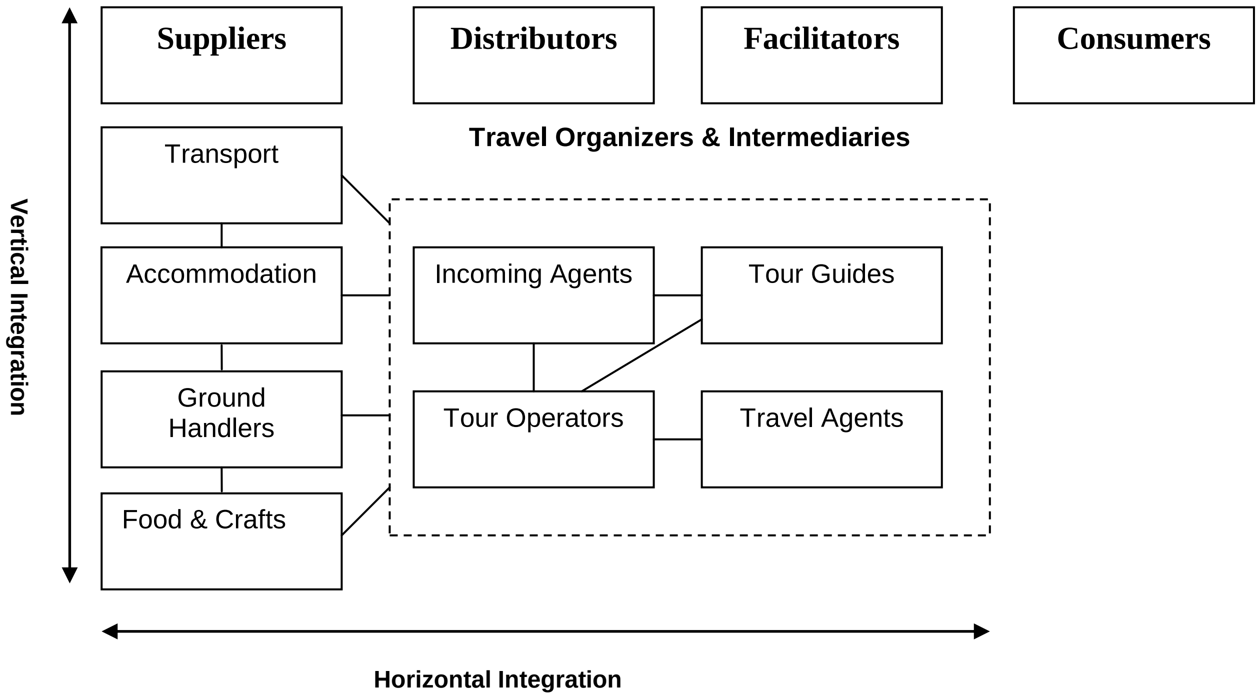
Table 2 – Elements of Tourist Products and their Suppliers

Elements of Tourism Products	Suppliers
Accommodation	Hotels, bed & breakfasts, self-catering, (serviced) apartments, campsites, cruise ships
Transport to and from destinations	Public transport (e.g. trains), airports, scheduled air carriers, air charters, scheduled sea passages, chartered sea passages, coaches, cruises
Catering and food and beverage	Restaurants and bars, grocery stores, farmers, fishermen, local commerce/markets, bakers, butchers, food wholesalers
Ground transport	Car rentals, boat rentals, fuel providers, gas stations, coach rentals
Ground services	Agents, handlers or inbound operators in the destination
Cultural and social events	Excursion and tour providers, sports and recreation facilities, shops and factories
Environmental, cultural and heritage resources of destinations	Public authorities, protected site managers, private concessionaires and owners

Source: Tour Operators' Initiative (2003)

All these suppliers collaborate to create a tourist package, which could be a theme park, an annual cultural festival, an entire locality or region etc. There are also distributors and facilitators who play an important role of linking suppliers of these elements to the consumers such as travel agents, incoming agents, tour guides information etc. Depending on the level of competition, uncertainty, frequency and asset specificity, the suppliers of these tourist elements opt to vertically or horizontally integrate, cooperate or outsource. The model below provides a framework for examining tourism sector in reality.

Figure 2.1 – Tourism Services Sector Model



Source: Nordin, Sara (2003).

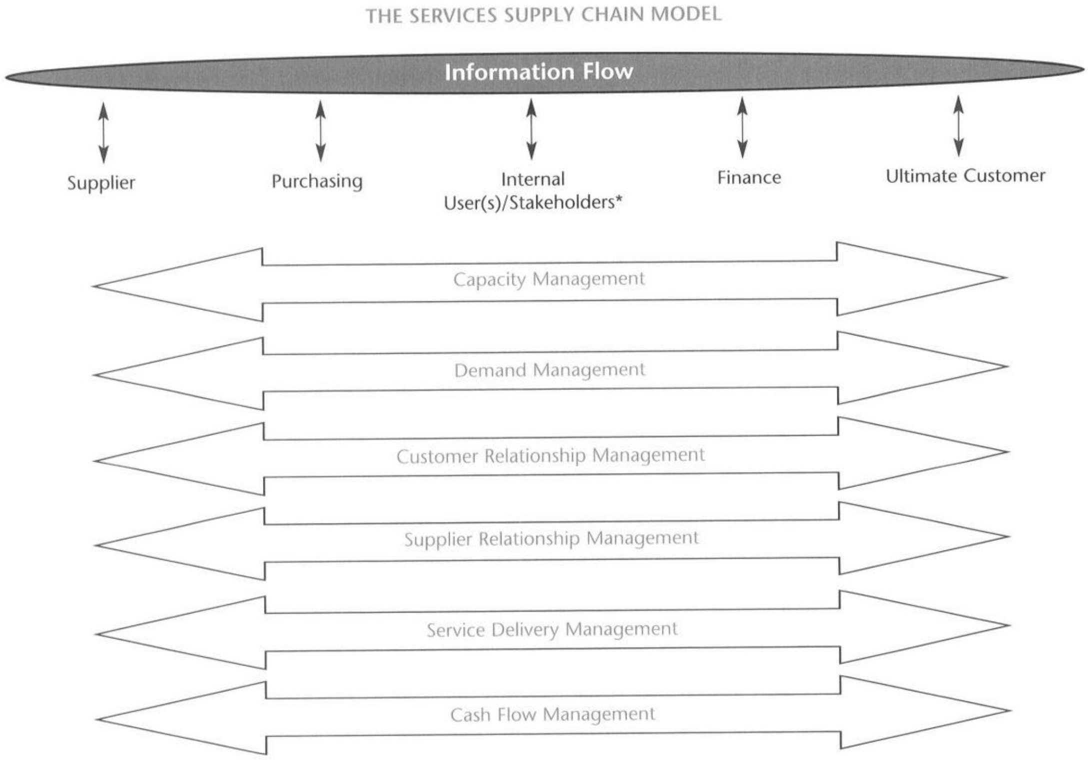
Hence, delivering customer value through synchronized management of the supply and distribution networks is crucial. Efficient supply chains operations significantly influence the tourist packages' overall competitiveness by trying to simultaneously lower costs and achieve product uniqueness. Firms need to cooperate to increase service variety, reduce waiting times and improve customer services. As such, taking advantage of supply chain best practices, product/service and process innovations with a focus on developing and implementing a networked, flexible supply chain that integrates all the above partners into a seamless unit is crucial. Effective integration cannot be achieved if these different components in the processes are not coordinated. Therefore, an efficient and effectively integrated and coordinated supply chain plays an important part in contributing to success of an innovation. This is what the study is all about. It aims at looking at these actors in reality in the Europe's Northern Periphery (ENP), whether there is coordination, integration within the tourist attractions i.e. the dynamics in the supply chains. This is because these areas have experienced increase in number of tourists in comparison to other parts of Europe, due to innovation activity, and yet they are remote and lack resources. The thesis is interested in relationship between supply chain management and innovation in

Tourism. This focus on SCM and services is an area rarely looked upon as discussed in the next section.

2.2 Supply Chain Management and Services

Supply chain management has always focussed on manufacturing goods; the physical flow of goods among members in a supply chain. In recent years, services are playing a central role in many economies as manufacturing along with other internal organization's functions is increasingly being outsourced to specialist firms, converting these functions into procured services. (Ellram, Tate & Billington, 2004).
However, services have not been understood from a supply chain perspective.
Both in the manufacturing and services sector, underlying issues are the same, being mainly *how we can design and manage a supply chain, controlling its assets and uncertainties, to best meet the needs of the customer in a cost-effective manner.*
In order to handle these uncertainties in manufacturing, focus has been on inventory buffers and new concepts such as JIT, Lean practices all attempting to reduce inventories. In the services sector, focus is on capacity levels and flexibility. Nevertheless, in both cases, there are a host of processes that take place in the chain that must be effectively coordinated across organizations and functions in order to best meet uncertain demands. Processes such as demand management, cash flow management, customer relationship management (CRM), supplier relationship management (SRM) are crucial in a services supply chain as well (Ellram et. al, 2004).
These are illustrated in the figure next page and respective supply chain processes are briefly discussed.

Figure 1.2 – Services Supply Chain



Source: Lisa M Ellram; Wendy L Tate; Corey Billington, (2004)

2.2.1 *Information flow*

This is the foundation of any effective supply chain and reduces uncertainty. It involves identifying demand, sharing information, establishing expectations through service level agreements and clearly defining the scope of the work, skills required of service providers and feedback on performance (capacity issues) etc. It aids in addressing capacity availability, unused capacity and performance issues (Ellram et al. 2004).

2.2.2 *Capacity Skills Management*

Speed of change in marketplaces has led to the need to respond quickly and effectively, as changes can come fast and without warning. The foundation required to react to dynamic changes in supply and demand is based on understanding your supply chain capacities; how it impacts your business and then building on the infrastructure that provides the needed flexibility (Ellram et al, 2004). Both internal and external dynamics create the need for monitoring capacity levels and policies. External dynamics include global economic conditions, competition putting pressure on prices. Internal dynamics like mergers and acquisitions create opportunities to leverage current assets and spend wisely. Without proper planning, the opportunities from partnerships become large challenges and liabilities if synergies are not realized and exploited (Lambert, 2004).

For service providers, capacity management calls for investments in organizations processes, assets and staff considering the dynamics, thereby differentiating oneself from competitors.

2.2.3 *Demand Management*

Demand management here requires the service provider to understand their own capacity and productivity, current commitments, potential to absorb additional work via hiring and overtime, and to match these with efforts to sell additional services. Concern goes to balancing the customer’s requirements with the capabilities of the supply chain (Ellram et al, 2004). It includes forecasting demand and synchronizing it with production, procurement and distribution capabilities. Besides forecasting, demand management process is interested in reducing demand variability, improving operational flexibility, and developing and executing contingency plans (Lambert, 2004)

2.2.4 *Customer Relationship Management (CRM)*

Relationship management provides the structure of how relationship with customers will be developed and maintained. Objective is to segment customers based on their value over time and increase customer loyalty by providing what is desired. This involves developing a good understanding of what customers need and focussing on efforts to meet those needs.

CRM software is also used to support the process. However, it requires a holistic approach involving context, people and understanding of the procedures in order to take full advantage of the information system. Otherwise the CRM initiative is likely to fail. According to Gartner Group, 55% of all CRM software solutions projects do not produce results (Lambert, 2004)

2.2.5 *Supplier Relationship Management (SRM)*

Just like CRM, supplier relationship management provides structure for how relationships with suppliers are developed and maintained. The important thing here is to identify and pick qualified suppliers after needs have been clarified. This is followed by SRM teams working with key suppliers to tailor Product and Service Agreements (PSAs) to meet the organizations need as well as those of the selected suppliers. Then contracts including clear service arrangements based on statement of work are negotiated, signed and executed.

CRM and SRM provide critical linkages throughout the supply chain. The ultimate measure of success for the CRM process is the change in profitability of an individual customer and likewise, the full measure of success for the SRM process is the impact the supplier has on the firm's profitability. The goal is to increase the joint profitability by developing the relationship (Lambert, 2004).

2.2.6 *Cash Flow*

This entails flow of funds between parties (payments), made periodically based on performance. (Ellram et al, 2004). Cash flow becomes more relevant in situations where one seeks professional services e.g. consulting, plumbing, contract management etc.

If and how these processes are implemented and having a coordinated supply chain could well determine the direction the innovation is heading in. If they are properly performed, uncertainty in supply chain is minimized leading to improved outcomes. The goal of this thesis is to see if and how these processes have been addressed within the supply chain in stimulating innovation and contributing to better results in these tourism attractions.

In addition to these processes, the delivery of enhanced customer and economic value through synchronized management of the flow of goods/services and associated information from sourcing to consumption (Mentzer et al, 2001) is important. Tourism products and services are quite complex. They involve both competition and collaboration between firms who individually produce separate elements of the total tourist travel package. Achieving supply chain coordination is thus important in creating value. Since there is cooperation amongst separate elements, and dynamism in effort to achieve coordination, resource based theory, relational theory and transaction cost theory are quite useful in explaining these structural changes in the supply chain.

2.3 Theories: Resource Base View, Relational Theory and Transaction Cost Theory

Several theories are relevant to the study. However, we will confine to three main ones; Resource Based View and Relational Theory, and Transaction Cost Theory.

2.3.1 *Resource Based Theory (RBT) and Relational Theory*

According to resource based theory, a firm's resources are not limited to tangible assets only. The enduring inter-firm relationships are also regarded as valuable intangible resources that generate long-term benefits (Gan, Clemes, Kao & Xin, 2007). Members operating on the same supply chain are thus considered as a collection of complimentary resources and capabilities, for e.g. transport firms, accommodation, food and crafts and activities/excursions organizing firms, ground handlers in tourism sector. Basic premise of RBT is that with uncertainty, firms create *negotiated environments* and establish *inter-organizational arrangements* as *strategic responses* to environmental uncertainty and inter-firm dependence, in an effort to make conditions of trade more predictable. From the RBT, developing inter-firm relationships to accompany mutual exchanges of complimentary resources is a necessity (Buvik & Grønhaug, 2000). Examples include outsourcing of catering services, cleaning services, bakery etc. by hotels, airlines

Inter-firm relationships derived from repeated exchange processes create norms like trust, mutual business goals, commitment which create safeguards against opportunism. As the relationships evolve, social structures and shared values emerge and serve as behavioral guidelines for future exchanges. The relationship then becomes the reference point for establishing ongoing terms of trade inter-firm interaction and contracting practices (Buvik & Halskau, 2001).

2.3.2 *Transaction Cost Theory (TCT)*

Asset Specificity, Frequency of economic exchange and Uncertainty represent core dimensions of a transaction. Composition of these dimensions is decisive for the way to assign cost efficient governance modes to a transaction taking into consideration human beings have bounded rationality and have opportunistic tendencies. What makes managing any supply chain difficult is uncertainty. So firms assign specific governance forms like conventional market contracts, inter-firm coordination or vertical integration based on economizing transaction costs considering the core dimensions.

In these relationships amongst the firms in tourism sector, the complexity of transactions increases as involved parties like accommodation/lodge providers, ground handlers like amusement and recreation providers etc. make more idiosyncratic investments that cannot be re-deployed easily for other purposes, such as the training of personnel, customizing products to hotels, food catering to planes, investing in inter-organization systems etc.. The challenge for these inter-firm relationships is to design and implement a governance structure that creates sufficient coordination in order to reach desired outcomes at lowest possible cost (Buvik & Haugland 2005). In such a case, such an organization's integration efforts need to be protected. Considering bounded rationality, the hybrid mode (e.g. bilateral contracting) or internal organization (hierarchy) will provide higher governance performance when asset specificity becomes substantial (Buvik & Reve, 2002). When uncertainty is perceived as significant contracting hazards, then hierarchies would be preferred via vertically integrating than inter-firm coordination. Hybrid arrangements (e.g. cooperative arrangements) are likely to posses an insufficient authority structure to vertically or horizontally coordinate (Buvik & Grønhaug, 2002). Considering these uncertainties and level of asset specificity, the right governance mechanism needs to be in place.

What transaction cost theory does is to encourage firms to "look ahead, perceive hazards and factor these back into the contractual relation". (Williamson, 1996)

The next section looks at different forms of innovation in the service sector. Emphasis is more on innovation in the tourism sector in Europe's northern periphery.

2.4 Innovation

According to the Oslo Manual, innovation in general is the implementation/commercialization of a product with improved performance characteristics such as to deliver objectively new or improved services to the customer. A process innovation is the implementation and adoption of new or significantly improved production or delivery methods. Consequently, product innovation is a good or service which is either new or significantly improved with respect to its fundamental characteristics, technical specifications, incorporated software or other immaterial components, intended uses or user friendliness. Process innovation includes new and significantly improved production technology, new and significantly improved methods of supplying services and delivering products (Orfila-Sintes & Mattsson, 2009)

Services and Tourism sector have become mature markets calling for innovation and/or new tourism attractions as current destination strategies do little in satisfying market requirements. Small sized and fragmented alpine tourism companies and coastal tourism in Europe, for example, are facing increasing competition and are confronted with declining numbers of tourists. Challenge is to provide increased value for money through innovation-driven cost reducing changes in production and marketing processes or through product/service changes providing more varied tourism experiences for quality conscious and saturated multi-option customers (Weiermeir, 2004).

And so these small and medium sized tourism firms face a dilemma. They must innovate or fade out losing clients, but if they innovate, they run a risk of failure also. Service Innovation is distinct and goes beyond the service product itself. They are more often incremental and continuous improvements rather than radical. It may take several dimensions that are interlinked such as:

i. *New Concept Development* – this is developed by the service provider in active collaboration with demanding or knowledgeable clients. It involves conceiving of a new idea to a solution faced by the client and usually consists of a novel conceptual element designed to be visible, easily understood and imitated by competitors. For e.g. Santa Claus’ Village, Snow castles, Ice Hotels etc.

ii. *New Service System or subsystem development* – This may involve combining internal and external resources, formation of specific organisational structures, empowering and facilitating service employees, planning delivery procedures, etc. For e.g. the Northern- Lights mobile based warning system was initiated in Finland; a new service concept using the existing technological platforms. It allows tourist to be at the right place and right time in order to make most of the Aurora Borealis phenomenon.

iii. *New Service Process Development* – continuous improvement and redesign of processes or routines that are necessary to generate the service. Often they are not visible and are interwoven organizational, managerial and change processes.

iv. *New Relational Development* – It refers to new ways of managing relationships with key stakeholders (clients, suppliers, collaborators, authorities, competitors, power brokers, etc). It has been characterised as a form of organizational innovation. Firms use these relational ways to gather, manage and use information to implement key-service decision, e.g. Market Alliance Innovations, Strategic Alliances etc.

v. *New Interface Development* – Here, a project team primarily interfaces with other organisational units (local, national and global), the clients, collaborators, alliances and suppliers to produce a service. Successful firms use technology to enhance the effectiveness and efficiency of information exchange between these entities, e.g. inter-organizational systems (IOS) such as SABRE (Salunke 2009).

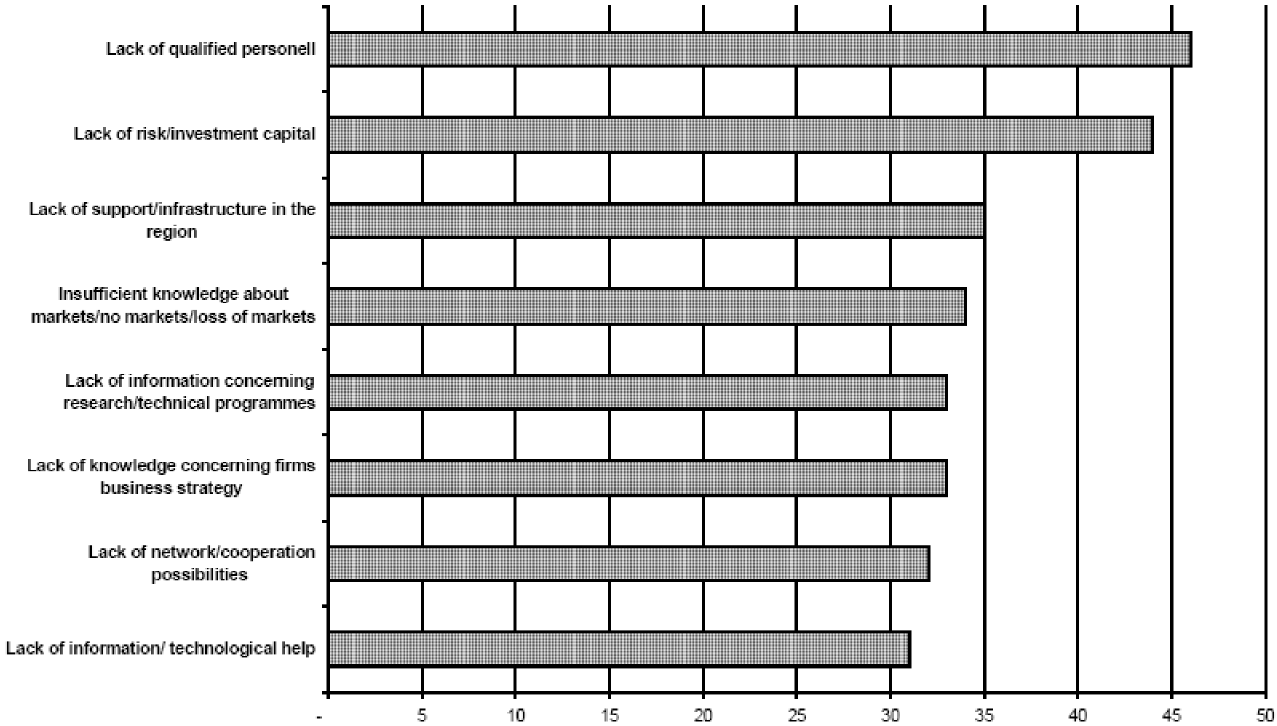
Strategically determined changes are considered as innovation, based on new knowledge or technologies developed internally or imported from outside the organization. In services particularly tourism sector, active participation of customers in the conception and realization of an innovation is a necessary condition for success in addition to the market drivers that determine innovation decisions. Greater interaction between the providers of services in a tourist destination is likely to influence development of new products and services.

This is not as simple process. Many actors are involved thereby making it complex, giving rise to the idea of systems or network models for understanding the innovation process. This complex interactive process is a collective one in which communication, cooperation and coordination of different actors involved are necessary for generating and spreading new products and processes (Wiig & Isaksen 1998). This innovation system consists of an interaction between a production structure (techno-economic structure) and an institutional structure (political institutional structure). Actors in the innovation system depend on the industry and country. Components and linkages within such systems include firms (customers, suppliers), educational and research institutions, government agencies, financial institutions and even Non-governmental organizations (NGOs). The important point behind using this systems approach is that the innovation is a process of interactive learning, dependent on interaction between multitudes of people. Also, it is a social process, taking place in extended and close cooperation between people both within firms and other institutions, and between them, requiring mutual trust and understanding. (Wiig & Isaksen 1998)

Innovation in a tourist destination is encouraged if firms are located close to each other. This prolonged direct and close cooperation between actors in a region is crucial for development of complex and specialised products/services or processes (Wiig & Isaksen 1998). Proximity ensures that people are able to meet frequently and quickly, formally and informally as seen in Åre where expressions of informality are the different informal meeting places such as the village bakery, alpine skiing association etc., where different informal networks flourish, and so a number of decisions are already made before the boardroom meetings as expressed by a local business association member (Nordin & Svensson, 2005).

Innovation does have some obstacles. Wiig and Isaksen came across the following obstacles to innovation in their study of one of the peripheral regions in Europe.

Figure 2.3 - Innovation Obstacles according to a survey by Wiig and Isaksen in one of Europe's peripheral regions



Source: Wiig, Heidi & Arne Isaksen (1998)

The biggest obstacle is lack of qualified personnel followed closely by lack of investment capital. It is worth noting that lack of support/infrastructure is also hindering innovation. This support mainly comes from the public sector. Least of all the eight obstacles is lack of information and technological help.

In the next section, specific objectives have been outlined borrowing material from the literature review, mainly supply chain management, resource based and relational theory and transaction costs theory. The objectives have been posed as questions mostly from supply chain management practices. These will help in achieving the goal of the thesis.

2.5 Drivers of Service Innovation

As mentioned in the introduction, the goal of the study is to find out whether SCM practices and processes stimulate innovation in the tourist attractions and, has later, contributed to better outcomes. Focus is on tourist attractions in ENP because these areas are remote have limited resources and so have to collaborate and be innovative in order to ensure market presence in the highly uncertain tourism sector. Hence the research problem formulated is:

What are the drivers of service innovation in the tourism sector?

Questions in relation to the supply chain processes have been raised to help answer the research question and formulate the survey. These have been developed from discussions in the literature review on innovation, SCM and tourism sector model and are the specific objectives. Questions are:

1. **Actors and Relations –** *Who are the key actors in the supply chain? What is their bargaining power? Power structure and influence in the tourism system could facilitate cooperation and coordinate the supply chain. Where does it lie i.e. is it equally balanced?*

Tourism attractions are rarely run by one single actor and firms rarely innovate in isolation. There is multi-actor complexity that creates tourism packages and experiences, network of several enterprises that work to create a unified region based tourism product (Nordin & Svensson, 2007). An important element to draw out in the tourist destination is the characteristics of actors in the network; how are their relations? In order to create an environment conducive to innovation and growth, cooperation between dominant actors is critical particularly public (government represented by the municipality) and the private business sector. When looking at the roles of the public-private interplay, it is important to divide the supply chain into three levels – Strategic, Tactical and Operational. Strategic level is interested in investments; strategic issues related to long term tourism development such as loans for private entrepreneurs investments, centralization of tourism activities in a certain area, hotels, roads, postal services, airports, lighting, winter artifacts such as lifts, slalom slopes, skiing tracks, artificial snow etc. Public sector plays a bigger role at the strategic level. As shown in Kittila's Levi Resort, tactical issues are things like effort by the local government to provide stable working places, ensure the availability of professional workers and provision of more agile supply chain (Rusko, Kyalanen & Saari, 2009). Operational level concerns provision of tourism services i.e. weekly and daily endeavors in tour scheduling, route planning and quotations issuing of tourism products; final outcome of what is planned at the strategic and tactical levels (Zhang 2009).

There is interaction and interplay between the three levels. Strategic level decisions are reflected in the tactical and operational level. Important strategic investments fulfill the needs for the tactical and operational supply chains. On the other hand, experiences from the tactical and operational level have effects on the strategic level for e.g. continuous rush and queuing in operational services, congestion, wear and tear have long term effects on forms of new strategic level investments.

The essential point is how the relations are between those actors responsible for all for these three levels. Nowadays, old forms of governance based on command and control forms of imperative orders are increasingly ineffective since there has been a decline in hierarchical methods of determining goals and means. Policy process is more on *consensus building* and *inclusiveness* (Nordin, Svensson, 2007). Formal and informal relations between the public and private sector may have a considerable effect on the level of innovation and tourism development in a destination, thereby influencing the nature of attractions. Institutions working in competition and collaboration stimulate sustainable tourism development, and as they work together, Trust and commitment are important in order to be effective. Participation and commitment, particularly from the municipality is important on the strategic and tactical levels. For e.g. in Åre Ski Resort, the local government has played a big part in tourism attraction and development in the area as they have been described as easy to deal with, encouraging and willing to help. They are interested in openness, dialogue and trust. Moreover, the local government is willing to transfer the responsibility of certain decisions concerning the tourism industry to the local business association (Nordin & Svensson, 2005). In Åre, the two dominant actors – key private actors and local government have taken a joint approach and formed a group, Vision 2011 Group, where discussions of approaches and agendas of the future of Åre are held. As such they have some form of power to coordinate the TSC there. Power can come from ownership of some resources or assets that are rare, valuable and inimitable (knowledge, expertise, skills etc.). In such a case, the actor with these resources has the power to coordinate. But if other actors posses these resources and there is low to medium uncertainty in the market, then inter-firm coordination is the best way to coordinate the supply chain.

In all the three levels of the supply chain, certain resource dependencies amongst the actors are apparent. Enduring inter-firm relationships are also intangible resources that generate long-term benefits. Tourism firms depend on the local government for money/loans, provision of infrastructure such as roads, lighting, airports, landscaping etc., stable workplaces and working conditions, fair taxation, law enforcement, legitimacy, bargaining power. The local government on the other hand depends on the private sector for knowledge and expertise on tourism development, taxes which go to developing the infrastructure. Local governments and businesses also rely on information from research and academic institutions on new ideas and concepts, trends on tourism and hospitality management, sustainable SCM and Corporate Social Responsibility etc. small tourism entrepreneurs cooperate forming Sales and Marketing Associations and Consortiums for themselves. Continuous or repeated exchange processes amongst the actors create norms like trust, mutual business goals, shared values and commitment binding them closer together and creating some form of power in relation to any external business competition as they are in a better position to contest any external threat. But most important of all, is that this mutual resource dependency is good for innovation.

Therefore, one important element necessary not only for the effective SCM, but also for innovation is the *associational capacity* of the firm; the ability of the actor in the network to collaborate and play their respective role contributing to the success of the supply chain as a whole.

2. **Information flow** – *Do suppliers, customers, other stakeholders like government, share information and how. Is information shared within the company? What formalization initiatives are in place?*

Information is the foundation of any effective supply chain. It reduces uncertainty about future demand, which is one of the most significant characteristics of the tourism industry. Tourists have to travel to destinations in order to have an experience, hence their purchase decisions depend upon the presentation and interpretation of tourism products. Information is thus the lifeblood of the travel industry which holds together activities within the TSC in terms of both inter-firm links and tourism product distribution. Quality of information i.e. accurate and up-to-date is particularly paramount. There are two types of information we are dealing with here;

a. Information regarding future demand, expectations through service level agreements, skills required of service providers and feedback on performance.
b. Knowledge expertise from research institutions and academia, related to hospitality and tourism management, forecasting methods, latest trends etc.

Information about customer needs and requirements/experiences is derived downstream and shared within and outside the organization as it can influence future strategic decisions such as increasing capacities, targeting new segments etc., and tactical decisions like pricing strategies, product/service differentiation and even advertising, all aiming at serving customers better through new service or tourism concepts and processes.

Information technology (IT) has played a significant role in ensuring communication quality. Developments like Computer Reservation Systems CRS, Global Distribution Systems GDS, have created new opportunities for tourism businesses and have enhanced competitive advantage (Zhang, 2009). It is also an effective means of promoting collaboration between and among supply chain members and enhancing supply chain efficiency through providing real-time information. For e.g. airline reservation systems linking them with hotels and car hire.

3. **Customer Relations** – *How do they interact with their clients/customers, how do they keep in touch with the evolving need of the guest/consumer or tourist i.e. what learning initiatives are undertaken? Is there customer segmentation?*

Relations with customers is necessary in order to develop a good understanding of what customers needs and preference are, then focusing on meeting those needs. Interaction can be both formal and informal. Formal learning initiatives can be via surveys, questionnaires or even using customer relationship management software to support the CRM process. Informal methods are usually via staff, managers simply engaging in conversations with clients/guests/customers. The important point here is that information is gathered, shared and discussed upon within the company and among other external partners so that necessary adjustments in product/services can be made.

4. **Capacity skills management** – *How do they perform in relation to their capacities? Have any investments and arrangements in processes, assets and staff been made (combinative initiatives)?*

Service providers are able to differentiate themselves based on the availability and quality of staff or lack thereof (Ellram, 2004). Investment in processes, assets and staff are critical based on demand patterns and needs of customers because the TSC is an agile one. Queuing, congestion, constant repair of facilities etc., if not caused by sudden high demand, calls for a re-evaluation of the available capacity of the tourist attraction accommodation or recreational facility. Some of the tourist attractions are in remote regions and lack the necessary human and financial resources to market themselves. Some of these tourism enterprises organize themselves in the form of sales and marketing under one destination marketing organization. In this way, all the tourist attractions in a destination are presented in marketing efforts for the entire region.

5. **Demand Management** – Do actors forecast demand? What methods are used? *Is there capacity/capability to meet extra demand?*

It includes demand forecasting, marketing and sales planning based on projected demand and service production capacity. At the strategic level, tourism investment decision making in infrastructures like airports, highways, railway links etc. relies on demand estimation because of long-term financial commitment is necessary (Zhang, 2009). At the operational level, actors like airlines, tour operators, hotels, cruise ship lines, attractions, are directly driven by tourism demand. It is a determinant of business probability hence estimation of expected future demand is critical element in the supply chain planning activities. Tourism demand forecasting has been based on statistical methods such as econometrics and time series approaches. However, tourism practitioners show little interest in scholarly journals and so are unfamiliar with modern forecasting methods or lack the time to get involved in design and development of models to generate more accurate forecasts. A new form of forecasting method that facilitates the mutual transfer of information and knowledge between tourism forecasting experts and tourism industry practitioners is desirable (Zhang 2009). It is important to try and find out how information sharing is facilitated in this regard, and whether use of sophisticated methods is used by the industry practitioners. The idea of collaborative supply chain forecasting has become popular. Its value lies in the broad exchange of information to improve forecasting accuracy since TSC members collaborate through joint knowledge of sales promotions, pricing strategies, marketing and production information (Zhang 2009). Others place less emphasis on forecasting and more on operational flexibility so as to respond quickly to internal and external events.

6. **Supplier Relations** – *How do they interact in the supply chain i.e. how are their processes linked and managed? Are there any forms of alliances and co-operations, partnerships etc.? Any combinative initiatives?*

Studies of supply chain management in tourism industry fall into three categories: Investigation of relationships between suppliers (hotels, resorts, attractions, airlines) and travel agencies, Relationships between wholesale and retail level agencies and identification of supplier selection problems

Of particular interest has been investigation of relations between suppliers and travel agencies and tour operators. Many suppliers are dependant upon travel buyers. Studies have shown that having good relations with tour operators is important for success of hotels and attractions. In southern Europe, the power of the tour operators is evident. Success of hoteliers there is dependant on the willingness of the tour operators to work with the local accommodation providers and at times conflicts prevail. A study conducted by Medina-Munoz and Garcia-Falcon (2000) sought to find out determinants of successful relationships between hotels and travel agencies and most cost effective way of hotels extending their sales and marketing efforts. They concluded that trust, commitment, coordination, communication quality, information exchange, participation, use of constructive resolution techniques and similar relative dependence are key factors that affect successful relationships.

Tour operators tend to exercise control over accommodation providers and other suppliers so as to remain competitive by trying to reduce the prices and profit margins to be paid to accommodation firms. In addition, they try to increase their profitability by enlarging their market share and sales volume by offering inexpensive holiday packages.

Focus on will be mostly on relations between suppliers and tour operators.

7. **Innovation** – *What has been done to generate new demand (entrepreneurial initiatives) and how is extra demand dealt with.*

As mentioned in the literature review, innovation may take several dimensions that will be investigated. Whether there is:

i. New Concept developed in active collaboration with demanding customers

ii. New Service Systems like formation of specific organization structures, empowering and facilitating services employees etc.

iii. New Process Development involving continuous improvement and re-design of processes, routines necessary to generate services. This could be processes between tour operators with suppliers like hotels, restaurants, theme parks etc.

iv. New relational Development. These are external relationships like joint Sales and Marketing groups, strategic alliances, transport pooling etc.

In this section on theoretical context, an illustration of the tourism model that shows how the TSC looks like, several theories and description of supply chain management processes and innovation have been given. Later on, specific objectives, followed by a brief discussion of each objective, have been developed from the theoretical context. What can be concluded from this section is that there are certain elements from SCM that can be useful in driving innovation. These are Actors and Relations within the supply chain; their coordination, integration efforts and resource dependencies, Information Flow, CRM, SRM, Demand Management, Capacity Management and extent use of IT to facilitate these processes.

Propositions based on these research questions and discussions will be formulated for a survey directed to tourist attractions and tour operators. The next chapter describes how the study will be conducted and the construction of the survey using these propositions.

CHAPTER 3 - METHODOLOGY

After looking at the theories and the development of specific questions that will be used to answer the aim of the study in chapter 2, this chapter is interested in describing in detail how the study is to be conducted; the research method used in data collection, sample frame, design and delivery of the survey. Other styles of research are also described and explanations given for using a particular method or technique as opposed to others.

Methodical Procedure

This thesis aims to find out whether supply chain management processes could be driving forces of services innovation in the tourism sector in Europe's Northern Periphery. Surveys and Questionnaires have been identified as the most widely implemented research methodology (Hewson et. al., 2003). Hence this research design is based primarily on a survey in English.

There are three main styles of research in the social sciences that researchers in leisure and tourism draw upon:

- Survey Method
- Experimental Method
- Ethnographic Method

Surveys require a sample of respondents to reply to a number of questions that have been previously determined as relevant to the research. Same questions are posed to selected sample of respondents so that the individuals can be compared.

Experimental research is not that common in leisure and tourism research. Experiments involve testing variables under controlled circumstances to measure the effect of one variable on another. The independent variable is manipulated to find out its impact on the dependent variable by setting up an experimental group and a control group, and then treating one group differently from the other.

Ethnographic research involves a method of investigation where a culture is observed in its natural setting. Researchers using this method study the complexity of social interaction as expressed in daily life (Elliot-White, Finn and Walton 2000).

This study does not involve testing variables, or either studying the complexity of social interaction. Thus experimental and ethnographic methods are not used, but Survey method instead.
Surveys can be either analytical or descriptive. Descriptive surveys are designed to identify the characteristics of a specified population over a given moment in time, or over a period of time. Key consideration is the representativeness of the data obtained. Analytical surveys seek explanations for observed variations in given phenomena (Elliot-White et al, 2000). This survey is descriptive in the sense that it seeks to identify features (supply chain management processes; demand management, CRM, SRM, capacity management etc.) of respondents in the northern periphery, over a period of time.

Survey instruments may take four forms: *Self Administered Questions*, questions that individual respondents can complete by themselves. This can be mailed or completed on site e.g. by hand in a classroom, waiting room or office, or via web-based email and computer assisted surveys. *Interviews*, telephone, face to face, video-conferencing etc. *Structured Record Views*, using specially created forms to guide the collection of data from financial, medical, school and other records. *Structured Observations*, collecting data visually (Fink, 2006).

Survey instrument used in this survey is Self Administered Questions via web-based email. Interviews would be ideal, but tourist attractions in the northern periphery are scattered and in quite remote places making it costly and time consuming to conduct even telephone interviews, considering the lack of financial resources. If interviews are used, they often require follow-up interviews, triangulation or multi-method approach in order to ensure validation of the research, because one can experience problems in interpreting whether the data or information produced by the interview is an accurate reflection of what the respondent actually said or meant (Halpern, 2006).
Interviews are best when doing a case study of a particular tourism firm/organization. This way, one only needs to travel to a specific location to carry out the research.
A drawback of using questionnaire based surveys is the validity of the data received – the extent to which they accurately reflect what they are supposed to reflect. Two ways can be used to check the degree of error and test for consistency; including

'dummy' categories and asking two or more questions in different parts of the questionnaire which ask the same thing (Veal, 1992).
Use of Structured Record Views does not seem applicable.

In order to get good results, straight forward questions were used to ask for information in an unambiguous way and to extract accurate and consistent information. There are four types of straightforward questions; Purposeful, Concrete, Complete Sentences and Open and Closed Sentences (Fink, 2006). In this project, purposeful questions were used as the respondent can easily identify the relationship between the intention of the question and the objectives of the survey, and Closed questions as pre-selected answers varied on a Likert Scale. A likert scale requires respondents to indicate a level of agreement or disagreement with a statement or set of statements concerning a particular object. This was used because likert-scales are easy to construct and administer. 5 or 7 point likert scales are most frequently used as they are easy to understand and sufficient, fine enough to differentiate between responses and coarse enough to enable respondents to place themselves (Elliot-White et al, 2000). In this project, a 5-point Likert scale was employed involving three different scales for different statements on attitudes towards the supply chain processes, the extent to which they innovate and their overall performance:

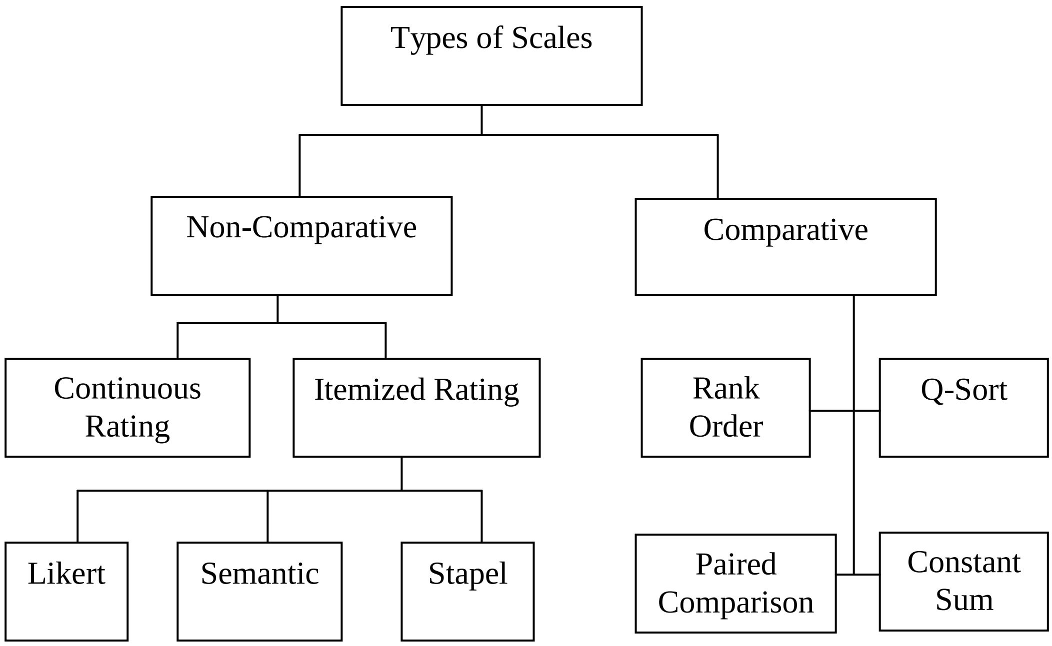
1. Strongly Agree	1. Great Extent	1. Much Better
2. Agree	2. Some Extent	2. Better
3. Neither Agree or Disagree	3. Fair Extent	3. No Different
4. Disagree	4. Very Little	4. Worse
5. Strongly Disagree	5. Not at all	5. Much Worse
6. Don't Know	6. Don't Know	6. Don't Know

A 5-point Likert scale was chosen that includes a neutral rating and designing a balanced keying of positive and negative statements so as to obviate the problem of acquiescence bias. It became apparent that there would be some respondents who would be inclined to use the neutral category when they have no opinion, for e.g. some Museums are not in for competition but like to innovate in order to attract interest. So an additional scale, 'Don't Know' option was included in case they wanted to opt out from answering any of the propositions that are irrelevant to their situation.

Researchers use a number of different types of comparative and non-comparative rating scales in measuring attitudes (direction and strength). Comparative rating scales respondents compare one characteristic or attribute against a specified standard according to some pre-defined criterion. Main benefit of this scaling is that small differences between stimulus objects can be detected. This thesis is not interested in comparing any phenomenon against some standards. Comparative rating is therefore not relevant. In Non-comparative scales, each object is scaled independently of the others in a stimulus set. Resulting data are generally assumed to be interval or ratio scaled. Non-Comparative scales can be Continuous Rating or Itemized Rating. Itemized rating can further be divided into three popular scaling techniques; Likert, Semantic and Stapel Scales (Schmidt, 2006). Because there are several attitude objects we are measuring, multi-item scales are relevant. This thesis is not using any bi-polar adjectives or dichotomous words or phrases, and so semantic and stapel scales are not used.

The main disadvantage of the likert-scale is that it does not have interval properties. It yields data that is categorical rather than numerical thus imposing restrictions on the data analysis (Elliot-White et al, 2000).

Figure 3 - Types of Scales



Source: Schmidt (2006)

The most distinguishing feature of survey research is the sample or the number of participants because the generalization is taken from the sample to a larger population. Sampling can be either Probability (every item in the sample frame has an equal chance of being included e.g. simple random, systematic, stratified, cluster sampling) or Non-probability (not all elements have an equal chance of being selected e.g. haphazard, homogenous, heterogeneous purposive, quota samples) (Elliot-White et al, 2000). In this project, Non-probability, purposive sampling method was used as a sampling frame was not available and a particular group of respondents were targeted in full knowledge that they may not represent the entire tourist attraction population. In light of certain characteristics of the target population and the needs of the survey, certain cases were handpicked to be included in the sample on the basis of judgement of their typicality. Advantages of using this method include their relative convenience and economical aspect. Also for most areas, tourist board had no available list of tourist attractions. Northern Scotland was the only area where authorities provided a list. A general list had to be generated through the internet by searching for several attractions and then handpicking those respondents with certain elements to be eligible for participation in the survey as a Tourist Attraction. Eligibility criteria used was: -

The respondents should have…

i. Activities and Attractions targeting a particular segment e.g. families, children, youth (17 years upwards), adults, explorers, hikers, naturists, hunters etc.
ii. Attractive Website with loads of useful information in at least multiple languages (English included), contact information and directions
iii. The organization/firm should have several departments or sections, with at least a person in charge of the Marketing and Sales function or at least some indication of work specialisation in the organization/firm
iv. Assemble all sorts of attractive travel packages that serve as tourist attractions.

Attractions in the Northern Periphery with these characteristics are in a better position to interact with government, research and academia and solicit support, in addition to interacting with suppliers and tour operators, innovate and relay the needed information i.e. achieve a high response rate. Study targets those respondents that make an effort to make their presence felt in the tourism market by raising customer interest.

According to the Northern Periphery Programme, regions identified as being peripheral include, Northern Norway, Sweden, Finland, Scotland, Faeroe Islands, Iceland and Greenland.

Table 3 - Eligible Regions in the Northern Periphery

Norway	Finnmark, Troms, Nordland, Nord Trondelag
Sweden	Norrbotten, Västerbotten, Jämtland, Vasternorrland, Gavleborg, Parts of Dalarna, Parts of Varmland
Finland	Areas in Keski-Suomi, Pohjois-Pohjanmaa, Kesk-Pohjanmaa and Objective 1 regions
Scotland	Argyll and the Local Enterprise Company (LEC) Area, Caithness and Sutherland LEC area Inverness and Nairn LEC area Lochaber LEC area Parts of Moray, Badenoch and Strathspey LEC area Orkney LEC area, Ross and Cromarty LEC area, Shetland, Skye and Lochalsh LEC area, Western Isles LEC area
Iceland	All of Iceland
Greenland	All of Greenland
Færoe Islands	All of Færoe Islands

Source: http://www.northernperiphery.net/

High response rate is key to legitimizing a survey's results. If a survey draws a high response rate from its target population, then findings are more accurate. All studies would like a high response rate and give incentives to achieve this. However, no single response rate is considered standard. In some surveys, response rate of between 905-100% is expected. For others 70% is sufficient (Fink, 2006). Desired response rates depend on the study and characteristics of the target population.

Self administered statements were developed from the theoretical context containing propositions based on supply chain management processes; Information Flow, Capacity Skills Management, Demand Management, Supplier and Customer Relationship Management, and also from discussions on innovation and supply chain management concepts such as coordination and power relations. Elements from Resource Based Theory and transaction cost theory have also been useful in generating these statements.

Tourism Development Group, Actors and Relations - Supply of new products or services is not driven by a single actor, but rather a complex network of actors from both the public and private sector, collaborating and coordinating their activities. In some settings, a body is set up in charge of socio-economic development in relation to a particular industry for e.g. a tourism development group. This was included in the survey with them aim being to find out whether there is public-private cooperation, balanced power relations and sharing of responsibilities. Depending on the level of uncertainty in the market, the supply chain can be coordinated by a single actor or inter-firm coordination (balanced power). Thus it is important to find out who are the different actors in the region and their relationships. Emphasis is on interaction between the three levels of supply chain; strategic, tactical and operational. Interplay is realized when there are regular formal and informal meetings and strong working relationships so that information can be relayed and appropriate measures taken. Since various actors are involved, even competitors, trust and commitment are important in order to realize synergies. Hence propositions were developed on whether formal regular meetings are present, there are strong working relationships and trust and commitment is valued. Cooperation and attitude of the public sector has generated positive trends in many regions such as Finnmark, Rovaniemi, Åre etc. A proposition based on this is also included under the theme on actors and relations.

Information and Customer Relations – Information flow is important in all supply chain management processes. In the survey, propositions regarding information have been bundled together with customer relations and included in supplier relations and capacity management.

Effectiveness of any supply chain is boosted by seamless flow of information both within and outside the organization, gathered downstream from the customers and shared upstream with the suppliers. And so statements on whether respondents value the seamless flow of information, how they interact and gather information from customers and whether they share findings internally and externally have been formulated. Other forms of useful information and support useful for innovation can be obtained from research and academic institutions. Additional statements on whether actors attach importance and forge links with them are included.

Managing Current and Future Demand – Important issue here is on forecasting and information sharing from both customer and supplier relations versus operational flexibility. Statements were developed on whether they actually perform the forecasting function, use sophisticated methods, are aided by information technology in this process and whether they prefer to be flexible.

Capacity Management – primary goal under capacity management is to find out about the availability of resources (fixed, tangible and intangible assets) and whether there is sharing of resources. Some actors in the northern periphery receive financial support to encourage development efforts either from their respective governments or from the EU because there is policy to develop these areas. This is crucial for innovation, hence statements were made on whether actors have limited qualified personnel, have sufficient assets and have financial resources. Or if not, whether they have arrangements to share resources, receive financial support.

Supplier Relations – Supplier relations is boosted by healthy relations that are facilitated by information exchange. Information technology is also used to coordinate relations and facilitate knowledge transfer. The survey includes statements on whether actors value good relations, information exchange and has invested in some kind of IT together with suppliers.

Innovation – The survey aims to find out innovation in four areas; new concept development (tourism concept), new services system, new process development and external relationships. Propositions were made regarding what extent respondents have innovated in these four areas. An additional proposition on taking a joint approach to tourism projects was included that is related to new process development and formation of external relationships.

Performance – as mentioned in the specific objectives in the introduction, the thesis also aims to find out how the innovation has impacted performance. The survey tackles this by finding out how actor’s performances are in relation to increasing customer satisfaction, number of tourists, generating repeated visits and annual turnover (See Appendix C).

A total of 195 tourist Attractions and Tour Operators were identified (Iceland Greenland and Faroes that did not seem to have many tourist attractions and tour operators) that assemble all sorts of tourist packages and the survey sent to them by email (See Appendix F).

Surveys are drafted and tested before a final version is despatched to respondents. A total of three drafts were developed, the statements and propositions therein discussed among fellow students and the supervisor to ensure clarity. Feedback from each draft resulted in amendments which include:

i. Changing from Simplified Attitude Scaling to 5-point Likert scale in one of the themes, along with generating additional propositions.
ii. Adding a ‘don’t-know’ option among the answering options.
iii. Increasing propositions on Performance to generate more feedback on other areas of improvement apart from customer satisfaction and increasing number of tourists.
iv. Refining the propositions and changing wording to avoid repetition or double questioning, make it more terse, precise and understandable, using less academic terminology and more familiar phrases.
v. Providing clear direction and instructions for the respondent
vi. General grammar and punctuation.

Draft versions and the final version are attached in the appendices A to C.

The survey had its own introductory cover page (See Appendix D). This was used in the e-mail body and the rest of the survey attached.

First mailing was on 16th March 2009 with a return date of 12th April 2009. About a month was given to respond considering this being one of the busiest times for some of the attractions in the north. Follow up was conducted two weeks after delivery through email and telephone. Final cut off point was set on 1st of May 2009- The samples of the emails sent is included in the Appendix F.

This chapter attempts to describe in detail how the study was conducted. Use of an email survey in English using a 5-point likert scale was employed containing supply chain management elements and processes generated from the theoretical context, instead of interviews or postal surveys due to financial constraints. Non-probability sampling method is used as there is no available sampling frame. A list of 196 tour operators and attractions in Europe’s northern periphery was generated and the survey emailed to them. In the next chapter, the findings are given along with a descriptive analysis.

CHAPTER 4 - FINDINGS

The aim of this chapter is to present the findings of the email survey. The survey contained propositions under different themes of supply chain management processes and concepts and innovation. What follows is a presentation of the response results under each theme and a discussion of the findings in relation to the theoretical context. Before presenting the results, a brief paragraph of what was required under each theme is given.

An initial list of 195 tourist attractions in the Northern Periphery was made. This was reduced to 154 as some different tourist attractions had the same ownership; other websites were obsolete making navigation around difficult and lacked contact information. Due technical issues, some emails bounced and phone-calling could not get through. See list of tourist attractions in Appendix F and list of respondents in Appendix G.

The survey generated a total of 37 responses broken down by country as follows:

Table 4.1 - Responses by Country

Country	**Number of Responses**	**Sample Size**	**Response Rate**
Norway	9	41	22%
Sweden	9	30	30%
Finland	7	27	26%
Iceland	0	14	0%
Faroe Islands	1	3	33%
Scotland	7	32	22%
Greenland	2	5	40%
Northern Ireland	2	2	100%
Total	**37**	**154**	**24%**

Those whom the survey was emailed to are included in the sample size.

Towards the end of the study, another recent website under European Union included Northern Ireland as part of the Northern Periphery Programme. There was no time to engage into searching for tourist attractions there. But two tourist attractions were located in a brochure and the survey sent to them quickly. Both responded promptly hence the high response rate is consequence of the small population for Northern Ireland.

As seen in table 3, the thesis has a poor response rate of 24%. The response rate does not represent the entire target population. Hence, the findings, discussions and conclusion are based on the supply chains of 37 companies only spread out in the northern periphery.

There is at least a response from all peripheral regions except Iceland. There seems to be a geographical bias towards Norway, Sweden and Scotland as they had many responses due to the high number of tourist attractions there. There is also high response from the English speaking countries and less from others like Iceland, Finland, perhaps because the survey is in English.
Both major and small tourist attractions and tour practitioners are represented in the responses (e.g. Ski-Star, Santa-Claus village Rovaniemi, Gallery East of the Sun, Greengate Incoming etc.). As mentioned in the methodology, attractions both small and big that would probably respond due to their characteristics (organized websites, languages options, links etc.) were included in the survey.

Nevertheless, a pattern can be seen in the responses as discussed in the descriptive analysis of the findings of the survey under each theme following next.

4.1 Tourism Development Group, Actors and Relations

The foundation of development in a region is the relations between the public and private sector; the interaction particularly between the production structure (techno-economic) and institutional structure (political institution). What is crucial is the existence of mutual trust, commitment and cooperation between these two sectors, and also among actors in the private sector (including small-medium sized tourism firms). Regular meetings amongst these actors create strong working relationships that help in coordination and encourage innovation.

Table 4.2 - Tourism Development Group Survey Results

TOURISM DEVELOPMENT GROUP	Strongly agree	Tend to agree	Neither Agree nor disagree	Tend to disagree	Strongly disagree	Don't know
1. Public and private cooperation is important for tourism development in our region	84% (31)	5% (2)	4% (11)	0	0	0
2. Public-private cooperation in tourism development has existed in our region for some time	22 % (8)	49% (18)	11% (4)	16% (6)	0	3% (1)
3. Power i.e. decision making regarding tourism development in our region is equally balanced between different stakeholders	3% (1)	22% (8)	43% (16)	24% (9)	8% (3)	0
4. Responsibility for tourism development in our region is shared by a range of stakeholders	16% (6)	51% (19)	22% (8)	8% (3)	3% (1)	0

Table 4.3 - Actors and Relations Survey Results

ACTORS & RELATIONS Our company…	Strongly agree	Tend to agree	Neither agree or disagree	Tend to disagree	Strongly disagree	Don't know
1. has regular formal meetings (i.e. at least once a year) with other tourism stakeholders such as private businesses and private sector organizations	54% (20)	27% (10)	11% (4)	3% (1)	5% (2)	0
2. has strong working relationships with other tourism stakeholders	46% (17)	38% (14)	8% (3)	8% (3)	0	0
3. believes that trust and commitment are important in order to be effective in developing tourism in our region	65% (24)	35% (13)	0	0	0	0
4. feels that the public sector is cooperative and willing to help, encouraging and easy to deal with	11% (4)	27% (10)	46% (17)	0	0	0

84% of the respondents felt that the cooperation between the public and private sector is important for their regions tourism development. No one disagreed in that regard. 22% strongly agreed that it existed in their region for some time, but some (16%)

disagreed. Responsibility for tourism development in the respondents' region seems to be shared amongst stakeholders as 51% tend to agree, but 22% remained neutral. There seems to be interaction between tourism stakeholders according to many of the respondents as 54% strongly agree that they hold regular formal meetings. Hence there are strong working relationships. Therefore trust and commitment is likely to develop. 65% respondents believe that this is important for tourism development and innovation, as innovation is a process of interactive learning dependent upon this interaction and a social process taking place in close and extended cooperation between people in and across firms and institutions, requiring mutual trust and understanding. The results support the concept that innovation and growth is fostered by cooperation between dominant actors from both the public and private sector and strong working relationships among business partners. However, 46% neither agree nor disagree on whether the public sector is cooperative and willing to help, encouraging and easy to deal with. Only 10 respondents tend to agree, and 4 strongly agree on this. This disagrees with the vital role put forward that the public sector has to play in encouraging innovation.

Power can be viewed from three levels; strategic, tactical and operational. It lies on the actors responsible for the strategic decisions in the tourist destination and attraction. Concerning this, 16 of the respondents chose the neutral position and 24% disagreed that this is equally balanced. 3 strongly disagreed. More respondents disagreed that power is equally balanced, than those who agree. Therefore, those who possess this power in the respondents region are perhaps coordinating the supply chain. Since the tourism market is a highly uncertain one, this supports the notion that power is unlikely to be shared i.e. hybrid governance (inter-firm coordination) is unlikely to be an effective way of creating sufficient coordination.

Power structure can facilitate cooperation and coordinate the supply chain. It can be derived from *ownership of vital resources or hierarchy* (resource based view). According to transaction cost theory advocated by Williamson, low asset specificity induces no substantial safeguarding problem and inter-firm coordination is an appropriate adaptation response to heightening environmental uncertainty (Buvik & Grønhaug, 2000). But with high asset specificity coupled with uncertainty, inter-firm coordination is not ideal. When any actor invests in substantial tourism related assets in an environment of uncertainty (tourism in north is boosted by long winters, stable economic conditions, increasing tour options). Any form of inter-firm coordination or equally balancing powers is inappropriate as it is more vulnerable to external disturbances. It lacks the necessary authority structure to enable better terms of trade as changing circumstances occur. The solution is for the actor to vertically or horizontally integrate (See Figure 1.) and take full ownership. This way, the entire supply chain is likely to be flexible and integrate all businesses into a seamless unit (supply chain coordination). Take Levi Fell Resort in Kittilä Finland as an example. The municipality is the most important activator/driver of development there – strategically investing in tourism related assets and artefacts in Levi such as slalom slopes, ski tracks, hotels, production of artificial snow, airport etc and coordinating the development of the region. Because of these ownership advantages, they coordinate the activities there. The concentration of ownership in the municipality of Kittilä and with some other owners in some of the key businesses has increased the possibilities to make strategic and tactical-level decisions for the whole tourism destination of Levi (Rusko et al., 2009). Levi Fell even has its own travel agency, Levi Travel, which organizes tour packages including flights.

In addition to coordination is the concern of control. Other attractions that have vertically integrated in order to better supply chain coordinate and have better control of their supply chain operations include:

i. Paradisbadet (Sweden) - In addition to their main attraction, they have a spa-sauna, restaurant and a hotel
ii. SkiStar (Sweden) – offer travel packages, Ski facilities, Resorts and Hotels
iii. Geysir Center (Iceland) – activities, hotels, restaurants, camping facilities
iv. Namskogan Familie Park (Norway) – activities, restaurants and hotels.
v. Most of the ski-resorts in Finland (Yllas, Pyha, Ounasvaara, Salla, Levi etc.) – offer accommodation, restaurants, transport services in addition to skiing facilities.

Thus when it comes to creating a tourist package, then that actor has the power to coordinate the chain since different service products (air transport, accommodation, transfers, excursions, tours etc.) have to be bundled together.

A closer investigation of most of the respondents that were identified and picked to participate shows high investments (via integration or green field investment) of some specific assets, in order to have better control and position to coordinate the supply chain. This supports transaction cost theory advocating for vertical integration in order to better coordinate supply chains

4.2 Information and Customer Relations

The research question under information flow and customer relations sought to find out whether stakeholders share information, if this info is shared within the company, how the actors interact with the customers and what learning initiatives are undertaken.

Table 4.4 - Information and Customer Relations Survey Results

INFORMATION & CUSTOMER RELATIONS Our company…	**Strongly agree**	**Tend to agree**	**Neither agree or disagree**	**Tend to disagree**	**Strongly disagree**	**Don't know**
1. values the seamless flow of information between different stakeholders in our region	41%(15)	41% (15)	16% (6)	0	0	3%(1)
2. attaches importance to contact with R&D/Education institutions to generate knowledge and new ideas	27% (10)	24% (9)	32% (12)	14% (5)	0	3% (1)
3. develops links with Research and Education institutions and tourism experts for transfer of information and knowledge	24% (9)	16%(6)	43% (16)	14% (5)	0	3% (1)
4. conducts research related to tourism	30% (11)	41% (15)	16%(6)	14% (5)	3%(1)	0
5. surveys customers regularly on services quality	57% (21)	32% (12)	8%(3)	3% (1)	0	0
6. shares findings of surveys internally within our company and externally with other companies and organizations	30% (11)	59%(22)	0	8% (3)	3% (1)	0
7. holds informal discussions with customers on product and service quality	38% (14)	49% (18)	11% (4)	3% (1)	0	0

41% of the respondents value the seamless flow of information, 51% (27+24) attach importance to contact with education institutions even though not many have developed the links with education and research institutions. This contradicts what is put forward as one of the sources of information for tourism practitioners. Majority of the respondents conduct research and 57% strongly agrees that they survey customers regularly. 59% tend to agree on sharing findings internally and externally, supporting the CRM need of keeping in touch with the evolving needs of the customers and sharing this information with suitable actors so that action can be taken. 8% disagreed on this, perhaps due to sharing information externally. There are also discussions with customers on product service and quality.

With regards to tourism development group and actors and relations, the survey shows that there is communication, cooperation amongst the different actors, active participation of customers generating information for creating possible mobilization of resources and is likely to influence the development of new product and services.

4.3 Managing Current and Future Demand

This theme aimed to find out whether there is capacity to meet extra-demand. Services providers need to understand their own capacity and productivity, commitments and potential to absorb additional work and sell additional services. On the same footing is the issue of future demand; do actors forecast and how is the information shared regarding this, is there use of sophisticated forecasting methods or collaborative forecasting?

Table 4.5 - Managing Current and Future Demand Survey Results

MANAGING CURRENT & FUTURE DEMAND Our company…	**Strongly agree**	**Tend to agree**	**Neither agree or disagree**	**Tend to disagree**	**Strongly disagree**	**Don't know**
1. predicts customer demand	41% (15)	57% (21)	0	3% (1)	0	0
2. uses sophisticated techniques to forecast demand	5% (2)	11% (4)	51% (19)	27% (10)	5%(2)	0
3. relies on information sharing from both customer and supplier relations	35% (13)	46% (17)	16% (6)	0	0	3% (1)
4. relies on information technology to help in managing current and future demand processes	14% (5)	41% (15)	38% (14)	3% (1)	3% (1)	3% (1)
5. likes to keep our planning flexible in order to deal with any changes that may occur in demand	41% (15)	57% (21)	3% (1)	0	0	0

Majority of the respondents predict customer demand, 81% (46+35) rely on information from customer and supplier relations (collaborative forecasting) and 41% tend to agree that they rely on IT to help manage current and future demand processes. 13 respondents strongly agree on IT reliance. This supports the critical element of supply chain planning activity of estimating expected future demand and assisted by IT. However, many of the respondents tend to disagree and strongly disagree on using sophisticated techniques, supporting that perhaps tourist practitioners simply lack the time to get involved in design and development of forecasting methods and so are unfamiliar with modern forecasting methods mentioned in theoretical context.

Besides forecasting, demand management is interested in improving operational flexibility. Many of the respondents like to keep their planning flexible in order to deal with any demand changes (41% strongly agreeing, 57% tending to agree).

4.4 Capacity Management

The question of capacity management was interested in finding out whether any investments and arrangements in processes, assets and staff are made and if there are any combinative initiatives differentiating actors and perhaps a competitive advantage. Availability of capacities contributes to high level services. Since most of these tourist attractions are in remote places, the study also wanted to find out whether they have sufficient financial and human resources to improve facilities, service processes and market themselves.

Argument here is that actors need to understand their supply chain capacities and then build the infrastructure that provides the needed flexibility. The formation of partnerships in sharing capacities i.e. resource sharing is also a valuable resource that can generate long term benefits. These inter-organizational arrangements could be a strategic response to environmental uncertainty, an effort to make business conditions more favourable and predictable.

Table 4.6 - Capacity Management Survey Results

CAPACITY MANAGEMENT Our company…	Strongly agree	Tend to agree	Neither agree or disagree	Tend to disagree	Strongly disagree	Don’t know
1. has limited access to qualified personnel	8% (3)	32% (12)	30% (11)	14% (5)	16% (6)	0
2. has sufficient assets to cope with current and future demand	8% (3)	57% (21)	19% (7)	16% (6)	0	0
3. has sufficient financial resources	5% (2)	38% (14)	41% (15)	11% (4)	5% (2)	0
4. has arrangements in place to share assets and resources with other tourism businesses and organizations in our region	11% (4)	30% (11)	41% (15)	16% (6)	0	3% (1)
5. receives financial support for tourism development i.e. from County Municipalities, EU, etc	11% (4)	14% (5)	5% (2)	43% (16)	24% (9)	3% (1)

In the tourism sector, having sufficient assets, human and financial resources bestow capacity and give a competitive edge. According to the survey, more of the respondents tend to agree that they have limited access to qualified personnel, with 30% remaining neutral. Majority of them have sufficient assets to cope with current and future demand 43% has sufficient financial resources. There is also resource dependency as 41% of the respondents share resources and assets with other tourism businesses. But 15 respondents are neutral. Here, respondents miss the opportunities of cooperatively sustained advantage. Many respondents do not get any external financial support (43% tend to disagree, 24% strongly disagreeing).

In addition to building capacity, sharing resources gives opportunities for assembling and developing new services and processes. According to a survey in one of Europe’s peripheral regions of by Wiig and Isaksen, one of the biggest obstacles to innovation is the lack of qualified personnel and lack of risk/investment capital (See figure 3). In this survey of 37 companies, respondents have limited access to qualified personnel, but have sufficient assets and financial resources.

4.5 Supplier Relations

Supplier relations are interested in the structure of how relations between the suppliers are developed and maintained. The study was mostly interested in finding out the nature of the relations and how they interact in the TSC. Good relations between suppliers and tour operators enables provision of high level services and creates an environment conducive to innovation like creation of new tourism concepts and travel packages, new processes and partnerships/external relationships like theme park-hotel relationships, transporters partnering with accommodation providers etc.

Table 4.7 - Supplier Relations Survey Results

SUPPLIER RELATIONS Our company feels that…	Strongly agree	Tend to agree	Neither agree or disagree	Tend to disagree	Strongly disagree	Don't know
1. good relations between suppliers and travel agents, tour operators, etc is important for success	65% (24)	24% (9)	5% (2)	3% (1)	0	3% (1)
2. good relations allow us to generate knowledge and new ideas	57% (21)	32% (12)	5% (2)	3% (1)	0	3% (1)
3. information exchange and participation is also key to success	54% (20)	30% (11)	8% (3)	5% (2)	0	3% (1)
4. it has invested in IT to enhance the coordination of activities and facilitate knowledge transfer amongst each other	8% (3)	54% (20)	22% (8)	5% (2)	5% (2)	5% (2)

Majority of the respondents value supplier relations and information exchange. 65% strongly feel that good relations are important for success.57% strongly agrees that this enables them to generate knowledge and new ideas, meaning that they do engage in supplier relations. 54% feels that not just good relations are good for business, but also information exchange flowing seamless and participation amongst the actors is critical. IT is one of the means to boost knowledge transfer and improve coordination; the survey maintains this as 54% of respondents tend to agree.

4.6 Innovation

So far most of the supply chain management processes seem apparent according to majority of the respondents. Next is to find out the level of innovation amongst them.

Table 4.8 - Innovation Survey Results

INNOVATION To what extent have you developed innovations in the following areas, in the last 5 years?	**Great extent**	**Some extent**	**Fair extent**	**Very little**	**Not at all**	**Don't know**
1. The tourism concept	24% (9)	49% (18)	14% (5)	3% (1)	3% (1)	8% (3)
2. Services system e.g. new tourist packages	16% (6)	54% (20)	14% (5)	3% (1)	8% (3)	5% (2)
3. Processes with suppliers like hotels, restaurants, tour operators, etc	16% (6)	43% (16)	24% (9)	8% (3)	3% (1)	5% (2)
4. External relationships i.e. partnerships with hotels, restaurants, tour agents & operators, etc	14% (5)	51% (19)	27% (10)	3% (1)	3% (1)	3% (1)
5. Joint approach to large tourism projects like events, tourism packages, etc	11% (4)	49% (18)	24% (9)	11% (4)	3% (1)	3% (1)

Most of the respondents have innovated to some extent the tourism concept, new services system, service processes and relational development. What the survey shows is a higher percentage has innovated to a great extent, some extent and fair extent, more than those that have not innovated at all.

4.7 Performance

Part of the aim of the study is to find out the performance of the respondents compared to competitors after innovating.

Table 4.9 - Performance Survey Results

PERFORMANCE How is your performance compared to your competitors in terms of …	Much better	Better	No different	Worse	Much worse	Don't know
1. increasing customer satisfaction	22% (8)	49% (18)	14% (5)	0	0	14% (5)
2. increasing the number of tourists	5% (2)	62% (23)	14% (5)	0	0	19% (7)
3. generating repeat visits	11% (4)	24% (9)	35% (13)	3% (1)	0	27% (10)
4. annual turnover	5% (2)	59% (22)	11% (4)	0	0	24% (9)

49% of the respondents felt that their performance was better than their counterparts in terms of increasing customer satisfaction. None felt that they were worse than before, even though 14% don't know. 62% felt that they were better in increasing the number of tourists. Tourist attractions that interact with their customers/clients/guests are able to acquire information on repeated visits, for e.g. tour operators, ski-resorts, hunting tourism, adventure tours etc. Attractions dealing with mass tourism probably would not know about repeated visits. 35% felt that they were no different compared to 24% that felt that they were better regarding repeated visits.

Many respondents feel that their annual turnover is better, none said they were worse. But 24% doesn't know. Overall, there is a positive inclination on performance, perhaps influenced by innovation.

It is not possible to capture all the entire concepts, practices and processes in detail in the survey. However, most of the essential SCM elements were touched upon.

Public and private cooperation is important and exists in most of the areas. In addition to close relationships between these two sectors, close working relationships exists among private stakeholders thereby creating mutual business goals and commitments and also development of trust. However, not many think that the public sector is encouraging, willing to help and easy to deal with.

Actors also value seamless flow of information, share findings internally and externally and conduct research related to tourism. Some of the actors forge links with research and academic institutions. This is an area to be strengthened.

Concerning management of current and future demand, many forecast relying on information from both customer and supplier relations but do not use sophisticated methods. They also like to keep their planning flexible and not strictly relying on data from forecasts.

On capacity management, actors have sufficient resources to cope with any rise in demand, sufficient financial resources and have arrangements to share resources and assets. However, there is limited access to qualified personnel and most respondents do not receive any external financial funding.

Respondents feel that a good relation between suppliers and tour operators are good for business and enables them to generate knowledge and new ideas. Information exchange and participation is also important with some even investing in information technology to enhance knowledge transfer and enhance coordination.

So far actors value relations both upstream (between suppliers) and downstream (with the customers) and there is some arrangements to share resources with other actors. No actor is thus an island and any kind of subsequent improvement or value created is not achieved in isolation.

As a result of all these activity, there has been innovation to some extent, some respondents innovating to a great extent. Their performance is better in increasing customer satisfaction and increasing the number of tourists. Many of the respondents feel their annual turnover is better after innovating.

Having looked at the results, what does this mean to tourism practitioners? This is given in the next section as managerial recommendations.

CHAPTER 5 - MANAGERIAL IMPLICATIONS AND CONCLUSION

The Final chapter of thesis is on managerial implications and conclusions. Implications are recommendations that tourist practitioners should pay close attention to. Limitations of the thesis mentioned and areas for further research pointed out.

5.1 Managerial Implications

Supply chain management has always been a point of focus in the manufacturing sector. The services sector is also significant for many economies and attention to the services supply chain is necessary for improvement, cost reduction and control and innovation. More attention to the SCM best practices and processes in tourism is needed by both academics and tourism practitioners as they conduct research on supply chain dynamics and trends, and value enhancements through improved services supply chains. A useful way of understanding the different processes is by looking at the supply chain in three different levels; strategic, tactical and operational levels and the interplay amongst these three levels in creating innovation.
Three areas are of particular interest when looking at the TSC:

Actors and Relations – The relationships at firm level and inter-firm level amongst different actors in the TSC and between the public and private sector are paramount. Governments depend on tourism businesses and their ability to compete with other tourism destinations and attractions. Likewise, tourism firms depend on governments for setting positive conditions for business development and other resources (like infrastructure) that are under public control. If both public and private sector have a common interest in a development of some sort, recognize their resource dependencies and acknowledge that they cannot achieve these goals single-handedly, then this association between them is a point of interest.
On the other hand, firms rarely innovate independently. There is multi-actor complexity that makes innovation possible. A firm’s ability to innovate depends on the larger environment they are part of (the destination) with its customers, firms, organizations; both profit and non profit, non-governmental and government bodies and interaction it undertakes. According to the survey, *not many* respondents shared

resources with other stakeholders as 16 chose to maintain a neutral position and only 11 tend to agree, 4 strongly agreeing.

Innovation is becoming more and more dependent on the *associational capacity* of the firm. Resource dependencies amongst business firms in the form negotiating environments and inter-organizational arrangements can be a source of competitive advantage. Firms need to understand what kind of inter-dependencies is relevant for themselves considering their inimitable, rare, valuable and non-substitutional elements of their resources. Is it pooled interdependencies characterised by weak ties, knowledge diversity, network externalities and coordinated by standardized rules, that is relevant? Or is it sequential interdependencies typified by direct relations in a serial fashion, optimizing production and operations and coordinated by managerial discretion and plans that is suitable? Reciprocal interdependence characterised by strong ties, dense networks, knowledge co-specialization and coordinated by mutual adjustment (joint decision making and problem solving) might be an option for some. Managers should recognize their own resources and understand its value and role it plays in the supply chain network i.e. how it fits in. This is because some managers/actors may be unable to recognize the value of their own resources as a means of creating cooperatively sustained advantage. Similarly, they may be unable to recognize the value of another firm's resources and thus miss opportunities to achieve this same advantage through access to these resources. Also, combining dissimilar or incompatible resources may not lead to sustained competitive advantages because lack of coherence ad overlap can hinder resource transfers and recombinations

Inter-firm relationships are also vital in the sense that they create norms like trust, mutual business goals, commitment, joint risk taking and informal structures that can help coordinate the supply chain and provide safeguards against opportunism.

In addition to these public-private relations and private-private relations are the customer relations. 57% of respondents survey customers and 49% tend to agree that they hold informal discussions with the customers. As the economy grows, more options will exist for tourists increasing uncertainty in the tourism market. Thus tourism practitioners that strengthen their relations with their clients/guests/customers in order to get a good understanding of their needs, re-invent themselves, look for new angles and offerings that are in synch with the times, are the ones that will be occupying the lead in the tourism market and enjoying a stable business environment.

The Flow of Information and Sharing - Another process that comes alongside relations is information flow and sharing within the network of relationships at strategic, tactical and operational levels. This is the foundation of any effective supply chain. In a highly dynamic supply chain like the TSC, lack of information sharing can lead to the bull-whip effect; fluctuation and amplification of demand from downstream to upstream channel of the supply chain. Information sharing can improve interaction amongst the actors in the supply chain and thus ease successful coordination among supply chain participants.

As tourism industry is a dynamic one characterised by uncertainty about future demand and changing customer demands, and that tour operators have more power to influence activities throughout the TSC and direct demand than have their counterparts, the bull-whip effect can be more severe in tourism supply chains (Zhang et al., 2009). Under conditions of increasing uncertainty, collective action amongst organizations in the supply chain is essential in order to stabilize the environment.

Tourism practitioners ought to contact and forge links with relevant research environments and seek access to technical institutions for innovation support. Closer links with these and universities/colleges can be a source of advantage as actors can receive abundant of knowledge expertise related to new trends, supply chain management best practices, forecasting etc. and also present issues confounding them for research and possible solutions.

It is also worthwhile to invest in some information technology (IT) that can facilitate knowledge transfer ensuring accurate, relevant, up-to-date and timely information relay and can also enhance supply chain coordination. In the survey, 4 respondents were not inclined to investing in IT, 8 neither agree nor disagree and 2 did not know.

IT can offer new management and business opportunities in tourism and can be applied strategically in four ways:-

a. It can be used to give a competitive edge determining the relative cost position or differentiation in organizations. Several strategic benefits can be realized such as

i. Differentiating product and services – for e.g. Northern Lights Mobile Based Warning System in Finland used to allow tourist to make most of the Aurora Borealis phenomenon.
ii. Building closer relationships between suppliers and customers
iii. Ensure competitive pricing for e.g. via usage of computer reservation systems (CRS) and global distribution systems (GDS)
iv. Establishing entry barriers
v. Limiting access to distribution channels
vi. Increasing cost efficiency

b. IT can also improve productivity and performance through better external communication and improving information. It is an effective means of encouraging collaboration between and among supply chain members and boosting supply chain efficiency via provision of real-time information.
c. It facilitates new ways of managing and organizing within an organization or firm. It can be used to manage computer expectations better, improve decision making processes, improve intra-organization communications and functions such as management, communication between departments, communication and functions with branches etc.
d. IT can be used to develop new business i.e. innovation

Information is a source of power in negotiations, whether between partners or competitors. The adoption of IT often re-defines the power balance between supply chain partners and changes their bargaining relationships (Buhalis, 1998). Innovative small firms coupled with effective networking assisted by IT can develop ‘virtual size’, empowering their competitiveness. Hence small firms can develop new services and deliver without dependence on intermediaries.

However, there is no significant correlation between IT investments and spending and profitability. ITs have often failed to add value in an organizations operation, as lack of vision can lead to costs surpassing benefits. IT is best deployed and advantageous if there is:-

- Long-term planning and strategy around it
- Innovative business process re-engineering
- Top management commitment

- Training throughout the hierarchy (Buhalis, 1998)

Power Relations - Power structure in the system can facilitate cooperation and coordinate the supply chain. Hence, the actors need to understand where it lies in the supply chain. Actors need to know whether there has been a shift of power in the evolving nature of the supply chain as a result of actors' changing capacities and the results they have achieved as a result of increasing their capabilities or capacities. Power can also be derived from the position an actor occupies in a network of relations, access control, knowledge and skills that are latent in an organization or firm. Developing these elements in addition to investing in IT can create a level playing field in the supply chain network.

It is also important to note whether there is a shift of power from local actors to external actors and what effects does it have on the destinations tourism development. Ownership structures outside a destination with little local presence can create divergent of interests, creating tension in a network and thwarting innovation.

5.2 Conclusion

Northern Europe has experienced a change in travel behaviour characterised by strong growth in number of visitors compared to the rest of Europe. This is as a result of innovative practices tapping on a combination of existing man-made and natural resources. The northern periphery in particular has had a steady growth of tourism activity and innovation, yet remote and limited in resources. Because of this, a focus has been on this area in quest to research on the drivers of innovation there. The thesis looked closer at the supply chain activity in tourist attractions and destinations.

The aim of the thesis was to find out whether SCM practices and processes stimulate this innovation in the tourist attractions in the northern periphery in Europe, and has subsequently contributed to better outcomes. Specific objectives were to:-

- Find out the relationship between main actors in the tourism sector and whether power is equally balanced amongst actors
- Find out whether suppliers, customers and other stakeholders value and share information and whether any formalization initiatives are in place
- Find out how actors keep in touch with the evolving needs of the customers (learning initiatives)
- Find out whether there is supplier relationship management in addition to customer relationship management,
- Find out how actors perform in relation to their capacities
- Find out whether forecasting is performed or flexibility is preferred
- Find out what has been done to generate new demand (innovation or entrepreneurial initiatives)
- Find out whether these initiatives have contributed to better performances in terms of increasing number of customers, customer satisfaction and increase in profit

The study was carried out by means of a survey in English emailed to 195 tourist practitioners; both tourist attractions and tour operators. 154 surveys actually went through. However, the study was limited to 37 companies that responded to the survey. The survey contained propositions based on supply chain management processes using a 6-point likert scale. The propositions contained three different scales for indicating the attitude or level of agreement/disagreement towards the supply chain processes, extent to which they innovate and their overall performance in relation to innovation.

Findings do not represent the entire target population but are confined to the results of only 37 tour practitioners spread out in ENP that responded (Except Iceland). They indicate that supply chain management processes discussed in the theoretical context are being implemented by most of the respondents, particularly customer and supplier relations, and there is innovation to some extent, some respondents even innovating to a large extent. The study does not conclude that these processes are sole force driving innovation. A closer interaction with the tourist practitioners is required to come to that conclusion. However, these supply chain management processes cannot be left out and do play a vital part in enabling and driving innovation practices. Actors probably did not know that these processes are part of supply chain management, so what this does is it puts these processes in some kind of context or framework.

What is put forward is that supply of new products, processes or even new tourism concept is not driven by a single actor, but rather a complex network of several large, medium-sized and small enterprises, both public and private in nature, working together to create a unified-region based tourism product like Åre, Levi Fell in Kittilä, Rovaniemi etc. or travel packages that create a unique experience. It is all about a connected series of organizations cooperating, and supply chain coordination. In such a setting, there needs to be an actor responsible for coordinating the supply chain, an actor with ownership (assets, IT etc.), knowledge and skills, ideal network position that gives them some form of power. Due to the high-uncertainty in the tourism market and high specific investments by actors, inter-firm coordination will be highly ineffective in coordinating as it lacks the necessary authority. Therefore there needs to be an actor (businesses, developers, government etc.) responsible for balancing and evaluating the relationship between investments, customer demand, local and networked resources and overall tourism trends. The supply chain management concept helps in

Three areas are recommended for managers and tourism practitioners to pay close attention to. These are on:

- Main Actors and Relationships in the supply chain network, touching on nature or relations between public and private sector and among parties in the private sector and the resource dependencies inherent that can create cooperatively sustained advantage

- Information Flow and sharing involving creation of links with research and academic institutions and investment in information technology.
- Power stemming from ownership, where it lies in the supply chain network and where it is shifting towards. What role it plays and the results it has yielded.

Rather than immerse in case studies in order to draw out whether supply chain management is responsible for innovation, the study sought to interact with the tourism sector via email survey in English. This yielded a limited number of results. The following, if implemented, could have made the conduct of the study better and perhaps yielded a superior response rate. These can be seen as limitations.

1. Financial Resources – this study had no financial resources to support the collection of sampling frame (list of tourist attractions) and data
2. Translation of the survey into three different languages; Norwegian, Swedish and Finnish as some respondents could not participate due to language barrier. Norwegian was limited to emailing and reminders due to partial knowledge of the language by the researcher (See Appendix F). Funds are required to obtain suitable translation services
3. Use of postal survey in addition to the email
4. Follow up postal mailing and telephone calls (in respective languages). Perhaps calling and asking them to participate could have yielded more results as email messages can be confused with spam mails and other viruses. Many respondents also said they had not received any survey by email when a follow up was conducted.
5. Adequate time to carry out translations, pilot surveys with non-students; the entire thesis
6. Having a separate introductory message about the survey in the email body in addition to the intro letter attached to the survey. Survey attachment did not have a cover letter; instead the letter on Appendix D was used in the email body
7. Giving respondents less time to fill the survey, about 1-2 weeks as many forgot and later became busy and unable to participate in the survey

Use of interviews backed by financial support would have greatly improved findings. Rather than target respondents in their respective tourism destinations and locations alone, some respondents could be obtained at seminars, conferences and workshops for tourist practitioners held at venues across Europe.

This study provides a basis for further research on supply chain management in the tourism sector. The study was interested in supply chain processes in a limited geographical area. Other studies could focus on the same theme but on a larger sampling frame, or focus on other issues arising within supply chain management such as governance. Sustainable supply chain management within tourism is one interesting subject where tourism has to consider the well-being of natural surroundings and sustainability; what roles actors play in contributing to sustainable supply chain practices reducing rush, noise pollution, reverse logistics and a consideration towards erosion of nature.

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APPENDICES

APPENDIX A - Survey Draft 1

ACTORS & RELATIONS

	YES	NO
1. There is private and private cooperation in the tourist destination		
2. Public-Private Relations have been there a long time		
3. Private firms are outsiders		
4. There is a business association		
5. You are part of the business association		

ACTORS & RELATIONS

	Strongly agree	Tend to agree	Neither	Tend to disagree	Strongly disagree	Don't know
1. Meet regularly to discuss needs and preferences, response actions, goals - with tour operators, within the business association, public and private sector etc.						
2. Nature of Relations between public and private sector is strong						
3. Power relations – balanced equally among actors/ public and private sector						
4. Delegation of responsibilities to the private sector, responsibilities relating to tourism						
5. Trust and commitment important in order to be effective						
6. Public Sector cooperative, willing to help, encouraging and easy to deal with						

INFORMATION & CUSTOMER RELATIONS	Strongly agree	Tend to agree	Neither	Tend to disagree	Strongly disagree	Don't know
1. Information flows seamless in the network						
2. Attach importance to contact with R&D/education institutions to generate knowledge and new ideas						
3. Develop links with Research and educational institutions, Tourism Experts for transfer of information and knowledge						
4. Conduct research related to tourism						
5. Survey clients regularly on services quality						
6. Share findings of surveys internally and externally						
7. Informal discussions with clients on product and service quality						

MANAGING CURRENT & FUTURE DEMAND	Strongly agree	Tend to agree	Neither	Tend to disagree	Strongly disagree	Don't know
1. Predict customer demand (forecasting)						
2. Use sophisticated techniques to forecast demand						
3. Information sharing both from customer relations and supplier relations						
4. Have Information Technology in place to help in managing current & future demand processes e.g. Information sharing						
5. We like to keep our planning flexible to deal with any changes that may occur in demand						

CAPACITY MANAGEMENT

	Strongly agree	Tend to agree	Neither	Tend to disagree	Strongly disagree	Don’t know
1. Have Limited access to qualified personnel						
2. Have sufficient assets to cope with current demand						
3. Have sufficient Financial Resources						
4. Arrangements in place to share assets, resources with others in the network						
5. Receive financial support from County municipalities, EU etc.						
6. Performance in relation to capacity & capabilities						

INNOVATION

To what extent have you developed new ways in the last 5 years?

	Great extent	Some extent	Very little	Not at all	Don’t know
1. Develop new tourism concept					
2. Develop new services system e.g. new tourist packages					
3. Develop new processes with suppliers like hotels, restaurants, tour operators etc.					
4. Develop new external relationships – partner with hotels, restaurants, tour agents & operators, competitors etc.					
5. Joint approach to large tourism projects like Events, tourism packages etc					

SUPPLIER RELATIONS

	Strongly agree	Tend to agree	Neither	Tend to disagree	Strongly disagree	Don't know
1. Good relations between suppliers and travel agents, tour operators is an important element for success						
2. Relations generates knowledge and new ideas						
3. Information Exchange and participation is also key						
4. Have invested in some kind of IT to enhance coordination of activities, facilitate knowledge transfer amongst each other						

PERFORMANCE

How is your performance compared to your competitors in terms of …

	Much better	Better	No different	Worse	Much worse	Don't know
1. increasing customer satisfaction						
2. increasing the number of tourists						

THANK YOU FOR COMPLETING THE SURVEY

Kindly return the survey by email as an attachment or by post to:

Paul Barasa M. (Høgskolen i Molde) Fabrikkvegen 4, A110 6415 Molde Norway
paul.b.mung_onye@hiMolde.no

APPENDIX B - Survey Draft 2

Please answer the following questions in relation to tourism development in your region.
PLEASE TICK ONE BOX WITH AN 'X' FOR EACH QUESTION

TOURISM DEVELOPMENT GROUP

	Yes	No
1. Public and Private cooperation is important for tourism development in the destination		
2. Public-Private cooperation has been there a long time		
3. Power i.e. decision making regarding tourism development in our region is equally balanced between different stakeholders		
4. There is sharing of responsibilities within		

To what extent do you agree or disagree with the following statements about your company?
PLEASE TICK ONE BOX WITH AN 'X' FOR EACH STATEMENT

ACTORS & RELATIONS

Our company…

	Strongly agree	Tend to agree	Neither	Tend to disagree	Strongly disagree	Don't know
5. has regular formal meetings (i.e. at least once a year) with other tourism stakeholders such as private businesses and private sector organizations						
6. has strong working relationships with other tourism stakeholders						
7. believes that trust and commitment are important in order to be effective in developing tourism in the region						
8. feels that the public sector is cooperative and willing to help, encouraging and easy to deal with						

INFORMATION & CUSTOMER RELATIONS

Our company…	Strongly agree	Tend to agree	Neither	Tend to disagree	Strongly disagree	Don't know
9. values information flowing seamless amongst our business associates						
10. Attaches importance to contact with R&D/Education institutions to generate knowledge and new ideas.						
11. develops links with Research and Education institutions, tourism experts for transfer of information and knowledge						
12. conducts research related to tourism						
13. surveys clients regularly on services quality						
14. shares findings of surveys internally and externally						
15. holds informal discussions with clients on product and service quality						

MANAGING CURRENT & FUTURE DEMAND

Our company…	Strongly agree	Tend to agree	Neither	Tend to disagree	Strongly disagree	Don't know
16. predicts customer demand						
17. uses sophisticated techniques to forecast demand						
18. relies on information sharing from both customer and supplier relations						
19. relies on information technology to help in managing current and future demand processes						
20. likes to keep our planning flexible in order to deal with any changes that may occur in demand						

CAPACITY MANAGEMENT Our company…	Strongly agree	Tend to agree	Neither	Tend to disagree	Strongly disagree	Don't know
21. has limited access to qualified personnel						
22. has sufficient assets to cope with current and future demand						
23. has sufficient financial resources						
24. has arrangements in place to share assets, resources with other businesses partners in the tourism destination						
25. receives financial support from County Municipalities, EU etc.						

INNOVATION To what extent have you developed innovations in the following areas, in the last 5 years?	Great Extent	Some Extent	Fair Extent	Very Little	Not at all	Don't know
26. The tourism concept						
27. Services system e.g. new tourist packages						
28. Processes with suppliers like hotels, restaurants, tour operators etc.						
29. External relationships – partner with hotels, restaurants, tour agents & operators, competitors etc.						
30. Joint approach to large tourism project like events, tourism packages etc.						

SUPPLIER RELATIONS

Our company feels that…

	Strongly agree	Tend to agree	Neither	Tend to disagree	Strongly disagree	Don't know
31. good relations between suppliers and travel agents, tour operators is important for success						
32. relations generates knowledge and new ideas						
33. information exchange and participation is also key						
34. have invested in some kind of IT to enhance coordination of activities, facilitate knowledge transfer amongst each other						

PERFORMANCE

How is your performance compared to your competitors in terms of …

	Much Better	Better	No Different	Worse	Much Worse	Don't know
35. Increasing customer satisfaction						
36. Increasing number of tourists						
37. Repeat visits						
38. Annual Turnover						

THANK YOU FOR COMPLETING THE SURVEY

Kindly return the survey by email as an attachment or by post to:

Paul Barasa M. (Høgskolen i Molde) Fabrikkvegen 4, A110 6415 Molde Norway
paul.b.mung_onye@hiMolde.no

APPENDIX C – FINAL SURVEY

Please answer the following questions in relation to tourism development in your region.
PLACE AN 'X' IN ONE BOX FOR EACH STATEMENT

TOURISM DEVELOPMENT GROUP	Strongly agree	Tend to agree	Neither Agree nor disagree	Tend to disagree	Strongly disagree	Don't know
1. Public and private cooperation is important for tourism development in our region						
2. Public-private cooperation in tourism development has existed in our region for some time						
3. Power i.e. decision making regarding tourism development in our region is equally balanced between different stakeholders						
4. Responsibility for tourism development in our region is shared by a range of stakeholders						

To what extent do you agree or disagree with the following statements about your company?
PLACE AN 'X' IN ONE BOX FOR EACH QUESTION

ACTORS & RELATIONS Our company…	Strongly agree	Tend to agree	Neither agree or disagree	Tend to disagree	Strongly disagree	Don't know
1. has regular formal meetings (i.e. at least once a year) with other tourism stakeholders such as private businesses and private sector organizations						
2. has strong working relationships with other tourism stakeholders						
3. believes that trust and commitment are important in order to be effective in developing tourism in our region						
4. feels that the public sector is cooperative and willing to help, encouraging and easy to deal with						

INFORMATION & CUSTOMER RELATIONS

Our company…	Strongly agree	Tend to agree	Neither agree or disagree	Tend to disagree	Strongly disagree	Don't know
1. values the seamless flow of information between different stakeholders in our region						
2. attaches importance to contact with R&D/Education institutions to generate knowledge and new ideas						
3. develops links with Research and Education institutions and tourism experts for transfer of information and knowledge						
4. conducts research related to tourism						
5. surveys customers regularly on services quality						
6. shares findings of surveys internally within our company and externally with other companies and organizations						
7. holds informal discussions with customers on product and service quality						

MANAGING CURRENT & FUTURE DEMAND

Our company…	Strongly agree	Tend to agree	Neither agree or disagree	Tend to disagree	Strongly disagree	Don't know
1. predicts customer demand						
2. uses sophisticated techniques to forecast demand						
3. relies on information sharing from both customer and supplier relations						
4. relies on information technology to help in managing current and future demand processes						
5. likes to keep our planning flexible in order to deal with any changes that may occur in demand						

CAPACITY MANAGEMENT

Our company…	Strongly agree	Tend to agree	Neither agree or disagree	Tend to disagree	Strongly disagree	Don't know
1. has limited access to qualified personnel						
2. has sufficient assets to cope with current and future demand						
3. has sufficient financial resources						
4. has arrangements in place to share assets and resources with other tourism businesses and organizations in our region						
5. receives financial support for tourism development i.e. from County Municipalities, EU, etc						

INNOVATION

To what extent have you developed innovations in the following areas, in the last 5 years?	Great extent	Some extent	Fair extent	Very little	Not at all	Don't know
1. The tourism concept						
2. Services system e.g. new tourist packages						
3. Processes with suppliers like hotels, restaurants, tour operators, etc						
4. External relationships i.e. partnerships with hotels, restaurants, tour agents & operators, etc						
5. Joint approach to large tourism projects like events, tourism packages, etc						

SUPPLIER RELATIONS

Our company feels that…

	Strongly agree	Tend to agree	Neither agree or disagree	Tend to disagree	Strongly disagree	Don't know
1. good relations between suppliers and travel agents, tour operators, etc is important for success						
2. good relations allow us to generate knowledge and new ideas						
3. information exchange and participation is also key to success						
4. it has invested in IT to enhance the coordination of activities and facilitate knowledge transfer amongst each other						

PERFORMANCE

How is your performance compared to your competitors in terms of …

	Much better	Better	No different	Worse	Much worse	Don't know
1. increasing customer satisfaction						
2. increasing the number of tourists						
3. generating repeat visits						
4. annual turnover						

THANK YOU FOR COMPLETING THE SURVEY

Kindly return the survey by email as an attachment or by post to:

Paul Barasa M. (Høgskolen i Molde) Fabrikkvegen 4, A110 6415 Molde Norway

paul.b.mung_onye@hiMolde.no

APPENDIX D. Survey Cover Letter

SURVEY ON INNOVATION & SUPPLY CHAIN MANAGEMENT PRACTICES IN THE TOURISM SECTOR

Dear Sir or Madam,

This survey is part of a masters project that aims to investigate the role of innovation and supply chain management practices in the tourism sector.

The survey can be completed by any senior member of staff in the company.

This survey can be completed by computer and sent back as an email attachment. Alternatively, it can be printed out and completed by hand, then sent to the address provided below.

If you have any problems completing the survey and would like some help, send an email to paul.b.mung_onye@hiMolde.no. If the survey is returned as soon as it is completed, it would be quite helpful. Otherwise it should be returned by April 12th 2009.
All responses will remain anonymous and respondents can request a copy of the results.

Your assistance is much appreciated.

Sincerely,
Paul Barasa M.
Msc. Student in Logistics & Supply Chain Management, Høgskolen i Molde

Paul Barasa M. (Høgskolen i Molde) Fabrikkvegen 4, A110 6415 Molde Norway
paul.b.mung_onye@hiMolde.no

APPENDIX E - Sample E-mail Messages

Dear Sir or Madam,

I am involved in a masters project on tourism innovation and supply chain management in Europe's Northern Periphery (North Norway, Sweden, Finland, Scotland, N. Ireland, Faroes Greenland & Iceland) here in Norway and would like your esteemed company/organization to participate in a survey I am undertaking since it is mentioned as a popular tourist attraction. It will barely take a few minutes of your precious time. Is there someone in particular I can send the email survey to? Your assistance is much appreciated.

Sincerely,
Paul Barasa M.
(Msc. Høgskolen i Molde)
Fabrikkvegen 4, A110 6415 Molde Norway
paul.b.mung_onye@hiMolde.no

Hei.

Jeg jobber med masters forskningsprosjekt med å forbedre og finne nye turistattraksjoner i det nordlige Europa (Nord-Norge, Sverige, Finland, Skottland, Færøyene og Island). For omtrent to uker siden sendte jeg en spørreundersøkelse på Engelsk om dette til selskapet du jobber for. Det vil kun ta noen få minutter å fylle ut. Vennligst gi meg beskjed om du har fylt den ut, da vi ser fram til å få svaret ditt.

Med vennlig hilsen
Paul Barasa, Msc. ved Høgskolen i Molde
Fabrikkvegen 4, A110, 6415 Molde
paul.b.mung_onye@hiMolde.no

Mitt navn er Paul Barasa og jeg er master student ved Høyskolen I Molde hvor jeg jobber med et prosjekt som omhandler innovasjon av turistnæringen i nord Europa. Formålet er å finne nye veier for å øke tilgjengeligheten av turist attraksjoner i deres region. Etter undersøkelse av markedet finner jeg dere som en attraksjon som er relevant for min undersøkelse, og forespør derfor om dere kan delta i en spørreundersøkelse. Undersøkelsen er av kort varighet (estimert tid 5 minutter) og er på Engelsk. Om dere finner det mulig å bidra til undersøkelsen, er det noen adresse jeg kan sende denne til?

Med vennlig hilsen
Paul Barasa, Msc. ved Høgskolen i Molde
Fabrikkvegen 4, A110, 6415 Molde
paul.b.mung_onye@hiMolde.no

Dear Sir or Madam,

I am involved in a masters project on tourism innovation in Europe's Northern Periphery (North Norway, Sweden, Finland, Scotland, N. Ireland, Faroes Greenland & Iceland). About 2 weeks ago, I sent a survey on Tourism Innovation to your esteemed company. It would take only a few minutes of your time. Kindly let me know if you filled it, as we are looking forward to receiving your response.

Sincerely,
Paul Barasa
(Msc. Høgskolen i Molde)
Fabrikkvegen 4, A110 6415 Molde Norway
paul.b.mung_onye@hiMolde.no

APPENDIX F – Sample Frame: List of Tourism Attractions in the Northern Periphery

RED – Survey not sent due lack of contact address or to technical issues with email addresses.
BROWN – Different Tourist Attractions with Same Ownership

NORWAY
Nord Trondelag NO 006

1. Arctic Polar Center, Polarsirkelen - polarsirkelsenteret.no E-mail: post@polarsirkelsenteret.no
2. Skarvan og Roltdalen National park
3. Namsskogan family park - http://www.namsskogan-familiepark.no/public.aspx Email: info@namsskogan-familiepark.no
4. Stiklestad National Cultural Center - http://www.stiklestad.no/ Email: stiklestad@snk.no
5. http://museumsnett.no/norveg/welcome.htm Email: kontakt@norveg.org

Troms NO 072

6. Hurtigrutten
7. Reisa National Park, Øvre Dividal National Park, Ånderdalen National Park
8. Polar Zoo - http://www.polarzoo.no/
9. Fjellheisen Cable Car - http://www.fjellheisen.no/
10. Arctic Cathedral - http://www.ishavskatedralen.no/english/index.html
11. Polaria - http://www.polaria.no/
12. Village of Havness
13. Senja Troll - http://www.senjatrollet.no/
14. Museums –

Nordland NO 071

15. Lofoten Islands: whale watching, museums, world championship in cod fishing - www.lofoten-tourist.no
16. Annual Event in lofoten - http://www.camplofoten.no/ fredrik.geelmuyden@online.no
17. Saltfjellet National park http://www.nordlandnasjonalparksenter.no/enkel.aspx?m=29942&amid=1181750 Email: post@nordlandnasjonalparksenter.no
18. Fjordcruise Narvik - http://www.fcn.no/
19. Narvikfjellet - http://www.narvikfjellet.no/
20. Bodo Spectrum http://www.bodospektrum.no/ firmapost@bodospektrum.no

Finnmark NO 073

21. Hammerfest - http://www.hammerfest-turist.no/
22. Alta Friluftspark - Sorrisniva http://www.sorrisniva.no/page.jsp?id=29&mid=26 info@sorrisniva.no
23. Barents Safari http://www.barentssafari.com/ Email: hhatle@online.no
24. Finnmark Snowmobile Safari - http://www.snowmobile-safari.no/ E-post: snowmobile-safari@trollnet.no
25. Stabbursdalen Resort - http://www.stabbursdalen.no/index.php?lang=en - post@stabbursdalen.no

26. Nordkapp - http://www.nordkapp.no/
    Nordkapp Reiseliv AS on info@northcape.no
    a. Artico Ice Bar - E-mailartico@articoicebar.com Web page www.articoicebar.com
    b. Skarsvåg Turistcenter
    c. Nordkapp Jul og Vinterhus - www.julehuset.no
    d. Gallery east of the sun - E-mailevart@evart.noWeb page http://www.evart.no
    e. Nordkapp Museet - post@nordkappmuseet.no Homepage http://www.nordkappmuseet.no
    f. North Cape Techno Fun - mail@nctf.no **Web** www.nctf.no

27. Ice Hotel Ongajok – post@ongajok.no http://www.ongajok.no/icehotel.html
28. Stabbusdalen Resort - post@stabbursdalen.no http://www.stabbursdalen.no/
29. Sapmi AS – Sami Theme Park - E-mail: post@sapmi.no http://www.sapmi.no
30. Whale Safari – Andenes, Andoy http://www.whalesafari.com/ post@whalesafari.no

Tour Operators

31. http://www.bestofnordic.se/ info@bestofnordic.se (in Finnmark & Sweden)
32. http://www.norwayvisitor.com/ Email: norway@nordicvisitor.com
33. Nordic Visitor http://www.nordicvisitor.com (all Nordic Countries)
34. http://www.robinsonscandinavia.com/ (All Nordic) E: firmapost@robinson.no
35. http://www.travelmyway.no/ E-mail : kristin@travelmyway.no
36. http://www.varangerpanorama.no/en/ E-mail: post@varangerpanorama.no
37. http://www.altatours.no/index.jsp?lang=en marianne.andersen@viatravel.no og E-mail: lena.nielsen@viatravel.no
38. http://www.hammerfest-turist.no/index.php?page_id=33 Email: info@hammerfest-turist.no
39. http://www.radius-kirkenes.com/ info@radius-kirkenes.com (Kirkness Snow Hotel)
40. http://www.loppaopplevelser.no/defaulte.htm post@loppaopplevelser.no
41. http://www.nordicsafari.no/ vikarlst@online.no or Email: post@nordicsafari.no
42. http://www.arcticwhaletours.com/ Email: info@arcticwhaletours.com
43. Arctic Wilderness Experience - http://www.awe.no/ Email: arctic@awe.no
44. http://www.fjord-tours.com/default.asp Email: fjordtours@fjordtours.no
45. http://en.hamsuns-rike.no/ E-mail: post@hamsuns-rike.no
46. Orca & Nature Safari - http://www.goarctic.no/ Email: post@orca-lofoten.no
47. http://www.spitsbergentravel.no/eng/ E-mail:
    info@spitsbergentravel.no marketing manager
    ida.dyreng@spitsbergentravel.no managing director
    trygve.steen@spitsbergentravel.no (in Svalbard)
48. http://www.svalbardvillmarkssenter.no/index.asp?Lang=UK info@svalbardvillmarkssenter.no Eco Tourism
49. Destination Lofoten AS – lofoten@lofoten.no

ReislivsArena - http://www.reiselivsarena.no/

SWEDEN

Vasternorrland SE 321

50. Paradisbadet - info@paradisbadet.nu
    http://www.ornskoldsvik.se/paradisbadet/
51. High Coast Center - http://www.highcoastcenter.se/ info@highcoastcenter.se
52. http://www.kirunanature.com/ info@kirunanature.com
53. Land & Wilderness
    http://www.laplandwildernesstours.com/otheractivities/index.html
    info.lwt@telia.com
54. Camp Alta http://www.campalta.net/eng_index.htm campalta@campalta.net
55. Kiruna I Norr http://www.kirunainorr.se/eng/contact.htm
    peter@kirunainorr.se lena@kirunainorr.se info@kirunainorr.se
56. Camp Ripan http://www.ripan.se/en/ ripan@kiruna.se

Varmland SE 311

57. International Swedish Rally: Uddenholm & Svenskt Masterskap Rally -
    http://www.swedishrally.com/index.php
58. Waterworld - info@waterworldsweden.com
    http://www.waterworldsweden.com/
59. Branas Ski Resort - http://www.branas.se/
60. Fortum Ski Tunnel - info@skitunnel.se
    http://www.skitunnel.se/index.php?use=publisher&cmd=view&id=1239&lan&lang=1&force_menu=1240
61. Langberget Sport Hotel – cross country skiing info@langberget.se

    http://www.langberget.se/index.asp?fu_id=110

Jamtland SE 322

62. Åre Ski Resort - http://www.skistar.com/
    http://www.skistar.com/are/svenska/specialmallar/kontakt/index.app
63. Jamtli (historieland) info@jamtli.com
64. Sled Dog World Championships – niklas@polarhundsvm2008.se
65. Holiday Club Water Park Hotel - info@holidayclub.se
    http://www.holidayclub.se/en/company/20080116.html
66. Camp Viking and Resort Center - http://www.campviking.se/ Email:
    info@campviking.se
67. Inlandsbanan - http://www.inlandsbanan.se/ info@grandnordic.se
68. http://www.jope.se/eng/index.htm info@jope.se
69. Are sled dog adventures http://www.aresleddog.se/eng/index.html
    info@aresleddog.se

Norrbotten SE 332

70. Ice Hotel Jukkasjarvi - http://www.icehotel.com/ roger@iceadventure.com
    info@icehotel.com
71. Kiruna Snow Festival - ulrika@lappland.se (project leader)
    http://www.snofestivalen.se/
72. Riksgrånsen Ski Resort - http://www.stromma.se/riksgransen

73. Spaceport Kiruna - info@spaceportsweden.com http://www.ssc.se/?id=9500
74. Mt. Kebnekaise - http://www.kebnekaise.nu/
75. Hunting Tourism – Hakan Gyllbring – North Hunt – Hashällnings Sallskapet
76. Swedish Lapland package Tours - http://www.swedishlapland.com/en-GB/noflash/start.aspx
77. Jokkmokk Winter Festival - turist@jokkmokk.se http://www.jokkmokksmarknad.com/extdefault.aspx?epslanguage=SV

Dalarnas SE 312

78. Tomteland - E-mail: tomteland@santaworld.se http://www.santaworld.se/
79. Vasa Race and Ski Games –
80. Dalarna as a Destination in 8 days - http://www.dalarna.se/templates/Dalarna/Page____432.aspx?epslanguage=EN

Vasterbotten SE 331

81. Nature and Culture Centers http://www.vasterbotten.net/?LID=1 http://www.ac.lst.se/files/33trrR66.pdf
82. . Byske Havsbad - http://www.byskehavsbad.com/en_default.asp Email: camping.byske@skelleftea.se
83. Hemavan Outdoor - http://www.hemavan-outdoor.com/english_index.htm

Tour Op.

84. http://www.moosetravels.com/index.php?language=_eng **E-mail:** info@moosetravels.com
85. Stromma Tourism & Sjofart AB group http://www.stromma.nu/index-EN.htm info@stromma.se
86. http://www.nordicsafari.net/eng/about.html info@nordicsafari.net (Eco Tourism)
87. http://www.polcirkeln.nu/polcirkeln/index.php?lang=en info@arjeploglappland.se
88. http://www.pathfinderlapland.se/english.htm **info@pathfinderlapland.se**
89. http://www.creactive-adventure.se/eng/start.html info@creactive-adventure.se

FINLAND

Lappland FI 1A3

90. Kemi Ice Breaker - http://www.safarisunlimited.fi/index.php?ID=1577 - info@safarisunlimited.fi
91. Kemi Snow Castles - E-mail: info@snowcastle.net http://www.snowcastle.net/en/
92. Arkitum – Rovaniemi http://www.arktikum.fi/en/
93. Santa’s Village Rovaniemi - http://www.santaclausvillage.info/
94. Santa Park - http://www.santapark.fi/ - santapark@santapark.fi

95. Fly Fishing Lapland – World Fly Fishing Championships - http://www.flyfishinglapland.com/
96. Salla Reindeer Park/Jotos - http://matkailu.salla.fi/?deptid=16756
Email: sallan.poropuisto@jotos.inet.fi
97. Siida – Sami Museum and Northern Lapland Nature Centre - siida@samimuseum.fi - http://www.siida.fi/
98. Tankavaara Gold Village - http://tankavaara.fi/kultakyla/index_en.html - kauko.launonen@tankavaara.fi Gold Prospector Museum - http://www.kultamuseo.fi/en/index.htm
99. Hetta Village – Fell Lapland nature centre Skieri, **Pallas-Yllästunturi National Park**
100. Ranua Zoo - http://www.ranuazoo.com/?deptid=18245 - ranuan.zoo@ranua.fi
101. Yllas Fell Escape and Snow Village –
102. Yllas Ski Resort - http://www.yllas.fi/?deptid=8953
103. Ski Resort Iso – Yllas /Yllas Sauna Gondola – http://www.sportresortyllas.com/
104. Harriniva Igloos , Harriniva Holiday Center - http://www.harriniva.fi/?deptid=23684 http://www.harriniva.fi/?deptid=11428
Email. info@harriniva.fi
105. Igloo Village, Hotel Kakslauttanen http://www.kakslauttanen.fi/lake_inari.php
106. Levi Ski Resort (Levi Fell Kittila) - http://www.levi.fi/?redirect
107. Ski Resort Luosto - http://www.luosto.fi/etu/
108. Ski Resort Pyha - http://www.luosto.fi/etu/
109. Ski Resort Ounasvaara - http://www.ounasvaara.net/
info@ounasvaara.fi
110. Ski Resort Saariselka - http://www.saariselka.fi/
111. Ski Resort Salla - http://loma.salla.fi/en/
112. Ski Resort Suomu - http://www.suomutunturi.fi/?deptid=30061
113. Syote Resort - http://www.syote.fi/?deptid=28547
114. Taivalkoskelle - http://www.taivalkoskelle.fi/en/home.html
115. Nordic Fitness Sports Park - http://www.nordic-fitness-park.de/nitfile/finnland.php?PHPSESSID=594d91b90d88dd9d4a11dfc29c7ed2c7
email info@nature-it.de
116. Rauhalahti Resort and Family Center - http://www.rauhalahti.com/index.php email - rauhalahti.camping@kuopio.fi (Northern Savonia)
117. Nallikari Camping Village - http://www.nallikari.fi/EN/frontpage.html
email - nallikari.camping@ouka.fi
118. Visulahti http://www.visulahti.fi/en/ in Mikkeli – part of Aspro Parks - http://www.aspro-ocio.es/aspro/contacto.php contact them through website.
119. Tietomaa Science Center - http://www.tietomaa.fi/eng/index.html info@tietomaa.fi
120. Pori Regional Travel Agency – info@maisa.fi - organizing all sorts of packages for Maisa Region armi.makinen@maisa.fi marjukka.kauppinen-heino@maisa.fi (Marketing) http://www.maisa.fi/eng/yhteystiedot.html
121. Karelia Expert Tourist Service- http://www.kareliaexpert.fi/en/frontpage/ tarja.harinen@kareliaexpert.fi

122. Koli National Park - http://www.koli.fi/eng/home_page Koli Tourist Association - heikki.hamunen@koli.fi (director) , but contact Karelia Expert Service for additional info on NP.
123. Sampo Icebreaker – sampo@kemi.fi
124. Lainio snow village http://www.snowvillage.fi/
125. Hot Air Baloon Adventure – Levi http://www.hot-air-balloon-adventure.com/kontakt-e.html
126. Action Park , driving - http://www.actionpark.fi/index.php?lang=en Email: office@actionpark.fi Marketing Manager janne.niskala@actionpark.fi Operations michael.colborn@actionpark.fi
127. Lapp Village - http://www.lappvillage.fi/en_index.html info@lappvillage.fi
128. Konijanka animal park - http://www.konijanka.fi/index.php?pageid=2&lang=en e-mail info@konijanka.fi

ICELAND

129. Whale Watching – Husavik – Elding Tours elding@elding.is http://www.elding.is/
130. Gulfoss Geyser, golden circle tour - http://www.icelandtotal.com/home/tours_and_activities/detail/store32/item1468/ www.icelandtotal.com (part of Iceland travel & is the leading tour operator) Glaciers, Geysirs and Waterfalls - http://www.icelandtotal.com/home/vacations/detail/store32/item1462/ email:
131. Geysir Center – Selfoss geysir@geysircenter.is
132. Santaclaus Iceland – www.santaworld.is santa@santaworld.is
133. Arctic Open Golf Tournament Akuryeri - http://www.arcticopen.is/ gagolf@gagolf.is
134. Laugardalslaug Thermal Pool laugardalslaug@itr.is. Or Rekjavik Thermal Pools – look for website.
135. Nordic Visitor – Iceland ehf http://www.icelandvisitor.com/about_us/ E-mail: erla@nordicvisitor.com E-mail: audur@nordicvisitor.com (Sales & Operation) E-mail: palmi@nordicvisitor.com (business development)
136. Nauthólsvik Thermal Beach –
137. Blue Lagoon - http://www.bluelagoon.com/About-Us/ general enquiries bluelagoon@bluelagoon.com
138. National Parks (Skaft./Joku./Snæf.) - http://english.ust.is/Skaftafellnationalpark/ contact - email: ust@ust.is
139. Arctic Adventures - http://www.adventures.is/ info@adventures.is
140. Arctic Safaris - http://www.arcticsafari.is/ Email: info@mountaintaxi.is
141. Rekjavik Excursions - http://www.re.is/ email: main@re.is
142. Iceland on Track - http://www.icelandontrack.com/ icelandontrack@icelandontrack.is
143. Blafjoll Ski Resort / Skidasvædin - http://www.skidasvaedi.is/category.asp?catID=51 skidi@skidasvaedi.is

144. World Class Health & Spa Resort - http://www.worldclass.is/ worldclass@worldclass.is
145. http://www.icelandexcursions.is/ **iceland@grayline.is**

Thorir Gardarsson - Sales & Marketing Director - email: **thorir@grayline.is** Gudrun Thorisdottir - Sales Manager - email: **gudrun@grayline.is**

Otto Einarsson - Sales Representative - email: **otto@grayline.is** Inga R. Gudmundsdottir - Sales Representative - email: **inga@grayline.is**

FAROES

146. 62 degrees North - http://www.62n.fo/Default.aspx?SectionId=73 airport@62n.fo
147. Greengate Incoming Ltd. - www.greengate.fo info@greengate.fo
148. Tora Tourist Traffic - http://www.tora.fo/index.php?w=1280&h=1024 Email: tora@tora.fo

GREENLAND

149. Kangia Camp AS
150. Greenland Travel - http://www.greenland-travel.com/home/
151. Apusuit Adventure Camp - http://www.come2maniitsoq.com/AACeng.htm
152. Polar Travel - http://www.polar-travel.com/
153. Tupilak Travel http://www.tupilaktravel.gl/
154. Maniitsoq Adventures Incoming http://www.come2maniitsoq.com/indexeng.htm

SCOTLAND

155. Ace Study Tours – highlands & islands of Scotland cruise http://www.acestudytours.co.uk/l/tours.title/Highlands%20&%20Islands%20of%20Scotland%20Cruise%20July%202009 ace@acestudytours.co.uk

Orkney

156. Explorer Charters – exploring orkney's northern isles and the sea http://www.explorercharters.co.uk/
157. Wilderness Scotland – walking holidays in Orkney http://www.wildernessscotland.com/adventures.php?tripID=94 Email: info@wildernessscotland.com
158. Scottish Cycling Holidays - http://www.scotcycle.co.uk/ E-mail info@scotcycle.co.uk
159. Orkney Triathlon Club - http://www.orkneytriathlon.co.uk/ email race@orkneytriathlon.co.uk
160. Orkney Marinas – Sailing http://www.orkneymarinas.co.uk/ Email: info@orkneymarinas.co.uk
161. Sail Scotland – Sailing http://sail.visitscotland.com/

162. Scapa Scuba – scuba diving - http://www.scapascuba.co.uk/ diving@scapascuba.co.uk

163. Archaeology tours - http://www.orkneyarchaeologytours.co.uk/ info@orkneyarchaeologytours.co.uk,caz.mamwell@btinternet.com

164. Orkney Island Holidays – tour operator http://www.orkneyislandholidays.com/

165. Discover Orkney Tours - http://www.discoverorkney.com/ john@discoverorkney.com

166. Five Senses - http://www.allfivesenses.com/ info@allfivesenses.com

167. Orkney wildlife/bird, sea watching etc… - http://www.orcadianwildlife.co.uk/ **enquiries@orcadianwildlife.co.uk**

168. Orkney and Shetlands tours http://www.tourorkneyshetland.co.uk/node

Argyll

169. Kilmartin Musem - http://www.kilmartin.org/ To find out about **school visits**, and **educational resources**, please email madeline@kilmartin.org.

170. Inveraray Jail http://www.inveraryjail.co.uk/ info@inveraryjail.co.uk

171. Inveraray Castle - http://www.inveraray-castle.com/Pages/content.asp enquiries@inveraray-castle.com

172. Duart Castle - http://www.duartcastle.com/ guide@duartcastle.com

173. Sterling Mills Discount Village (Outlet shopping village) http://www.sterlingmills.com/ info@sterlingmills.com

174. Cruachan, the hollow mountain - http://www.visitcruachan.co.uk/ **visit.cruachan@scottishpower.com**

175. Blair Drummond Adventure & Safari Park - http://www.blairdrummond.com/ enquiries@blairdrummond.com

176. Mount Stuart Gothic Castle - http://www.mountstuart.com/ Email: contactus@mountstuart.com

177. Falkirk Wheel - http://www.thefalkirkwheel.co.uk/ info@thefalkirkwheel.co.uk

178. Loch Lomond Aquarium Sea Life - http://www.sealifeeurope.com/local/index.php?loc=lochlomond emma.mcdougal@ merlinentertainments.biz

179. Seal Sanctuary - http://www.sealsanctuary.co.uk/ oban@sealsanctuary.co.uk

180. Balranald, Loch Gruinart RSPB Researve - http://www.rspb.org.uk/ (use websites contact form to send email)

181. Benmore botanic gardens http://www.rbge.org.uk/the-gardens/benmore benmore@rbge.org.uk

Inverness

182. Inverness museum & art gallery http://inverness.highland.museum/ email - hp@highland.gov.uk

Caithness & Sutherland

183. Castle of Mey - http://www.castleofmey.org.uk/ email: castleofmey@totalise.co.uk

Western Isles, Hebrides

184. Hebridian Island and Wildlife cruises - http://www.arisaig.co.uk/ info@arisaig.co.uk
185. Island Cruising http://www.island-cruising.com/ Email: info@island-cruising.com
186. Hebrides Holidays - http://www.hebridesholidays.com/ info@hebridesholidays.com
187. Hiking - http://www.cndoscotland.com/
188. Fishing - http://www.fishpal.com/Scotland/Hebrides/index.asp?dom=Hebrides info@fishbritain.co.uk

Skye

189. Taliska Distillery - http://www.discovering-distilleries.com/talisker talisker@diageo.com

Shetland

190. Shetland Nature Cruises - http://www.shetlandnaturecruises.co.uk/ brydon@shetlandnature.net
191. Swan Weekend Trips – skipper@theswan.shetland.co.uk http://www.visitshetland.com/getting-around/sail-on-the-swan/swan-packages

Shetland Otters - http://www.shetlandotters.com/ **Email:** info@shetlandotters.com

192. National Trust for Scotland - http://www.nts.org.uk/Home/ information@nts.org.uk - visits & holidays, events, activities, excursions etc..
193. Historic Scotland - http://www.historic-scotland.gov.uk/ hs.explorer@scotland.gsi.gov.uk – many historic sites are under their umbrella

NORTHERN IRELAND

194. Amargh planetarium - http://www.armaghplanet.com/
195. Maxtrack - http://www.maxtrack.com/

APPENDIX G – List of Respondents

SCOTLAND

1. Orkney Island Holidays – tour operator http://www.orkneyislandholidays.com/

2. Cruachan, the hollow mountain - http://www.visitcruachan.co.uk/
visit.cruachan@scottishpower.com
3. Island Cruising http://www.island-cruising.com/ Email: info@island-cruising.com
4. Fishing - http://www.fishpal.com/Scotland/Hebrides/index.asp?dom=Hebrides
info@fishbritain.co.uk
5. Taliska Distillery - http://www.discovering-distilleries.com/talisker
talisker@diageo.com
6. Castle of Mey - http://www.castleofmey.org.uk/ email: castleofmey@totalise.co.uk

7. Hiking - http://www.cndoscotland.com/

FAROE ISLANDS

8. GreenGate Incoming - www.greengate.fo info@greengate.fo

FINLAND

9. Karelia Expert http://www.kareliaexpert.fi/en/frontpage/
10. Siida – Sami Museum and Northern Lapland Nature Centre -
siida@samimuseum.fi - http://www.siida.fi/
11. Ajtte - http://www.ajtte.com/?page_id=48
12. Santa's Village Rovaniemi - http://www.santaclausvillage.info/ (Arctic-circle.fi)
13. Kemi Snow Castles -info@snowcastle.net
14. Yllas Fell Escape/Ski Resort - http://www.yllas.fi/?deptid=8953
15. Koli National Park http://www.koli.fi/eng/home_page

GREENLAND

16. Maniitsoq Adventures Incoming http://www.come2maniitsoq.com/indexeng.htm
17. Polar Travel - http://www.polar-travel.com/

NORWAY

18. http://museumsnett.no/norveg/welcome.htm Email: kontakt@norveg.org
19. Namsskogan Familiepark
20. Ice Hotel Ongajok
21. Stabbursdalen Resort - http://www.stabbursdalen.no/index.php?lang=en -
post@stabbursdalen.no
22. Arctic Whale Tours - http://www.arcticwhaletours.com/
23. Nordic Visitor http://www.nordicvisitor.com
24. Destination Lofoten AS lofoten@lofoten.no
25. Gallery east of the sun - E-mailevart@evart.noWeb page http://www.evart.no
26. Barents Safari - http://www.barentssafari.com/ Email: hhatle@online.no

NORTHERN IRELAND

27. Maxtrack.com http://www.maxtrack.com/
28. Armagh Planetarium http://www.armaghplanet.com/

SWEDEN

29. Skistar.com – Åre Ski Resort.
30. GrandNordic AB
31. Jokkmokk winter festival turist@jokkmokk.se
http://www.jokkmokksmarknad.com/extdefault.aspx?epslanguage=SV
32. Kiruna Snow Festival
33. Hashällings Sallskapet – Swedish Lapland Hunting Network
34. Stromma Tourism and Sjofart AB
35. Spaceport Kiruna – spaceport sweden.
36. Riksgrånsen Ski Resort
37. Kiruna Lappland – Kiruna I Norr - info@kirunainorr.se