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Alone or together?

Investigating cooperation between the tourism sector and the municipality's efforts for sustainable destinations

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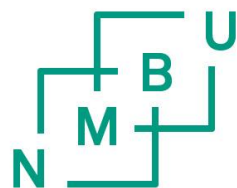
Nature-based tourism

Preface

This master's thesis is written as a part of a two-year master's program in Nature-based Tourism at the faculty of Environmental Sciences and Natural Resource Management, at the Norwegian University of Life Sciences NMBU.

I would like to thank my supervisors, Torvald Tangeland (OsloMET) and Øystein Aas (NMBU) for all their helpful and constructive feedback along the way.

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Abstract

This master's thesis has investigated the cooperation between the tourism sector and the municipality's efforts for sustainable destinations. The purpose of this thesis was to look at governance of sustainable tourism destination development, by assessing the current interaction and cooperation between 3 different municipalities and the tourism industry within such municipalities, with regards to sustainability efforts from both sides. When looking at sustainable tourism development, it becomes apparent that there is a need to look at governing systems and how collaboration, coordination and transparency between public and private stakeholders are executed. Governance of sustainable tourism is challenging due to the complex nature of the industry, as it spans across different sectors, policy domains and scales. The method which has been utilised is the qualitative method, by use of in-depth interviews. The goal of this research was to get a deeper understanding of the interaction and cooperation between municipalities and DMOs, thus a qualitative method was considered the best approach. Moreover, a case study approach is utilized, with informants from 3 municipalities and belonging the DMOs from Suldal, Rauma and Arendal.

This master's thesis found that there is at least some collaboration between the municipalities and DMOs in sustainable tourism development. The collaboration mainly concern marketing and the Sustainable Destinations Label, where the DMO is the main coordinator between the tourism industry, the municipality and other relevant stakeholders. The results of the Sustainable Destinations Label are first and foremost awareness and cooperation within the tourism industry, DMOs, municipalities and local communities, where planning towards sustainable tourism has become important. Moreover, it has led to future planning within sustainable tourism through strategy development, in the form of one tourism strategy and one visitor strategy.

It was also found that all the municipalities and the belonging DMOs have different perspectives on who has the main responsibility for sustainable tourism development within the destination. It is apparent that the tourism industry's history, with little involvement from public authorities at all levels, is still common and is still an issue. This leaves governance being dominated by the "markets" approach. The findings shows that there is a need for clarification and more communication between the two actors if one is to achieve a more holistic sustainable development. Past research on the subject shows how the approach "networks" governance is recommended for sustainable tourism development. This is supported by this master's thesis, where it was found that the Sustainable Destinations Label can be a contributor to this.

The two initiatives the Sustainable Destinations Label and the Municipal Sustainability Network were also researched, to see if there is any cooperation or coordination in connection with the implementation of the two efforts. It was not found any connections between the two initiatives, which shows that there is a need for better coordination between the two initiatives. There is also a need for better strategic

coordination between general municipal planning and development and destination development, as these are mostly seen separate from each other.

Keywords: Destination Management, Governance, Sustainable Tourism, Municipal planning

Sammendrag

Denne masteroppgaven har undersøkt samarbeidet mellom reiselivssektoren og kommunens innsats for bærekraftige reisemål. Formålet med oppgaven var å se på styring av bærekraftig reiseliv og destinasjonsutvikling, ved å vurdere det nåværende samspillet og samarbeidet mellom 3 ulike kommuner og reiselivsnæringen i disse kommunene, når det gjelder bærekraftsinnsats fra begge sider. Når man ser på bærekraftig reiselivsutvikling blir det tydelig at det er behov for å se på styringssystemer og hvordan samarbeid, koordinering og åpenhet mellom offentlige og private interessenter utføres. Styring av bærekraftig reiseliv er utfordrende på grunn av næringens komplekse natur, siden den brer seg over ulike sektorer, politiske områder og skalaer. Metoden som ble brukt er kvalitativ metode ved bruk av dybdeintervjuer. Målet med denne forskningen var å få en dypere forståelse av samspillet og samarbeidet mellom kommuner og destinasjonsselskaper, og derfor ble den kvalitative metoden ansett som den beste tilnærmingen. Videre ble det benyttet en casestudie-tilnærming, med informanter fra 3 kommuner og tilhørende destinasjonsselskap fra Suldal, Rauma og Arendal.

Denne masteroppgaven fant at det i det minste er noe samarbeid mellom kommunene og destinasjonsselskapene innen bærekraftig reiselivsutvikling. Samarbeidet dreier seg i hovedsak om markedsføring og Merket for Bærekraftig Reisemål, hvor destinasjonsselskapet er hovedkoordinator mellom reiselivsnæringen, kommunen og andre relevante interessenter. Resultatene av Merket for Bærekraftig Reisemål er først og fremst bevisstgjøring og samarbeid innen reiselivsnæringen, destinasjonsselskapene, kommunene og lokalsamfunn, hvor planlegging mot bærekraftig reiseliv har blitt viktig. Dessuten har det ført til fremtidsplanlegging innen bærekraftig reiseliv gjennom strategiutvikling, i form av en reiselivsstrategi og en besøksstrategi.

Det ble også funnet at alle kommunene og tilhørende destinasjonsselskaper har ulike perspektiver på hvem som har hovedansvaret for bærekraftig reiselivsutvikling innenfor destinasjonen. Det er åpenbart at reiselivsnæringens historie, med lite involvering fra offentlige myndigheter på alle nivåer, fortsatt er vanlig og fortsatt er et problem. Dette gjør at styringen blir dominert av en "markeds"-tilnærming. Funnene synliggjør at det er et behov for avklaring og mer kommunikasjon mellom de to aktørene om en skal oppnå en mer helhetlig bærekraftig utvikling. Tidligere forskning på området viser hvordan tilnærmingen «nettverk»-styring anbefales for bærekraftig reiselivsutvikling. Dette støttes gjennom denne masteroppgaven, hvor det ble funnet at Merket for Bærekraftig Reisemål kan være en bidragsyter til dette.

De to initiativene Merket for Bærekraftig Reisemål og det kommunale Bærekraftsnettverket ble også undersøkt for å se om det er noe samarbeid eller koordinering i tilknytning til gjennomføringen av disse to initiativene. Det ble ikke funnet noen slik sammenheng mellom de to tiltakene, noe som viser at det er behov for bedre koordinering mellom de to tiltakene. Det er også behov for bedre strategisk

koordinering mellom overordnet kommuneplanlegging og destinasjonsutvikling, da disse stort sett ses adskilt fra hverandre.

Nøkkelord: Destinasjonsledelse, styring, bærekraftig reiseliv, kommunal planlegging

Table of content

PREFACE	2
ABSTRACT	3
SAMMENDRAG	5
TABLE OF CONTENT	7
1 INTRODUCTION	9
1.1 BACKGROUND	9
1.2 PURPOSE AND RESEARCH QUESTIONS	10
1.3 SUSTAINABILITY STANDARDS	11
1.4 NORWAY'S SUSTAINABLE DESTINATIONS LABEL	12
1.5 THE NORWEGIAN MUNICIPAL SUSTAINABILITY NETWORK AND U4SSC	13
2 KEY CONCEPTS AND THEORY	15
2.1 DESTINATION, DESTINATION DEVELOPMENT AND MARKETING	15
2.2 THE ROLE OF PUBLIC AUTHORITIES IN TOURISM MANAGEMENT IN NORWAY	17
2.2.1 <i>Municipality's role</i>	17
2.2.2 <i>County municipality's role</i>	18
2.2.3 <i>The state role</i>	18
2.3 LOCAL COMMUNITY DEVELOPMENT AND TOURISM IMPACTS	19
2.4 COMMON GOODS (NW. FELLESGODER)	19
2.5 SECOND HOMES	20
2.6 GOVERNANCE	21
2.7 GOVERNANCE OF SUSTAINABLE TOURISM	24
3 METHOD	26
3.1 RESEARCH METHOD	26
3.2 RESEARCH DESIGN	26
3.3 DATA COLLECTION	27
3.4 INFORMANTS	28
3.5 INTERVIEW PROCESS	28
3.6 DATA ANALYSIS	29
3.7 ASSESSMENT OF THE DATA	29
3.8 ETHICAL CONSIDERATIONS	30
3.9 CASE AREAS	30
3.9.1 <i>Suldal</i>	31
3.9.2 <i>Rauma</i>	32
3.9.3 <i>Arendal</i>	33
3.9.4 <i>Comparing the municipalities</i>	34
4 RESULTS	36
4.1 SULDAL	36
4.1.1 <i>Destination Organisation</i>	36
4.1.2 <i>DMO organisation: Role, cooperation, coordination</i>	37
4.1.3 <i>Marketing</i>	37
4.1.4 <i>Municipality role, cooperation, coordination</i>	38
4.1.5 <i>Collaboration with academia and non-governmental organisations</i>	39
4.1.6 <i>County municipality</i>	39
4.1.7 <i>Local community</i>	40
4.1.8 <i>Common goods</i>	40
4.1.9 <i>Second homes</i>	41
4.1.10 <i>Sustainable tourism development</i>	41
4.1.11 <i>Responsibility for Sustainable development of tourism</i>	42
4.1.12 <i>Summary Suldal</i>	42
4.2 RAUMA	43
4.2.1 <i>Destination Organisation</i>	43
4.2.2 <i>DMO's organisation, role, cooperation, coordination</i>	44

4.2.3	<i>Marketing</i>	45
4.2.4	<i>Municipality role, cooperation, coordination</i>	46
4.2.5	<i>Collaboration with academia and non-governmental organisations</i>	47
4.2.6	<i>County municipality</i>	47
4.2.7	<i>Local community</i>	48
4.2.8	<i>Common goods</i>	49
4.2.9	<i>Second homes</i>	49
4.2.10	<i>Sustainable tourism development</i>	49
4.2.11	<i>Responsibility for Sustainable development of tourism</i>	51
4.2.12	<i>Summary Rauma</i>	51
4.3	ARENDAL	53
4.3.1	<i>Destination Organisation</i>	53
4.3.2	<i>DMO organisation, role, cooperation, coordination</i>	54
4.3.3	<i>Marketing</i>	54
4.3.4	<i>Municipality role, cooperation, coordination</i>	54
4.3.5	<i>Collaboration with academia and non-governmental organisations</i>	55
4.3.6	<i>County municipality</i>	55
4.3.7	<i>Local community</i>	56
4.3.8	<i>Common goods</i>	56
4.3.9	<i>Second homes</i>	57
4.3.10	<i>Sustainable tourism development</i>	57
4.3.11	<i>Responsibility for Sustainable development of tourism</i>	57
4.3.12	<i>Summary Arendal</i>	58
5	DISCUSSION	60
5.1	SUMMARY OF MAIN FINDINGS	60
5.2	GOVERNANCE OF SUSTAINABLE TOURISM	60
5.3	HIERARCHY GOVERNANCE	61
5.4	MARKETS GOVERNANCE	63
5.5	NETWORKS GOVERNANCE	64
5.6	COMMUNITY GOVERNANCE	66
5.7	PRACTICAL IMPLICATIONS	67
5.8	FURTHER RESEARCH	68
6	CONCLUSION	69
	REFERENCES	71
	APPENDIX	77
	INTERVIEW GUIDE – DMO (IN NORWEGIAN)	77
	INTERVIEW GUIDE – MUNICIPALITY (IN NORWEGIAN)	79

1 Introduction

1.1 Background

According to Visit Norway (2019) the tourism industry in Norway has had a continuous growth since 2014. The main attractions in Norway are based on nature utilization, such as national parks, mountain peaks, northern lights, fjords and wildlands (Visit Norway, 2019). In 2019 there were 110.5 million overnight stays and a total expenditure of NOK 124.9 billion, resulting in the tourism industry accounting for 4.2 % of Norway’s GDP (Visit Norway, 2019). In the following two years the global Covid-19 pandemic led to travel bans and a dramatic impact on the tourism industry, resulting in no international travels (Gössling et al., 2020), yet in Norway loss of international visits was to some extent replaced by a higher volume of domestic tourists (Guillen-Royo, 2022). The tourism industry has both positive and negative impacts, on the economic, social and environmental conditions at a global, country as well as destination level. As Norway’s main tourism attraction is based on the nature, it has caused several negative impacts on nature. Examples are littering, disturbance of wildlife, harming of biodiversity etc. (Elands & Marwijk, 2012). It has been claimed that the tourism industry is in a paradigm-shift where it is required that local communities, businesses, governments and other stakeholders become more sustainable (Øian et al., 2018). Several scholars have also suggested that the global Covid-19 pandemic represents an opportunity for real and quicker sustainability shift in tourism (Gössling et al., 2020; Guillen-Royo, 2022).

Sustainable development was initially defined by the Brundtland report in 1987 as: “meeting the needs of the present without compromising the ability of future generations to meet their own needs.” This definition still stands. The United Nations developed the 17 Sustainable Development Goals (SDGs) in



Figure 1-1. The 17 Sustainable Development Goals (From UN, 2022).

2015 aiming to deal with sustainable development issues globally, with the goal of ending poverty, ensure peace, and protect the planet through balancing social, economic and environmental efforts (UNDP, 2021; see figure 1-1). Tourism is specifically mentioned in the UN SDGs targets three times; Decent work and economic growth (SDG 8.9), Responsible consumption and production (SDG 12.b) and Life below water (SDG 14.7), where implementing sustainable management, policies and tools to develop tourism are essential goals (UNDP, 2021). Moreover, tourism affect all the goals in some way or another. The term sustainable tourism is widely discussed, as tourism in itself is not sustainable and is considered a huge contributor to climate change, which impacts the SDG 13 (Gössling et al., 2012).

According to UN World Tourism Organisation (2021), tourism has the opportunity to strengthen public-private partnerships while also including a variety of stakeholders on international, national, regional and local levels, for improved cooperation towards a more sustainable tourism sector. When looking at sustainable tourism development, it becomes apparent that there is a need to look at governing systems and how collaboration, coordination and transparency between public and private stakeholders are executed (Hall, 2011). Governance of sustainable tourism is challenging due to the complex nature of the industry, as it spans across different sectors, policy domains and scales (Bramwell & Lane, 2011; Stokke et al., 2016). This is why improved tourism policies and planning is urgently needed, to, among other things, protect biodiversity and vulnerable nature and humans at global, national and local scales.

1.2 Purpose and Research questions

The purpose of this thesis was to investigate governance of sustainable tourism destination development, by assessing the current interaction and cooperation between 3 different municipalities and the tourism industry within such municipalities, with regard to sustainability efforts from both sides. Tourism destinations in Norway have recently worked with sustainable development through the Sustainable Destinations Label (Visit Norway, 2022a), with varying involvement from the municipalities. The label was established 2013 and currently 23 destinations have earned the label, making it a relatively well-established sustainability scheme. Within local community/municipality development in Norway, the focus of sustainability has increased in recent years, resulting in a new sustainability commitment being initiated by municipalities and county municipalities, which involves responding to key performance indicators (KPIs) in U4SSC, a standard based on the UN's sustainability goals.

This study investigated cooperation between the tourism sector and the municipality's efforts for sustainable destinations. This was done by investigating the following research questions:

- To what extent is there a collaboration between the Destination management organisation (DMO) and the municipality/ies regarding sustainable development and achieving specific sustainability goals?
- If there is collaboration, what characterises this collaboration and what is prioritised?

- What expectations do the DMO and the municipality/ies hold regarding which governance approaches are effective or necessary to achieve improved sustainability within tourism sector? Which governance framework is dominant and how?
- How can this collaboration be strengthened?

1.3 Sustainability standards

According to the UN World Tourism Organization (2022), sustainable tourism can be described as *"Tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities"*. In recent years, the number of environmental certifications and sustainability standards have grown tremendously, as one measure to assist the tourism-industry to become more sustainable (Haaland & Aas, 2010, Gössling et al., 2012). These types of schemes are developed for a variety of different spatial levels and tourism actors, such as for tourism products, hotels, marinas, beaches, tour operators, travel agents, other tourism businesses and destinations (Mihalič, 2000). This master's thesis will mainly look at sustainability standards on the destination level.

Looking back, in 2007 the "Partnership for global sustainable tourism criteria" was initiated by the Rainforest Alliance, the UN Environment Programme (UNEP), the UN Foundation (UN Foundation) and the UN World Tourism Organization (UNWTO) (GSTC, 2022a; Buckley, 2012), with the goal of creating a common, global understanding of sustainable tourism. This resulted in the development of criteria for hotels and tour operators in 2008 (GSTC, 2022a). In 2010 the Global Sustainable Tourism Council (GSTC) was launched and is now serving as an international body for knowledge about sustainable tourism. It also has international standards and criteria for the tourism industry on the different spatial levels, such as on destination level (GSTC, 2022a). More recently, in 2021, the GSTC became an official member of International Social and Environmental Accreditation and Labelling (ISEAL) community. The ISEAL members are sustainability systems and accreditation bodies, promising to ensure credible, effective and transparent systems (GSTC, 2022a).

A sustainability standard typically consists of a number of criteria and indicators covering social, economic and environmental impacts, usually answered by the ones in charge of the destination management. There are three terms that emerges when discussing this: "certification", "accreditation" and "recognition" (GSTC, 2022a). The term certification is when a business, product or service reaches specific sustainable standards and are rewarded with a formal certificate. Certification may have a third-party assessment, through auditing of destinations and tourism businesses to a set standard, conducted by certification bodies (GSTC, 2022b), but this is not always the case (Haaland & Aas, 2010). The Sustainable Destinations Label is an example of a certification which does not have a third-party assessment. The term accreditation means that the whole process is based on an independent certification body (Mihalič, 2000). The GSTC have a small number of accredited standards meaning standards that

has gone through an intensive verification process of the whole certification and are up to GSTC's standards (GSTC, 2022b). The last term is Recognition, which consist of a verification by the GSTC on the standard but not the process of certification. The Sustainable Destinations Label is recognised by the GSTC, which means that the standards criteria and indicators are in line with GSTC's standard (Visit Norway, 2022b).

1.4 Norway's Sustainable Destinations Label

The label for Sustainable Destinations is a scheme developed by Innovation Norway in 2013 for destinations at local and regional level, to help them work systematically with sustainability (Visit Norway, 2022a). It has its point of departure in the 10 principles for sustainable tourism developed by Innovation Norway, which again is based on the UN World Tourism Organization's (UNWTO) definitions of sustainable tourism, see table 1-1. The process requires cooperation with the destination management organisation (DMO) as project leader, the municipality (in some cases municipalities) and local tourism industry businesses (Visit Norway, 2022a). Furthermore, the local community is also involved and is considered in the process. The label consists of a standard with a large number of criteria and indicators each destination must respond to.

The standard consists of several topics and surveys such as executing a population survey, business survey, guest survey, risk assessment and value creation research to get further knowledge of the tourism industry in the specific area (Visit Norway, 2022a). It is highlighted that the label is a framework for long-term work towards increased sustainability, which is why there is an obligation to answer the standard every 3 years, to ensure continuous, long-term work for sustainability. Innovation Norway arranges yearly network gatherings with all the destinations participating in the system. This facilitates the destinations to share their challenges and solutions and to discuss and learn from each other.

Looking at the label scheme from an international point of view, the standard is as mentioned Recognised by the GSTC, meaning that it fulfils the criteria to be recognized. At the same time, however, the process has not been investigated (GSTC, 2022c). Furthermore, the standard incorporates many of the UN's sustainability goals (Visit Norway, 2022b). Thus, this sustainability scheme is a part of a larger international effort for sustainable tourism development, through local action.

The Sustainable Destinations Label has been criticised by the media for false advertising and greenwashing. This has, inter alia, lead to the Norwegian Consumer Ombudsman (now the Norwegian Consumer Authority) being alerted back in 2019 (Roaldseth, 2019). The critique especially focused on the name of the label "Sustainable Destinations", making it seem like the destinations are already sustainable at the point in time when they earn the label. Furthermore, the Sustainable Destinations Label was criticised for allowing destinations pursuing unsustainable tourism to be a part of the label, for example, destinations which had recently supported building of local airports and cruise destinations. Moreover, the critique is directed towards the auditing process and how it is not an independent third-

party assessment. Despite this critique, the Sustainable Destinations Label has become a dominant and important tool to work towards more sustainable tourism in Norway, which makes it important to study how it performs.

Table 1-1: The 10 principles of sustainable tourism by UNWTO & Innovation Norway (Visit Norway, 2022a)

Conserving of nature, the environment and culture	Strengthening of social values	Economic sustainability
<p>1. Cultural wealth To respect, develop and highlight the historical heritage of the community, authentic culture, traditions and character</p> <p>2. The physical and visual integrity of the landscape To preserve and develop the landscape quality, both for cities and villages, so that the physical and visual integrity of the landscape is not degraded.</p> <p>3. Biological diversity To support the preservation of natural areas, wildlife and habitats, and minimise the devastation of these.</p> <p>4. Clean environment and resource efficiency Minimising the pollution by tourism businesses and tourists of air, water and land (including noise), as well as minimising the generation of their waste and consumption of scarce and non-renewable resources.</p>	<p>5. Local quality of life and social values Preserving and enhancing the quality of life in the community, including social structures, access to resources, facilities and public goods for all, as well as avoiding any form of social degradation and exploitation.</p> <p>6. Local control and commitment Engaging and providing power to the local community and local stakeholders with regard to planning, decision-making and the development of local tourism.</p> <p>7. Job quality for tourism employees To enhance the quality of tourism jobs (direct and indirect), including wage levels and working conditions without discrimination based on gender, race, disabilities or other factors.</p> <p>8. Guest satisfaction and security; Quality of experience To provide safe, satisfying and enriching experiences for all tourists regardless of gender, race, disabilities or other factors.</p>	<p>9. Economic sustainability and competitive tourist destinations through local value creation To ensure the sustainability and competitiveness of tourist destinations in a long-term perspective, by maximising the value creation of the tourism in the local community, including what tourists leave behind of value locally.</p> <p>10. Economic sustainability and competitive tourism businesses To ensure the sustainability and competitiveness of the tourism industry in a long-term perspective.</p>

1.5 The Norwegian Municipal Sustainability Network and U4SSC

The Sustainability Network is a collaboration between municipalities, county municipalities and the organisation KS (Norwegian Association of Local and Regional Authorities) working towards sustainable development of cities and local communities (KS, 2020). This Norwegian network is developed in collaboration with the UN's program for smart and sustainable development of cities and local communities, with a municipality-based measurement tool and standard called U4SSC. The network aims to gather municipalities and county municipalities to work together towards sustainability, through knowledge sharing and cooperation. It is developed as a response to the UN sustainability

development goals (SDGs), with the mindset “if we are to succeed in this, we must think globally, and act locally”. This highlights the importance of working with sustainability locally to achieve the 17 SDGs, with the goal being for the municipalities to implement environmental, economic and social balance into systematically work to reach the UN SDGs faster.

The U4SSC is a standard with a set of key performance indicators used to evaluate the municipalities sustainability “starting point”. This work has started within many Norwegian municipalities. The findings from this evaluation provide a starting point for identifying where there is potential for sustainable value creation. As a result of the evaluation, municipalities will be able to move resources from areas with little impact to places where they can have a bigger impact on.

The U4SSC standard is developed by the United Nations, in cooperation with the many UN sub-organisations, such as the UN environment programme, the Convention on Biological Diversity, the UN development programme, UNESCO and others. However, the UN World Tourism Organisation (UNWTO) is not listed, which might explain why there is little explicit focus of tourism in the standard U4SSC. There is one concrete tourism KPI concerning the number of residents working in tourism, covering UN SDG 8.9.

Main focus points:

- **Evaluation, data and standardization.** Without us having a way of talking about effects and results across cities and communities, we lack a basis for talking together on sustainable value creation.
- **Policy development, community planning and budgeting.** What we evaluate and learn should have consequences for priorities, and we must be able to see the connection between it we achieve and the resources we use to see where we get the most for our efforts.
- **Cooperation with the business community, innovative procurement and innovation.** It is unlikely that cities and local communities manage to achieve the sustainability goals alone. We need to connect together the resources, and expertise, that exist across sectors.
- **Organization and sustainable management.** The way we lead the work, and organize the tasks, means a lot for whether the resources pull in the same direction. Employees and managers must have the knowledge and prerequisites to challenge established practices and develop better practices and solutions against a common backdrop.
- **Citizen involvement and the municipalities as living laboratories.** The perspectives and the voices of children and young people become especially important in the development of sustainable communities: what world does the next generation want to live in?

Figure 1-2 Main focus points (KS, 2020)

2 Key concepts and theory

This chapter will define and outline relevant theories about tourism and destination development, local community development, the role of public authorities in Norway and governance frameworks relevant to sustainable tourism.

2.1 Destination, destination development and marketing

According to Kamfjord (2016), a destination can be described as a defined place or area, in which private and public actors collaborate to develop a holistic visitor experience. A destination can also be described as a place that offers a variety of activities and services within a geographical, economic and social unit (Ness, et al., 2014; Kobro et al., 2013). A destination can cover different spatial dimensions, e.g., a country, a region, a county, a municipality etc., and is usually covered by a destination management organisation (Kamfjord, 2016). However, the destination management is not only linked to one of these spatial dimensions, but also connected to the hierarchy of all levels, e.g., national strategies and policies will influence the local tourism development (Kamfjord, 2016). Innovation Norway (2015) describes how, in order to be successful in the work with destination development, it is important to work systematically and holistic with the tourism development, while at the same time recognizing the needs of tourists, local community, local businesses and sustainability aspects. Kamfjord (2016) highlights that the challenges with destination development is strongly connected to how the size and scope of a destination is defined, as the tourist's behaviour in many cases decides the organisation and scope/size of a destination. This may lead to challenges related to public infrastructure and authority, as what's defined as the destination don't always follow the municipality or county municipality borders. Thus, it is important to know where one is in terms of the destination hierarchy, recognising who and how to coordinate and collaborate with the relevant public and private actors (Kamfjord, 2016).

Destination marketing can play a role in destination development. Sotiriadis (2020) suggest that destination marketing is closely related to destination development, highlighting the importance of coordinating management and marketing activities. The destination marketing has a goal of promoting the destination, enhancing the destination image, selling commercial products and/or packed trips, communicating tourist information and attracting tourists to the destination (Kamfjord, 2016). Moreover, destination marketing can be described as different measures aiming to satisfy tourists needs and wants, with continuous research on market segments, planning and evaluation by the DMO, with the aim of increasing and containing the number of tourists (Sotiriadis, 2020). Sustainability, environmental efforts and climate change has become an emerging concern, and tourism is pointed out as a big contributor (Øian et al., 2018). In terms of marketing Sotiriadis (2020, p. 47) points out that: "tourism marketing has typically been seen as exploitative and fuelling hedonistic consumerism" and highlights the constant push for more visitors and tourist expenditure, lacking a focus on the negative effects this brings. Font & McCabe`s (2017) research, on the other hand, highlights how marketing can

become more strategically planned towards becoming a part of the sustainable development of the tourism industry.

Font & McCabe's (2017) introduces two approaches to sustainability marketing, the market development approach and the product development approach. The market development approach is a market-led approach, aiming to attract tourists with pro-sustainability values, beliefs and behaviour within the market segment. Furthermore, this approach has as a goal that the marketing leads to behavioural change (Truong & Hall, 2013). This suggests that the pro-sustainability tourist may be willing to pay more for sustainable conscious activities and environmental labels, however, many researchers suggest that there is not enough evidence supporting this (Gössling et al., 2012; Font & McCabe, 2017; Karlsson & Dolnicar, 2016; Truong & Hall, 2013; Chong & Verma, 2013; Dolnicar et al., 2008). The product development approach is a less developed approach. This approach moves away from focusing on market segments and towards providing the opportunity for all tourists to consume sustainable products (Font & McCabe, 2017). This is achieved by putting the responsibility for sustainability on the product producers and the DMOs (inter alia by giving them the responsibility to have sustainability requirements in their supply chain). An emerging term when discussing sustainable tourism marketing is "greenwashing", which can be defined as misleading communication and marketing of the business' environmental performance (Font & McCabe, 2017; Smith & Font, 2014; Delmas & Burbano, 2011). The motivation for greenwashing can be market external drivers such as consumer demand, investor demand and competitive pressure, which is easily achieved due to lack of controls and regulations (Delmas & Burbano, 2011). Greenwashing can result in a lack of trust between consumer and the business. Moreover, it can in turn result in a general lack of trust in environmental labels, green products and environmentally friendly businesses (Delmas & Burbano, 2011).

A DMO has been an abbreviation for "destination marketing organisation", as its main task traditionally consisted of marketing the destination. In recent years, however, the growing focus on sustainable development has increased the importance of the task of managing the destination (Sheehan et al., 2016). This has resulted in a shift from the term "destination marketing organisation" to the term "destination management organisation". The DMO's are often organisations with extensive knowledge about the local tourism product, which are also familiar with the tourists, local community, residents, tourism businesses and local authorities (Øian et al., 2018). Due to this, the DMO is an important actor in relation to coordination and involvement of public and private actors within destination development. The organisation varies from DMO to DMO, but it is usually member-based, with members being tourism businesses within the destination and such members providing financial contributions to the DMO (Øian et al., 2018). As DMOs' main focus has developed and become more focused on destination management and tourism development, their role has changed tremendously. According to Sheehan et al. (2016) this newfound responsibility comes with an important role to act as an intelligent agent at the destination, which knows and engages stakeholders and analyses information. When looking at DMOs'

role, Kamfjord (2016) divides the tasks of a DMO into main tasks and supporting tasks. The main tasks of destination management consist of strategic planning, destination development, destination marketing and organisation/finance. The supporting tasks consists of making analyses, measuring results, making evaluation, quality assurance, compliance with environmental requirements and competence assurance (Kamfjord, 2016). Moreover, an important role of a DMO consist of facilitating networks, usually the members, as a part of destination management.

Destination networks can act as important to lead a holistic development of tourism, through knowledge sharing, collective learning, coordination and cooperation between different actors within a destination and between destinations (Ness, et al., 2014). Ness, et al. (2014. P. 185) suggest that networks between destinations: “represent a source of external information, enabling knowledge diffusion that a focal destination may use for developmental purposes.” Kamfjord (2016) highlights the importance of destination networks and involvement, including how it is important to get an overview of the different tourism actors to ensure involvement in destination development. The coordinator of networks is usually the DMO or industry and development organisations collaborating with the municipality (Kamfjord, 2016). The DMO is acting as the coordinator ensuring prioritizing of tasks, ambitions, resources and a common goal, this differs from destination to destination, depending on the spatial dimension and scale.

2.2 The role of public authorities in tourism management in Norway

2.2.1 Municipality's role

According to Innovation Norway (2015, p.23) the municipality has four important roles as a facilitator in destination development; (1) through general municipal planning and political guidelines, (2) as a development partner by stimulating business development and creating and managing business funds, (3) as a product owner, primarily for common goods such as hiking trails and beaches, and (4) as a coordinator for holistic planning within different sectors which can affect the destination development (Innovation Norway, 2015). The Norwegian planning and building act (Nw. plan- og bygningsloven) is the municipalities' most important tool in development of local community, thus, also tourism development (Visit Norway, 2022c). Stokstad, Haug & Monkerud (2017) describes the planning and building act as multi-level management, consisting of the state, county municipality and municipality. Furthermore, it is described as a traditional hierarchy with the state at the top, however in practice the municipality makes a majority of the decisions where the state and county municipality have the opportunity to intervene if deemed necessary.

In some cases, the municipality is actively involved in a destination network, while in other cases the municipality may take a more distant role (Kamfjord, 2016). Kobro et al. (2013) found that the more volume, the more tourists, the longer stays, and the more even flow of tourists all year round, the greater the need for the municipality to have both competence and tools to ensure good destination management and a good local community. In a report from Telemark Research Institute researching the cooperation

between municipalities and tourism, it was found that the respondents from the municipalities are aware and agree that the municipality has responsibility for tourism in the municipality (Kobro et al., 2013). However, what this role entails was more uncertain and not clear (Kobro et al., 2013), this confusion can contribute to mismanagement of the tourism industry and a lack of holistic development of the destination.

2.2.2 County municipality's role

The county municipality has an important role to ensure coordination between different levels in government and sector authorities and making sure that regional plans and strategies are in line. Visit Norway (2022c) suggest that the regional plan is a good tool for ensuring good solutions within development of land use, transport, cultural and natural heritage, and how it is important to keep the tourism industry in mind as it is inwoven in all these sectors.

The county municipality (regional authority) has not any official role when it comes to destination development (Kamfjord, 2016). However, the county municipality can contribute to tourism development through cultural and business supports, enhancing competence and through being responsible for public transportation in the area. Moreover, in some cases the county municipality can contribute by financing marketing activities for DMOs and/or regional destination organisations. Also, many county municipalities offer support for business development and cooperative networks within tourism (Kamfjord, 2016). With a tendency among many Norwegian DMOs to fusion into larger organisations, the county municipality becomes a more important actor.

2.2.3 The state role

The state is furthest away from the local destination development and visitor experience. The state contributes indirectly to destination development through policies and frameworks in relevant areas within the tourism industry (Kamfjord, 2016) and in related sectors, such as on the topics of environmental requirements, major infrastructure measures, transportation and general business-related policies. The more direct role of the state in destination management, is primary through funding of national marketing and reputation building (Kamfjord, 2016).

In terms of organisation, the development of tourism in Norway primarily falls to Innovation Norway, which has been assigned this responsibility by its owner, the Ministry of Trade, Industry and Fisheries (Visit Norway, 2022a). However, as the tourism sector spans across different sectors, policy domains and scales, management and development of the entire tourism sector gets divided between different ministries. For example, national parks and transport fall under two other ministries, the Ministry of Climate and Environment and the Ministry of Transport. Due to the complex and broad nature of the tourism industry, it is important to ensure coordination and cooperation between the different ministries, to ensure a holistic development.

The development of sustainable tourism in Norway has through the years focused on certifications, labelling scheme, reports and finally a national strategy. In the report «Roadmap towards sustainable tourism», which was published in 2016, the industry itself presents the opportunities for tourism in Norway to develop in a sustainable direction (NHO, 2016). Furthermore, in the spring of 2021, Norway's first national tourism strategy was launched by Innovation Norway (Visit Norway, 2022c). This addresses the role of tourism in the green shift and cooperation and coordination across are taken up as important initiatives. The strategy has identified 23 measures and focus areas, where the municipality is, among other things, highlighted as an important piece for the development of tourism (Visit Norway, 2022c).

2.3 Local community development and tourism impacts

Kobro et al. (2013) found that the development of a tourist destination and local community development are becoming more and more related to each other and highlights the importance of knowledge about “broad value creation” to achieve sustainable development. Broad value creation consists of balancing economic, culture, nature and local community facilitating more interaction and comprehensive planning for the development and management of local community and the destination. Thus, municipalities with a big tourism industry, should oversee the destination and community development as one (Kobro et al., 2013).

Vareide (2011) has developed the pyramid of attractiveness for a destination/municipality, which consists of three different reasons a place can be attractive to visit, which showcases the synergy of local community development and destination development. Firstly, it can be attractive due to having attractions and lots of tourism activities. Secondly, it can be attractive as a place to settle, where settlement is increasing more than the growth in jobs would normally suggest. Lastly, it can be attractive as a good place to establish and have business.

2.4 Common goods (Nw. fellesgoder)

Common goods can be described as a good or benefit that cannot be exclusively available for one person who pays for it, such as hiking or skiing trails, nature, fishing etc. (Kobro et al., 2013). Much of these are considered the main tourism attractions in Norway, which are affected by the public right of access to the nature, public and semi-public NGO-financed goods in connection to outdoor recreation (Øian et al., 2018). Furthermore, the common goods include roads, parking spaces and public waste management systems used by tourism (Øian et al., 2018). The common goods can be produced and managed by different actors, for example tourism organisations such as destination organisations, private companies such as hiking and trail teams, voluntary organisations, and lastly (and more commonly in Norway) the municipality (Kobro et al., 2013). In many places, the municipality produces the goods, while the private actors reaps the effect (Kamfjord, 2016).

In a tourism context, common goods can be utilized commercially through exclusive private goods in connection with the free goods, such as guiding, parking and toilet fees (Kobro et al., 2013). In such cases, it becomes important for tourism businesses who are utilizing the common goods to deliver a better product and overall experience through guiding and providing tools, food and drinks (Kobro et al., 2013). The discussion of tourism tax was an emerging topic in Norway as a way of financing common goods, especially in affiliation to places experiencing over-tourism (Øian et al., 2018).

In 2003 the restrictions on commercialized activities in nature were changed, by allowing commercial activities, e.g., tourism, especially in border zones (Øian et al., 2018). Furthermore, in 2010 the government moved the management responsibilities from the state to local entities, such as politicians from municipalities and county councils. Øian et al. (2018, p. 35) suggest that *“the present model implies that the role of government agencies at different administrative levels and across sectors is not sufficiently defined, which gives rise to problems for tourism stakeholders.”* It is highlighted that challenges connected to role clarification creates an emerging need for coordination when implementing policies.

2.5 Second homes

Second homes or cabins are an important element for the tourism industry at many Norwegian destinations. While often not specifically considered a part of the tourism sector, owners and other people staying in second homes can be important market segments for many local tourism businesses, be it restaurants or ski-lifts, guides or hunting right holders (Tangeland et al., 2011). At the same time, second homes often represent major sustainability challenges (Aall, 2011).

Kobro et al. (2013) discusses the change from “cabin” to the term “second homes” in Norway. The cabin that traditionally was used to pursue leisure and activities in the nature with family, has partly been replaced with what is often labelled as an economic investment in a modern high-standard “second home”. It has also been suggested that opportunities for place-independent work have contributed to this (Kobro et al., 2013). This transition and development are interesting to look at in a tourism mindset, as it is a different way of being a tourist. Furthermore, this introduces the dilemma of building down untouched nature for an economical gain. The second homes owners can in some cases be categorized as more of residents rather than tourists.

The economic benefits are a big motivator to the building of second homes, as it can bring employment, increase local value creation, increase the municipality’s income from property taxes, create lively local communities etc. (Kobro et al., 2013; Aall et al., 2011; Øian et al., 2018). The research of Kobro et al. (2013) shows that municipalities are positive to the economic benefits of the second home trend and points at the utilization of tourist expenditure. However, Kobro et al. (2013, p.52) highlighted that *“We have actively requested written local plans and reports on this, from municipalities. There is something, not much.”*. This suggests a need for planning and research on long-term effects. On the other side, an

increase in second homes can lead to a decrease in the number of tourist staying at hotels, which may have a negative effect on the local economy (Øian et al., 2018).

As mentioned, the management responsibilities were changed in 2010, giving the municipalities more room to decide on local matters (Øian et al., 2018). This is relevant in terms of second homes, where the municipality needs to make decisions based on balancing environmental and economic impacts, where the latter often gets prioritized (Øian et al., 2018). This results in the building down of untouched nature areas, which affects the biodiversity negatively, for example, wild reindeer losing habitat and impacts from disturbance (Øian et al., 2018). It's suggested that local planning lack a holistic view when working with the economic, social and environmental sustainability dimensions (Aall et al., 2011; Breiby et al., 2021). Øian et al. (2018, p. 79) summarise as follows: *“In local planning processes, there is accordingly a tendency of emphasizing environmental goals only to the extent that these do not conflict with economic goals, with tourism development projects such as second-home development rarely becoming a major concern for otherthan-tourism policies.”*

Rinne et al. (2015) suggest that there has been little research on second home-owner's involvements in local community planning. Furthermore, studies show that the political rights of second home-owners are not taken into account on a systematic level (Farstad & Rye, 2013). The second home-owners involvement can also be connected to governance (see Figure 2-1), where it's found that administrative systems don't consider peoples diverse mobility and housing patterns (Rinne et al., 2015).

2.6 Governance

Governance refers to *“the interactions among structures, processes and traditions that determine how power and responsibilities are exercised, how decisions are taken, and how citizens or other stakeholders have their say”* (Graham et al., 2003, pp. 2-3). Moreover, governance can be described as an act of governing or systems of governing. Bramwell and Lane (2011) highlights that this does not only cover traditional government, but also public, private, community and voluntary relationships and cooperation. Hall (2011) presents two different ways of defining governance, the first one consists of the term “new governance”. This approach consists of the six elements (1) participation and power-sharing, (2) multi-level integration, (3) diversity and decentralisation, (4) deliberation, (5) flexibility and revisability and (6) experimentation and knowledge creation. The second approach of governance consist of the role of the state in coordination of socio-economic systems, which can be divided into two sub-categories. The first focuses on the state “steering” the relationship between state and other policy

actors, while the second looks at coordination between public and private actors, as shown in Figure 2-1 (Bramwell & Lane, 2011; Hall, 2011).

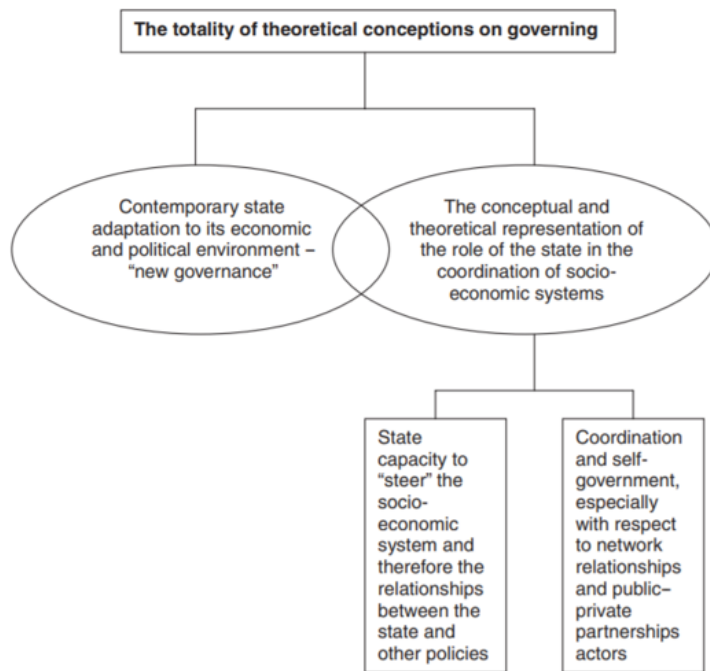


Figure 2-1 The totality of theoretical conceptions on governing (Hall,2011).

Hall (2011) researched and developed a typology for conceptualizing frameworks of tourism governance as a way of getting a broader understanding of tourism governance approaches or tools used by governments to achieve certain policy goals. This encompassed different approaches, tools and implementation methods of governance of tourism. Hall (2011) divided the frameworks of governance typology into “Hierarchies”, “Markets”, “Networks” and “Communities” which is related to specific (stereotypical) ways to conduct policy and governance, see figure 2-2.

The first framework is Hierarchical governance, which refers to the role of the central state and the enforcement of international and supranational law (Hall, 2011). This framework typically represents the “top-down” approach in governing, through the policy instruments law and regulation. The “top-down” approach consist of traditional hierarchy governing, with legislation and policies introduced by the central government at the “top”, while implemented at the bottom of the hierarchy, such as the tourism industry (Dinica, 2009; Hall, 2009). Hall (2011) argued that this structure is weakened due to changes in the state, globalisation and a growing power of the local state. Furthermore, legislation and policies developed by central government can be out of touch with the reality of the tourism industry of today (Hall, 2009; Islam et al., 2018).

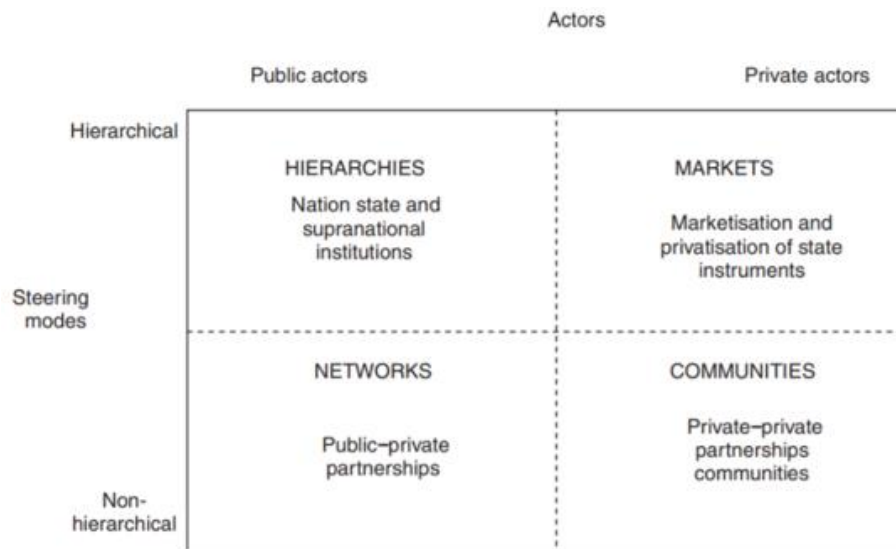


Figure 2-2 Frameworks of governance (Hall, 2011).

The second framework is Market governance, which rely on the market forces as the primary mechanisms for governance (Hall, 2011), with a strong connection to the neoliberal ideology, known for its low state intervention, deregulation, free market and self-regulation (Hall, 2013). The government can influence the market through some governance tools within this framework, such as public subsidies and tax and fee systems, also affecting tourism industry (Hall, 2011). Moreover, green labelling, competitive pricing and education is utilized within this framework (Hall, 2013).

The third framework is Network governance, consisting of coordination between public and private relationships and interests. This approach is executed in different ways depending on the level of involvement from each contributor and degree of cohesion between the public and private actors (Hall, 2011). Hall (2009) introduces the interactive approach, which relies on good coordination and negotiation between the policy actors through different types of networks. The Network approach is often discussed when looking at the topic of governance of sustainable tourism, as its dependent on coordination and cooperation on all the levels within the tourism industry. Furthermore, network governance is considered as lying between the Hierarchical approach and Market approach to sustainable tourism governance (Hall, 2011).

The fourth framework is Communities governance, with minimum state involvement. In this approach, it is instead focused on active citizen involvement, private to private relationships and the “bottom-up” approach (Hall, 2011). O’Toole & Burdess (2005) suggest that the “bottom-up” approach is a response and critique to the traditional “top-down” approach, where it is argued that the tourism industry itself has the best understanding of which policies are needed in the tourism industry. Furthermore, its argued that this framework has several benefits in implementation, such as increased citizen participation, being cheaper and being better at coordinating with several public, private and NGOs in its governing form (O’Toole & Burdess, 2005; Hall, 2009).

2.7 Governance of sustainable tourism

Governance of sustainable tourism can be researched through a variety of different frameworks, approaches and spatial dimensions, international recommendations, national level, public-private cooperation, regional/destination level, industry level, community based, political ideologies, consumer behaviour, social theory etc. (Hall, 2011; Hall, 2013; Dinica, 2009; Moscardo, 2011; Bramwell, 2011; Fenton & Gustafsson, 2017). Governance of sustainable tourism is challenging due to the complex and broad nature of the tourism industry, as it covers different government agencies and policy domains, such as transportation, trade, local planning, nature conservation, regional development, employment etc. (Bramwell, 2011; Bramwell & Lane, 2011). Tourism research generally highlights that there is a lack of coordination and cooperation in governance of tourism (Hall, 2011; Hall, 2013; Dinica, 2009; Moscardo, 2011; Bramwell, 2011). This can result in policies and legislation which is not initially intended for tourism to then have an unexpected effect on tourism, which can lead to a lack of holistic development of the tourism industry (Islam et al., 2018). Another hinder for cooperation among stakeholders are the conflicts that arise through different policy domains, interests, beliefs and priorities (Hall, 2011; Bramwell, 2011; Islam et al., 2018). The interest and beliefs can easily lead to conflict, such as the conflicts when balancing between tourism development, economic benefits and environmental conservation (Hall, 2011; Øian et al., 2018). Bramwell (2011) points out that this underlines the need for governance, but also acts as a barrier to implement a good framework for governance of sustainable tourism. Thus, governance of sustainable tourism requires coordination between national, regional and local authorities and stakeholders. Moreover, it requires cooperation between actors spread across public level and private, business, voluntary and community sectors.

The focus on sustainable tourism development has increased tremendously the recent years, resulting in a number of initiatives, labels, certifications, policies etc. aiming to achieve sustainable tourism development. Gössling et al. (2012) research suggest that various global initiatives towards sustainable development of tourism has not yet had any significant achievements, critiquing the governance approaches and tools which has been most commonly promoted and used. Moreover, Gössling et al. (2012) discusses how a common tool used globally is self-regulation, e.g., the market governance approach, questioning if this approach is feasible for change. Furthermore, similar conclusions are made regarding consumers choice, highlighting that even though many consumers are aware of environmental issues, little can indicate that it is an effective tool and increases demand. Thus, Gössling et al. (2012) draws the conclusion that an active state intervention and effective steering of tourism networks are important to achieve sustainable tourism development.

Gössling et al. (2012) explores how transition management can be a part of the solution to implement sustainable tourism policies and create change. According to Gössling et al. (2012, p. 901) transition management aims to foster; (1) long-term thinking (at least 25 years) as a framework for shaping short-

term policy, (2) thinking in terms of more than one domain (multi-domain) and different actors (multi-actor) at different scale levels (multi-level), (3) a focus on learning and a special learning philosophy (learning-by-doing and doing-by-learning), (4) To bring about system innovation alongside system improvement and, (5) keeping a large number of options open (wide playing field).

Another tool to ensure good governance is adaptive management and adaptive co-management. Hasselman (2017, p. 36) states that: “*Adaptive management is a systematic process for improving policy and its implementation. It seeks to address at least one type of uncertainty with varying emphasis on experimentation to discover new knowledge; participatory processes to engage multiple perspectives in decision-making; and monitoring of outcomes and changes with responsive adjustment.*” The process could include various actors such as policymakers, academia, experts, politicians, local communities, NGO’s, resource managers, industry etc. (Bramwell & Lane, 2011; Hasselman, 2017). Moreover, adaptive co-management is a type of adaptive management, consisting of experimentation, monitoring, responsive management and broad objectives for sustaining natural resources (Islam et al., 2018; Hasselman, 2017). These approaches are pointed out as good tools to be used for tourism in protected areas and national parks.

3 Method

This chapter will look at the qualitative research method that was utilized in this master's thesis, by explaining and justifying research design, method for data collection, choice of informants, interview process, data analysis, assessment of the data and lastly ethical considerations.

3.1 Research method

The two main approaches to collecting data are the qualitative and quantitative methods (Johannessen et al., 2010).

The qualitative method approach is to collect data with a lot of information about a small sample size. This can be conducted in various ways, such as in-depth interviews, group interviews and participant observations (Brunt et al., 2017). The qualitative method uses open-ended questions and rely further on researchers' involvement, in both the interview process and analysing the data. The advantages to this approach consist of "rich" information about the informant and more personal and in-depth information (Brunt et al., 2017). The limitations, on the other side, consist of small number of a informants are involved, little room for generalisations, and that the analysis of the data are dependent on the researcher, which can affect the objectivity (Brunt et al., 2017).

The quantitative method approach is to collect data focusing on numbers, statistics and with an aim to get generalise results (Creswell, 2014). The advantages to this approach are a large sample of data and it's possible to make general assumptions about a large population and the data can be summarised and analysed using computer programs (Brunt et al., 2017).

The goal of this research is to get a deeper understanding of the interaction and cooperation between municipalities and DMOs, thus a qualitative method is considered the best approach.

3.2 Research design

Case studies allow the researcher to get intensive knowledge about one particular case (Brunt et al., 2017). The case study design is usually time and place dependent. This means that the case is researched within a certain setting, this can be physical, social, historic and/or economical (Johannessen et al., 2010). Case studies often use a qualitative method approach in collecting data, this can be through observation or interviews. Case study designs are often divided into two approaches, either single case approach or multiple case approach (Brunt et al., 2017). Furthermore, there are three types of case studies, the exploratory, the descriptive and the explanatory. According to Yin (1993) there are benefits to using theory as a starting point, which can determent the choice of cases and between a single case and multiple case approach. Furthermore, theory within case studies can support the generalization of a case study, that is, transferring the results from one case to other cases. The advantages to the case study design are the opportunity for in-depth research on a phenomenon, the approach also allows for a transfer

of knowledge from one case to another. A disadvantage is that it may not be possible to generalise the data from the case study to a broader context (Brunt et al., 2017).

This master's thesis will be utilizing the case study design using the multiple case approach. The reasons for this selection is discussed below.

3.3 Data collection

The data collection consisted of in-depth interviews. In-depth interviews are a qualitative technique where the goal is to get a deeper understanding of a topic by giving the respondent the opportunity to describe in detail personal experiences and knowledge (Brunt et al., 2017). The advantages are that the researcher get a large amount of data and an in-depth understanding of a topic. A disadvantage, on the other hand, is that the process is time consuming as the length of the interviews is usually more than 30 minutes so that transcribing takes a long time (Brunt et al., 2017). Furthermore, as this process is a one-to-one conversation and therefore personal chemistry may be a factor and the respondent may be withholding if it for some reason should not feel comfortable during the interview.

In-depth interviews can be classified as either unstructured-, structured- or semi-structured interviews (Johannessen et al., 2010). Unstructured interviews can be described as informal and with open questions, for example having a defined theme and relating the questions to the respondent (Johannessen et al., 2010). This interview style can be described as more of a conversation, which can make it easier for the respondent to speak freely about the topic. Structured interviews, on the other hand, have planned and in order questions, which can be somewhat similar to standardised questionnaires, however, usually with open-ended questions are used which invites to less standardised replies (Johannessen et al., 2010). Semi-structured interviews can be described as in-between the two abovementioned structures.

This master's thesis has chosen a semi-structured interview, where overall themes and questions were planned, with, however, the possibility to ask follow-up questions. Further, the interview was set up like a conversation, with some questions wanting the respondent to reflect more deeply on certain topics. Two interview-guides were created, one for the municipalities and one for the DMOs, the reasons for choosing to interview these two actors are discussed below. The interview guide was based on theory, especially theory concerning governance and sustainable development. The two interview guides covered many of the same topics and had some similar questions, making the replies easier to analyse and compare. As the informants in the two categories are quite different, e.g., when it comes to, organisation form, size, economy etc., it was important to have a semi-structured approach so that some of the questions could be customised/adjusted during the interview. Furthermore, the questions in the two guides are relatable (with some questions even being the same), so that comparison and analysing of the data is made easier.

3.4 Informants

As this project aims to look at sustainability, cooperation and coordination within tourism development, it became apparent that it would be most feasible to speak with the two main actors within a destination, the destination management organisation and the municipality. When choosing the informants some criteria were decided beforehand, e.g., that the destination should be a part of the Norwegian Sustainable Destinations Label. Moreover, it was considered important to look at different types of cases, e.g., with different sizes of the municipalities and DMO's with different organisation forms, as this makes the selection more representative. This was considered important because it makes it possible to see if such factors may have an effect on the development and level of cooperation. Lastly, there was a wish to include municipalities which are working with the new Sustainability Network (U4SSC) to see what impacts this can have. It was discovered that there are few municipalities which are both a part of The Sustainability Network and Norwegian Sustainable Destinations Label, and thus, only one of the municipalities are a part of both. This does however give the opportunity to see if being a part of The Sustainability Network makes a difference.

This resulted in the selection of the three municipalities Suldal, Rauma and Arendal, and their 'belonging' DMOs. The informants were recruited through email. The DMOs contact information was found on the websites of the DMOs. It was important that the municipality informants knew about the Sustainable Destinations Label and cooperation with DMO. To ensure this, the Snowball method was used. The Snowball method consist of the researcher asking informants for other key informants (Johannessen et al., 2010). In this case it was used by asking the DMOs for contact information to an informant working in the municipality and with a connection to tourism/Sustainability Destination Label.

In the beginning it was decided that all the informants could be anonymous as this could make it easier to recruit them. However, when starting to analyse the collected data, it became apparent that being able to use the municipalities names would be beneficial as it would give room to use quotes and details mentioned about the municipalities. This resulted in it being necessary to acquire consent to disclose the municipalities names after the interviews had been held which made the data collection process more time consuming than it could have been. In the end, however, all necessary consents were acquired.

3.5 Interview process

The interview guide was developed and the interviews were conducted in Norwegian language, to make the informant feel comfortable and not to lose any industry/academic terms in their translation. The informants were all from different places in Norway, which made interviews via videocalls the easiest and most efficient choice. The interviews were conducted via videocall on the online meeting operator Teams. This operator was chosen because I am most familiar with this operator, which lowers the risks of technical errors and mistakes reducing the quality of the interview. According to Brunt et al. (2017)

remote interviews has opened new opportunities when it comes to research, however, with an emphasis on that this requires special training. Today, in 2022, the world has been through a global pandemic and people are used to online meetings. During the interview process there were no issues related to the lack of knowledge or training. The interviews were recorded so that the informant got my full attention and giving me the opportunity to transcribe the interviews afterwards. One disadvantage when conducting remote interviews is that a slow internet connection may reduce the quality of the interview. This happened during one interview but was quickly fixed.

3.6 Data analysis

After transcribing all the interviews, the next step is to code and analyse the data. Coding can be executed in three different steps, open coding, axial coding and selective coding (Brunt et al., 2017). Open coding is described as first-cycle coding and consist of making the first initial codes. Axial coding is part of second-cycle coding and has a greater focus on structure and developing categories based on the codes (Brunt et al., 2017). Selective coding is seen as a second/third-cycle stage which aims to find common core category relating to the set of categories set in axial coding. It is useful to be aware of and look for codes throughout the process, this can be during transcribing the data, the analysis and/or through literature review (Brunt et al., 2017).

The coding process started out with, firstly, getting inspiration for codes based on literature, especially based on a literature review on governance of sustainable tourism. This gave me initial thoughts about the overall categories and the codes that belonged. Thereafter the process continued by reading through the transcribed interviews and during this read-through implementing some initial coding on an ad hoc basis. Thirdly, I worked in a more structured manner and created a set of codes and belonging categories.

3.7 Assessment of the data

To evaluate qualitative research data, one can look at the concepts of reliability, validity, generalisation. Reliability is about what data is used, how it is collected and how it is processed, furthermore, it is highlighted that another researcher should be able to get similar results through the same process (Johannessen et al., 2010). However, when it comes to qualitative research this is a challenge due to the level of subjectivity when analysing data (Brunt et al., 2017). Thus, transparency and good practise is important. In this master's thesis I have tried to secure reliability through a thorough description of the research process, and through a theory chapter with a clear explanation of the theories behind my interpretation of the data which is collected.

Validity is about whether the results are credible, how the researcher's findings reflect the purpose and whether it represents reality (Johannessen et al., 2010). Objectivity is important so that the researcher's attitudes do not affect the final result (Johannessen et al., 2010). Validity aims to ensure that this does not happen, by describing all decisions, being self-critical and commenting on previous experiences.

Furthermore, one can strengthen validity if one can support the results with other literature (Brunt et al., 2017). In order to best avoid this, I have firstly had strong collaboration with my supervisors during the design of the interview guide and the analysis of the data. Secondly, the process has been strongly influenced by theory. Thirdly, all the quotes and other related information were checked with each informant after the analysis to avoid any misunderstandings.

Generalisation/transference is about whether the results can be transferred to a similar phenomenon (Johannessen et al., 2010). This often applies to quantitative research as the goal is usually generalization. However, generalization of the data is not a main focus in qualitative research (Brunt et al., 2017). My respondents are from different places in the country, with different area size and population it will therefore be difficult to generalize based on how it is in each municipality in the country. However, my research can give an overall indication of whether there are any similarities / differences that are common to all three, and whether one can draw some common features for the interaction between the municipality and tourism.

3.8 Ethical considerations

Ethical considerations are important when conducting qualitative research, especially in-depth interviews, as personal information can be shared (Brunt et al., 2017). To best avoid ethical issues, it is suggested to develop a consent form with information about the research and handling of the data. In Norway it is required to fill out the required forms and information and apply to the NSD, the Norwegian Centre for Research Data, which is responsible for handling research data in Norway. It is required to apply 30 days before starting to conduct interviews and create an informed consent form with details of the research. As this master's thesis are not handling any sensitive personal information there was no issue on this matter.

3.9 Case areas

As of 1 January 2020, Norway had 356 municipalities, all varying in size and population (Regjeringen, 2021). Politically, the municipalities fall under the Ministry of Local Government and Modernization. The municipalities' tasks are covered by the Local Government Act and special legislation and depend on the use of resources and local employment (SNL, 2021a). Areas under responsibility of the municipalities that affect tourism and especially outdoor life are the Planning and Building Act and spatial planning.

This master's thesis will research three municipalities/destinations, one small, one medium and one large size, respectively Suldal, Rauma and Arendal municipality (See Figure 3-1). They are located in different places in the country and fall under different county municipalities. These municipalities are all a part of the Sustainable Destinations Label scheme and one municipality, Rauma, is a part of The Sustainability Network (U4SSC).

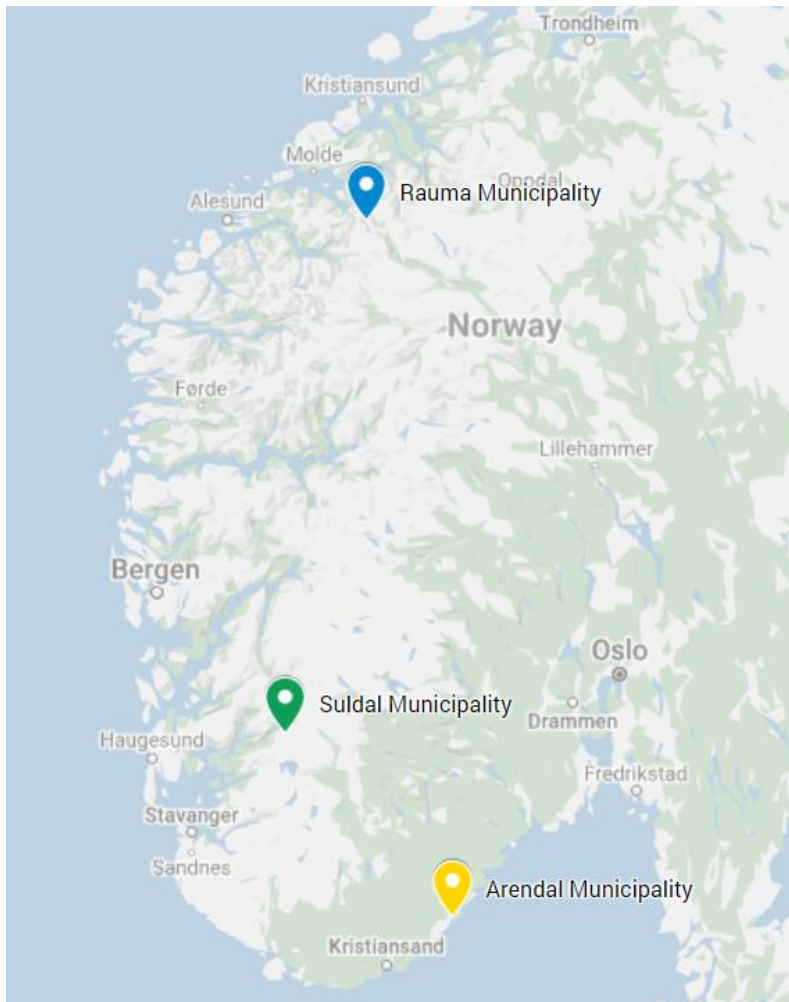


Figure 3-1 Location of the three cases. Taken from google maps (2022).

3.9.1 Suldal

Suldal municipality has 3,784 inhabitants, and a land area of 1736 km², making it a small sized municipality (SNL, 2021b). It belongs to the county municipality of Rogaland. Central industries consist of agriculture, construction and water supply / renovation (SNL, 2021b).

The main tourist attractions in Suldal are nature-based with the highest peaks in Rogaland, deep fjords, wild salmon and the National Tourist Routes in Norway (Suldal kommune, 2022). According to SSB (2021a) Suldal has 1913 second homes in the municipality. Suldal got the Sustainable Destinations Label in 2020 (Visit Norway, 2020).

As shown in the figure 3-2 below Suldal has an even flow of tourist overnight stays throughout the year with 21,411 Norwegian tourists overnight stays as the highest amount and 4985 in December as the lowest amount. On the other side, the international tourist visits in the peak season are 48,057 overnight stays in July as the highest amount and 687 in December as the lowest amount.

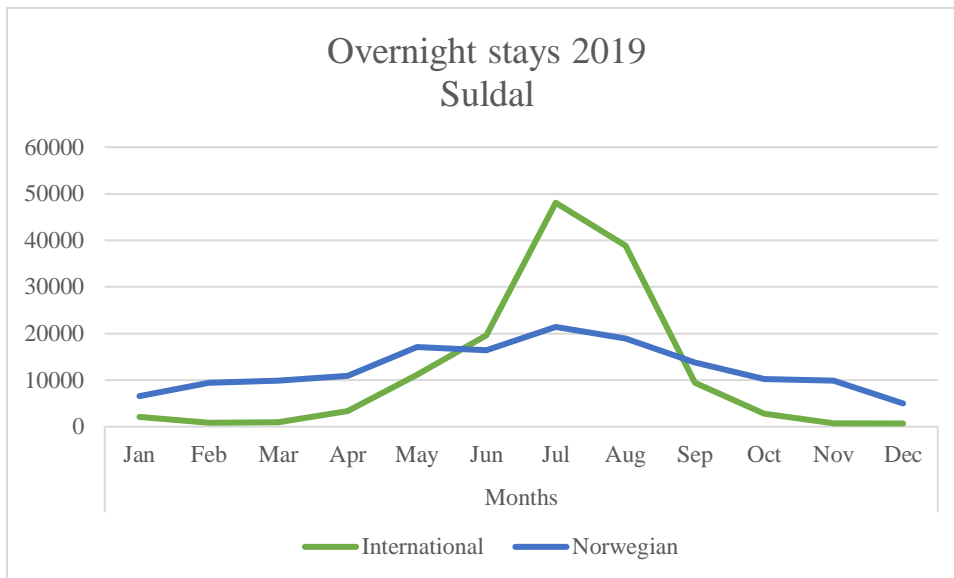


Figure 3-2 Overnight stays 2019 Suldal (SSB, 2022)

* The numbers cover hotels, campsites and cabin villages and Norske Vandrerhjem. Numbers from Suldal, Sauda, Hjelmeland, Finnøy, Strand, Forsand, Rennesøy, Kvitsøy.

3.9.2 Rauma

Rauma municipality has 7019 inhabitants, and a land area of 1442 km² making Rauma a medium-sized municipality (SNL, 2022a). It belongs to the county municipality of Møre og Romsdal (SNL, 2022a). Central industries consist of agriculture, industry and tourism, where trade, accommodation and catering accounted for 18% of jobs in Rauma in 2016 (SNL, 2022a). This makes tourism an important industry in this municipality.

The main tourist attractions in Rauma consists of nature-based tourism activities, such as a salmon river, Trollveggen, Trollstigen, the Rauma railway, cruises and the National Tourist Routes in Norway (Rauma kommune, 2021). According to SSB (2021b) there are 1134 second homes in Rauma. Rauma got the Sustainable Destinations Label in 2021 (Visit Norway, 2021).

Møre og Romsdal county municipality is a part of The Sustainability Network, with the goal of being the sustainability county municipality number 1 in Norway. Making Rauma also a part of this initiative.

As shown in the figure 3-3 below Rauma have a substantial amount of overnight stays during its peak season in the summer, with 52,945 Norwegians overnight stays and 51,661 international overnight stays in July as the highest amount. Throughout the year the numbers between international and Norwegian tourists are quite similar, with more Norwegian tourist in several months, however in August the number of international tourists exceeds the number of Norwegian tourists.

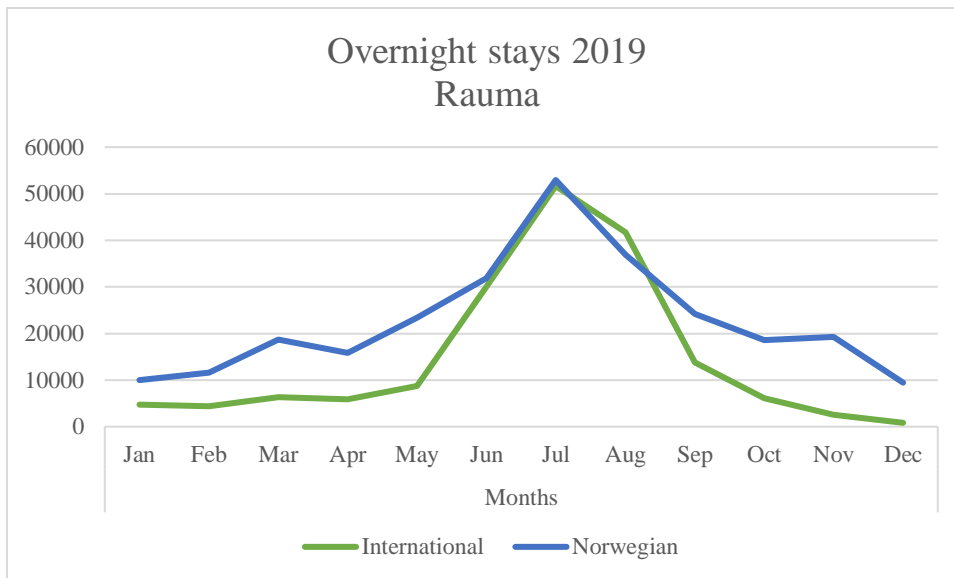


Figure 3-3 Overnight stays 2019 Rauma (SSB, 2022)

* The numbers cover hotels, campsites and cabin villages and Norske Vandrerhjem. Statistics from Rauma, Molde, Eide, Gjemnes, Nesset, Midsund, Aukra, Sandøy, Vestnes, Fræna.

3.9.3 Arendal

Arendal municipality has 45,509 inhabitants, and a land area of 255 km² making Arendal a large sized municipality (SNL, 2022b). It belongs to the county municipality Agder (SNL, 2022b). Central industries consist of public administration, industry and tourism, where trade, accommodation and catering accounted for 18% of jobs in 2018 (SNL, 2022b). Arendal is known for its sustainability and innovation in Norway through the “political festival” Arendalsuka a week dedicated to discussing the future of politics.

The main tourist attractions in Arendal consist of nature-based and culture tourism such as Raet national park, festivals, camping, beach, boating and other summer activities (Visit Sørlandet, 2022). According to SSB (2021c) there are 1717 second homes in Arendal. Arendal has started the work for the Sustainable Destinations Label.

The figure 3-4 below, show that Arndal have a most overnight stays during its peak season in the summer, with 12,631 Norwegian overnight stays in July and 2,097 international overnight stays in July as the highest amounts. There is a clear majority of Norwegian tourists compared to international throughout the whole year.

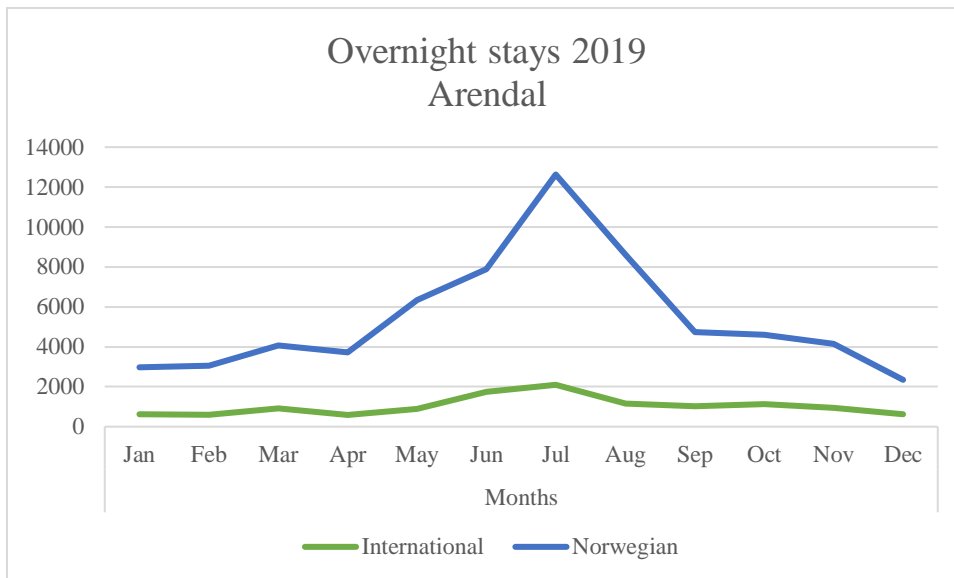


Figure 3-4 Overnight stays 2019 Arendal (SSB, 2022)

* The numbers cover hotels, campsites and cabin villages and Norske Vandrerhjem.

3.9.4 Comparing the municipalities

The three municipalities are different in size, number of inhabitants, economic situation, tourism activity and second home ratio, making the tourism impact different in each one of them.

Municipality	Suldal	Rauma	Arendal
Inhabitants	3 784	7 019	45 509
Area	1 736 km ²	1 442 km ²	255 km ²
Second homes	1913	1134	1717
Overnight stays (peak month) Norwegian	21 411	52 945	12 631
Overnight stays (peak month) International	48 057	51 661	2 097

Table 3-1 Comparing the municipalities

From table 3-1 it is possible to see that Arendal is the largest municipality by inhabitants and the smallest in area, contrasting Suldal which is the smallest municipality in inhabitants and largest in area. When looking at the number of second homes in the municipalities, it is possible to draw some conclusions. There are almost as many second homes in Arendal as in Suldal, however Arendal has a smaller area, thus the density in second homes in Arendal is much higher than in Suldal.

All three municipalities have a peak season in the summer-time, however the number of visitors varies a lot between the three. Rauma has most visitors during its peak month with over 100,000 overnight stays, Suldal with more than 69,000 overnight stays and Arendal with the least visitors with just above 14,000 overnight stays.

Both Rauma and Suldal receives a considerable number of visitors, both Norwegian and International guests. This might indicate a big strain on the local community including the nature in the peak season, especially in Rauma and Suldal. These numbers, however, don't show the total number of visitors, but only the number of overnight stays. This is important to remember, especially in Rauma where cruise tourism in a big part of the local tourism, as well as round-trip, car-based visitors that might stay overnight in other municipalities. Arendal is the destination characterized with the majority of its tourists from the Norwegian market.

4 Results

In this chapter the main findings are presented. Each municipality are introduced and discussed individually, looking at destination organisation, management, expectations, roles and collaborations between municipality and belonging DMO.

4.1 Suldal

4.1.1 Destination Organisation

Suldal municipality is a small destination, where the DMO is covering only one municipality. The DMO is a part of the “business garden”, which works as an industry department for the municipality. Moreover, the business garden has some coordination with the larger regional DMO of Fjord Norway, through networks and events.

The informant from the business garden commented on this organisation, on how well they know the local businesses, the municipality and the local community and how, according to them, this creates a good opportunity for cooperation, coordination and communication in sustainable development.

“I see it as a huge strength because we manage to create one (..) where everyone was included. And I think it's about us knowing the actors extremely well, right down to everything. We know exactly who and how. So, we are good at working with them and I think that was our success factor.”

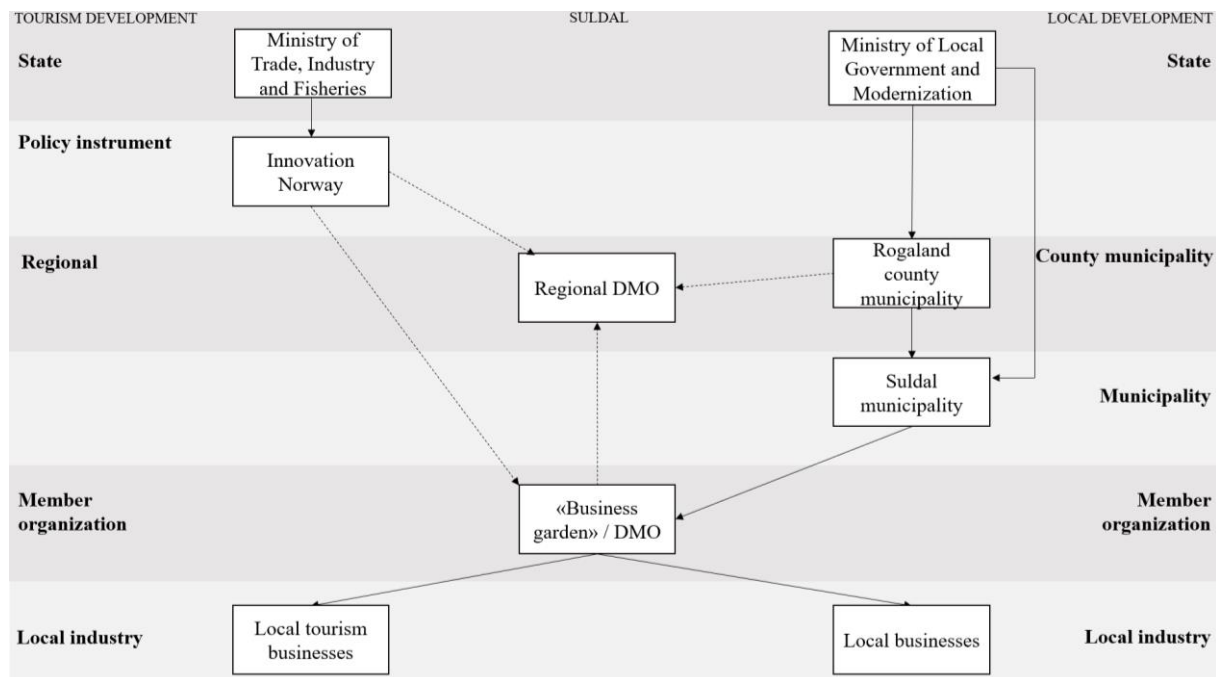


Figure 4-1 Suldal tourism organisation

4.1.2 DMO organisation, role, cooperation, coordination

The company which works with destination management is not organised as a traditional DMO, but as part of a business garden through Industrial Development Corporation of Norway (SIVA) and its business garden programme, with 51 % private ownership and 49% public ownership. The local business garden is very familiar with the local community, working closely with local businesses, including tourism businesses. The business garden acts as a coordinator between the municipality and industry. Within tourism, the business garden also acts as a DMO, with tasks such as marketing, planning and development, competence and facilitating networking in the local community.

The informant from the municipality explained the role of the business garden within tourism development as a project leader, coordinator and through marketing:

“Yes, I think their role is to keep in touch with the industry, with tourism and get the tourism industry involved. Because there is quite a lot, there are many points that must be implemented in the individual company to make it [sustainable development] happen. So, I think that the practical implementation is the destination organisation’s responsibility. We also have a deal with them regarding marketing of Suldal, selling Suldal.”

The Business Garden facilitates networks for the industry on both a regional and local level. On a regional level, the Business Garden cooperates with nearby destinations which are also a part of the Sustainable Destinations Label and other tourism businesses within the county. The tasks span wide, ranging from spreading awareness like wild reindeer knowledge, how to fill the host role, environmental certifications and including the industry in the sustainable tourism development. For example, it has arranged a growth program in collaboration with the other business gardens in Rogaland for tourism businesses with a focus on sustainability and green development, containing topics such as pricing, guest demographic, help with changing product focus.

4.1.3 Marketing

The informant from Suldal municipality described how the motivation to work with Sustainable destination emerged from the tourism industry itself, using marketing and branding as an important argument. The informant said: *“(..) that argument came from the tourism and business community and the DMO, that they thought that having this label would be good in the marketing. There is a growing number of conscious tourists who visit areas that are environmentally certified, they want to experience something special, i.e., travel so they choose us over others. It was also about being environmentally conscious in itself and being... So, it was probably the total picture, but it is also that we want an advantage.”*

The informant from the business garden explained that the marketing aspects of the Sustainable Destinations Label was not the main motivation to start the work. However, the destination has seen

positive results with an increase in interests in terms of marketing and display on Visit Norway. With contacts and visits from press and tour operators, wanting to come and listen to how the destination is developing sustainability. The informants from the municipality and business garden described that the destination has increased attractiveness from environmental conscious tourists and explained how the local tourism businesses also experience this. Informant from business garden said:

“But we see the effect of that [marketing] now. For example, one of our roles is press visits, operator visits with the hosts at the destination, and we see that there are more people who are interested in this [sustainable tourism] and want to visit destinations which have made a decision to work with these things, we notice it and our companies notice it”

Furthermore, the informant from the business garden highlighted that the Sustainable Destinations Label is not a certificate that tells the consumers much about the visitor experience, even though a guest survey is part of the labelling work. It therefore remains important to work with incorporating visitor experience considerations in the planning and development of sustainable tourism.

“Of course, it is important, if we cannot deliver on it, for one thing is to be noticed. And it is a very good indicator and we have the documentation and such but it says nothing about the visitor experience in a way.”

4.1.4 Municipality role, cooperation, coordination

Suldal municipality has close cooperation with the business garden as the municipality don't have its own industry department (Nw. næringsavdeling). The municipality and business garden have entered into a contract stating that they shall work closely on local industry, also tourism, matters. Both the informants from the municipality and business garden described the relationship as trustful with good coordination and collaboration from both parties. The municipality has a formal and legal role and has made a decision stating that the Sustainable Destinations work is in line with the objectives of both the municipal plan and the financial plan of Suldal Municipality. Furthermore, Suldal municipality provides financial resources.

There is an increasing awareness within the municipality of sustainable development. The municipality building (town hall) is eco-certified and progress is being made towards eco-certifying all public buildings in the municipality such as schools, kindergartens and health centres. Furthermore, sustainability is important in the revision of the municipality plan.

“I must also say that with sustainability and the environment, there has been an increasing focus now that we are revising the municipal plan. There has never been so much focus, that is, on the UN's sustainability goals and we have to in quite a few ways now. It was not in the same way 10 years ago.”

The municipality does not have its own tourism strategy but has included some relevant points in the municipal plan. The informant said that the business garden creates tourism strategies on behalf of the municipality. The informant from the business garden described how, within the sustainable destination work, it is still important to inform and talk about the Sustainable Destinations Label with the municipality to ensure awareness:

“But I do not think if you ask questions to anyone in the municipality, politicians or the municipal council, about sustainable destinations, everyone knows that Suldal is in the label, but not everyone has this completely under the skin. And it changes all the time, we have for example an annual meeting with the municipal council here where this is always a topic, that we must not forget what we have committed to and where this will go, and they always participate in events and when the companies invite and we invite they are there, in the same arenas, I think it is important.”

4.1.5 Collaboration with academia and non-governmental organisations

The municipality doesn't work directly with academia and non-governmental organisations. This is instead done through the Business Garden. In terms of academia, the business garden has collaboration with the University of Stavanger and a relation to BI Norwegian business school, contributing to a growth programme for the businesses in the Business Garden. Furthermore, they had strong connection to the cluster NCE tourism, which is no longer operative. Moreover, the business garden has been active in dialogue with upper secondary school (Nw. Videregående skole) making a study plan for tourism in collaboration with the school. Lastly, the Business Garden has collaborated with a folk university college (Nw. Folkehøgskole) which specialize in tourism, by encouraging them to travel in Norway instead of Spain as it traditionally does. Moreover, the Business Garden has arranged for the school to meet regional operators and local tourism companies and talk about how they work with sustainable tourism.

4.1.6 County municipality

The business garden has active and regular communication and coordination with the county municipality, as it is the county municipality who owns the business garden programme with SIVA. Furthermore, the business garden described how they are involved in future regional planning and strategies, especially within topics of tourism.

“We are also often used, we are actually formally used when they have to lay out their strategies, have done what they are doing and get an action plan and other stuff for tourism, then they call (..) so we have a bit of such formal stuff.”

In connection with the Sustainable destination work the county municipality has contributed with funding, to finance smaller projects within the development.

4.1.7 Local community

Suldal is a large municipality in terms of area with a decentralised structure and inhabitants living in several small villages. The villages in Suldal do have a say in the political processes, through 7 villages with its own political selection (Nw. Grendeutvalg). The purpose of this structure is to achieve good involvement of locals in local community development, inter alia by discussing relevant topics such as zoning plans and second home planning. The informant from Suldal municipality described good communication and collaboration with the representatives from the villages: *“And we work with them, most recently we had a large project (...) which is about information signs in the villages about local offers that are coordinated with the villages and the local community. And a bit like two-part signs where you have a bit like municipal information and a local village information, in the same place.”*

Most of the businesses are locally owned in Suldal, resulting in the tourism companies and the local community being close and people being aware of tourism benefits and how they may get indirectly affected by it. The informant from the municipality and business garden is under the impression that the local community, overall, are positive towards tourism. The informant from the business garden said:

“It's pretty good the last time we checked it was in a population survey, now we'll do a new one maybe next year. But well, there are very many who live either directly or indirectly off this, whether they are service providers or accountants or they build cabins or whether they run an activity or a visiting farm. There are a lot of people who, it's a bit like that in our culture, we have a long tourism history, it's just like that.”

Suldal has the southernmost wild reindeer tribe in its mountains. The local community has long cultural and historical tradition to annual hunt, it is described as an important part of the identity for the inhabitants in Suldal. This activity is not open for tourists, and the justification behind this is thoroughly thought through. The business garden underlined that tourism should never affect the local community in a negatively way to benefit tourism. With the example of good communication and collaborations with landowners, to avoid conflict.

4.1.8 Common goods

Suldal municipality has earmarked income from the power plant in the municipality to go towards the work with the Sustainable Destinations Label.

“In that sense, we are a bit lucky, otherwise I think it would be more demanding, because of course it is not the core operation of our municipality. That is school, kindergarten, healthcare are prioritized before that. But as I said, Suldal has some power money that we use towards it [sustainable destination work].”

4.1.9 Second homes

Suldal has a considerable number of second homes in the municipality. The informant from Suldal municipality described how the municipality has facilitated this by implementing water and waste management for the second homes in the municipality. Second home-owners are involved in the process of development, where the informant from Suldal municipality said:

“Yes, we have a close and aware collaboration with second home-owners and second home associations, they are invited to municipal information meetings. Guest surveys are done in collaboration with the business garden.”

4.1.10 Sustainable tourism development

The work with sustainable destinations is described by the informant from the business garden as demanding but important work. In the beginning it consisted of setting future strategic goals for future development and looking at what kind of tourism which was wanted in the destination. The informant from the business garden highlighted the importance of the wide dialog and collaboration demanded by the Sustainable Destinations Label:

“The process which has been the dialogue with both the municipality and the power company, waste management and sanitation company (Nw. renovasjonsselskap), tourism, the second home-owners, the tourists, it has been a pretty broad process and I think we have done very well.”

The process has involved looking at tourists and what they want to attract. Discussing who the tourists are, how long it is wanted for them to stay, what they want to do, and what the tourism businesses can offer.

The informant from the business garden described international recognition from the head of GSTC, who wanted to hear and learn about their process:

“We were actually visited by the global sustainable tourism organization. It is important, the latest version of the standard [sustainable destinations standard] is approaching it [GSTC’s standard] more and more, and I think it is interesting because there are common challenges, big or small destinations really, all over the world. (..) I think it is very exciting to follow what they do. He was visiting us here the director, and looked at what we were doing here, and I was like: hey are you coming here, you could have travelled to Lillehammer or some other big destination.”

Today, the sustainable tourism development consists of network gatherings and workshops, with different topics and challengers concerning sustainable tourism, such as local food. Furthermore, the work with the Sustainable Destinations Label has increased awareness on safety and security in local tourism development, such as in the activities.

“We are more connected to national systems, on quality experiences for example, and have proper safety, concerns about health and safety, emergency plan and preparedness, we educate our companies on this. It is also about sustainability, security and safety for the guests, at the destination. When we invest in things, such as kayaks or bicycles, we do it with manufacturers who as far as possible can document sustainability or environmental certificate preferably.”

4.1.11 Responsibility for Sustainable development of tourism

The informants were asked the question “If tourism at this destination is to be as sustainable as possible, who has the greatest influence on this? Is it the industry itself? The municipality? State authorities? Local community? Guests?”

The informant from the municipality argues that the most important actors in sustainable development of the tourism industry are the local businesses because it is important for the local businesses to understand the value of sustainability and be willing to incur the expenses, since it will benefit the businesses in the long run. The municipality has the role of facilitating and encouraging it, but it is down to local businesses to make a difference.

“I think it's the industry itself, so it's they who, they have to see it for themselves. And with us, there are some who have seen it very clearly and done it very well and they profit from it, that is, it's shown on the bottom line. And that is the best motivation, it has an expense in the beginning and it has an expense along the way, but we get more in return for it, I think.”

On the other side, the informant from the Business Garden thinks it is authorities which is the most important actor in helping development. The informant highlighted all the choices a municipality can make either supporting or not supporting the tourism industry, such as setting standards and requirements on their procurement, including tourism in area planning, providing resources to the industry etc.

“We are quite regulated in this country, through planning and building regulations, among other things, it is very important, more important than we know, I think. It's the one who decides, it may sound a little strange, but it is. It is the one who decides where the charging station for the electric car should be, or not. It decides where the trails and bike trails should be, or not, it decides if we should have public toilets. So, the public authorities.”

4.1.12 Summary Suldal

The destination organisation in Suldal is structured in accordance with the municipality's borders, where the municipality's business garden also acts as a DMO. Moreover, the DMO has some ties to a larger regional DMO, Fjord Norway regarding marketing and networking. The destination organisation is

therefore quite simply structured without too many scale issues. This can be a benefit for management and development of tourism in the municipality.

The municipality does not have its own industry department and it is therefore natural that the municipality and the business garden has close cooperation on tourism and other industry matters. This can, however, result in less involvement from the municipality on tourism related issues (as it falls under the business gardens responsibilities), something which is confirmed by the business garden informant expressing how they need to keep preaching their message/work with the Sustainable Destinations Label to the municipality, including politicians as well as administration. This makes it seem like the municipality doesn't fully understand the commitment and work, something which can lead to questioning how well sustainable tourism is addressed in other parts of the municipality's planning.

The business garden has good connections with academia, with agreements and involvement in academia and with spreading awareness of sustainable tourism and their work.

The local community is involved in development matters and the municipality and business garden have good communications with the local community and second home-owners and other associations. This is ensured through meetings, networks and the village political selection.

In general, I find that Suldal municipality has taken a relatively passive role in sustainable destination management, by mainly contributing with financial aid and indirectly through the municipal plan. The municipality has some issues concerning tourism in the general municipal plan, however, they have in the interviews said that it is the business gardens' job to develop tourism strategies and plans. Moreover, the two actors seem to have different viewpoints about which actor has the main responsibility for sustainable development of tourism, which can be due to lack of understanding and communication, maybe also for missing out on the possibility for closer cooperation between the two.

When the informant from the municipality was asked about where the responsibility lies, it replied that this is mostly done through the business garden. This gives the impression, again, that the municipality is not very involved. On the other side, the informant from the DMO/Business Garden pointed to state authorities and the municipality's role as important to set the ambitions and regulations that is necessary for sustainable development.

4.2 Rauma

4.2.1 Destination Organisation

Rauma municipality is part of a larger destination. There is one local tourism organisation with members from local tourism businesses in Rauma. On a regional scale, the official DMO is organized with members from half of the Møre og Romsdal county municipality, Rauma municipality is a member of this DMO. Moreover, there are two DMO's representing the municipalities in Møre og Romsdal, these two DMOs are also a part of a larger DMO, Fjord Norway. This cooperation utilizes both marketing and

development to further the image of the shared tourism product. Rauma municipality has commented on the tourism development and highlighting that a challenge with the organisation is that it can be perceived as confusing for both tourism businesses and tourists visiting the region.

The municipality has observed a change within the tourism industry in Rauma, where it has evolved from working alone towards collaborations with a wider point of view:

“They worked a bit like parallel to the system (...) and I was struck, it seemed a bit protectionist thinking. Where they thought we had to work for the tourist to stay in only Rauma and not in Molde [neighbour municipality], but I think that if the tourist comes to Molde they have to drive through Rauma. The development in the last 4-5 years, I think it focus to a much greater degree and cooperation that is established elsewhere in the region.”

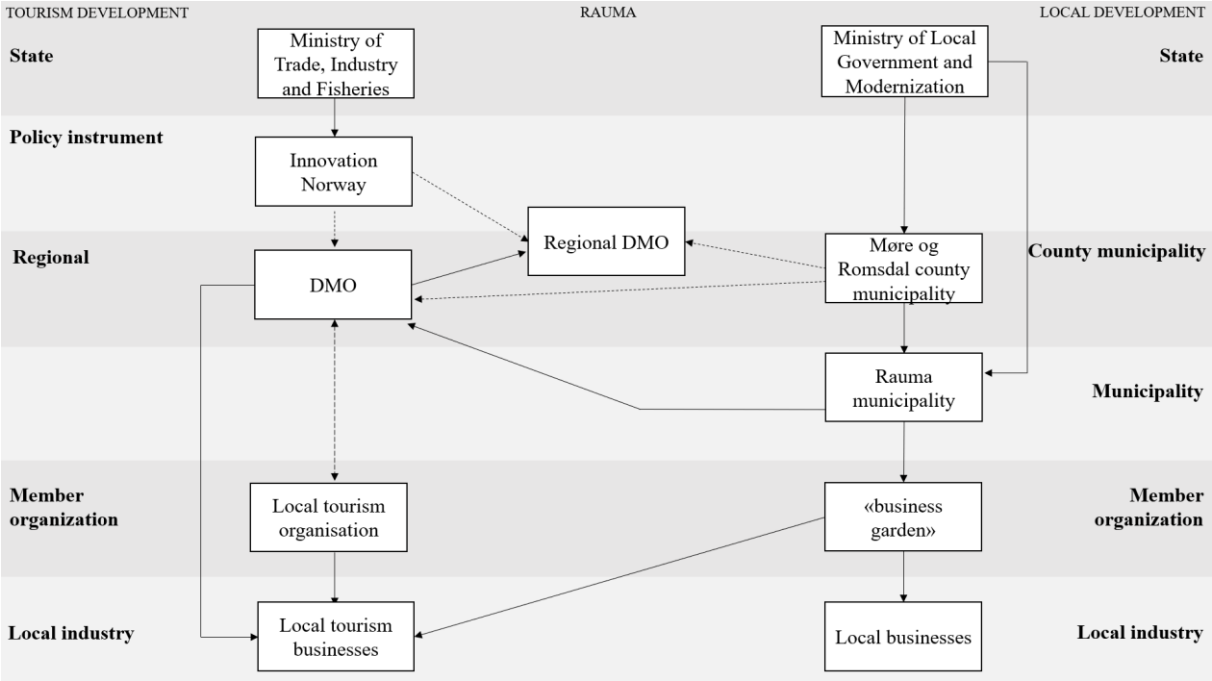


Figure 4-2 Rauma tourism organisation.

4.2.2 DMO organisation, role, cooperation, coordination

The destination management organisation is organized with in total 13 municipalities in Møre og Romsdal, half of the municipalities in Møre og Romsdal, owning 50% stocks. The income consists of yearly payments by the municipalities based on number of inhabitants, and member tourism businesses such as accommodation, transportation, activity providers etc.

A challenge with this organisation is that some of the municipalities aren't always able to afford the membership. The DMO has considered to change the payment practice, seeing that the tourism activity in the different municipalities varies quite a lot. One example is Rauma and a neighbouring municipality, which have the same number of inhabitants (and therefore pay the same amount), but Rauma has a

considerable larger number of yearly tourists compared to the neighbour. Furthermore, the DMO pointed out the issue with municipalities not being a part of the DMO, results in the municipality having no official marketing. This can be confusing for tourists who visits the DMO's website where not all the municipalities are represented. This can also result in a lack of holistic tourism development of the region.

The DMO works with facilitating networks for the destination, where the members can meet, get to know each other and thereby better work together with challenges. There are different levels of these types of networks. The DMO also has close cooperation with the local tourism organisation in Rauma, especially working together with the networks local in Rauma. The informant from the DMO said:

“It is perhaps the municipality of all that has the closest type of network meetings, because they have the most players who operate in tourism as well.”

Moreover, the DMO arranges networks and enhancement of competence for the whole region.

“And for example, those who are engaged in fishing tourism (...) we have a small group who engage in fishing tourism, they exchange experiences. So, we have had physical meetings but also some digitally. Now there have been some new rules in relation to reporting catches for tourist fishing and then we will try and we hope to get the Directorate of Fisheries to inform a little about the new scheme for them specifically”

4.2.3 Marketing

The informant from Rauma municipality described the most important role of the DMO as marketing Rauma internationally. The informant underlined that they have the opportunity to be picky and focus on the environmental conscious tourists that share their values and takes care of the nature, spend money locally and stay longer in the destination. Furthermore, the informant also questioned the type of tourism Rauma already have:

“We are a relatively large cruise destination. So there needs to be a discussion together with the DMO, now that tourism has in a way accelerated here. Is it these large cruise ships we will have in Rauma in the future?”

The DMO in Rauma described the process of marketing the Sustainable Destinations Label as challenging. The DMO representing Rauma is also representing many other municipalities, which are not working with the Sustainable Destinations Label. This is making marketing of the region difficult, as it can appear as the whole region is working with the Sustainable Destinations Label. On the other side, it can seem like the other municipalities are less sustainable than Rauma, which is also not the case. Therefore, the DMO are working with articles describing what it means for Rauma municipality do be labelled:

“So far, we have not fronted it [Sustainable Destinations Label] very much. It was mostly the internal process that has been good so far. We have talked about making some kind of articles in relation to sustainability. That we can use in marketing where we say: in our region, we have Rauma who is certified and we work consciously with this and that, so it becomes like that type of marketing.”

The informant from the DMO also brought up the benefits of being presented and shown on Visit Norway’s website under Sustainable Destinations. Furthermore, the informant said they notice that tourists are concerned about this, and how they experience that tour operators want to work with and use environmental certified companies and suppliers.

4.2.4 Municipality role, cooperation, coordination

Rauma municipality has close cooperation with a “business garden” as the municipality don’t have its own industry department (Nw. næringsavdeling). The business garden is working as a coordinator between the municipality and the industry. The business garden collaborates and coordinates development and networks with the regional DMO and involve them in local tourism planning. Moreover, Rauma is a medium-sized municipality, the informant described coordination and collaboration within the municipality as a good and well-established culture.

“So, I would say that it is quite a well-established culture in our municipality to work broadly, so when we have the type of planning work or challenges to be solved, we then have a good overview of who are the actors, who know the problem and who are the actors that can help solve it. So, both in the work that the business garden does for us and in the municipal organization, I probably think that we solve the cross-sectoral work in a good way.”

In 2019 the municipality adopted a community plan (Nw. Samfunnsplan) based on the UN 17 sustainable development goals. Where the goal is to always have the Sustainability goals in mind when working with development, area planning etc. Furthermore, plans concerning the creation of a climate budget have been proposed by local politicians.

Within local community development, the informant from the municipality described its role as the administrative authority and a facilitator for tourism development:

“So, there are many aspects here, one is that we are the administrative authority and through the planning work and other things must facilitate and we must facilitate for the actors who want to develop tourism-based business in our municipality so we do not become a plug in the system. And then we must have a good dialogue with the industry itself on how we should regulate this, making sure that the tourism isn’t perceived as a burden for us who live here, which can be about everything from the parking solution to facilitate and organize wild camping, facilitating adequate toilets, trails and garbage disposal etc.”

4.2.5 Collaboration with academia and non-governmental organisations

The informant from Rauma municipality described that voluntary organizations and academia are involved in collaborations, when necessary. One example of research is the topic of common goods financing in Rauma:

“When we made the assessment of public goods financing, that was made based on very good reports both legal and other reports from professionals”

Moreover, there is good cooperation between the business garden and private actors.

The DMO has no formal collaboration with academia but have been involved helping students when asked.

“We are not very good at that, working together with the academic environment and such. I think we can do more of it. We do not have a formal collaboration with, for example, a college, it is more that students contact us and ask about tourism related topics and we help and answer”

The DMO has been involved with some research organisations in Norway, aiming to get more knowledge of tourism in the region. Moreover, there has been collaboration with the larger regional DMO.

4.2.6 County municipality

Møre og Romsdal county municipality is a part of The Sustainability Network, and in connection with this, the belonging municipalities had to fill out a KPI mapping. This mapping process is the start of the sustainability work connected to The Sustainability Network, with the county municipality as a main driver.

“The measures are running a little ahead of us really, because opportunities are opening up in so many areas now, (...) so that the measures come before planning work in many contexts.”

The municipality described the county municipality as a phenomenal motor for initiating The Sustainability Network work. However, in terms of tourism, the municipality has not seen much initiative from the county municipality’s side.

The DMO is trying to involve the county municipality in the sustainable destinations work and trying to get involved in The Sustainability Network, pointing out the lack of cooperation and coordination between these two sustainability initiatives. The informant from the DMO expressed a wish to work together on sustainable development, but there is a lack of initiative or enthusiasm from county municipality:

“So, we have we tried to inform the county municipality about our work with the labelling scheme, and they probably don’t feel that they are quite, that they have not been triggered enough to somehow think that; OK here we have something we can do together.”

The informant from the DMO also explained how they feel locked in the system of the Sustainable Destinations Label, as the DMO cannot change or adapt the criteria from the Sustainable Destinations Label, as it is Innovation Norway’s system. The county municipality and the Sustainable Network are in the beginning stages of implementation, where the DMO pointed out how they have opportunity to coordinate with other existing schemes.

Moreover, the informant from municipality is describing the county municipality as not involved in tourism matters in the area:

“But within the tourism development it actually looks quite invisible from my point of view. I can barely remember them in relation to tourism. So, most of the work that we have done in Rauma is in collaboration with the DMO or the actors in Rauma itself and the municipality. In a tourism context they are a bit of a peripheral actor.”

4.2.7 Local community

The informant from Rauma municipality has reflected over the lack of value creation tourism historically has contributed to the local community in Rauma. However, in recent years through development and new attractions supporting a year-round goal, resulting in job creation and tax revenue. Tourism in Rauma usually consists of a large tourist flow during the peak season in the summer, which has led to issues such as littering, over-crowding and wild-camping. Using the example of wild-camping, the municipality have arranged meetings to discuss how to best deal with the issue in a way that will have a small impact as possible on the local community. The informant from the municipality explained how they have evaluated different solutions, where the easy solution could be to create a regulation against camping during the peak season, however this restriction will not only affect tourist but also local community. The informant from the municipality explained how involving local community is important in these matters and other development matters:

“We are a municipality with about 7000 inhabitants, so we have quite low threshold to invite to public meetings and input meetings even though it has been a bit difficult the last 2 years. The involvement I think first and foremost happens related to concrete planning work or development work in the association.”

The municipality and DMO agrees that the local community generally has positive feelings towards tourism in the area, seeing that they have long traditions with tourism. This has resulted in a wide range of offers to tourists and inhabitants, such as restaurants and shops. In addition, tourism is important for trade and business and the 4-5 summer months helps local businesses save up a buffer for financing the

rest of the year. The DMO explained that, as a part of Sustainable Destinations Label, they have surveyed the local community and often invite to village meetings:

“So, we have had some village meetings or local meetings, to get input from the locals on what they think on tourism matters. We’ve also had population surveys that the local community have answered. And most of them are positive, in a place like Rauma they are, in a way, used to the tourist activity and a lot of people.”

The informant from the DMO also talked about awareness concerning cruise tourism and the perception some locals have of this type of tourism. Some of the misunderstandings, are that cruise tourism don’t benefit local economy and that the cruise ships leave the sewage straight into the fjord. According to the informant this is however not correct. Moreover, the informant expressed that in reality, there are many local companies that earn money from this type of tourism as a response to the concerns, the DMO is now working on a visitor strategy, inter alia aiming to control crowding.

4.2.8 Common goods

Rauma municipality has tried to research good solutions for common good financing. Their finding was, however, that with today’s laws and regulations, there is not much one can do. The informant from the municipality was hoping for better solutions in the future within common good financing. The municipality has made some efforts for getting in place common goods financing, by implementing payment schemes for parking in the city centre in 2021 with exemptions for local residents. So far, the result has been positive with no complaints from the local community.

“So, the parking scheme gives us some financial room to manoeuvre as well. It is important that we get these funds earmarked so that we can use it to invest the necessary resources for waste management or build and operate toilet solutions and such. But we do wish for some more tools which could help give us even better financial room to facilitate common goods”

4.2.9 Second homes

The informant from Rauma municipality explained how the second home-owners don’t get especially included in the local community planning process. However, the informant has the impression that there are a lot of second homes owned by local inhabitants, therefore they have the opportunity to get engaged and involved at different arenas. It is important to note that there are not as many second homes in Rauma, compared to the other destinations being reviewed in this thesis.

4.2.10 Sustainable tourism development

The informant from Rauma municipality described how the motivation to start working with Sustainable Destinations Label was how well it fits the municipality’s development goals. Furthermore, this initiative has been described as a unique opportunity as the first municipality in the region working

towards getting the label. *“Rauma is, after initiative of from the DMO, certified as a sustainable destination. Where I think the thought-process behind this was that Rauma would be first to test this and share our experiences with other places in the region.”*

The informant from the DMO said that they were advised by Innovation Norway to start the Sustainable Destinations Label work with only one municipality. The informant then pointed out the challengers with possibly starting the Sustainable Destinations Label work with more of the member-municipalities, which would then result in running 13 different processes and that it in addition needs to be re-certified every three years.

Rauma municipality, being a part of Sustainable Destinations Label, has brought a lot of critique involving greenwashing allegations and against main tourism activities like cruise ships and the building of a big gondola. This has not been a quiet affair, and there has been written multiple articles addressing the issues. The first project leader even quit, as a protest, supporting the critique. The informant from the DMO described how this affected the process in the beginning:

“Yes, it was a bit noisy. She [project leader] could personally not stand to work with the scheme because Rauma and Åndalsnes have cruise calls and it was also in the start phase of building the gondola. So, we had to change project leader in the transition there so there was a little extra work. But beyond that, when we got a new person in and the main project phase went really well, we started with a small steering group and found that we had to bring in more for those who were involved in the beginning was the municipality and the local tourism organization and those who run the gondola. And then we brought DNT and port companies and yes there were more who came in when Tindesenteret, among other things, there are some actors who joined the steering group to get a broader view, it simply worked better.”

The sustainable tourism work has resulted in new projects and more awareness of challengers in Rauma. Today, the DMO in cooperation with tourism stakeholders are working towards creating a visitor strategy for Rauma municipality, with the goal of controlling overcrowding. This has also become important due to recent events with the pandemic, where the cruise tourism almost closed down for almost 2 years. It is now planned for a large number of cruise ship to visit during 2022. The informant explained how the visitor strategy work is in the beginning phase and how its discussed how to involve and also educate the local community about cruise tourism.

“But we are very careful that we must take into account that it won't become this negative thing, cause I don't think people don't want tourists here, but we want the correct tourists. And well it's a little hard to stop people, like no you cannot come, you can come. So yes, it is an exciting process, even though it can be demanding with some things.”

The visitor strategy is only covering Rauma municipality, however, the informant from the DMO expressed a wish to coordinate with the county municipality. Moreover, the informant explaining how they wish that visitor strategies could be more accessible for the rest of the county to implement easily. Underlining that most municipalities face the same challenges and issues.

“[...] in my sustainability dream we should have a strategy for the whole county. And it is not impossible to achieve that, I think. We could have a little more such a superior one, as for example the municipality can then in a way only rely on and possibly make local adjustments if needed. Because it feels a bit like why does everyone has to start from scratch with separate strategies? Because it is very often the same challenges the municipalities face. When it comes to pressure areas and facilitation of hiking trails and toilet facilities, it is like that, it is basically the same everywhere really.”

4.2.11 Responsibility for Sustainable development of tourism

The informants were asked the question “If tourism at this destination is to be as sustainable as possible, who has the greatest influence on this? Is it the industry itself? The municipality? State authorities? Local community? Guests?”

The informant from Rauma municipality expressed that it is the tourism industry itself that is most important for this change, where the businesses in Rauma can afford to be selective on the types of tourists they want to attract. The informant also highlighted the importance of the whole tourism industry standing together in changing towards sustainability.

The informant from the DMO described that the most important actors are the facilitators and regulations, such as the municipality and the state. One example that is used, it the national regulations with the goal of zero-emissions in the World Heritage Fjords by 2026, where national laws and requirements are important as it can make a big difference compared to what one destination can do. The informant from the DMO used the example with cruise ships locally:

“So, perhaps it is the overall regulations that have the greatest impact. For that, I have also thought about if we locally think, we do not want cruise ships to quay for example, we say no thank you to that. It does not really help the total emissions, cause then they only go to the next port or the neighbouring port which is an hour away. It has in a way no effect in terms of sustainability, only locally.”

Furthermore, the informant underlined that the tourism industry itself is also very important, as they have to change practices and get certified to contribute to sustainable development.

4.2.12 Summary Rauma

The destination organisation is complicated in terms of scale, as shown in the figure 4-2, it is organised with one small local tourism organisation with tourism business members, then the “official” regional DMO, which has half the county municipalities as members. Then on the next level, the regional DMO

has connection to Fjord Norway. This structure can seem unorganised and create challenges in management of the destination and affect sustainable development as well. Moreover, the DMO has challenges connected to organisation, as the municipalities pay based on inhabitants and not based on tourism activity. This has led to some municipalities no longer being members and therefore no longer represented in DMO's marketing. This results in lack of holistic development both in terms of marketing and management.

There is no official cooperation between academia or NGOs, and they cooperate only on an ad-hoc case-by-case basis, when initiated by academia.

The local community is involved in tourism matters through public meetings. The DMO described some negative feelings towards cruise tourism from the local community which is also covered by the media. The municipality does not have any specific ways of including second home-owners in the development, however, Rauma does not have a large number of second homes compared to the other municipalities covered by this thesis.

Rauma has experienced a lot of critique in connection to the Sustainable Destinations Label. The work has brought critique locally and nationally, which has consisted of the main tourism activity being cruise tourism and that in the beginning phase of the labelling work they started building a gondola. This resulted in including more actors in the steering group for the sustainable label, with big actors such as the harbour/port company, the local tourism organisation, the municipality, the gondola and more. One can look at this in two ways, on the one side it is positive that all big and small actors are represented and have the opportunity to be involved in the sustainability work. On the other side, involving big actors has the potential to stop ambitious goals and development, as their interests may deviate from the interests of smaller and local actors. With the example of the port company and gondola, short stays don't contribute to local expenditure and is therefore not in line with sustainable tourism development. The informant from the DMO does however not agree with this point of view, saying that this is lack of knowledge especially when it comes to cruise tourism. The DMO has started the process of creating a visitor strategy for Rauma and to deal with overcrowding.

The county municipality has initiated sustainable development through participating in The Sustainability Network. However, the informants from both the municipality and DMO expressed challenges connected to coordinating the two efforts, seeing that the sustainable tourism development had already started. The DMO is actively trying to involve and coordinate with the county municipality, but the response is so far limited and slow. The municipality argued how the county municipality are not involved in tourism development, which may be part of the explanation of the challenges described by the DMO.

The DMO has the closest relationship with Rauma. This may be due to the high tourism activity and interest from the local tourism industry in Rauma. The municipality and the DMO have different

perceptions on who should be responsible for sustainable development in the local community. While the municipality clearly believes it is the tourism industry’s responsibility, the DMO thinks it is the public authorities such as the municipality and the state.

4.3 Arendal

4.3.1 Destination Organisation

Arendal is part of a larger destination. The DMO covers and represent the municipalities in the county municipality Agder. The DMO is representing a large number of member municipalities, Brit Maria Marcussen, senior adviser in the industry department, here after referred to as the informant from Arendal municipality, described the importance of good collaborations with the DMO in terms of marketing and development:

“And they will cover and help us, they are the unifying party for the whole region because Arendal alone cannot succeed. (...) They should be a driving force, they should listen to us and we should listen to them. It's like that, we have a good collaboration with them now, but we fumbled a bit to find a good way, so we are both willing. We have now seen that we must have an even closer collaboration for us to succeed together.”

The informant from Arendal municipality highlighted the importance of collaboration and coordination with the whole region, with the DMO as the main driver. Furthermore, how important it is to have good collaboration with DMO, which can be difficult in the beginning phase.

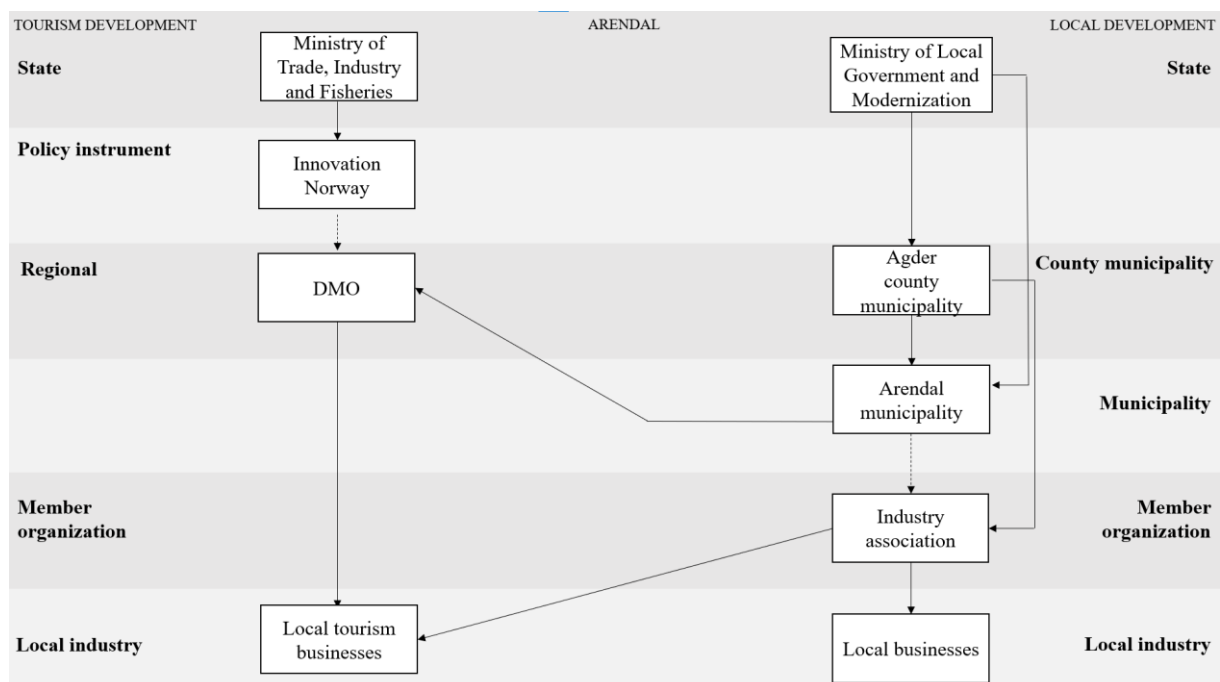


Figure 4-3 Arendal tourism organisation.

4.3.2 DMO organisation, role, cooperation, coordination

The DMO is organised as a cluster, 51% owned by the county municipality. Its main purpose is marketing and providing competence to the members in the cluster. Moreover, it is a regional DMO representing multiple municipalities with members from the region within the tourism and culture industry. The DMO described this organisation as challenging in terms of marketing on both a regional level and municipality level:

“Yes, it's a bit about how we are structured as well, that we take care of the whole of Agder, you also have the municipalities and the local visit organisations and the local business companies also want to do a bit of tourism. So, it is not always you get to the holistic when you also run things locally as well, it is of course very good that it is done but if you had one visit [website] that had the overall responsibility then yes.”

In terms of networking, the DMO has multiple meetings during the year with the members of the cluster. Also, some businesses will throughout the year get involved in certain projects. Furthermore, the DMO hosts conferences with various current topics, such as sustainable development.

4.3.3 Marketing

The informant from Arendal municipality explained how the most important role of the DMO is marketing the region, including Arendal. Moreover, there is an agreement between the DMO and the municipality stating that it is important to market to the “correct tourist”, in a sustainability context. The informant from DMO said that they target the market of northern Europe:

“And especially the marketing work that is done outside Norway, with a focus on the local markets and northern Europe, I would say yes, that they suit us very well. It is in line with our strategy.”

The informant from the DMO expressed challenges with marketing of sustainability, explaining the increased knowledge from tourist to choose sustainable products and destinations. However, it is also a challenge to communicate sustainability in a way that is not greenwashing.

“(..), it's a bit difficult because we know that the guests and tourists are concerned about sustainability, but if they choose a destination based on that? Some studies say so, we do get indications that it is important. It is also the use of it in marketing which is a bit challenging because if you say sustainability, what does a guest expect then? That we are 100% sustainable? Because we are not. So yes, we will probably learn a lot more, I think”

4.3.4 Municipality role, cooperation, coordination

In Arendal municipality the industry department is in charge of tourism matters. The informant from Arendal municipality described the municipality's role as a driving force that has the power and

authority, with the obligation to see it through. The informant highlighted the importance of municipal authority in the development.

The informant from Arendal municipality described a change within the municipality, going away from working in silos towards collaboration and coordination, where this has become a natural part of working with different things in the municipality, being aware of who to involve in specific projects. Moreover, the informant highlighted the importance of involvement from outside the municipality.

“There is something to think about interdisciplinarity in what we do, together we make much more happen, some the projects are internal only across departments in the municipality, but very often it involves other actors from the public or the private. And we see that this is broader and wider than ourselves”

The informant from Arendal municipality explained how important sustainable development is for the municipality as a requirement from the politicians. Arendal has chosen 10 specific Sustainable development goals to focus their development on. The municipality has also just finished the work with their first tourism strategy for the municipality for the period 2022-2026.

4.3.5 Collaboration with academia and non-governmental organisations

The informant from Arendal municipality described Arendal municipality as aware on the importance of collaboration with public, private, academia and voluntary organisations.

“All the focus is on co-creation how we can, the municipality, private and academia, the voluntary, how we together can manage to lift and get good results, because the municipality cannot do it alone. The private sector cannot do it alone. Academics can educate and stand for what they do. And volunteering is super important on the social side of sustainability.”

The DMO has an agreement with the regional University, cooperating with them by proposing issues which can be researched by the student community. Furthermore, the DMO offers internships.

4.3.6 County municipality

The informant from Arendal municipality described that the municipality and the industry department have a good relationship with the county municipality. At the same time, the informant pointed out that they could be more proactive in terms of development and cooperation with the municipality.

“So, it is very easy to discuss with them, they have been involved in our processes all the way from the county municipality. So, I think it's going well, I think that the county municipality could be even more proactive, it is perhaps what we miss a bit from the county council side that they often sit waiting for some form of order instead of being a little more on, on the offer side. They respond to applications and join when we invite but it's a bit like that, yes, they could have been proactive.”

4.3.7 Local community

According to the informant from the DMO Arendal does not experience mass tourism, compared to certain other destinations in Norway. The informant from Arendal municipality commented on the local community's feelings towards tourism as overall positive, where the population are proud to show of the region to the mostly Norwegian tourists. The informant from the DMO said:

“But now we are going to do some population surveys, in sustainable destinations in the certification, so then we will be able to uncover such as Arendal which is a typical summer town and we have many guests in the summer. If this, for example, is perceived as challenging for the population.”

Tourism brings benefits to the municipality, for example a better transportation infrastructure, such as public boats to see the archipelago. Which is used by both tourists and locals in summer and shoulder season. The informant from Arendal municipality explained how the locals have been involved in the work for Sustainable Destinations Label and a new tourism strategy through workshops, meetings and inputs from a Facebook page. The informant from Arendal municipality said the following about development of Arendal, and how important it is to involve the local community:

“... they get involved in processes on the social development part, new area plans, community plans, there are public meetings and many ways to get input from residents so that they can be heard along the way in new processes. (...) So, there is broad involvement in the form of public meetings”

The informant from Arendal municipality talked about the ripple effects within the society and how businesses and development can be important for the growth. The municipality are seeing a positive growth of local business and of investments in the municipality.

4.3.8 Common goods

The informant from Arendal municipality explained how important it is for the common goods to be free and open for everyone, both the local community and tourists. The informant brought up the example of cycling trails, which has been developed by the voluntary sector with support from the municipality:

“The same with cycling trails that have been developed on a voluntary basis with support from the municipality and make cycling trails also available. The product is growing which we also want to develop to a greater extent into an industry, but then it is combined with other things with accommodation and a whole package one can sell. But the actual cycling trail you can come and experience for free.”

4.3.9 Second homes

When asked about the involvement of second home-owners in development the informant from Arendal municipality explained how she does not know enough about this topic.

4.3.10 Sustainable tourism development

The informant from Arendal municipality explained that the motivation to start working with the Sustainable Destinations Label was to get an overview of what the municipality are good at and what they need to work with to get better at, within sustainable tourism.

“So, the motivation is to lift ourselves based on where we are, we know that we are good in many areas and we also know that we probably have holes in other areas. So, then it's good that we can go into such a process to uncover where we are still weak and see what we can do to strengthen those areas as well. Because there is a lot, we think we know and think we can, we may not have it completely taken care of, it is useful to go into such a systematic survey even if it is quite demanding.”

Today, the Sustainable Destinations Label has become important for Arendal municipality in the context of development, resulting in its own tourism strategy for 2022. The informant from the DMO said:

“We have become more aware that it is important for us, that it is important to do this work. And Arendal has, for example, been through the process of its own strategy for tourism in Arendal, where the certification itself is one of the measures in the strategy, so it has only become even more important for Arendal”

With the tourism strategy, there has been an extensive involvement of different actors in Arendal, including the tourism industry, local sole proprietorships, ferry company, multiple employees in Arendal municipality, the county municipality, the DMO and more. The informant from Arendal municipality said:

“There have been multiple workshops and there has been opened up for input on Facebook which has been open to everyone on Arendal municipality's Facebook page. So, there have been hundreds of inputs that we had to transcribe. So, it has been a long process.”

4.3.11 Responsibility for Sustainable development of tourism

The informants were asked the question “If tourism at this destination is to be as sustainable as possible, who has the greatest influence on this? Is it the industry itself? The municipality? State authorities? Local community? Guests?”

The informant pointed out the political assignments, from politicians to the municipality, and that it is the municipality's responsibility to implement such political orders. Furthermore, the cooperation with the volunteer sector and private sector is brought up as important, as its all connected.

“But it is ultimately the politicians who decide what should, whether they should say yes or no. So that is where the supreme power sits in a municipality. We also have the power over there again who is the County Governor (Nw. Statsforvalter) so there is a part we want the County Governor to say no to. And they have their reasons for not supporting this, so that's really where power is most, I think.”

The informant from the DMO described the importance of tourism businesses and municipality, highlighted that the tourism businesses are dependent on frameworks and requirements from the municipality. Furthermore, the change needs to be understood and wanted by the tourism businesses themselves: *“It should also be that the company sees it for itself, that the companies themselves see that it is profitable to change operations, perhaps more environmentally friendly, that this is what will pay off in the long run.”*

Furthermore, the tourists are also brought up as important for this change, as they need to choose sustainable products and destinations. The informant from the DMO said: *“So, it's really an interaction then, the guests of course are also important because if they are not concerned about it, but if the guests are concerned about choosing sustainable solutions, it goes without saying that they are also important, they are a driver for change, you might say.”*

4.3.12 Summary Arendal

The destination organisation is in line with county municipality borders. One challenge with this organisation can be that the municipality and DMO are not used to cooperating on management and destination development, as all previous cooperation has consisted of only marketing of the destination.

The municipality has a good cooperation with NGOs, highlighting that this is very important for Arendal's development. Moreover, the DMO has agreements with the university in the region and offers internships for students.

There is involvement of the local community in development matter, however, the informant from Arendal municipality does not have any knowledge about involvement of second home-owners. This may be due to the informant's position in the industry department, however, it could be discussed if this should be the case as the informant is working with Sustainable Destinations Label where involvement is important. Moreover, considering that Arendal has a large density of second homes in the municipality, it can be questioned if second home-owners are involved in development of local community and the destination.

It was found that the cooperation between municipality and DMO were difficult in the beginning of the Sustainable Destinations Label work, showing a lack of cooperation before this. The Sustainable Destinations Label can therefore be said to strengthen cooperation between larger DMOs covering multiple municipalities. It also shows how there has been a change from a sole focus on marketing towards including management. The municipality understands the important of public, private and

voluntary partnerships and cooperation. This is also reflected in the tourism strategy process for Arendal, which includes wide involvement with local actors and some regional actors.

Similar to the two other destinations, the Municipality and DMO are not in agreement when asked who is responsible for sustainable tourism. However, compared to the two other destinations researched in this master's thesis, their viewpoints are switched. As the municipality clearly states that the authority of the municipality and state is crucial in sustainable development. On the other side, the DMO described how the industry and tourists are the most important concerning this change.

5 Discussion

This chapter will first look at the findings and compare the destinations. Second, the findings will be discussed and held against other research. Third, the practical implications of the findings for the tourism industry will be look at. Fourth and lastly some suggestions on further research will be made.

5.1 Summary of main findings

Both similarities and differences were found between the three destinations. The three municipalities are all different in size, number of inhabitants, main tourism attractions, number of second homes, number of tourists and the scale of the destination. The municipalities that are a part of a DMO with multiple member-municipalities were found to have less formal cooperation and to view the DMOs role as primarily for marketing. Moreover, it was found that the DMOs took on more management responsibilities and formal cooperation when they started working with the Sustainable Destinations Label. The DMOs are pointed out as the most important actor in coordination of the sustainability work of the tourism industry by the municipalities. One reasoning behind this can be that the Sustainable Destinations Label was initiated by the tourism industry itself, and in all cases looked at in this master's thesis the DMOs themselves, giving the DMO an important role as initiator, project leader and main coordinator. To answer the standard, some form of cooperation with the municipality is required, yet the level and depth of cooperation between the municipalities and DMOs varied between the cases. Common for all the destinations was that the relationship was often one-sided, where the DMOs are the most active party having to keep the municipality engaged and involved in the Sustainable Destinations Label throughout the process. The municipalities, on the other side, took a more distant role, working mainly with the community and municipal plan, often with poor direct linkages to tourism. This shows how the tourism industry's history, with little involvement from public authorities at all levels, is still common and still an issue. This leaves governance being dominated by the "markets" approach (Hall, 2011), the reason for this can possibly be the lack of consideration and regulation of the industry.

5.2 Governance of sustainable tourism

It was found that the scale of how the destination is organised and the DMO's organisation can have an effect on how the destination is managed and developed. Kamfjord (2016) described a destination as a defined place or area, in which private and public actors collaborate to develop a holistic visitor experience, not necessarily bound by authoritative borders. According to Kamfjord (2016) it is important in destination organisation to recognise where one is in terms of the destination hierarchy and who to coordinate and collaborate with in terms of public and private actors. Moreover, Kobro et al. (2013) supports this by highlighting the importance of seeing destination development and community development in relation to each other. Rauma municipality explained how the destination and DMO organisation is complicated and have been difficult to understand. The destination organisation consists

of many different actors and scales which don't follow the authoritative borders. This confusion can lead to a lack of holistic development if the actors don't coordinate and have an overview of who to incorporate in the planning and development. While on the other side, the other two destinations follow the authoritative borders, where Suldal destination follow the municipality's borders and Arendal destination is part the county municipality borders, making it less complicated in relation to the actors to include in development of the destination.

All the informants were asked to reflect on who has the greatest influence in making the destination as sustainable as possible. This, among other things, can uncover which governance approach is dominant in the destination development in each of the cases. The results found that two of the municipalities, Suldal and Rauma, express what Hall (2011) labels a neo-liberal point approach, pointing out the industry itself as the most important driver. However, the DMO informants in Suldal and Rauma underlined how important active state involvement and municipal planning is for setting overall regulations and general requirements that also should steer tourism development. Arendal DMO is also expressing a neo-liberal and market governance approach to governance, pointing to the tourism industry and the tourists as important players in sustainable development, which is actually the opposite of what Arendal municipality states. This means that all the municipalities and belonging DMOs have a different viewpoints on who is the most important actor in development of sustainable tourism. Thus, on this basis one can say that there is a need for better communication and clarification amongst the stakeholders responsible for sustainable development.

Everything previously discussed has an impact on the execution of governance. Governance can be defined as an act of governing (Bramwell and Lane, 2011), moreover, it is described as moving away from a traditional governmental hierarchy thinking, towards coordination through public, private, community and voluntary relationships (Hall, 2011). When investigating the interaction between the tourism industry and municipalities sustainability work, this master's thesis uses Hall (2011) typology of governance frameworks as a base for this discussion. This typology divides the different interactions, instruments and policy tools into the frameworks "Hierarchies", "Markets", "Networks" and "Communities". It is important to highlight that most governance systems have elements from all of the frameworks, it depends on the level of integration and how the various elements are weighted and given power in the overall governance system. The recommended approach for governance of sustainable tourism development is the networks approach, as it focus on collaboration between public and private actors in development (Hall, 2011; Gössling et al., 2012).

5.3 Hierarchy governance

Hierarchy governance can be described as traditional government with power at the top of the hierarchy, making policies for the lower levels to implement (Hall, 2011). This is still a main approach of governing in most countries (Hall, 2011), including Norway. The most apparent law on municipality level is the

Planning and building act, which follows a traditional hierarchy with state at the top (Stokstad, Haug & Monkerud, 2017). However, as mentioned, the municipality does have great flexibility and authority when it comes to the local planning and development. Planning in Norway is therefore actually primarily done at the municipal level. The informant from business garden from Suldal highlighted how important the planning and building act is for local development of the tourism industry, through facilitating trails, placement of electric car chargers, public toilets and much more. Moreover, the DMOs describe how important new laws and regulation and active state involvement are for sustainable development of the industry. Especially the DMO belonging to Rauma explained how cruise management are difficult to regulate/change without guidelines and a push from the state, bringing up the example of the new regulation about zero-emissions in the Norwegian World Heritage Fjords by 2026. The new zero-emissions regulations highlights the power the public authorities have in sustainable development of the industry. The informant from Arendal municipality explained that public authorities are important for sustainable development of the tourism industry. Further, this informant described how political-will is key and how it is not only the municipality, but also other public authorities higher up in the hierarchy, which are important for sustainable development.

Vareide (2011) discusses that there are three main reasons as to why a municipality is attractive, as a tourism attraction, as a place to settle and as a place to establish business. This can suggest that there is a synergy between the three factors, showcasing the importance of seeing local community development and destination development in relation to each other (Kobro et al., 2013). It was found that the three municipalities Suldal, Rauma and Arendal all describe the municipality's role as mainly the public authority and through municipal planning. Moreover, it seems like all three agree that the role of the municipality is to facilitate industry growth and common goods. Common goods such as hiking trails, toilet and waste facilities and beaches, are usually managed by the municipalities in Norway, (Kamfjord, 2016). Innovation Norway (2015) have suggested four important roles for municipalities in destination management:

1. as a facilitator through municipal planning and political guidelines
2. as a development partner by stimulating business development and creating and managing business funds
3. as a product owner, primarily for common goods such as hiking trails and beaches
4. as a coordinator for holistic planning with different sectors which can affect the destination development

The research in this master's thesis show that the municipalities do mostly agree with these roles, however, the fourth and final point there is some uncertainty about. The municipalities argue that there is good coordination within the municipality between different sectors and departments which ensures good community development. However, when asked about this in relation to tourism development the

municipalities don't express this as a concern, making it seem like the municipalities don't use strategic planning in coordination between different sectors on tourism matters. This is supported by the research of Kobro et al., (2013), which found that the municipalities' understanding of what its role entail is somewhat unclear.

The county municipality has the important role of coordination between the different public levels, to ensure that regional plans and strategies work together on a local level (Visit Norway, 2022c). In relation to tourism development, the county municipalities are described by most of the municipalities and the belonging DMOs as being passive. The reasoning behind the county municipalities' passive role within tourism can be explained by the county municipality having no official role within destination development, resulting, in varying involvement based on the specific county municipality (Kamfjord, 2016). Rauma municipality have perceived the county municipality as not present in the Sustainable Destinations Label or in tourism issues overall. The DMO of Rauma described how it has persistently tried to involve and engage the county municipality in the processes, with few results. Moreover, Arendal municipality described the county municipality as passive, however, still involved to some degree tourism development. The DMO belonging to Suldal, has a good relationship with the county municipality and described how the county municipality often involve the DMO in tourism related development, such as in tourism strategies.

5.4 Markets governance

Markets governance can be described with a neo-liberal ideology consisting of a market-led governance, low state intervention and mostly self-regulation. Hall (2011) suggests that green labelling, competitive pricing and education is utilized within this framework. This master's thesis has identified marketing as important in destination development, this can be connected to market development approach which obviously should be placed under this governance framework (Font & McCabe's, 2017). Traditionally marketing has been the main activity of DMOs and it is still an important part of the destination management role. The focus, however, has shifted from a having wish for constant growth, towards more strategical planning and sustainable tourism (Font & McCabe's, 2017; Sotiriadis, 2020). All the municipalities bring up marketing as one of the most important jobs of the DMOs in connection with destination management. A common topic that are discussed amongst all the informants are marketing to the "correct tourist", meaning the tourists who are willing to stay longer, eat local, consume local culture and overall have a smaller footprint, this can also be related to focus on close markets. It is a common thought amongst the informants that this "correct tourist" is an environmental conscious tourist, choosing sustainable products and environmental certified companies who is willing to pay more for sustainability. This can be strongly connected to the market development approach, which aims to attract tourists with pro-sustainability values, beliefs and behaviour (Font & McCabe's, 2017; Truong & Hall, 2013). However, this topic needs more research, as many researchers suggest that there is not enough

evidence to support this theory (Gössling et al., 2012; Font & McCabe, 2017; Karlsson & Dolnicar, 2016; Truong & Hall, 2013; Chong & Verma, 2013; Dolnicar et al., 2008).

The main tourism product in Rauma are cruises. This is not in line with sustainable tourism principles, as cruise tourism is characterised by over-crowding, not contributing to local economy and short stays. The informant from the DMO in Rauma highlighted that in reality it is not possible to deny visitors to the destination. It is therefore a challenge for destinations such as Rauma to rely only on marketing and the markets governance approach to change the types of tourist Rauma attracts, without changing the main tourism product substantially. Changing the tourism product is related to the second approach introduced by Font & McCabe (2017), the product development approach, which is moving away from focusing on market segments towards providing the opportunity for all tourists to consume sustainable products (Font & McCabe, 2017). This can be achieved by putting the responsibility for sustainability on the product-producers and to the DMOs by making them responsible to have requirements in the supply chain.

The DMOs all describe marketing as a challenge in communication of the Sustainable Destinations Label. Rauma is the destination which has experienced the most negative feedback on Sustainable Destinations Label, with greenwashing allegations, as Rauma's main tourism product are cruise tourism. The term greenwashing is strongly connected to misleading marketing, claiming something is more sustainable than it really is (Font & McCabe, 2017; Smith & Font, 2014; Delmas & Burbano, 2011). As is suggested by the name "Sustainable Destinations Label" it can be easy for tourists to assume and expect that the destinations within the label are a 100% sustainable, this has been widely discussed in the Norwegian tourism industry. Rauma is a good example to the critique as its main tourism activities are not in line with sustainable tourism. Delmas & Burbano (2011) explain how greenwashing can lead to a lack of trust towards environmental labelling. This seems like a concern amongst all the DMOs, as using the Sustainable Destinations Label in marketing of the destination is described as a tricky process. However, it is in line with the market governance approach, as green labelling is a policy tool commonly used within this approach (Hall, 2011). None of the DMO's described marketing as the main motivation to start the Sustainable Destinations Label work. At the same time, however, they do reflect on the benefits of it in marketing. The municipalities all agree that the label is something that can be used in marketing of the destination with an effect, describing it as a way to be recognised and seen as a unique destination. Moreover, especially Suldal municipality described how the DMOs highlighted marketing benefits as important when pitching the Sustainable Destinations Label work to the municipality.

5.5 Networks governance

Networks governance can be described as coordination and cooperation between public and private interests (Hall, 2011). This approach can be executed in several different ways, depending on the level of cooperation and involvement. Moreover, this approach is often highlighted as a good act of governing

of sustainable tourism, as it includes a lot of different stakeholders and policy actors (Hall, 2011). It was found that Arendal municipality has a strong awareness on cooperating with private and voluntary actors in its development. This implies that Arendal understands how important these public and private relationships are to ensure a good coordination and involvement of the best fit actors, also in the Sustainable Destinations Label work.

The Sustainable Destinations Label process requires cooperation with the DMO (usually as project leader), the municipality and local tourism industry businesses (Visit Norway, 2022a). Furthermore, the local community should also be considered. It was found that in all the destinations, starting with the Sustainable Destinations Label work resulted in more formal coordination and cooperation between the municipality and the DMO, through the obligatory steering group. Hence, this work contributed to a transition of the DMO's role from marketing, towards being more involved in destination management and development. As the Sustainable Destinations Label does encourage broad involvement, one can suggest that the Sustainable Destinations Label has strengthened the relationship between the public and private actors in the tourism industry in development work, especially between the municipality and DMO. This can especially be seen in the destinations that cover multiple municipalities, as the main cooperation previously was through marketing.

It was also found that the DMOs have an important role of coordinating with the tourism industry and municipality, by involvement in development, enhancement of knowledge and facilitating networks. Destination networks can act as an important actor to lead a holistic development of tourism, by knowledge sharing, collective learning, coordination and cooperation between different actors within a destination and between destinations (Ness, et al., 2014). Kamfjord (2016) suggest that the coordinator of these networks is commonly facilitated by the DMO, or business and development organisations in collaboration with the municipality. All three DMOs have the role of facilitating destination networks, with varying degree of coordination with the municipality. According to Kamfjord (2016) the DMO has the role of ensuring prioritising of tasks, ambitions, resources and establishing a common goal for the local tourism industry. The results from the Sustainable Destinations Label work are first and foremost awareness within the tourism industry, DMOs, municipalities and local communities, where planning towards sustainable tourism has become important. It was found that the Sustainable Destinations Label has led to Rauma developing a visitor strategy to deal with overcrowding, this is done in collaboration with the municipality, DMO and tourism industry (such as with the port company). Moreover, Arendal municipality has just created its first tourism strategy, where the Sustainable Destinations Label and Norway's first National Tourism Strategy has been important during discussions and for the content. The strategy process involved a lot of different actors in Arendal, making it a wide-involvement process.

Within the networks governance approach, it is important with cooperation between the public, the private, volunteers and academia. It was found that two of the DMOs, from Suldal and Arendal, have

good connections and agreements with academia. The municipalities do not have any formal agreements with academia, they cooperate only on an ad-hoc case-by-case basis.

5.6 Community governance

Community governance is described as a bottom-up approach where local communities create and implement suitable policies (Hall, 2011). Within tourism, it is especially important to get the local community involved in local community development and in destination development, as this ensures that the local community does not get negative feelings towards tourism development. Suldal has a decentralised structure, which can be seen in relation to community governance by giving more power to the community in development matters. This decentralised structure consists of 7 villages (Nw. Grendeutvalg) which have political power and are a part of local municipal planning in Suldal. This is an interesting case as it is the only municipality in this research which has this type of organisation. Moreover, Suldal has the least inhabitants but the largest area, hence inhabitants are spread out in villages which can create many different local village interests. The villages with political power have a say in tourism matters, such as second home development.

Other than this, municipalities in Norway have an important role of including the local community in local planning and development through law. All the municipalities describe a good involvement of local community, also in tourism and destination development. Rauma municipality have experienced this through the issue with tourists wild-camping, where the municipality needs to find solutions which deal with this issue while at the same time don't affect the local community in a negative way. Moreover, within the Sustainable Destinations Label there has to be conducted a population survey, to get knowledge about the local community feelings towards tourism and how to improve this relationship if necessary.

In the second home discussion, it is suggested that local planning lack a holistic view when working with sustainability (Aall et al., 2011; Breiby et al., 2021; Kobro et al., 2013). The research of Øian et al. (2018) underlines that the municipalities have the authority to decide and develop second homes. It is therefore interesting to investigate how the second home-owners are involved in community development. Farstad & Rye (2013) suggest that second home-owners' involvement and political rights are often not considered in a systematic matter. This master's thesis looked at whether the second home-owners were involved in local community planning and development, and found that only one out of the three of the municipalities, Suldal, has strategically involved second home-owners. Suldal municipality has a large number of second homes, making it important to involve the owners in local community development. Rauma does not have a clear set way of ensuring such involvement, but at the same time does not have that many second homes. The informant from Arendal municipality did not know if Arendal involves the second home-owners in its community development. Arendal has a high

density of second homes, so the municipality should ensure some form of strategic involvement of the second home-owners.

5.7 Practical implications

Research show how networks governance is an approach recommended for sustainable tourism development (Hall, 2011). This is supported through this master's thesis research, where it was found that the Sustainable Destinations Label can be a contributor to this. Due to the tourism industry's complex organisation, spreading across policy-domains and industries, it is therefore important to see the tourism industry for what it is, a part of the overall development. The relationship between DMO and municipality should become stronger. This can be achieved through cooperation with academia and research councils, open communication about roles and expectations and become more coordinated without it being one-sided from the tourism sector.

The municipalities all work with sustainability, however, it is still in an initial phase, where all municipalities have incorporated a certain number of the 17 Sustainable Development Goals in their community plans. In terms of tourism, the municipalities support the Sustainable Destinations Label, however, one is left with the impression that it consists mostly of attracting the "correct tourists" and letting the tourism industry itself do the changes in its internal practises to become more sustainable. The research of Kobro et al. (2013) shows the importance of bringing destination development and local community development closer and start seeing it as one. Through the research in this master's thesis, it has been discovered that the municipalities are not using any of the indicators or themes from the Sustainable Destinations Label standard in the planning and development of the municipality, other than when answering the indicators within the label. This makes it seem like the municipalities do not take full advantage of the Sustainable Destinations Label. Moreover, it can also be questioned if the destination is actually helped to become more sustainable if the practises from the Sustainable Destinations Label is not utilised in general development and strategic planning in the municipality.

The Sustainability Network is a collaboration between municipalities, county municipalities and the organisation KS working towards sustainable development of cities and local communities (KS, 2020). Rauma municipality is the only municipality which is a member of The Sustainability Network, through Møre og Romsdal county municipality. The municipality has described the county municipality as a good collaborator when answering the key performance indicators (KPIs) which is the first step in the process. On tourism matters, however, the municipality does not see much effort from the county municipality in connection with the Sustainable Destinations Label. The informant from the DMO talked about this and explained how the DMO has tried to involve and coordinate the two efforts, with few results. Thus, one can say that there is little to no coordination between these two efforts in this case, making the sustainable development seem uncoordinated with a lack of holistic planning. Furthermore, the DMO adds to this by pointing out that The Sustainability Network is in an early-phase with the

opportunity to coordinate with other sustainability efforts, such as the Sustainable Destinations Label. A coordination between the two sustainability standards could also make it easier for the municipality to get a better overview of everything that needs to be reported and measured. The informant from the DMO suggest that both efforts should become a part of the municipalities standard filing system.

5.8 Further research

There are limitations connected to the method chosen and how it is executed. One apparent factor is the number of municipalities and informants interviewed, which may not be sufficiently diverse. However, considering the time limitations and scope of this master's thesis, it was unfortunately not possible to do a broader study. It was found that there is a further need to research how municipalities and DMOs can best cooperate and coordinate to ensure a more holistic destination and community development. Moreover, there is still a need for more research and knowledge on governance of sustainable tourism in Norway and elsewhere (Guo et al., 2019; Robina-Ramírez et al., 2021)

Another topic which would be interesting to further research, is how to implement today's Sustainable Destinations Label standard into the municipalities' work with local community development and reporting systems, as this could potentially increase the sustainability development not only within tourism but also within the local community. Moreover, as the municipalities Sustainability Network is still in a start-up phase it would be interesting to research this further in coordination with other exciting sustainability schemes and how to include tourism development in this scheme.

6 Conclusion

This master's thesis has investigated the interaction between tourism sector and the municipality's sustainability work and in terms of cooperation, coordination and governance approach. The research was done by investigating three municipalities and their belonging DMOs. The research has shown that there are multiple challenges and opportunities within sustainable development work. Moreover, it has shown that similarities and differences between the three destinations, such as the destination organisation, can influence how the destination is managed and developed.

The two initiatives the Sustainable Destinations Label and the Municipal Sustainability Network were also investigated, with the aim of answering the research questions. Rauma municipality, the only case being member of both initiatives, described The Sustainability Network as a cooperation with the county municipality as positive for sustainable development. However, it is also highlighted that the county municipality have had little to no involvement in sustainable tourism development, even though the DMO has tried to engage it. This proposes that there is a need for better coordination between the two initiatives, something which is also described by the municipality and the DMO.

This master's thesis has shown that there is at least some collaboration between the municipalities and DMOs in sustainable tourism development. As seen in all the case destinations, it was found that working with the Sustainable Destinations Label resulted in more formal coordination and cooperation between municipality and the DMO, through the obligatory steering group. The collaboration mainly concern marketing and the Sustainable Destinations Label, where the DMO is the main coordinator between the tourism industry, the municipality and other relevant stakeholders. It was also found that the Sustainable Destinations Label has helped the DMO and the municipality to start developing a relationship through collaboration and coordination to answer the standard, which holds the potential to develop further. The results from the sustainable destinations work are awareness and cooperation within the tourism industry, the DMO, the municipality and the local community, where planning towards sustainable tourism has become important. Moreover, it has led to future planning within sustainable tourism through strategy development, in the form of one tourism strategy and one visitor strategy. Marketing of the Sustainable Destinations Label is described as a challenge by greenwashing allegations, and as a good opportunity to attract tourists.

It was found that there was a need for better strategic coordination between general municipal planning, development and destination development, as these are mostly seen separate from each other, where the municipality's main focus is local community development and the DMO's main focus is destination development through the label and marketing. Through the research in this master's thesis, it has become evident that the municipalities are not using any of the indicators or themes from the Sustainable destination standard in the planning and development of the municipality, other than when answering the indicators within the label. This makes it seem like the municipalities do not incorporate and utilise

the full potential of working with the Sustainable Destinations Label. It can be questioned if the destination is actually helped to become more sustainable when the practises from the label is not utilised in development and strategic planning in the municipality.

Lastly, it was found that all the municipalities and belonging DMOs had different perspectives on who is mainly responsible for sustainable tourism development within the destination. This shows that there is a need for clarification and strengthened communication between these two actors if one is to achieve a more holistic sustainable development. On this basis, one can say that the governance approaches the informants regard as effective to improve sustainability within the destination are primarily “markets” and “networks”. With more use of elements from the other two governance approaches hierarchy and community, however, there is a clear potential for more sustainable governance for tourism as well as for the municipality overall.

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Appendix

Interview guide – DMO (in Norwegian)

Generelt

Hvilken rolle har du i destinasjonsselskapet/næringsshagen/ Merket for bærekraftig reisemål?

Hvor lenge har du hatt denne stillingen?

Hva jobbet du med før du startet i denne stillingen? (Yrkeserfaring)

Hva slags utdanningsbakgrunn har du?

Hvordan er destinasjonsselskapet/næringsshagen organisert?

Hva er hovedaktiviteten til destinasjonsselskapet/næringsshagen?

Har dette endret seg over tid?

Reiseliv og bærekraftig utvikling

Når du hører ordet bærekraft hva tenker du da?

Hvordan vektlegger dere sosiale, økonomiske vs. miljømessige dimensjonene ved bærekraft?

Hvordan kan reiselivsnæringen bli mer bærekraftig?

Merkeordningen

Er destinasjonsselskapet/næringsshagen miljøsertifisert?

Hvordan syns dere dette har fungert?

Hvor mange kommuner/reisemål har dere sertifisert?

Kan du forklare kort om arbeidet med Merket for bærekraftig reisemål?

Hva var motivasjonen for å bli med Merket for bærekraftig reisemål (merkeordningen)?

Hvor viktig er markedsføring av at dere er et bærekraftig reisemål for beslutningen?

Har motivasjonen endret seg etter dere ble merket?

Hvordan jobber dere bærekraft i dag?

Hvordan er det å opprettholde arbeidet med Merke for bærekraftig reisemål?

Reiseliv og det offentliges rolle

Merkeordningen

Hvordan anser du kommunenes rolle i arbeidet med Merket for bærekraftig reisemål?

Hvor involvert har kommunen vært i dette bærekraftsarbeidet (MBR)?

Hvordan er samarbeidet?

Er det noen indikatorer (konkrete) som du mener bare kan besvares i samarbeid med kommunen?

Er det noen indikatorer som det er vanskelig å svare på?

Hvorfor?

Destinasjonsselskapets samspill med det offentlige

Får destinasjonsselskapet/næringshagen offentlig støtte (kommunal, fylkeskommunal eller statlig)?

Har destinasjonsselskapet/næringshagen noen utfordringer med tanke på ressurser, finansiering og organisering?

Er det noen utfordringer du ser spesielt er i veien for å oppnå en mest mulig helhetlig forvaltning av destinasjonen. Hvilke utfordringer?

Kommunens rolle

Hva anser du er kommunenes rolle i reisemålsutvikling?

Hvor viktig er reiseliv for denne kommunen med tanke på samfunnsutvikling tenker du?

Hvordan syns du samspillet mellom destinasjonsselskapet(reiseliv)/næringshagen og kommunen er?

Blir dere involvert av kommunen med tanke på reiselivsinns spill/utvikling?

Hvordan er samarbeidet?

Er reiselivsutviklingen i tråd med regionale og nasjonale målsetninger?

Lokalsamfunn

I reiselivet sier man ofte «et godt sted å bo er et godt sted å besøke», hvilke hensyn tar dere til å sikre at reiselivsnæringen ikke går på bekostning på lokalsamfunnet?

Hvordan er holdningen til lokalbefolkningen til reiseliv/turister?

Er det noen goder lokalbefolkningen har fått som de ellers ikke ville hatt om det ikke hadde vært for reiselivsaktiviteten i området?

Nettverk

Er dere med i nettverk for bærekraftig reiselivsutvikling lokalt?

Med hvem?

Er dere med i nettverk på tvers av andre sektorer?

Er dere med i nettverk sammen med kommunen?

Er det et samarbeid med kunnskapsmiljøer, interesseorganisasjoner eller frivillige organisasjoner?

Hvordan er dette?

Avslutningsvis har jeg et litt stort spørsmål: Om reiselivet på denne destinasjonen skal bli mest mulig bærekraftig, hvem har størst innflytelse på dette?

Er det Næringen selv? Kommunen? Statlige myndigheter? Innbyggerne? Gjестene?

Avslutning

Er det noe vi ikke har snakket om som du ønsker å ta opp?

Om jeg har flere spørsmål i etterkant av intervjuet, er det greit at jeg tar kontakt med deg?

Har du ønske om sitatsjekk?

Interview guide – municipality (in Norwegian)

Generelt

Hvilken rolle har du i kommunen?

Hvor lenge har du hatt denne stillingen?

Hva jobbet du med før du startet i denne stillingen? (Yrkeserfaring)

Hva slags utdanningsbakgrunn har du?

Kommunen og bærekraft

Når du hører ordet bærekraft hva tenker du da?

Hvordan vektlegger de det sosiale, økonomiske vs miljømessige faktorene?

Hvor viktig vil du si at bærekraft er for kommunen?

Hvordan jobber kommunen med bærekraft i dag?

Er kommunen miljøsertifisert?

Hvordan syns dere dette har fungert?

Reiseliv og det offentliges rolle

Rolleavklaring

Kan du si litt om reiselivsnæringen i din kommune. Hvor viktig er reiseliv for denne kommunen?

Hvordan anser du kommunenes rolle i reisemålsutvikling?

Hvordan anser du destinasjonsselskapets rolle i reisemålsutvikling?

Er det noen i kommunen som jobber spesielt med reiseliv? Eller hvilken avdeling er reiseliv i?

Har dere en reiselivsstrategi for kommunen? Kan du forklare kort hva den inneholder?

Reiselivsnæringen omfatter gjerne flere forvaltningsområder, legger kommunen tilrette for samhandling og samarbeid mellom de forskjellige forvaltningsområdene?

Hvordan er samarbeidet mellom kommunen og private næringsdrivende?

Er reiselivsutviklingen i tråd med regionale og nasjonale målsetninger?

Hvordan er koordinering og samarbeid mellom kommunen og fylkeskommunen når det kommer til næringsutvikling?

Er det noen utfordringer du ser spesielt er i veien for å oppnå en helhetlig forvaltning av destinasjonen. Hvilke utfordringer?

Har kommunen strategier med tanke på finansiering av fellesgoder?

Er det et samarbeid med kunnskapsmiljøer, interesseorganisasjoner og frivillige organisasjoner?

Nettverk og samarbeid for næringsutvikling i din kommune?

Har dere eget reiselivslag/forening?

Blir hytteeiere inkludert i lokale prosesser rundt utvikling av kommunen?

Lokalsamfunn

I reiselivet sier man ofte «et godt sted å bo er et godt sted å besøke», hvilke hensyn tar dere til å sikre at reiselivsnæringen ikke går på bekostning på lokalsamfunnet?

Hvordan er holdningen til lokalbefolkningen til reiseliv/turister?

Er det noen goder lokalbefolkningen har fått som de ellers ikke ville hatt om det ikke hadde vært for reiselivsaktiviteten i området?

Reiseliv og merke for bærekraftig reisemål

Kjenner du til merke for bærekraftig reisemål? Er du involvert i merke for bærekraftig reisemål?

Kan du fortelle om merke for bærekraftig reisemål? Hva er det og hvordan forholder kommunen og de næringsdrivende seg til det?

Hva er motivasjonen til kommunen for å bli med i Merket for bærekraftig reisemål?

Hvordan anser du kommunenes rolle i arbeidet med Merket for bærekraftig reisemål?

Hvordan hvilken rolle har destinasjonsselskapet i arbeidet med Merket for bærekraftig reisemål?

Hvordan er samarbeidet?

Bruker kommunen temaer/indikatorer i merkeordningen i annen bærekraftsarbeid eller utvikling?

Hvordan kan reiselivsnæringen bli mer bærekraftig?

Avslutningsvis har jeg et litt stort spørsmål: Om reiselivet på denne destinasjonen skal bli mest mulig bærekraftig, hvem har størst innflytelse på dette?

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