The Digital Tourist

Challenging the future role of Destination Djursland and the influx of the digital era

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ABSTRACT

In this thesis, we were interested in exploring, investigating, and understanding the digital tourists, how technology may impact DMOs and what could be done to strategically place emphasis towards the digital era and the tourists that embark said era. To achieve this, our thesis worked around Destination Djursland, and how they, through their strategic propositions and statements, operationalised with said themes.

The thesis entails a theoretical framework with a review of the literature covering central concepts and details of: consumer behaviour, technology in tourism and strategic planning. Together with the DMOs strategies from 2012-2015 and 2016-2018, these provided guidance for the data collection method utilised in the thesis. The data collection was conducted using several methods. We conducted an in-depth interview with tourism director at Destination Djursland, Flemming Rasmussen to acquire details into DEDJ's strategies and how they looked upon different matters, also referred to as the thesis' qualitative research. Said preliminary data supported the construction of a self-completion questionnaire presented to digital tourists through online forums. Here, 115 respondents became the foundation for the findings constructed through said quantitative research.

The data retrieved from the interview was analysed through a thematic analysis, which was comparatively based on the literature review of the said themes mentioned above. From this analysis, we found that DEDJ understand the importance of digital advances, however, also recognise some of its limitations, which one should take into consideration. Moreover, Flemming Rasmussen and the strategic propositions do not mention an explicit emphasis towards the digital tourists, however, on another side the DMO understand strategic planning, but become questionable in terms of the planning-part of the management tool. Furthermore, their sense in co-operating and creating a mentality that embodies collaborations is of high priority at the destination. This made it possible to extract relevant data that we could utilise in the second part of the analyses.

Here, the tourists' perceptions towards digital behaviour, their expectations of the destination, as well as the respondents' general opinions of Djursland have been investigated. The relation between the strategies and Flemming Rasmussen's statement & the tourists' responses presented four gaps, which has been characterised, analysed and discussed; 1) the desire to share opinions vs. the lack hereof, 2) perceived and expected service quality from tourist vs. perceived and expected

quality from Destination Djursland, 3) lack of product development vs. the wish hereof, and 4) the optimal number of available beds vs. the actual number of available beds, respectively. Focusing on said gaps, thus trying to mend these, a greater emphasis could be placed on the digital tourist.

Imperative to recognise, the findings constructed of this research are only truly valid for the respondents and the interviewee involved, nonetheless, the study's research could be used to guide, inspire and question future research within the same themes, which potentially could help to elaborate and understand the digital tourist, the integration of technology and how strategic planning is important.

ABBREVIATIONS

This scheme gives an overview of the abbreviations utilised in the thesis.

Words	Abbreviations
Destination Djursland	DEDJ
Destination management organisation	DMO
Destination management system	DMS
Electronic tourism	e-tourism and eTourism
Electronic word-of-mouth	eWOM
English Tourism Network Automation	ETNA
Flemming Rasmussen	FR
Information communication technologies	ICTs
Information technologies	ITs
Internet technologies	ITECHs
Means-end chain	MEC
National tourism organisation	NTO
Small – and medium-sized tourism enterprises	SMTEs
Strategy-as-practice	SAP
Strategic masterplan 1	SMP1
Strategic masterplan 2	SMP2
Word-of-mouth	WOM

Throughout the thesis, DEDJ is written in plural

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1 INTRODUCTION

1. INTRODUCTION

In recent decades, tourism has, according to Creaco and Querini (2003), been proclaimed to be one of the world's largest industries, as well as one of the fastest growing economic sectors. Tourism is seen as an imperative instrument in developing national, regional and local sectors, as it stimulates new, innovative economic activities (pp. 1-2). Thus, directly and indirectly enhancing accommodation, transport opportunities, the food/beverage industry and other services (Proença & Soukiazis, 2008, p. 791). Moreover, according to Proença and Soukiazis (2008), the importance of tourism has been widely recognised due to its contribution to the balance of payments and increase in employment and production (p. 792). Agreeing with the general studies on tourisms' importance, the travel sector plays an essential role in Denmark. In comparison with other Nordic countries, Denmark is, conferring official reports, a productive and attractive tourism destination, as the specific industry contributes to growth and employment. In 2014, domestic and international tourists created a turnover on approx. DKK 95 billion and 115,000 full-time employees across various regions and municipalities. Furthermore, in 2015, 49.1 million accommodations were registered in Denmark, which is the highest number of overnight stays ever encountered in the country, and it is a 10 percent increase comparing to the year 2013 (The Ministry of Industry, Business and Financial Affairs, 2016, p. 7).

However, in line with the prosperous development in the tourism industry, it has become significantly more multifaceted and dynamic, making destinations more susceptible to challenges, changes, as well as internal and external confrontations (Bonn & Rundle-Thiele, 2007, p. 615). Arguably, the Ministry of Industry, Business and Financial Affairs (2016) states that despite the positive expansion in Danish tourism there is a need for a more cohesive, collaborative effort to bolster and enhance the competitiveness of Danish DMOs and destinations, thus strengthening an improved market position for the Danish tourism sector. This is necessary for Denmark in order to get a share in the international growth within the field of tourism (p. 19). Arguably, creating competitive advantages thereby increasing a city, region – and nation's competitiveness has never been more crucial for the survival of destinations (Enright & Newton, 2004, p. 777). Furthermore, Bornhorst, Ritchie and Sheehan (2009) emphasise competition among tourism destinations continues to intensify, which is why they are practically required to effectively manage different components to ensure that a certain amount of success is achieved. Despite success being relative and largely a subjective matter, to achieve this, a destination management organisation (DMO) is preferable (pp. 572-573). According to Bornhorst, Ritchie and Sheehan (2009), a DMO is *”a geographical region, political jurisdiction, or major attraction, which seeks to provide visitors with a range of satisfying to memorable visitation experiences”* (p. 572). The DMO is favoured in overcoming the challenges that destinations are facing, because it coordinates many constituent elements of the tourism sector in order to (1) obtain a singular voice for tourism, (2) provide leadership and advocacy within the community it serves, (3) ensure increased developments that sustain its level of attractiveness, and (4) function as a liaison to assist external operators and organisations, who are effectively working to bring visitors to the destination (Bornhorst, Ritchie, & Sheehan, 2009, pp. 572-573). The increased awareness of the destination’s identity and its improved competitive stand does not only develop the DMO in a more profound, positive manner, it also impacts other stakeholders (Enright & Newton, 2004, p. 778). Agreeing with this, Enright and Newton (2004) states that the destination’s competitiveness has *“[…] tremendous ramifications for the tourism industry and is therefore of considerable interest to practitioners and policy makers”* (p. 778). However, according to Bornhorst, Ritchie and Sheehan (2009), despite focusing on the capture of a competitive edge, the construct of tourism success is quite elusive, thus difficult to measure and determine whether success is reached. They question whether the success of a DMO automatically determines the success of a destination? Relatedly, whether the success of a destination necessarily implies that the DMO is prosperous and effective? To determine this, one must examine what success means for a DMO and destination (p. 573), however, this is not the scope of this thesis.

There are many varieties in which a DMO and destination can distinguish itself and set it apart from other cities and DMO’s around the world. A DMO could focus on sustainability, outdoor tourism, co-creation etc. Here, the possible fields of interest are massive, however, a substantial focus is currently towards integrating the technological advances and the mediation hereof (Neuhofer, Buhalis, & Ladkin, 2012, s. 37). In general, the integration of digital technologies is transforming human behaviour and social practices – especially within tourism. Once, the travel agent was the chief mediator between tourists and services, however, today, tourists interact with different services and each other from the comfort of their homes. The tourism sector has become extremely fragmented, due to the emergence of an internet travel market, information, and services (Gasser & Simun, 2010, p. 83). Stipanuk (1993) emphasises that technology in tourism is beneficial in numerous ways; it is a creator, protector, and enhancer of improved tourism experiences, thus emphasising that the digital era is of some importance (pp. 268-271). According to the Danish government, emphasis towards technology in tourism is essential, as the disruptive development and influence of technology will continue to develop in the years to come (The Ministry of Industry, Business and Financial Affairs, 2016, p. 21). Agreeing with this, Anne Porse Nielsen (2017), administrating director at Seismonaut states that the digitalisation is a central subject in Danish tourism, and the evolution from current to new technologies and the changing behaviour of tourists are something DMOs and the tourism industry should be aware of, and also reckon that disruptive developments are taking place (p. 3). However, we are aware that she and Anders Mogensen are radical opinion makers in relation to digitalisation, nonetheless, we are merely using them as references to depict the advancement of technology's importance, seen from an organisational and touristic view. The disruption of tourism, as we know it, indicates a shift because something is 'disturbing' the traditional way of doing something. For instance, tourism stakeholders are constantly being confronted by the disruptive power of the sharing economy (Hsu, King, Wang, & Buhalis, In-destination tour products and the disrupted tourism industry: progress and prospects, 2016, p. 414). The scholars further stipulate that technological advances occasionally provide a foundation for disruption, but it is not something to fear. Organisations and destinations simply have to be aware of this, how they could be affected and how they could utilise it (p. 416).

The digital advances in tourism have increased the ease of going on a holiday for the tourist. According to Cuypers (2017), psygital tourism is a hybrid word consisting of physical and digital tourism as one. He states psygital tourism will affect *"far more than consumer behaviour, it will also impact the way people can experience your destination and the stories they will tell"* (Cuypers, 2017). This indicates that focus in the tourism industry will indeed increase on the digital aspects. However, Benyon et al. (2013) argue that the physical presence is more important than the digital advances, as any type of media will reduce the presence of the tourist. Instead, they argue that the goal should be to be a blended experience that mixes the digital and physical spaces in order to enhance the overall user experience (p. 527). In general, the digital advances also possess some limitations. Besides the physical dimension, a proper skill-set, financial resources, time, collaboration between stakeholders etc. are also seen as plausible restraints to the digital era (Alford & Clark, 2009; Buhalis & Deimezi, 2004; Buhalis & Jun, E-Tourism, 2011; Konstantinou, 2016; Santos-Ong, 2006; Sakulsureeyadej, 2011). Although the blended experiences may be one way to 'stay in the game', it has been argued that user experiences need to include a high level of quality. Quality in tourism may be defined as *"the consistent delivery of products and guest services according to standards"* (UK Essays, 2015). When expectations of quality are met, or exceeded, there is a higher chance of retaining tourists, which is regarded as cheaper than attracting new tourists (UK Essays, 2015). Therefore, when creating the blended experiences, a high level of quality should be considered just as much.

Seen from a tourist's perspective, the use of technology is not insignificant. According to the national tourism organisation, VisitDenmark, more precisely Janne Henriksen, Marketing Director:

> *"if a product does not exist online, it is non-existing in the universe of the tourist. This applies when they are inspired to travel somewhere, when they are arranging their vacation, when they experience and how to show what they have experienced with friends and relatives"* (VisitDenmark, 2017).

Thus, indicating that the presence of a DMO online, during several stages, is imperative for the survival of the destination management organisation, as well as to keep the tourist interested in the destination's offerings. Here, power has suddenly shifted to the tourist, as more people are being influenced by tourists' opinions, reviews and referrals. Additionally, the need for a desktop web strategy is no longer enough, it cannot stand alone. It will be essential to include and incorporate the tourist regarding their behaviour and opinions in the strategy planned (Rheem, 2010, p. 299). Agreeing with this, Anders Mogensen, tourism expert from Seismonaut states that the technological ideas and initiatives cannot stand alone, they simultaneously have to *"[...] support and thereby increase the value of the tourists' experiences"* (Den Digitale Destination, 2017). Conclusively, the tourists' actions and behaviour become central to the debate, as one may need to know how a specific tourist acts and what (s)he prefers, in order to attract and retain said person. Recently, a specific type of tourist has shown its colours and been categorised as 'the digital tourist'.

This began in the early 2000s, as the consumer behaviour of tourists started to change (Yeoman D. I., 2012). Today, the key areas of consumer behaviour are still considered traditional, however, the tourist is now relying more and more on the social media and technology in general as e.g. the sources to find the answers to their questions. According to Cohen et al. (2013), the key areas of the tourists' consumer behaviour are decision-making, values, motivation, personality and self-concept, trust and loyalty, expectations, attitudes, and perceptions, respectively (p. 872). As such, these areas may be important to include when talking about consumer behaviour in tourism, however, as mentioned earlier, the digitalisation of tourism changed the way tourists travel, and how they behave while on vacation. According to Yeoman (2012), the digital revolution in tourism caused the tourists to turn to new sources and types of behaviour that are directly linked to the smartphone. These areas consist of the digital revolution, which is exemplified by a survey where people were asked about the things they always pack when going on holiday. More than 80 percent answered “mobile phone”. Additional areas are the concepts of networked society, smart boredom, demanding consumers, the culture of immediacy, mobile living, and maximising behaviour (p. 6). These areas are all based on the use of the smart phone, which has experienced a tremendous change in technological development during the 21st century (Business Insider, 2013). The revolution of the smartphone and the behaviour among the tourists have had a major impact on the destinations and how they could target the digital tourists. According to Mistilis et al. (2014), the diffusion of the internet has changed the marketing efforts from being passive to being active, and more focused on engaging with the customer rather than just one-way communication. This change in the communication patterns has forced the DMOs to rethink how they can target the tourists (p. 778). However, the DMOs are challenged by the complexity of the multifaceted destination that facilitates numerous stakeholders, all seeking to maximise their own profit. This creates a problem for the DMOs in terms of attracting tourists, as a mixed message from both private and public stakeholders is less likely to attract them to a certain area. According to Mistilis et al. (2014), the inclusion of stakeholders is an important part when planning and managing destinations, as coordination of both strategic and marketing efforts may ensure that the *“institutional strategies converge towards the same goals”* (p. 778).

According to Anne Porse (2017), *“the digitalisation is a gift to Danish tourism. However, in order to create value for both the tourism industry and tourists, it is important to handle it properly, and for that you need a strategy in which this element is integrated [...]”* (p. 3). Henceforth, to successfully integrate and incorporate technology in a DMO and towards the digital tourist, a strategic approach may be necessary. Thus, deliberately choosing an angle or approach to the digital developments. Further emphasised, a strategic approach may be relevant because unplanned or uncontrolled activities can impact negatively, as it can compromise economic growth within the field of tourism (Creaco & Querini, 2003, p. 1). However, as mentioned previously in the introduction, the construct of tourism success is elusive, meaning that the strategic plan may not automatically determine the success for a destination or DMO. Nonetheless, we strive to create a strategic approach that enhances the foundation in which a DMO could be successful in emphasising towards the digital tourist. In order for this to happen, a specific DMO needs to be elected as one strategy does not fit all.

1.1. DESTINATION DJURSLAND

In 2012, Destination Djursland (DEDJ) constructed their strategic masterplan (SMP1) for tourism with both Norddjurs – and Syddjurs Municipality (2012), which encompassed different variables and focus points. The foundation for the previous strategic propositions (all-year tourism at Djursland before 2015) was reviewed back in 2012, which created the new SMP1, a rigorous and more focused 4-year plan. The reason for the derailleur was because the current strategy did not cohere with the development of tourism in Denmark, as well as the destination's intentions (pp. 1-2, 5). Thus, they altered the purpose of the strategy and created a new masterplan. The destination's vision was to be Denmark's fourth largest coastal area in 2015 (currently, they are no. 6) (p. 15). To achieve this, emphasis was placed upon different priorities; 3 plus 9 strategy, a single united brand, reason-to-go factors/attractions, infrastructure for commercial accommodations, and short-stay tourism driven by the destination's supply of experiences. In general, the pivot of the SMP1 was growth specifically through experiences, an increase in their competitiveness (meaning more tourists choosing Djursland as a holiday destination), and growth in turnover and overnight stays. To operate and manage the process in which these objectives were to be fulfilled, collaboration regarding tourism on Djursland became imperative, as all needed to take their share to achieve said aims. Striving to achieve these goals, the values necessary for stakeholders to embody were quality, accessibility, harmony between collaborations, viability, diversity, and sustainable economic development (pp. 5, 14-16).

Measuring how this is acquired, DEDJ were looking at the tourists' level of satisfaction and the number of partnerships and collaborations with stakeholders on/outside of Djursland in the tourism sector (p. 18). The tourists contributing to the achievement of said objectives are the segments; 'fun, play and learning'[1] and 'the good life'[2] (Destination Djursland, Syddjurs Kommune, & Norddjurs Kommune, 2016, p. 16). Both segments should be able to contribute to a

[1] 'Fun, play and learning' is characterised as families with children that selects Denmark as a holiday destination due to scenery, attractions, experiences and activities in the natural settings, and amendable to children (Destination Djursland, Syddjurs Kommune, & Norddjurs Kommune, 2016, p. 16).

[2] 'The good life' is defined as adults (seniors) that choose Denmark as a holiday destination based on a combination of gastronomy, wellness, relaxation, and experiences in non-urban environments (Destination Djursland, Syddjurs Kommune, & Norddjurs Kommune, 2016, p. 16).

total increase on approx. 400,000 overnight stays (Destination Djursland, Norddjurs Kommune, & Syddjurs Kommune, 2012, p. 17).

Moreover, as an additional part of developing the destination, DEDJ slightly touches upon the role of digital initiatives and its effect. Here, the strategy states that *"[...] efforts must develop the existing tourist service with focus towards digitalisation"* (p. 23), as this will help increase and modernise the tourist service at Djursland (p. 23). This aspect is especially relevant for the context of our thesis, as it focuses on the digital tourist.

Recently, DEDJ, alongside Norddjurs – and Syddjurs Municipality, (2016) revised their strategic disposition from 2012-2015, and created a new guideline from 2016-2018, also referred to as SMP2. Conferring DEDJ, they reached several objectives during 2012-2015, thereby changing the negative curve, thus creating a positive development and growth regarding the tourism sector on Djursland. However, a new set of problems ascended, meaning that DEDJ decided to adjust their strategic plan to set more manageable objectives that could be more easily realised. The vision, priorities and emphasis towards local and regional collaborative efforts for the 2016-2018 strategy remained the same. Nonetheless, they regulated the economic – and occupational goals. Here, the region degraded their expectations towards the annual tourism consumption from DKK 2.5 billion to 2.35 billion. Moreover, they re-evaluated that the occupational ratings only would increase with 650 full-time positions instead of the projected 800. However, they expect an increase in overnight stays on approx. 3 percent each year until 2018, equivalent to 1.8 million overnight stays, which is 0.5 percent higher than the previous strategic goals, however, it is approx. 100.000 fewer overnight stays (Destination Djursland, Norddjurs Kommune, & Syddjurs Kommune, 2012, p. 17; Destination Djursland, Syddjurs Kommune, & Norddjurs Kommune, 2016, pp. 3, 7).

Another perspective DEDJ changed during the development of the new strategic disposition was the emphasis towards quality. They had assessed that the level of quality at accommodations and experiences throughout Djursland had been too fluctuating, which needed to change during the course of the next two years. Thus, Djursland's visitors would be receiving more attention, meaning that guest service should be considered a bit more at all phases of the value chain – from image to booking to additional sale – as this would be of importance to the tourists' overall experience. However, different elements have been replaced with other more urgent matters, which is understandable taken into account the changes within the tourism industry. Arguably, this means that several elements have not received attention in the new plan. An essential element in relation to our thesis is the notion of SMP2 concerning with the lack of focus towards technology and the digital initiatives. If one confers with the strategic output, emphasis towards this aspect has been degraded (Destination Djursland, Syddjurs Kommune, & Norddjurs Kommune, 2016, pp. 5, 8).

The description of the strategic dispositions presented gives us a better understanding of DEDJ and what kind of objectives they have had throughout the last 5 years and how their strategic objectives have developed throughout the previous strategic dispositions. On the basis of this, an in-depth problem formulation has been verbalised.

1.2. PROBLEM FORMULATION

"With vantage point in the strategic propositions set forth by DEDJ from 2012-2015 and the revised edition from 2016-2018, how could the DMO focus on the digital tourist, and what might they do to improve their competitive stance, the quality of the destination, and foundation for local – and regional tourism development?"

2 METHODOLOGY

2. METHODOLOGY

This thesis' intend will be to gain an understanding of DEDJ and explore how they, with vantage point in their previous strategies from 2012-2015 and 2016-2018, could focus more on the digital tourist, and what they could do to enhance their competitive stand. To achieve this, our paradigmatic stance, which will benefit the thesis and allow us to answer the problem formulation, is identified. Thus, our problem formulation constitutes the thesis' paradigmatic stance. Arguably, we have made specific decisions and taken certain approaches that have impacted the outcome of our research. Therefore, we will present and justify these decisions regarding how the research will be carried out and formed. Thus, included in the thesis will be an explanation of the paradigmatic stance, in which our ontological, epistemological and methodological considerations will be exposed. Thereafter, we will depict our research design and methods of data collection. Conclusively, we will reflect on our thesis, what dilemmas arose and what could have been done differently, if similar projects are to be written in the future.

2.1. REFLECTIONS ON PHILOSOPHY OF SCIENCE

According to Bryman (2012), paradigms can be characterised as a *"[...] cluster of beliefs and dictates which for scientists in particular discipline influence what should be studied, how research should be done, (and) how results should be interpreted"* (s. 630). In other words, this means that our chosen paradigmatic approach shows guidance into how we should conduct our research, and validate for what we have done in our thesis by accounting for the choices made.

In this thesis, we have adopted a constructivist approach, which, conferring with Guba (1990), depicts knowledge as a *"[...] human construction, never certifiable as ultimately true but problematic and ever changing"* (p. 26). According to Pernecky and Jamal, ontology is the *"[...] philosophical study of existence, reality and being [...]"* (Pernecky & Jamal, 2010, p. 1060). As there exist an unlimited variety of interpretations and no process by which truth or falsity can be determined, relativism will be our basic ontological presupposition (Guba, 1990, p. 26). This is beneficial for our thesis, as the importance of digital tourists, the significance of an online presence, and opinions towards strategic planning will depict subjective constructions made by the respondent. Thus, we will acknowledge the diversity of different constructions of reality than our own. With similar vantage point, the epistemological presuppositions[3] of constructivism refer to

[3] Epistemology is the theory of knowledge and justified belief (Pernecky & Jamal, 2010, p. 1061).

interpretivist and subjectivist. Here, we, as researchers, will try to ensure an empathic understanding of human actions, thus, respecting the difference in people (Bryman, 2012, pp. 29-30). Typically, epistemology deals with questions e.g. "what is the relationship between the inquirer and the known?" and "how do researchers know what they know?" (Caballero, 2016, p. 41). To provide an answer to these questions, we, as researchers, must assert that subjective interactions will be the only way to access the realities constructed in the respondent's mind (Guba, 1990, p. 26). Disputably, this might impact how we will interact with the interviewee and what kind of presumptions we and he will have prior to the interview. Thus, it is essential to clarify that it will not imply that the thoroughness of the research will be missing, however, it will respond to the researchers managing the subjectivity. We will recognise that the thesis is not free of subjective interpretation, but that we will strive to make our assumptions as transparent as possible. However, despite our data being subjective by nature, it will still justify as relevant, as we will seek to account for our respondent's understandings.

Generally speaking, methodology focuses on the question; *"how should the inquirer go about finding out knowledge?"* (Caballero, 2016, p. 42). Within hermeneutics, the methodological vantage point of the thesis, it is implied that understanding is achieved through pre-understanding and newly obtained knowledge (Paahus, 2012, pp. 145-148, 153-154). In our thesis, we will gain a pre-understanding of consumer behaviour, technology in tourism, and strategic planning by intensively gathering and studying empirical material related to said topics. Hereafter, we will construct data and apply existing literature on the topics to our findings, which will provide us with a new awareness and thus, enrich our understanding of the same topics. Throughout the thesis, we will not only utilise hermeneutics in its simplest form, but we will place attention towards double-hermeneutics as a way of thinking. This approach will clarify that what we, as researchers, will try to investigate and examine what has already been investigated previously. Thus, relate to a world that has already been interpreted by others (Gilje & Grimen, 2002, p. 169). We will ask questions to the questions asked thereby obtaining a knowledge before acquiring the knowledge that what we want to attain. For instance, we will ask FR what he thinks the DMO's role would be in the future. Prior to this question, we will probe ourselves in answering what the purpose is with the question in hand, and why we ask FR the specific question. The reason for this is that his answer will help us obtain a new knowledge, which we will question further or perhaps utilise in a discussion.

In order to address our problem formulation, we will conduct a quantitative questionnaire and a qualitative informant interview. The quantitative method will seek to illustrate our respondents' possible perspective on what DEDJ say they do, what the respondents will identify as vital when using digital media platforms to choose destinations etc. This will benefit our study in providing guidance to DEDJ in terms of what they sought to do in their strategic propositions compared to whether the tourists feel that emphasis has been placed on specific issues, whether they feel a difference and what could be done regarding the specific topics. This puts a pressure on our qualitative method, an in-depth, informant interview, which will be conducted in order to obtain a deeper understanding and knowledge of the strategic dispositions and FR's constructions of said topics.

2.2. RESEARCH DESIGN

According to de Vaus (2001), a research design helps enable the possibility to answer our problem formulation as unambiguously as possible (p. 9) In this project, focus has been on investigating how Djursland could focus on the digital tourist.

Whether the strategy will be successful or not is arguably an individual question. In the eyes of the DMO, it may depend on sheer numbers whereas the tourists themselves may highlight other features to be more important as a reason to visit or re-visit the destination. In order to best investigate the problem formulation, we will choose the mixed methods research design to help navigate our research. According to Creswell (2014), mixed methods are described as the *"combination or integration of qualitative and quantitative research data in a research study"* (p. 14). Thus, this research design will allow us to gather both qualitative and quantitative data as well as process these data in the same study. It is further explained that both quantitative and qualitative data should somehow be connected in order to have a clear idea of how the two kinds of data fit together, as well as in which order the data should be gathered. However, this also depends on the type of mixed methods research strategy the researcher will undertake (p. 16). Furthermore, Creswell presents several ways to make use of the mixed methods research design and based on the nature of our study, we will adopt the exploratory sequential mixed methods approach. Here, we will first conduct an analysis using one type of data, which should reveal findings that will be used in the second part of the analysis and data collection method (pp. 15-16). The exploratory mixed methods strategy will help us, as researchers, to take something specific from a qualitative data collection source and use the results in a quantitative data collection process (p. 226). We will investigate DEDJ in relation to said themes. Thereafter, we will compare this to the findings constructed from the tourists' perceptions. However, in order to place emphasis towards specific things, these will first be identified through the investigation of DEDJ.

The mixed methods research design allows for a wide range of methods to be merged together in order to find a satisfactory result based on the problem formulation. According to Creswell (2014), the practical level of mixed methods provides *"a sophisticated approach to research that appeals to those on the forefront of new research procedures"* (p. 218). This could also be transferred to our thesis, as the combination of both types of methods will benefit the process and result since the study of digital tourists in DEDJ could be considered an enrichment of the existing academia, due to the lack of research on this specific area. It is further argued that mixed methods may assist in accomplishing a more complete understanding of the researched topic due to said combination of the methods (p. 218). Thus, our informant interview with DEDJ will enable us to tap into specific issues presented in the strategy of 2012-2015 and the revised edition from 2016-2018, clearly displaying challenges, opportunities and focus areas within Djursland. The extracted results will be transferred to the quantitative self-completion questionnaire in order to investigate the digital tourists' perceptions of the destination. Thus, providing us with knowledge that will discuss DEDJ's role in the future, how to focus more on digital tourist in order to increase their competitiveness, what parameters that could benefit from strategic planning in terms of improving responses etc.

By utilising mixed methods, triangulation is allowed (Long, 2007, pp. 15-16). Conferring with Creswell and Miller (2000), triangulation is defined as *"a validity procedure where researchers search for convergence among multiple and different sources of information to form themes or categories in a study"* (p. 126). Utilising triangulation has been criticised (Tashkkori & Teddlie, 2003, pp. 18-19), however, as this thesis will be written within the realm of constructivism, multiple constructions of the world will be allowed, which arguably makes the triangulation possible.

Within triangulation, speaking of qualitative research, the validity, reliability, and generalisability of our data are the parameters to investigate. Throughout this thesis, our purpose is not the generalise the results, as the combination of said methods may not provide findings that can be used in general connections. Within quantitative data, the validity of this thesis is acquired when the method collection is standardised, and when the study measures the research object(s) described in the problem formulation (Golafshani, 2003, pp. 598-599). Here, the questionnaire is the same for everyone, who will complete it. The only deviation will be when people have not been to Djursland before, in which case the questionnaire will come to an end. Reliability in quantitative data is based on an accurate representation of an entire group, and results that can be reproduced in another study. According to Kirk and Miller (1986), the reliability of a sample can be identified through three different criteria; 1) the degree to which a measurement remains the same, 2) the stability of a measurement over time, and 3) the similarity of a measurement within a given timeframe (Golafshani, 2003, p. 598). In connection to this thesis, the questionnaire made can easily be redistributed in another period of time, which will allow new respondents to answer, and possibly add to the result, and might thereby provide a more comprehensive response. Moreover, since the questionnaire can be utilised multiple times without alteration, the stability of the questions will be the same. However, we do not seek the same measurement in e.g. 10 years, as our thesis could create such state that placing the same questionnaire will reveal dissimilar answers compared to the present state, as the destination's focus towards the digital tourist and strategic planning could have changed, increased or modified in comparison to now. Oppositely, speaking of quantitative research, the parameters to investigate are credibility, transferability and trustworthiness (Golafshani, 2003, p. 600). It has been argued that reliability cannot be present without validity, which then leads to the guideline that one must indirectly throughout a study present credibility in order to discuss the presence of reliability, which thereby presents a difference between the qualitative – and quantitative data. By fulfilling the two parameters, the trustworthiness of the study will also be gained (Golafshani, 2003, pp. 601-602). Furthermore, the methodological approach is transferable, however, the findings cannot be completely transferred to other contexts, as DEDJ's current situation is not necessarily convertible to other DMOs. Thus, this study's transferability is merely somewhat possible in terms of the methodical approach and its composition, whereas the specific disposition of this study will only be transferable to similar studies with the same kind of problem as presented in this thesis.

As mentioned earlier in the research design, this thesis has adopted the exploratory sequential mixed methods. In order to conceptualise the research design, we have adopted the model as presented by Creswell (Creswell, 2014, p. 220).

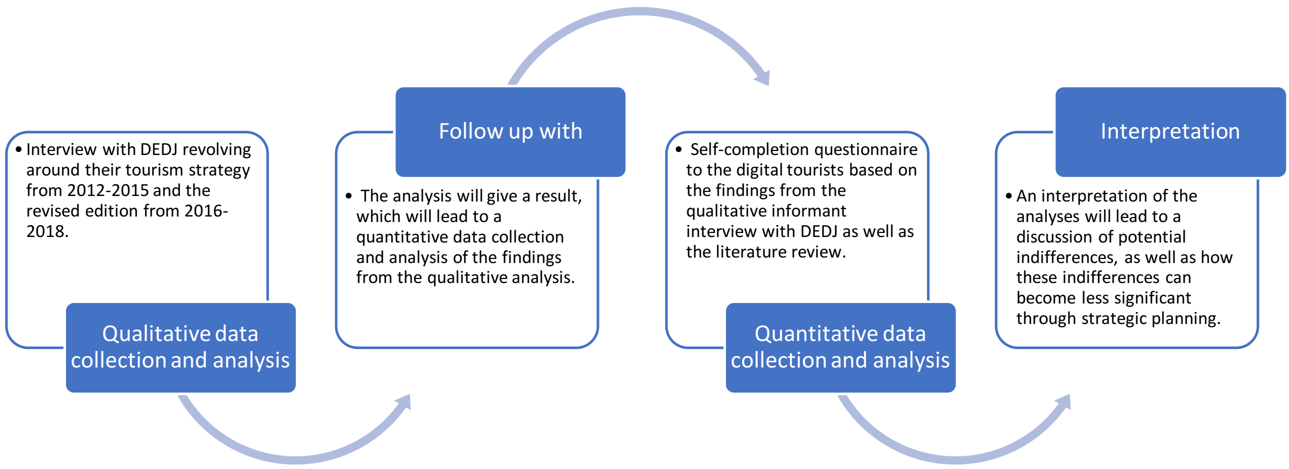

Figure 1: Exploratory sequential mixed methods design (adapted from Creswell 2014, p. 220)

Mixed methods have received criticism by some researchers, as the method may clash with the paradigm taken on by a researcher. It is argued that assumptions, values, and methods are incompatible when mixing methods as attempted in our thesis. However, Bryman (2012) argues that the problem with the presented criticism is that the interconnectedness, epistemology, and methods in social research cannot be demonstrated. Furthermore, he argues that qualitative and quantitative research methods cannot be directly related to paradigms, meaning that any kind of data collection method could be used to any kind of research project (p. 630). This view is shared by Gliner, Morgan & Leech (2011), who states that despite having a constructivist paradigm, data can still be quantitative and objectivist, which, according to them, is a common combination (p. 9). Additionally, Mackenzie & Knipe (2006) mentions in a research paper that *"[q]uantitative data may be utilised in a way, which supports or expands upon qualitative data and effectively deepens the description"* (p. 200). Thus, this thesis has presented arguments that the paradigm does not necessarily leave the researcher with just one branch of options in terms of methods.

Having accounted for the research design and presented a conceptual model, the following sections will elaborate on the specific methods used in the thesis. The following part presents the qualitative – and quantitative data collection method in depth.

2.3. DATA COLLECTION METHODS

2.3.1. QUALITATIVE RESEARCH

There are many definitions and approaches describing qualitative research (Ritchie & Lewis, 2003, p. 2). According to Strauss and Corbin qualitative research is *"[...] any type of research that produces findings not arrived by statistical procedures or other means of quantification"* (cited in Ritchie & Lewis, 2003, p. 3). Agreeing with this perspective, Bryman (2012) emphasise that this type of research is defined as data characterised by being concerned with words instead of numbers, hence it aims to produce quality rather than quantity (p. 380). This thesis will aim at providing an in-depth and interpreted understanding of the social world, in this case of the informant, FR from DEDJ, by learning his social circumstances, experiences, perspectives and interpretations of different elements (Ritchie & Lewis, 2003, p. 3). Conducting this type of research will be beneficial for us, as researchers, as we are intrigued in uncovering the meaning of a specific issue(s) or topic(s) for the individual involved. Accordingly, we are interested in understanding and acknowledging how individuals interpret their experiences, what meanings they attribute to their experiences, and how they construct their social world (Merriam, 2014, p. 5). Hereby, qualitative research becomes interpretive, as we will seek to obtain an understanding of the interviewee's social world on how he sees it. The same will apply for the respondents (Bryman, 2012, p. 280).

Arguably, in order to make sense of FR's stance on different elements; previous and current strategic disposition, the digital tourist, strategic planning, and the future role of the DMO, we will use qualitative research in order to achieve a more in-depth understanding of his opinion concerning said parts. In other words, within qualitative research, idealism, a key philosophical issue within ontology, will be addressed, which asserts that reality is created in a person's mind and through socially constructed meanings and interpretations (Ritchie & Lewis, 2003, p. 11). As mentioned in section 2.1., epistemology is concerned with ways of knowing, and within qualitative research, the epistemological approach also addresses a fundamental topic relevant to this type of research. Here, knowledge is either mediated through the researcher ('value-mediated') or negotiated and agreed between the researcher and research participant (Ritchie & Lewis, 2003, p. 13) Knowledge is not given but created, which corresponds with our constructivist approach and findings in our thesis (Legard, Keegan, & Ward, 2003, p. 139).

2.3.1.1. IN-DEPTH INTERVIEW

To address our problem formulation portrayed in section 1.2., we will conduct a qualitative interview. Conferring with Legard, Keegan and Ward (2003), in-depth interviews is one of the main methods of data collection utilised in qualitative research (p. 138). Furthermore, Hammersley and Atkinson (1995) explains the central importance of having personal accounts in social research: *"The excessive power of language provides the most important resource for accounts. A crucial feature of language is its capacity to present descriptions, explanations, and evaluations of almost infinite variety about any aspect [...]"* (p. 126). According to Kvale and Brinkmann (2015), qualitative interviews approaches people not as objects controlled by common laws, but rather as persons, as subjects who act and are actively engaged in the making of the conversation and its meaning (p. 3). Moreover, they state that the interview is defined as a professional conversation, as it is an inter-view, where *"[...] knowledge is constructed in the interaction between the interviewer and the interviewee. [...] it is an inter-change of views between two persons conversing about a theme of mutual interest."* (Kvale & Brinkmann, 2015, p. 4).

Interviews range on a continuum from unstructured interviews (a few planned questions) to very structured (the interviewer is in control of the questioning). Within research, interviews can never become completely unstructured, as it is always conducted based on the researcher's, ours, agenda. The interview pertaining to this project will be designed as a semi-structured interview. Here, we will rely on predetermined questions, however, deviating from them will remain a possibility, if we are to explore unforeseen perspectives (Brinkmann & Tanggaard, 2010, pp. 34, 38). The semi-structured interview can, among other things, often be characterised through an interview guide, which we will construct in this thesis as well (see appendix A) (Legard, Keegan, & Ward, 2003, p. 141). A key feature within in-depth interviews is the use of probes and other techniques that enable the researcher to achieve depth of answer in terms of penetration, exploration, and explanation. Here, follow-up questions are extremely common, as they allow a deeper understanding of the interviewees' opinions. Moreover, the interview that will be conducted in our thesis can be categorised as an informant interview. Within this type of interview, a key informant is selected, as said person is preferred for his/her knowledge and role in a specific setting, and for his/her willingness and ability to present a view on something specific. Thus, serving as a translator, teacher, mentor, specialist, commentator for the researchers (DiCicco-Bloom & Crabtree, 2006, p. 315). Agreeing with this, Kvale and Brinkmann (2015) mentions that the informant interview is conducted with an individual who possesses a specific knowledge within his/her field of interest, thereby positioning the individual as an expert (p. 138). In our thesis, the specialist, or person in question, is going to be FR.

In our thesis, we will undergo an in-depth, informant interview to portray and discuss DEDJ's opinions and relations towards the topics mentioned previously. When examining these matters, the informant interview is very helpful, as it offers an expert to illustrate his/her point of view, a point of view we, as researcher, can question and deliberate. Thus, the key feature of in-depth interviews will offer us the opportunity for detailed investigation of a person's personal perspective. Moreover, this approach is very beneficial to tackle complex matters, as the multifaceted topic can be explained in detail (Ritchie & Lewis, 2003, pp. 57-59). When creating the questions for the interview, we will take a vantage point in consumer behaviour (the digital tourist), technology in tourism, the previous and current strategic dispositions, strategic planning, and the DMO's future role within the tourism sector. Thus, these themes were established and recognised beforehand. We are aware that our insinuations and interpretations of the informant's statements may seem like a simplification of his answers, however, his opinions will be included in more detail in the analysis. By including the statements in the analysis, we will overcome the obstacle of being categorised as prejudice, as FR's opinions will be interpreted more freely and not as black and white in the analysis. In general, our role, as researchers, in the collection of this specific type of data will be characterised as interviewers, and the participant will be well aware of our role during the face-to-face interview (Creswell, 2014, s. 179).

2.3.2. QUANTITATIVE RESEARCH

Unlike qualitative research, quantitative research is a strategy that measures data through the use of numbers and statistics, which allows for a more direct way of comparing data without the involvement of interpretation. Therefore, the validity of the presumptions made in the quantitative part of our thesis will be found through a large quantity instead (Bryman, 2012, pp. 160-161, 408). As presented in section 2.2., this thesis will combine the quantitative methods with the qualitative. The quantitative aspects will assist in the collection of a relatively large quantity of data in order to help us answer the problem formulation (p. 408). This thesis will employ the use of a quantitative questionnaire in order to illuminate the digital tourists' consumer behaviour towards Djursland. Furthermore, this will act as an indicator to identify the strategic propositions made by DEDJ in comparison to what the tourist's think, believe etc. The following section will go more in-depth with the quantitative method, which we will choose for our thesis.

2.3.2.1. SELF-COMPLETION QUESTIONNAIRE

In order to answer our problem formulation, it will be essential to gain an understanding of the digital tourists' behaviour as well as their interpretation of the destination. Here, we will seek to map out the indifferences between said interpretations and the strategy made by DEDJ from 2012-2015 and the revised edition of 2016-2018. Thus, we will create a self-completion questionnaire with questions based on the statements by FR, and the research accounted for in the literature review. The questions will be implicitly based on the concepts presented in relation to the consumer behaviour, which is decision making, values, motivations, expectations, attitudes, perceptions, trust & loyalty, and questions specifically targeting the digital behaviours of tourists, respectively. We will choose these topics as they are widely recognised in the academia written on consumer behaviour in tourism. In so doing, we will make sure that the questions are relevant to the literature as well as DEDJ, which may increase the likelihood of a more useful result of the quantitative data collection.

The self-completion questionnaire will consist of a series of questions which will change course depending on whether the people, who will complete the questionnaire, had (not) visited a location on Djursland formerly. Therefore, naturally, some of the questions will not be relevant for everyone, whereas other questions concerning the digital tourist, how they seek information etc. can be answered by both groups. The questions for the questionnaire can be seen in Appendix C. We will make use of two techniques in the questionnaire; namely close-ended questions as well as open-ended questions. In terms of the distribution of the questionnaire, we will conduct a web survey meaning that it will be uploaded to a website, which will enable the tourists to find, answer, and complete the questionnaire more easily (Bryman, 2012, s. 232). As our aim will be to get answers from the digital tourists, the web survey will be an obvious choice based on the nature of the digital tourists, see section 3.2. We will choose the web survey over email surveys, as it will enable us to reach a larger crowd as opposed to the ladder, which focuses more on gathering information from a narrower and often more homogeneous group of online users (p. 670). Additionally, another advantage of the web survey is the fact that the respondents' answers will automatically be collected in a database, which will present the results in useful statistics, thus saving us time and effort in terms of processing the collected data material. Furthermore, this process will also reduce the likelihood of errors as the human aspect of the process will be left out to some extent (p. 671). Our questionnaire will be distributed through Facebook on each of our personal Facebook profiles. We will distribute it with the public setting which allow people outside our connections to complete the survey, and thereby, hopefully, increase the number of respondents. Besides our own Facebook profiles, the self-completion questionnaire will also be distributed online through DEDJ, which may further increase the number of respondents.

This thesis will make use of a non-probability sampling method, namely convenience sampling, as the digital tourist consists of people, who have skills in using digital media and seeks information before, during, and after a holiday. Therefore, it will be impossible for the researchers to generalise the sample to an entire population. This type of sampling is inexpensive, fast, and relatively easy to use, as the respondents can be anyone within the scope of the thesis, which thereby leaves out a relatively small group of people. Additionally, the convenience sampling is useful when the goal will be to obtain a large amount of data, and to spot trends among the respondents regarding specific topics (Bryman, 2012, p. 187). Furthermore, we will distribute the questionnaire right before Easter, which is a conscious choice due to the possibility that more tourists will be staying on Djursland at that time, probably increasing the likelihood of a higher number of respondents. As the aim of this sample will be to reveal potential indifferences between the consumer behaviour and the strategy made by DEDJ, this type of sample seems ideal to use. One of the strengths of the convenience sample is also one of the challenges as the sampling method is only based on the availability of respondents. Therefore, we are not able to control who is answering the self-completion questionnaire, which may negatively influence the level of representativeness of the sample (p. 187). However, as the target group of this sample will be digital tourists, which may be categorised as a socio-cultural group, it will not be based on age or gender but rather behaviour, which will eliminate some of the problems with a lack of representativeness, as behaviour widens the number of possible respondents.

The quantitative data analysis method can be defined as a multivariate analysis as it both analyses the data and lay the foundation for the discussion by using more variables in relation to each other (p. 345). Bryman (2012) mentions four different kinds of variables, namely ordinal, interval/ratio, nominal, and dichotomous (p. 335). In this thesis, the variables will be categorised as nominal due to the lack of hierarchy between the variables. As presented in the literature review and previously in the methodology, the themes within consumer behaviour is, in this context, denoted as nominal variables. The confounding variable is referred to as the variable that links the other variables together (p. 345). By applying this type of analysis method to the thesis, we will be able to find out how important each of the variables are to the digital tourist. However, it is important to note that the variables will not be explicitly categorised throughout our questionnaire, however, implicitly incorporated throughout the different questions.

Having accounted for the quantitative data collection method, focus will now be turned towards our reflection on the thesis in hand.

2.4. REFLECTIONS ON THESIS

During our study, we produced several reflections regarding how our data collection was researched, as well as how we, as researchers, could have constructed our findings and conducted our analyses differently. Thus, the following section depicts and elaborates on said reflections.

To construct data, we distributed our questionnaire through online forums e.g. on Facebook, thus allowing people with access to the internet to answer the questionnaire. As we focused on the digital tourist, we believed that distributing the questionnaire online would increase the number of respondents, as it would be more likely that the tourists could and would answer an online questionnaire rather than a physical example, as said respondents were supposed to be digital. As being digital was neither limited to a specific country of origin, we decided to construct the questionnaire in Danish and English thereby enabling the chances in receiving an even higher number of responses. However, of all respondents, we did not receive a single response on the English version, and by only receiving a total of 115 Danish respondents, the number of participants was perhaps not very high. To overcome this in future research, we could have carefully located various travel groups and forums online and posted the questionnaire here to possibly enhance the number of respondents. However, to ensure consensus between the possibilities in answering the questionnaire in both languages, this approach should also have been applied to the Danish edition. Going into depth with our questionnaire, certain questions and possible answers should have been designed differently. First, we ask the respondents whether they would categorise themselves as a digital tourist, thereafter asking whether (s)he utilise the internet in relation to their holiday. The criteria for being characterised as a digital tourist is the usage of the internet. Despite all respondents utilise the internet, not all would define themselves as digital tourists. Arguably, some respondents may not have understood our intent in labelling their behaviour, a label they may not have heard of previously. Thus, our explanation should have been more profound leaving no reasons for doubting the label and thereby its content. By so doing, the question *"do you utilise the Internet when travelling?"* could have been left out. Second, the question concerning what influencers impact tourists before selecting a holiday destination/purchasing a product should also have been constructed differently. We provided the respondents with several fixed opportunities as well as the possibility to answer something else that we, as researchers, had not considered. Here, ‘family’ and ‘friends’ were possible influencers. Nonetheless, how can we make sure said influencers are not included in e.g. Facebook, Instagram or Snapchat? We cannot differentiate said responses, and thus not avoid that the respondents may have answered two things while perhaps only being influenced by one of them. In future projects, the researcher(s) should have asked more into detail about the specific influencers, and what the respondent meant when selecting the different answers. Thus, it is more likely that the said influencers would not have been duplicated. However, this might also result in a longer and more time-consuming questionnaire, which could inflict badly upon the number of respondents participating in said questionnaire.

3 LITERATURE REVIEW

3. LITERATURE REVIEW

3.1. CONSUMER BEHAVIOUR

This part of the literature review will revolve around existing literature within the area of consumer behaviour in relation to tourism. Focus will then be narrowed down to research concerning the digital tourist, how they search for information, and how the digital behaviour has affected the market.

Consumer behaviour has been defined as *"the processes involved when individuals or groups select, purchase, use or dispose of products, services, ideas, or experiences to satisfy needs and desires"* (Solomon, Bamossy, Askegaard, & Hogg, 2006, p. 27). Within the field of marketing, consumer behaviour has received interest in recent years; however, the social sciences have also focused on consumer behaviour due to a desire to illuminate the consumption in the daily lives of consumers (p. 6). Consumer behaviour is highly focused on the purchasing behaviour and what causes a consumer to do what they do. Therefore, understanding people and their behaviour are important to DMO's as these data provides the opportunity to somewhat predict what the consumer seeks (Armstrong J. S., 1991). In order to illuminate what the consumer might want or need, it is important to understand what makes a person buy a specific product or service. Furthermore, how a person decides on a specific product or service is also an important part of understanding consumer behaviour (Cohen, Prayag, & Moital, 2013, p. 875).

Within consumer behaviour, different parameters are recognised and bares interest to the specific field. Said elements will be reviewed in the following sections. However, these elements are not necessarily elaborated equally, as some parts are recognised as more imperative to this thesis than others.

3.1.1. THE DECISION-MAKING PROCESS

According to Cohen, Prayag and Moital (2013), decision making is "*a cornerstone of marketing strategy*" due to the importance of knowing what consumers seek in a product or destination (p. 875). The scholars argue that models are an essential part of understanding the processes, and thereby require more than just definitions to grasp the stages of a decision-making process. However, following Hanlan, Fuller and Wilde (2005), decisions can also be an easy pick, if the products or services one buys are routine purchases and represents a low financial burden (pp. 2-3). Within a tourism context, tourists can, according to Pizam and Mansfeld (1999), be seen as a combination of either a cognitive and/or personal tourist. The cognitive tourist relates to how a tourist thinks about, perceives and understands information based on some specific constructs. The scholars present perception, learning, and attitudes as the most important constructs (p. 104). Nonetheless, as perception and attitudes will be accounted for later, this part will only briefly shed light on learning.

Learning is the process of storing information that relies on the ability to link knowledge together in order to associate pieces of information together. Moreover, these associations can result in a combination of feelings and beliefs that may lead the tourist to choose a certain product or destination based on said association. Therefore, it can be argued that the processing of information and storing of memories is very important to the learning process. One example of learning is the associations a tourist will get when asked about a destination (p. 104). On the contrary, the personal tourist is dissimilar to the cognitive tourist, as this type of tourist does not include the information processing. Instead, the personal tourist refers to the emotions, motivations, and lifestyles that affect the decision-making process (p. 105)[4]. Following Pizam and Mansfeld (1999), the connection between the cognitive and the personal tourist needs to be put in context in order to get a complete understanding of the decision-making process. Therefore, the authors have divided the influences into three parts. These are 1) environmental or situational influences, 2) social and cultural influences, and 3) decision-making in groups (p. 109).

Situational influences are variables that can intervene with the decision-making process on issues such as money, time, and health. Belk (1975) has distinguished between factors of situational influences and presents five different variables; physical surroundings (weather, location, and merchandise), social surroundings (interaction between people and their characteristics), temporal perspective (duration of holiday and time constraints), task definition (reason to go), and antecedent states (momentary mood that impacts perception, attitude and evaluation of the destination) (pp. 159-160). Social and cultural influences are intangible elements that the consumers are mostly unaware of. These influences often come from groups of friends or the like. Furthermore, they are also referred to as a reference group, as they provide guidance and attitudes to the consumer, and thereby influence their behaviour (Pizam & Mansfeld, 1999, p. 110). Group/family decision-making influences have been taken in as a separate influencer because they usually are the major and the

[4] These constructs will be elaborated and accounted for later in the literature review

most important groups in the formation of the consumer's norms. A family or group is often referred to as a decision-making unit (p. 111).

In terms of the decision-making process, several models have been suggested in the tourism literature. Pizam and Mansfeld (1999) have presented two paradigms in which some of the major scholars have created their frameworks. The post-positivist and the interpretivist/constructivist approach. Within the post-positivist approach, the scholars refer to the rational tourist and present Crompton as one of the major researchers within this paradigm (pp. 112-121). However, it is important to mention that the constructivist paradigm has been found to be the best suited to answer the problem formulation in this thesis. Therefore, the theories that do not support or aid in the answering of the problem formulation has been discarded, which thereby excludes the work of Crompton due to the positivistic approach of his model (pp. 115-121). Following Pizam and Mansfeld (1999), there is a lack of research in the view of the constructivist approach. However, one of the key differences between the two approaches is the idea of a static model that consists of multiple stages and often based on the idea that a consumer can be put into a box (p. 121). Phillios, Olson and Baumgartner (1995) have mentioned that the general models fail in describing choices that revolve around consumers with little experience *"or where the problem is less well-defined, or where emotional considerations play an important role"* (p. 280). Additionally, Woodside and MacDonald (1993) also recognise that *"while useful, such models fail to capture the rich interactions of decisions and behaviours of the travel party and the destination environment experienced by the travel party"* (p. 32). Thus, it seems the constructivist approach is leaning towards an approach that looks at concepts rather than models and takes into account that people cannot be put into boxes or be fully predictable.

Having briefly accounted for the decision-making process, attention will now turn towards values, as this is an element of recognition within consumer behaviour.

3.1.2. VALUES

According to Rokeach (1973), a value is *"an enduring belief that a specific mode of conduct or end-state of existence is personally or socially preferable to an opposite or converse mode"* (p. 5). In classic consumer behaviour[5], values are often given to a specific product or brand that match the preferences of the consumer's beliefs. However, in the aspect of tourism, these values are often

[5] Classic consumer behaviour is characterised as behaviour that is not limited to a single type of behaviour.

displayed through motivations, destinations, and the experiential values of travelling to new places (Cohen, Prayag, & Moital, 2013, p. 881). Values have most frequently been divided into external values and internal values. The external values are based on knowledge of a specific object which thereby make them cognition-dominant. These values are present, when the tourist seeks to express status and knows the goal of the experience. In other words, the importance is placed upon the object, which also drives the tourist. The internal values are emotion-dominant, which means that it is not just a single object that is needed to satisfy the tourist, but rather a class of objects or experiences (Gnoth, 1997, p. 296; Cohen, Prayag, & Moital, 2013, p. 881). Gnoth (1997) mentions that when external values are satisfied, they confirm and strengthen the beliefs and attitudes of the tourists, whereas the satisfaction of the internal values reduces the drive and need to constantly explore the destination etc. (p. 296).

Another element portrayed in the literature is motivations. This will be elaborated in the following section.

3.1.3. MOTIVATIONS

According to Cohen, Prayag and Moital (2013), motivation has been an area of interest for scholars within tourism for many years *"given its importance in marketing decisions such as segmentation, product development, advertising, and positioning"* (p. 881). Motivation has been described as *"psychological/biological needs and wants, including integral forces that arouse, direct, and integrate a person's behaviour and activity"* (Yoon & Uysal, 2005, p. 46). Gnoth (1997) argues that tourism motivations need to be divided into motives (the internal) and motivations (the external) and furthermore states that the internal motives come in waves whenever the tourist feels the need or want to travel, thus describing the process as cyclical (pp. 297-298). According to Cohen, Prayag and Moital (2013), the recent years have focused heavily on how motivation influences tourists in their search for a destination as well as their feelings towards said destination in the pre-visit stage such as attitudes and expectations, and in the post-visit stage with focus on the tourist's trust and loyalty (p. 882). However, it has also been argued that the relationship between the behavioural constructs, such as expectation and attitudes, and motivation is an area of research where knowledge is scarce, which indicates an interesting gap in the general knowledge about said relationship (Hsu, Cai, & Li, 2010, p. 282). Based on a former study, Hsu, Cai and Li (2010), argue that expectations have a direct effect on the motivation to visit a destination as well as a direct effect on the tourists' attitudes toward visiting a destination. Furthermore, motivation has an immediate impact on the tourists' attitude toward visiting a destination and a mediating result on the relationship between the expectations and attitudes.

Having accounted for some of the important issues within the literature regarding motivation, focus will now be turned towards the expectations, which has also been found to be a reoccurring concept within the tourism consumer behaviour (Cohen, Prayag, & Moital, 2013, pp. 883-884)

3.1.4. EXPECTATIONS

As seen above, expectations play a significant role in the pre-visit behaviour of the tourist, as they have an impact on the motivation to go, as well as on the attitudes towards a destination. According to Cohen, Prayag and Moital (2013), it is generally agreed that *"expectations are formed through previous experience, personal (e.g. word-of-mouth) and non-personal communication sources (e.g. advertising), personal characteristics (e.g. nationality and gender), attitudes and motivations"* (p. 884). Said expectations also have an effect on the post-visit behaviour, as expectations can be met, exceeded, or not realised. Either way, the outcome may result in a reaction from the tourist whether a destination is worth the money or not, which arguably influences the trust and loyalty as well as satisfaction towards a destination and what it has to offer (pp. 883-884).

Expectations can be defined in a number of ways, and it all depends on the context. Some of the presented types of expectations are efficacy and outcome, predictive and ideal, desired and experience-based, respectively. Bandura (1977) defined efficacy expectation as *"the conviction that one can successfully execute the behaviour required to produce an outcome"* (p. 193), whereas outcome expectation is the assumption that a certain kind of behaviour will also produce a certain kind of outcome (p. 193). Bandura thereby indicates that expectations are controlled by behaviour and that the ability to look at things with a new mind-set may increase the likelihood that the tourist's expectations are fulfilled. Predictive expectations are *"predictions made by customers about what is likely to happen during an impending transaction or exchange"* (Zeithaml, Berry, & Parasuraman, 1993, p. 2). According to Cohen, Prayag and Moital (2013), this is the most common definition, and also the most widely applied within the field of tourism. As mentioned earlier, expectations can be met, exceeded or unmet, which depict the essence of the expectancy theory. Thus, the tourists may leave the destination or attraction with either a positive or negative image (p. 884). Another view on expectations is the discrepancy-theory, which argues that the personal outcome of the tourist compared to the expected outcome is what determines the level of satisfaction (Andereck, McGehee, Lee, & Clemmons, 2012). The discrepancy theory is also one of the theories behind the SERVQUAL method of measuring service quality within a specific branch of the tourism sector (Cohen, Prayag, & Moital, 2013, p. 884). Since its introduction, the concept of service quality has received a lot of attention due to "*the lack of consensus on definition, dimensions and operationalisation*" (Akroush, Jraisat, Kurdieh, AL-Faouri, & Qatu, 2014, p. 20). It has been presented in numerous ways, but one of the common methods to perceive service quality is through gaps between two parties – often the difference between the expected service compared to perceived actual service delivery of the customers. However, although this may be a useful tool to measure the service quality, it is a complex process that is hard to objectify due to the subjective nature of "good" service quality (p. 21). According to Akroush et al. (2014), the service quality measurement tool can assist the destination marketers in their efforts to position and differentiate the destination from direct competitors and thereby create competitive advantages. Despite the SERVQUAL model has received the most success from scholars, there is still a lack of knowledge of its effect on the destination image as well as how this further affects the tourists' loyalty towards the destination (Cronin & Taylor, 1992, p. 65; p. 21). According to Riduan et al. (2015), there are three phases a destination is likely to go through in order to reach destination loyalty through service quality, destination image, and tourist experiences. These are: 1) reach tourist satisfaction, 2) reach destination preference, and 3) tourist WOM, respectively (pp. 97-100). Arguably, the presented phases are not to be seen as a ladder, but rather as different stages where destination loyalty is perceived as the stage desired by most destinations. The three phases will be shortly elaborated in the following sections.

Tourist satisfaction explains the relationship between the quality of tourism services and the expectations of the tourists visiting the destination. The level of satisfaction with a specific kind of service is individually evaluated, which could make this phase important for local actors, in order to meet the expectations of the tourists. The **destination preference** may occur when the service quality from the local actors at the destination meets or exceeds the tourists' expectations. It is further argued that tourists may need more than one visit to a destination in order to prefer it over competitors. However, if the expectations of the tourists are not met, said tourists might not re-visit the destination. As also depicted later in the literature review, **tourist WOM** is the action made by tourists to share their experience, be it good or bad, with others. Arguably, this kind of behaviour is arguably very important to a destination and the local actors, as a high level of service quality is likely to provide a positive response/review whereas a low level of service quality is likely to postulate the opposite (Riduan, Suharyono, Achmad, & Darminto, 2015, pp. 97-99).

Having accounted for expectations and the concept of service quality, the following section will elaborate on attitudes, which is another element pertaining to consumer behaviour in tourism.

3.1.5. ATTITUDES

Consumer attitudes are often used to affect consumer behaviour in order to enhance the activity around a specific object (Cohen, Prayag, & Moital, 2013, p. 884). Azjen and Fishbein (2000) have defined attitudes in consumer behaviour as a *"person's degree of favourableness or unfavourableness with respect to a psychological object"* (p. 2). Thus, attitudes are learnt behaviours that are usually based on the beliefs that each tourist has gained during his/her life. As such, adolescence plays a part in the formation of attitudes, as a tourist will evaluate a product or brand individually, and usually base the evaluation on predetermined, personal beliefs (Cohen, Prayag, & Moital, 2013, p. 884). According to Newholm and Shaw (2007) & Azjen and Fishbein (2000), attitudes play a central part of the consumer's decision-making, and state that the theory on attitudes helps the marketers predict consumer behaviour (cited in Cohen, Prayag, & Moital, 2013, p. 885). However, this approach to attitude theory has been questioned by several scholars, who argue that attitudes and adolescence of humans is a complex and ever-changing process, which also means that attitudes and beliefs are capable of changing along with the consumer (Azjen, 1991, p. 180).

Therefore, several studies have been conducted on the pre-visit stage's attitudes compared to the post-visit stage in order to identify differences, if any, in the tourist's behaviour and attitudes towards a certain destination. As such, it seems attitudes are somewhat emotion-based, which also follows the research by Gnoth (1997), who argues that more research needs to be conducted on attitudes and drivers (emotions) in the light of values, as these are the foundation of said attitudes (pp. 295-299).

Having accounted for the concept of attitudes, focus will now be turned towards the tourist's self-concept and personality in relation to tourism consumer behaviour.

3.1.6. SELF-CONCEPT AND PERSONALITY

According to Cohen, Prayag and Moital (2013), self-concept, which is also referred to as personal identity of an individual, is characterised as the *"totality of his/her cognitive beliefs about him/herself"* (p. 883). Looking at the connection between self-concept and consumer behaviour, it is often seen as a multi-dimensional construct where social and aspirational aspects are connected to the self-identity in order to get an image of the consumer's self-perception in a real, social, and ideal context (p. 883). This approach to self-perception and presentation of oneself has been presented by Sirgy (1982), who referred to the ideal self as how a person would like to present oneself, whereas the social self is how a person actually presents oneself to others. Conclusively, the real self is how a person perceived oneself (p. 287). Furthermore, these self-concepts have laid the foundation for four dimensions of personality and self-perceptions; namely 'real self-image', 'ideal self-image', 'social self-image', and 'ideal social self-image' (Cohen, Prayag, & Moital, 2013, p. 883). The literature on self-concept and personality has two functions, the last concerns with destination image, and how the destinations want to be perceived to their ideal target groups, which is also referred to as the *"perceived match between a product or its user personality and self-image [...]"* (p. 883). The research has also revealed that tourists can have multiple selves and that a self-image can be identified through the accessories a tourist will take with them on a holiday (Hyde & Olesen, 2011).

The other part of this section is personality, which has been described as persistent qualities that lead to a specific behaviour of the consumer based on stimuli from the surrounding world (Cohen, Prayag, & Moital, 2013, p. 883). Personality in consumer behaviour is believed to have an impact on the several factors such as purchase behaviour, attitudes, innovation, and also the level of risk-taking. However, in the context of tourism, it has a notable impact on the motivation, perceptions and on-site behaviour (p. 883; Swarbrooke & Horner, 2007).

3.1.7. PERCEPTIONS

According to Moutinho (1993), perceptions are *"the process by which an individual select, organises and interprets stimuli in a meaningful and coherent way"* (p. 11). He further argues that tourists are affected by stimuli originated from the senses, including vision, auditory, and taste. These stimuli are interpreted individually and then perceived in relation to one's own personality and self-concept (p. 11). This process is usually based on familiarity, values, previous experiences, and motivations (Cohen, Prayag, & Moital, 2013, p. 885). Thus, it seems the tourists may be likely to do what they already know rather than try something completely new. It has been argued that the study of perceptions is as important as attitudes in tourism consumer behaviour due to its effect on destination image, satisfaction, and service quality with the latter being a notable area of investigation for the scholars with focus on perceived service quality versus expectations (p. 886). In recent years, the research of perceptions has been linked to several issues such as social, political, technological, environmental, and service issues in order to find out how perceptions play a role in these settings (Axelsen & Swan, 2010; Frantal & Kunc, 2011).

3.1.8. TRUST AND LOYALTY

Trust is a powerful tool to build relationships between consumers and companies/destinations in order to reach a level of loyalty towards said company's products or a certain destination (Cohen, Prayag, & Moital, 2013, p. 887). Conferring with Moorman, Deshpandé and Zaltman (1993), trust refers to a *"willingness to rely on an exchange partner in whom one has confidence"* (p. 82). In order to gain a high level of trust, a tourist's expectations often need to be exceeded, and satisfactions need to be present repeatedly. Arguably, this is why trust is deemed as very important to the future consumer behaviour of tourists as well as loyalty. (Cohen, Prayag, & Moital, 2013, p. 888). Furthermore, it was found that the repurchasing behaviour of tourists is strongly affected by their level of trust in the specific product or service provided at a/by the destination (Kim, Kim, & Shin, 2009, p. 273). Recently, there has been a trend of researching the tourists' trust towards the technological advances, such as how the internet is impacting the decision-making, as well as how reliability of online reviews, and how these can cause antecedents (e.g. satisfaction and exceeded expectations) or consequences (e.g. negative WOM) for the destination (Cohen, Prayag, & Moital, 2013, p. 888). WOM will not be elaborated further in this section, as this technological behaviour etc. will be accounted for later on in section 3.3.2.

Loyalty has been defined as *"a deeply held commitment to re-buy or re-patronise a preferred product/service consistently in the future, thereby causing repetitive same-brand or similar brand purchasing, despite situational influences and marketing efforts having the potential to cause switching behaviour"* (Oliver, 1997, p. 392). Although this definition is largely connected to the consumer behaviour relating to actual products and not experiences, it is relevant to the field of tourism as brands are also present in tourism. According to Cohen, Prayag and Moital (2013), loyalty studies in tourism have mostly revolved around service brands and destinations, where the premise has been that loyalty is equal to repeated visitation from the consumers (p. 888). Loyalty can be divided into three categories in order to distinguish between the different types. These are behavioural, attitudinal, and composite loyalty (Oppermann, 2000, pp. 79-80). The behavioural loyalty is usually based on actual purchasing behaviour, and, less often on intended purchasing behaviour (p. 79). Attitudinal loyalty can be further subdivided into intended and spuriously attitudinal loyalty, where the latter is referring to consumers, who do not have a special commitment to a specific brand, but rather buy it due to the convenience, monetary rewards, or lack of knowledge about other products and substitutes. Thus, this is, opposite the intended attitudinal loyalty, a passive choice of loyalty as the consumer has not necessarily been looking into alternatives. Lastly, the composite loyalty is a compilation of both the behavioural – and the attitudinal loyalty, as it has been argued that in order to become a truly loyal consumer one must purchase the specific brand repeatedly and have a positive attitude towards said brand. Although, behavioural loyalty has been the traditional way of measuring loyalty, there have been scholars who recently challenged this view, and argued that a tourism-specific view needed to be outlined (Cohen, Prayag, & Moital, 2013, p. 888). An alternative has been presented by McKerscher, Denizci and Ng (2012), who present the vertical, horizontal, and experiential loyalty as more fitting to the tourism sector (p. 709). These will be presented shortly below.

Vertical loyalty is present when the tourist is loyal to different operators of the tourism system in a value chain e.g. a specific travel agent and/or an airline. Horizontal loyalty is when a tourist is more loyal towards a specific provider within the same category in the value chain e.g. a specific hotel brand. Lastly, the experiential loyalty refers to a tourist favouring a specific kind of holiday, such as charter or skiing (p. 709). The scholars further argue that loyalty studies are primarily focusing on a single unit, like loyalty to a hotel, rather than holistic loyalty towards a destination as a whole (Cohen, Prayag, & Moital, 2013, p. 888).

This part of the literature review has presented the key concepts of contemporary tourism consumer behaviour, concepts that are imperative for providers, retailers, organisations, SMTE's etc. in the tourism industry in their hunt for tourists. However, it lacks the recent trends of the tourists' online behaviour as well as the importance of technology in order to communicate with a certain segment of tourists. Therefore, the following part of the literature review will focus on the digital tourist.

3.2. THE DIGITAL TOURIST

According to Buhalis and Law (2008), the tourism industry has changed dramatically in the last 20 years due to Information Communication Technologies (ICTs), which have transformed tourism globally (p. 609). Said ICTs have made it possible for consumers to access information, quick and easy, from several sources. Furthermore, they have made it probable for consumers to make reservations to all kinds of tourism related services such as restaurants, flights, holidays, exhibitions etc. (p. 610). It is further argued that the digital tourist is a frequent traveller who seeks *"[...] exceptional value for money and time. They are less interested in following the crowds in packaged tours and much keener to pursue their own preferences and schedules"* (p. 611). Furthermore, the scholars argue that contemporary tourists use their leisure time as 'edutainment', which is referred to as *"the exploration of personal interests for both their personal and professional development"* (p. 611). According to Gretzel, Fesenmeier and O´Leary (2006), the consumption of experiences is often a very extensive process both before and after the consumption of said experience, which in itself can be very long (p. 8). They present a model, which illustrates the described process. The model is presented below.

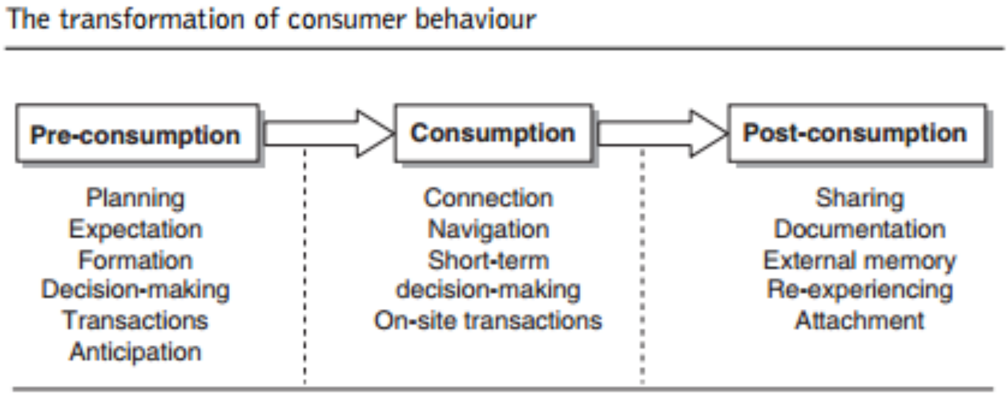

Figure 2: Communication and information needs in the three stages of tourism (Gretzel, Fesenmeier, & O´Leary, 2006, p. 8)

Following the arguments of Gretzel, Fesenmeier and O´Leary (2006), the pre-consumption stage is often intensified in terms of searching for information. They further argue that the role of the internet, to some extent, has taken over some of the supporting roles that family and friends used to possess. The presented concepts in the model vary in importance depending on what purpose they serve to the individual tourist. Furthermore, it has been discovered that internet technology (ITECH) is used *"[...] to obtain the information necessary for planning trips, to formulate correct expectations, to evaluate, compare, and select alternatives, and to communicate with the providers of tourism products and services in order to prepare or execute transactions"* (p. 8). In other words, the digital tourist will do most of the work involved with a holiday themselves rather than having a travel agency book their holiday and anything it entails (Buhalis & Law, 2008, p. 611). During the consumption of experiences, tourists are likely to use ITECHs to stay connected, and discover what the destination has to offer while spending time at the location (p. 8). This is also underlined by Yeoman (2011), who states that more than 80 percent of young people between 15 and 34 are packing their mobile phone as the first thing, as they see this item as one of the most essential objects during a vacation (p. 5). Finally, during the post-consumption of an experience, the tourist may use the various ITECHs to share and document their experience as well as give their personal opinion of the alleged experience.

The changes in the consumer behaviour is not only restricted to the use of ITECHs. It also involves changes in the information search behaviour, which will be elaborated below.

3.2.1. INFORMATION SEARCH BEHAVIOUR

According to Gretzel, Fesenmeier and O´Leary (2006), digital tourists are empowered by the internet due to the easy access to different sources of information and communities about a certain subject. Additionally, this kind of information search is also cheap, as it only requires access to the internet (p. 8). Furthermore, Buhalis and Law (2008) argue that the internet has reduced uncertainty and perceived risks, but also changed and enhanced the general level of quality of a holiday for tourists, as their extensive searches about the destination can help determine the expectations, and also increase the learning outcome of a holiday. This is primarily due to the interest in local cultures and languages as these factors help the tourist to find special products while also increasing the chances of getting better prices (p. 611). Although relatively old, Snepenger, Meged, Snelling and Worrall (1990) presented four factors that influence the information search behaviour in tourism. These were 1) the composition of vacation groups, 2) the presence of families and friends at the destination, 3) prior visits to the destination, and 4) the degree of novelty associated with the destination (pp. 13-16). Therefore, the level of information search through the use of ITECHs may be reduced or increased based on the presence of said factors. Furthermore, the tourists, who use the internet prior to the holiday, are likely to participate in more activities than the tourists who have used alternative methods of information search, such as pamphlets (Buhalis & Law, 2008, p. 611).

Gretzel, Fesenmeier and O´Leary (2006) argue that the development of ITECHs have given the tourist the advantage over marketers due to the internet being a *"[...] highly personalised medium"* (p. 8) that should cater to the consumers' *"[...] complex personal preferences"* (p. 8). However, this personalisation of the internet can cause problems for both consumer and marketers due to consumers' likelihood of using search engines. On one hand, a search engine, such as Google, provides a platform to search for nearly everything by typing in a key word or sentence, which makes the search for a specific webpage easier. On the other hand, when a tourist is searching for a specific item or product, the recommendation systems utilised by marketers may confuse him/her. The outcome of this may increase the likelihood that the tourist will lack in finding the information that they have been searching for (p. 10).

Another trend in the information search behaviour is the tourists' need to pre-experience their holiday before purchasing the actual trip. This kind of behaviour is adapted from the retailing websites where consumers are able to acquire a product and try it, before deciding whether to keep it or return it to the retailer. In order to accommodate the growing need, the tourism websites offer virtual tours, videos, suggested attractions and testimonials from previous travellers of the same destination (p. 10). Although the lack of possibilities to pre-experience a trip pose a challenge to the tourism sector, as it has been argued that marketers can possibly satisfy consumers otherwise. Gretzel, Fesenmeier and O´Leary mention the fusion of existing and future technologies as a possible solution:

> *The 'new' traveller has many wants and needs that change rapidly. Finding ways to use existing and emerging technologies for need identification and individualization of content and design has become crucial. Imagining why travellers use technology in certain situations can greatly assist the tourism industry in anticipating future needs and wants […]"* (p. 11).

The quote supports the work of Fotis, Buhalis and Rossides (2012), who have explored the impact of social media on the tourism sector. They argue that social media have had a phenomenal rise in popularity, as it provides the opportunity to become inspired, gain feedback, and learn about destinations (p. 13). Based on this, the following section will revolve around social media and their impact on digital tourists as well as the tourism sector in general.

3.2.2. SOCIAL MEDIA

Kaplan and Haenlein (2010) have defined social media as *"a group of Internet-based applications that build on the ideological and technological foundations of Web 2.0, and that allow the creation and exchange of User Generated Content"* (p. 61). The importance of social media is increasingly growing within the tourism sector as marketers and destinations frequently use it to target tourists and measure results of various branding campaigns and strategic dispositions (Hainla, 2017). Since the emergence of Facebook, scholars have predicted the impact of social media to be tremendous and, to some extent, influence people who do not even use social media (Fotis, Buhalis, & Rossides, 2012, p. 13). Especially Facebook, Instagram and YouTube have gained prominence with the digital consumer, which is seen through the following statistics. 1) Facebook had an influence on 52 percent of consumers' online and offline purchases in 2015, 2) 90 percent of Instagram users are younger than 35 years old, which could categorise it as the best media to target millennials, 3) marketing content was viewed 40 billion times during 2015 on YouTube, which may indicate the increasing importance of video-content marketing in all branches. Furthermore, more than half of these views come from a mobile device, thereby indicating that consumers can be targeted everywhere (Hainla, 2017). Having presented the impact of social media in general, the following passages will focus on social media in a tourism context.

According to Fotis, Buhalis and Rossides (2012), the process of purchasing an experience-related product, like a holiday, can be an extensive task due to the high risk involved with such purchases. Therefore, the information search process is usually longer in order for the tourist evaluate every criterion. The introduction of social media has made it possible for tourists to exchange information and experiences online, which then function as an influencer to the tourist in order to increase certainty of the choice of experience as well as reduce uncertainty of the latter (p. 14). Therefore, social media has become increasingly important to the tourist during the planning of a holiday due to the large number of user-generated content that provides insight for the tourist about the destination. Aside from their function as being a centre of information, the social media may also provide the platform for tourists to share their experiences, and thereby become storytellers (p. 15). According to Gretzel, Buhalis and O´Leary (2006), this kind of behaviour is often a post-purchase activity, which creates a sense of belonging in the social networking websites (pp. 13-15). Another area that has changed as a consequence of the social media platforms is the concept of WOM. Mack, Blose and Pan (2008) made a study on the credibility of blogs in tourism and determined that traditional WOM, to tourists, is more trustworthy than blogs, thereby suggesting that a personal relationship with the influencer is more valuable than an opinion from a blogger (pp. 142-143). The concept of WOM and eWOM (electronic word-of-mouth) will be presented in section 3.3.2. that depicts ICTs more into detail. Thus, it will not be further elaborated in this section. Instead, the following section will include the trustworthiness of tourism-specific social media.

Mkono and Tribe (2017) argued that there is a lack of research on the different types of identity modes a person can adopt while using social media. This suggests a potential lack of trustworthiness, as tourists may be misinformed on the reviews made by previous stakeholders, tourist, etc. These types have been found during a netnographic study based on TripAdvisor, which currently is the largest online travel and tourism community forum with more than 90 new contributions to the reviews every minute. The scholars identified five online identities, which are 1) troll, 2) activist, 3) socialite, 4) social critic, and 5) information seeker (pp. 287-288). The **troll** seeks to manipulate and deceive others by commenting on issues that do not necessarily have anything to do with the actual subject. The troll is also likely to get personal and basically seeks to disrupt the community. The **activist** typically rallies to create awareness and encourages to take action on socioethical causes[6] in order to create a better world. The **socialite** has an interest in seeking acknowledgement, status, and to display themselves on social media. This behaviour can help marketers find out what the current trends are within tourism in a specific area. The **social critic** uses the social media to critically debate on political and social issues and dilemmas. Finally, the **information seeker** uses social media to make an understanding of a certain destination and will usually ask questions if the answer has not already been presented. The scholars further argue that this type of identity is useful to a destination, as they are likely to find gaps in the material presented to the tourists, which is information a destination can harvest to improve or modify existing strategic or promotional approaches or initiatives directed towards tourists (p. 296).

By illuminating the online identities, it may be possible to distinguish between the intentions that each review may have. Thus, this can help the marketers of a destination to improve on their replies to each type and thereby adopt a more well-planned and fixed online strategy on social media platforms. However, it is also important to mention that any tourist is capable of adopting each of the roles in different settings, which may complicate the process of successfully responding each of the contributions made on social media platforms (p. 296).

Having accounted for the consumer behaviour of tourists, presented concepts and elaborated upon the digital behaviour of the "new" tourists, the following sections will revolve around technology within tourism, which has changed and impacted the industry.

3.3. TECHNOLOGY IN TOURISM

Throughout the following sections, the subject of technology in tourism will be reviewed. Here, focus will be on the importance of technology in tourism and different technological systems, namely ICTs and specific tools within. Moreover, this thesis will review how existing literature has

[6] 'Socio-ethical cause' concerns with trying to shed light on ethical issues, e.g. see the ethics within travel and how certain things may impact or be impacted by travelling to places (Mkono & Tribe, 2017, pp. 292, 296).

examined how DMOs and enterprises ought to integrate technology and adopt towards the digital era. Conclusively, this review will give an overview to some of the limitations that may be connected with technology in tourism.

3.3.1. THE IMPORTANCE OF TECHNOLOGY IN TOURISM

Technology has been acknowledged as a benefactor to the tourism industry, since it plays a central element to innovation, as it is something closely connected to technological advances due to the constantly changing and evolving progress (Hsu, King, Wang, & Buhalis, 2016, pp. 414-415). Agreeing with this, Borzyszkowski (2014) states that *"[...] e-tourism is the reflection of the digitisation of all processes in the sector of tourism"* thereby emphasising on the fact that developments in technology create innovative elements within tourism (p. 63). According to Buhalis and Law (2008), the technological progress and tourism have been a 'couple' for several years. Since the 1980s, ICTs have been transforming tourism locally and globally, both in terms of practices, structures and strategies (p. 609). The interest in ICTs, its changes, developments etc. has only evolved since (Neuhofer, Buhalis, & Ladkin, 2012, p. 38). In recent years, the accelerating progress and interaction between technology and tourism have brought fundamental alterations to the industry and in our perceptions of its nature. Indeed, ICTs have and will play a pivotal role in the competitiveness of a tourism organisation, destination, and business, as well as for the industry as a whole (Buhalis & Law, 2008, pp. 609-610; Halkier & Jønnson, 2014, p. 72). Currently, communication technologies are becoming more and more universal channels that allow transmitting information to potential, interested recipients. Today, the NTOs' own channels are extended, making a visit an unforgettable experience (Borzyszkowski, 2014, p. 63). Furthermore, Buhalis (2000) states that destinations and SMTEs need to take advantage of new technologies, as they help to improve the chances of increasing one's competitive stand, thus explaining that technology provides the delivery of information on local accommodations and attractions, and the ability to reserve it in order to attract the new and sophisticated types of tourism demand. Additionally, the use of new ICTs enable smaller and peripheral players to engage in competition on equal footage with larger and more central tourism enterprises (p. 113).

In general, the advancement of communication technologies and the growing availability of information will intensify competition even further. Therefore, traditional eMediaries should re-assess the way business is conducted to ensure that the organisation's or business' competitiveness can remain (Buhalis & Licata, 2002, p. 208).

Furthermore, according to Buhalis and Law (2008), the function of ICTs has direct impact on competitiveness in two fundamental ways, i.e. differentiation and cost advantage (p. 610). Therefore, it could be crucial for tourism practitioners to *"[...] proactively incorporate ICTs into their efforts to improve service quality as ICTs enable organisations to dynamically differentiate and specialise their products and services"* (Buhalis & Law, 2008, p. 617). In addition, ICTs also help to reinvent the packaging of tourism to a more individual-focused activity thereby shifting attention towards specialised areas and/or tourists more efficient and available (Buhalis & Law, 2008, p. 618). Increasingly, technology, ICTs in particular, has been implemented in the co-creation of tourism experiences, thereby becoming important in the tourists' experiences, which have affected DMOs and how they should interact with the tourists and vice versa. There are many facilitators that allow tourists to communicate and interact with organisations and businesses e.g. the Internet, as previously mentioned, as well as allowing destinations to create more meaningful relationships with tourists. Various studies attest that different ICTs support co-creation in numerous ways, i.e. portable city guides, travel guides, virtual life experiences and hotel room enhancements (Neuhofer, Buhalis, & Ladkin, 2012, pp. 40-41). In fact, by integrating technology, *"experience co-creation is taken to a whole new dimension"* (Neuhofer, Buhalis, & Ladkin, 2012, p. 41), especially due to the increasing force of the Internet and connectivity of mobile technologies. Based on this, there is evidence to claim that interactions with and between organisations and businesses are increased on an unprecedented scale in every part of the value creation system (Ramaswamy, 2009, p. 11). Thus, it is evident that e-business for organisations and enterprises is an essential prerequisite to achieve some sort of success as an organisation in the tourism industry (Buhalis & Jun, 2011, p. 3).

According to Stipanuk (1993), the importance and impact of technology in tourism can be viewed from different angles, whether it is a **technology-centred approach**, a **touristic approach** or an **industrial approach**. Seen from the industry's perspective, technology in tourism has contributed to massive economic growth in several ways. This is reflected in the way small, medium – and large tourism enterprises and DMOs shape productive technology to their needs and the area they represent (pp. 268-269). According to Buhalis (1998), technology in tourism prevails in all functions of both strategic and operational management, ITs in particular. Here, he expressed that *"as information is the lifeblood of tourism, ITs provide both opportunities and challenges for the industry"* (p. 409). Used, managed, and operationalised correctly, technology is a very effective, low-cost business tool within the tourism sector (Buhalis D. , 1998, p. 410). Agreeing with this, Stipanuk (1993) emphasise that technology within tourism has to be utilised in specific ways. In one of his studies in 1993, he examined different ways technology has been or could be utilised in the tourism industry. First, it had been used as a protector of tourism experiences. This is comprehended in the way that technological advances have been used and employed to create various forms of protected environments in which tourists can have their experience e.g. technology in aircrafts and technological advances that can help preserve a cultural heritage site. Second, technology also functions as a creator of tourism experiences that usually was unavailable for tourists to experience. For instance, advanced tourist submarines contributed to a new, adventurous way to explore the marine environment, an experience that would not have been possible due to barriers, if it were not for the use of technology. In general, technology is a tool of the tourism industry, a tool that could increase productivity, efficiency, enhance certain levels of customer service, and satisfaction (pp. 268-274). On the contrary to Stipanuk's view, not all agrees with him, however, to what extent will be elaborated later in section 3.3.4.

Inevitably, tourism organisations and enterprises need to change and adapt towards the technological changes, as they have been affected and will continue to be impacted by the digital revolution. This will also influence their ability to stay competitive and create new, sophisticated, knowledgeable offers to the consumers. However, yet to integrate and adopt the specific technological advancements is not necessarily easy (Buhalis D. , 1998, pp. 409-410). Nonetheless, as mentioned previously, this research area has been shown an increased number of examinations and studies. But how should destinations, organisations and businesses adopt and integrate technology in tourism? Before reviewing this area within tourism, specific ICTs will be presented next.

3.3.2. INFORMATION COMMUNICATION TECHNOLOGIES

ICTs are merely a generic term that covers multiple technological advances that have been utilised to inform and communicate with tourists and consumers locally as well as globally (Neuhofer, Buhalis, & Ladkin, 2012, pp. 39-40). In a recent study, the three scholars express that ICTs can often be understood as a wide range of technologies including hardware, software, groupware, netware and humanware, which are all accumulated under the umbrella of ICTs (Neuhofer, Buhalis, & Ladkin, 2014, p. 341). Accordingly, Buhalis (2014) defines and categorises ICTs as:

> *"the entire range of electronic tools, which facilitates the operational and strategic management of organisations by enabling them to manage their*

information, functions and processes as well as to communicate interactively with their stakeholders for achieving their mission and objectives" (p. 341).

Conferring with Neuhofer, Buhalis and Ladkin (2012), from the variety of ICTs available, the Web 2.0 is perhaps considered to be the most important, relevant technological development in several years (p. 40). This is the case, as it has changed how tourists interact with each other but it also altered the societal role of the human being. The Web 2.0 comprises a variety of tools such as blogs, videos, social networking and podcasts that all have empowered tourists and consumers to share experiences, share knowledge and create content on an unprecedented scale (pp. 341-342). According to Litvin, Goldsmith and Pan (2008), WOM is a clear example of sharing one's experiences and knowledge with other tourists. Furthermore, they express that it is ranked to be the most imperative information source when making a decision where to travel, what to purchase and so forth. The term is especially utilised within the hospitality and tourism industry, as the sector's intangible products are difficult to evaluate prior to their consumption. Recently, eWOM has appeared as a possible way to more easily communicate with others and share past experiences (pp. 458-461). Litvin, Goldsmith and Pan (2008) define eWOM as *"[...] all information communication directed at consumers through Internet-based technology related to the usage of characteristics of particular goods and services, or their sellers"* (p. 461). This specific technological instrument could be useful to initiate a discussion that allows organisations and businesses to harvest information and feedback. The harvested information could be utilised to accomplish different tasks that the tourists were dissatisfied with or wish to change, i.e. enhance satisfaction through product improvement, analyse competitive strategies, monitor the destination's image or reputation. Conclusively, modifying the destination or business based on the information received could increase the likelihood of generating more revenue than previously, as helping visitors and change things based on their feedback could spread more positive eWOM about the destination or business (p. 463).

According to Munar (2012), a technological platform that has been utilised to electronically communicate between tourists, destinations and businesses are social media. Due to social media, tourists can digitise their experiences, DMOs can digitise their destination and businesses can digitise their products, thereby making it accessible to people around the world. Agreeing with the researcher, social media is becoming increasingly essential as a mediator in tourism, as it allows the contribution of user-generated content. Furthermore, as most studies of social media have examined the phenomenon from the tourist´s perspective, the majority of research deals with how social media impacts tourist behaviour and travel information search, as previously depicted in section 3.2.1. and 3.2.2. in relation to the digital tourist. Based on social media, tourism managers at destinations and tourism enterprises can gain direct access to their tourists, and impact these in the decision-making process. Thus, allowing DMOs and SMTEs to plant the idea that they could be a possible, intriguing destination to visit/re-visit or business to purchase from (pp. 101-104).

In general, different tools can have several roles in terms of functionality, which can lead to a more personalised, meaningful and intense experience. Considering DMOs and SMTEs, the potential for them to utilise ICTs as a strategic instrument to positively enhance the tourism experience are increasing (Neuhofer, Buhalis, & Ladkin, 2012, p. 342). All of these elements enable DMOs to build a platform in which tourists can interact, comment and share their experiences, and build a sense of community together. The shared knowledge is vital information for the DMO in relation to developing the destination and businesses in a direction that can impact the tourism development in a positive manner (Neuhofer, Buhalis, & Ladkin, 2012, p. 41).

As mentioned previously, how could DMOs, SMTEs, and other organisations integrate and adopt technology, in order to provide a stronger foundation towards the digital era? This question will be addressed in the following section.

3.3.3. INTEGRATING TECHNOLOGY AND ADAPTING TOWARDS THE DIGITAL ERA

Buhalis (2000) exemplifies that intermediaries within the tourism industry should be taken into consideration when strategically developing and marketing a destination or SMTE (p. 98). Moreover, when integrating towards a specific technological advancement, tourism destinations should learn from past mistakes and appreciate that their future strategic management must lead to the *"[...] optimisation of tourism impacts and the achievement of their strategic objectives [...]"*, thus insinuating that learning from previous studies and examinations could benefit future approaches towards incorporating technologies (Buhalis D. , 2000, p. 114). Additionally, Wu and Pearce (2013) state that it will be essential to integrate towards the digital era in order to survive (p. 463). In general, when destinations, organisations and businesses utilise ICTs, it is, according to Buhalis and Jun (2011), imperative to incorporate supplementing initiatives or approaches that support the ICT, as it is inadequate to stand-alone. Thus, coupling it with a redesign of processes, structures and management control systems is beneficial. In that way, the chosen ICT assist the destination in the best way possible, because it can help develop business success when rational and innovative planning and management is exercised in a constant and consistent manner (p. 13). Agreeing with this, Sigala, Airey, Jones and Lockwood (2004) explains that to overcome the dilemma of a missing connection between investing in technological progress and improvements in the performance of the DMO or SMTE as well as the productivity hereof, and thereby optimise value for businesses, organisations and destinations, emphasis should be on strategically adopting and integrating ICTs, so said technologies have specific purposes and objectives. Therefore, a strategic approach is needed.

Arguably, it could be beneficial towards removing the apparent, missing linkage between technology and other elements within the service sector (p. 189). In alignment with the study made by Sigala et. al., Neuhofer, Buhalis and Ladkin (2012) explains that technology is a key instrument for obtaining competitive advantages and increasing several layers of a tourism organisation and business, however, only if it is considered through the tactics of strategy. In so doing, DMOs could integrate the ICTs in making them support and enhance their competitive position, core competencies, products and experiences, but in addition, utilise the ICT in order to amplify and heighten the tourist's co-created experience (p. 43). These studies resemble that a new research field has emerged in the last couple of years. Here, research seeks to understand the significance of new technologies and how these should strategically be integrated and incorporated in the product of the organisation or business (Buhalis & Law, 2008, p. 609).

The different ICTs require different measurements and approaches towards integrating the technological progress (Cvetković & Jovanović, 2009, p. 334). For instance, to strategically develop and integrate social media e.g. Facebook, the platform offers a service to paying company sites, which includes statistics and other measurement tools to find out how well a post have been exposed, seen, share, and liked by others (Facebook, 2017). However, conferring with Stamboulis and Skayannis (2003), ICTs only have sustainable competitive effects when it is strategically integrated containing proper knowledge, focused on the accumulation of intelligence of specific tourists, providers and the destination itself (p. 36). Moreover, they further emphasise that an ICT strategy should focus on the creation of customer-focused content rather than on the relay of information to the tourist or intermediary. Instead, destinations need to *"[...] develop their own content-based interaction with customers, possibly enabling them to establish their own learning* *cycle and develop sustainable distinctive competitive advantage"* (Stamboulis & Skayannis, 2003, p. 38). Arguably, this may possess a limitation called skilled employees, which will be addressed later in section 3.3.4.

Regarding the integration of technology and adoption towards the digital era, DMOs have been criticised for the inability to reinvent themselves (Gretzel, Fesenmaier, Formica, & O'Leary, 2006, p. 117), especially since technology increases the foundation for the intertextuality of contemporary destination management by adding new, innovative tools that allow the destination to represent itself (Hannam, 2004, p. 261). However, if tourism organisations and destinations decide to adapt to technological changes, the question that needs to be answered is where the management and official bureaus should find the time, the financial funding, and the required staff to keep up with the technological changes while maintaining regular tasks and responsibilities. Previously, the majority of DMOs invested much of their budget in printed materials, considering designs and proofreading the material, however these financial investments and costs could be utilised in a more modern approach, perhaps into Internet-based technologies. Nonetheless, the necessity of investing considerable organisational resources is often neglected, however, this must change if tourism enterprises, SMTEs, and destinations should adapt towards the digital era. Additionally, managing expectations are essential prior to this phase, as questions like *'who is the audience'*, *'what message should the audience be able to remember'* and *'what are the audiences' expectations'* can help to integrate technology more easily, due to the destination's knowhow. Managing expectations also help the different stakeholders to communicate and co-operate easier, which is extremely beneficial when making an ICT system that perhaps entails different stakeholders; stakeholders who all have opinions and attitudes towards the content etc. The reason why this element and the interference of collaboration may be of importance is because the DMO need the community and their support to better justify their existence (Gretzel, Fesenmaier, Formica, & O'Leary, 2006, pp. 118-119, 121).

According to Gretzel, Fesenmaier, Formica and O'Leary (2006), understanding and utilising technology properly, strategies such as '5 Ws of Technological Use' (strategy 1) and 'Knowledge Network Management' (strategy 2) could be employed. Strategy 1 entails five questions that reflect on whether the technologies' usage are of importance, as all new technologies, or the integration of such, potentially revolutionise the natural interaction of ours with information received or gained. The questions are comprised of **who**, **what**, **where**, **when** and **why**. Specifying who the users are is becoming more acknowledged as relevant to note oneself. Moreover, thinking about users as representing preferences as well as to envision implications hereof rather than direct interactions with potential visitors are increasingly becoming more imperative. Another theme that emerges is how organisations should interact with the medium, as creators or consumers of information. A given system does not only allow an organisation to present information, it also engages in creating and sharing content. Also, through the interaction with consumers, organisations have an additional way to learn more about the users. Nonetheless, if an organisation should incorporate a system both structurally as well as managerially, it requires attention. Technology in tourism demands attention 24/7, and will most likely oblige the DMO fundamental, organisational adjustments. Utilising the questions who, where, when and why will most likely assist organisations, SMTEs etc. in best defining **what** specific function to support and **what** information to present to the tourists (pp. 122-123). Conclusively, their main relevance or focus area is illustrated below.

Components	Relevance
Who?	Defining users based on given preferences
What?	What should the given systems that we select do, and how should it operate
When?	The information's accessibility should be 24/7
Where?	Where should information be accessible
Why?	Linking value and experiential value

Figure 3: Categorisation of strategy 1 (Gretzel, Fesenmaier, Formica, & O'Leary, 2006, p. 122)

According to Gretzel, Fesenmaier, Formica and O'Leary (2006), it is essential that we do not think that a new technological approach simply removes another, thereby making it a simple substitute for an existing way of doing things. In their study, a bureau director stated that

> *"we see technology as a substitute because that's the easy thing to do. Really engaging with technology is hard. If, however, new technology is seen as a substitute, the results of its implementation will be rather disappointing because the true benefits of a technology lie in the ability to reconfigure organisational approaches and create new ways of doing things"* (p. 123)

Thus, this underlines that DMOs need to think about how they can use new technological systems to create new value, so it leads to a reconfigured experience for the tourist. A part of this strategy and its process is to reckon technological investments as a way of creating revenue instead of a means to save costs, thus moving the emphasis from efficiency towards effectiveness and from expenditure to the significance that can be created. Networks could play an essential role in possible ways of reconfiguration, and DMOs may strategically consider partnerships with others within the same field of interest, as collaboration with organisations similar to oneself implies that knowledge is enhanced and the chances of achieving something is substantially larger. Thus, the real question to ask when forming the network is '*who knows what?*'. Moreover, in their study, several bureau directors stated that they have some issues concerning data ownership and control, as they are afraid that they cannot control the data when sent out. Strategy 2 puts great emphasis towards solving issues such as this, which must be done in the planning phase. The study revealed four factors that are important for DMOs, as they help to create the necessary value:

- The quality of, importance of, and interest in the data that are shared
- The cost of maintaining and contributing to the network
- The extent to which others contribute to the network
- The perceived impact of the network on a bureau's success and/or reputation

Accordingly, all factors, compulsory as they are, have to be evaluated when considering whether it is favourable to be part of the network for the individual DMO. If one of these is missing, the motivation to participate may not be as high, and this will impact on the level of commitment in the entire process. Furthermore, a DMO director pointed out that organisations, businesses and communities still lack the ability to determine who they should and would form collaborative coalitions with, which is essential to know before considering participation in a knowledge network. However, the goal with this strategy is not to establish one, all-inclusive network that serves a variety of multiple purposes, however, to form a network that identifies itself as something unique, limited to a field, and that only allows new members that comply with specific factors (Gretzel, Fesenmaier, Formica, & O'Leary, 2006, pp. 123-124).

Now, focus will turn towards possible limitations to technological advances within the tourism industry. Nonetheless, it is important to stress that some limitations will not be addressed, as these bare no significance to our thesis.

3.3.4. POSSIBLE LIMITATIONS TO TECHNOLOGY IN TOURISM

The specific limitations mentioned in the following section do not necessarily apply to all the ICTs available. These are simply limitations that could potentially impact the business or organisation when having integrated any given technological system. For instance, according to Cvetković and Jovanović (2009), the aspect of time is not a limitation when operationalising geoinformatics in tourism, as it integrates and responds to all questions or request of tourist demand. This is possible, as the specific ICT provides tourist information in an integrated way (pp. 334-335). However, this does not necessarily mean that 'time' cannot be of influence when dealing with other types of ICTs.

According to Tarlow (2011), the technological advances in tourism have provided several advantages, however, the progress within technology may have produced a whole new set of unintended consequences and implications. As portrayed in previous sections (1 and 3.3.1.) this correlates with Tarlow's emphasis. Here, technological investments in the tourism industry have shown significant promises and benefits, however, he points out that specific limitations concerning technology and the act of digitalisation in tourism exist (p. 1). Nonetheless, despite the technological investments in tourism, Sigala, Airey, Jones and Lockwood (2004) describe various studies, which have revealed a lack of any established persuasive improvements in the performance of the organisation and their productivity compared to specific technological integrations. On the contrary, these studies illustrate that there is no relationship, or even negative relationships, between the parameters. This is often referred to as the IT productivity paradox (p. 180). According to Brynjolfsson (1993), the said paradox is of critical matter as *"productivity is the fundamental economic measure of a technology's contribution"* (p. 67). Whether this is completely transferrable to tourism is questionable, however, it holds some importance as it portrays a specific limitation towards technology. Other studies examined the connection between performance and ICTs. Here, the conclusions were similar, as the results concluded some inconsistencies between the elements thereby inflicting badly upon the adopted technology (Bender, 1986; Brynjolfsson, 1993; Patnayakuni, Patnayakuni, & Rai, 1996).

According to Alford and Clarke (2009), no one can question the benefits of technology and its impact, however, they also highlight that there is evidence to suggest room for improvements and that the current technological advancements are not completely flawless. Thus, certain limitations do exist regarding the use of technology in tourism (p. 580). Conferring with Buhalis and Demezi (2004), the usual low level of co-operation between various SMTEs, and the inability of different national and regional tourism organisations to participate makes the development of a destination management system (DMS) questionable (pp. 103-104). It is important to highlight that this does not apply as a universal limitation to all organisations, businesses and destinations around the world that operate within the tourism sector. Instead, in this study, it is argued to entail as a limitation.

Agreeing with the aspect regarding the lack of collaborative efforts, Alford and Clarke (2009) mentions that one of the barriers are to collaboratively develop different initiatives across organisations and businesses in the tourism industry. One of the cases in the study that illustrated co-operative difficulties dealt with the English Tourism Network Automation (ETNA) project, which was an attempt to acquire a DMS that enabled the organisation and different tourism enterprises to cultivate and promote tourism in their destination. However, the inter-organisational system that linked the organisations and businesses together proved more difficult to program than expected, as different styles of management, movement of information and development processes intervened in the making of such DMS and were central to the failure of ETNA (p. 581). However, the scholars also described that IT and technology related projects between businesses and organisations in tourism are *"dominated by a view which privileges the technology at the expense of considering the interaction with that technology by human actors"* (pp. 580-581), and how this could lead to failure. Therefore, they sought to overcome how they could ensure that, as technological solutions were implemented within the tourism sector, due considerations were given to human-centred issues. One of these issues was named **the constructivist challenge**, which pointed out that technology and the development and integration of this interact with those who develop or use it, and it is only truly understood through the eyes of those who participate in and with it. Transferring this to the ETNA project, it failed in large part due to the inability to discover who had the capabilities and skills to drive the implementation of such DMS (Alford & Clark, 2009, p. 584). Thus, human-centred issues were, among other things, connected to the competences of those who should integrate and operationalise the DMS. This further emphasises another limitation dealing with technology in tourism, namely competencies.

According to Sakulsureeyadej (2011), one of the biggest challenges to the expansion of technology in tourism enterprises and organisations is the lack of accurate education on the functions of the suitable and chosen technological approach for the individual organisation or business, as well as the capabilities to handle the selected technology (p. 9). Agreeing with this, de Ávila (2011) believes it is imperative to train ourselves and the staff at all levels to be prepared for the technology utilised and the changes that may occur, thereby empowering the professionalism and expertise within the DMO or SMTE. This is necessary to uphold a competitive advantage and create the foundation for local, regional – and national tourism development (p. 10). Furthermore, according to the World Travel and Tourism Council (2015), talent matters in general, as specific growth projections implicitly depend on the quality of talent and proper skill-sets. Thus, talent is increasingly seen as a key enabler for development, facilitator of growth and benefactor for competitiveness. Moreover, the World Travel and Tourism Council explains that a more profound gap between technology acquirements and talent skills leads to under-qualified, under-experienced employees, which may lead to inferior customer service. Additionally, it is emphasised that labour skills, in tourism, are crucial, as it enhances the nation's, region's and destination's ability to make it more competitive, thus ensuring that tourists might return for a re-visit (pp. 10-11). As mentioned previously, this is particularly important in relation to the digital tourists' consumer behaviour. For instance, a case study conducted in the UK proves that the mass of SMTEs and tourism organisations experience different risks in adopting and integrating e-commerce solutions such as expertise. In fact, the majority of the managers questioned expresses that they lack the required IT skill-set enabling them to fully engage with the digital economy and the specific DMS. This inherently portrays that a major challenge businesses, enterprises and organisations face is that of lack of training and skills regarding technology in tourism (Konstantinou, 2016, pp. 1530, 1532-1533).

Partially agreeing with this, Santos-Ong (2006) also emphasises that another limitation is 'time'. He stresses that information may be accessed and acquired twenty-four hours a day, seven days a week, 12 months each year and at any given place in the world where the internet is available (p. 1). Conferring with Buhalis and Jun (2011), this may unintendedly have generated another limitation towards the digitalisation of the DMO's offerings, communication etc. The availability of information has caused an overwhelming volume of information provided by both DMOs and enterprises, and some of this information are often inaccurate or ambiguous. Buhalis and Jun continue by stating that the digital presence requires updates on such information, as misleading inputs could potentially refrain tourists from visiting the destination or using the business in the future, which ultimately will decrease their competitiveness (pp. 13-14). The constant need to acquire information at all times may oblige the enterprise or DMO to spend a lot of time and human resources – parameters that can be restricted due to financial issues, something certain DMOs and tourism enterprises may not have an unlimited amount of (Santos-Ong, 2006, p.

2). DMOs are working on a tight budget that entails public and private contributions, which could make it difficult to modernise the funding towards different components internally in the organisation (Angella, 2014). Agreeing with this, Buhalis and Jun (2011) state that one of the more crucial technological barriers is a lack of financial funding or resources. Worsening the advantage point of the DMO, the lack of global standards in the technology and its applications also increases the cost of system integration in all managerial levels of the organisation, costs that enable effective and efficient management in distribution, operation, and communication. Furthermore, agreeing with the researchers, these standards do not impact large hospitality enterprises as heavily as SMTEs, since they often struggle to integrate the technological systems that digitalise different aspects of the organisation or business due to a shortage of financial sources (pp. 12-13, 23). This is further illustrated, as Buhalis and Law (2008) state that *"rapid technological developments paradoxically means that the more powerful and complex the ICTs become [...]"* (p. 614), clearly indicating that the financial burden intensifies due to developments and changes of the technological advancements. Consequently, this parameter is a disadvantage towards staying competitive and maintain or even increase one's position in the market. This particular factor often discourages DMO managers to invest fully in the development of DMS' and therefore to incorporate the digital advances completely (Buhalis & Jun, 2011, p. 23).

Additionally, the lack of a physical dimension resonates as a possible limitation in relation to digitalisation. According to Ernst and Young (2011), one of the challenges for businesses and organisations that integrate into the digital era is to face the implications of digital change, particularly the loss of control over the relationship with the tourists, not to mention increased competition. However, according to Pernille Kofod Lydolph, tourism manager at Destination Bornholm, the lack of a physical dimension will damage the tourist's overall experience, as the physical component fulfils closeness, local hood and nearness (Horesta, 2017), all parameters essential in the Danish Government's new strategy for tourism (The Ministry of Industry, Business and Financial Affairs, 2016, p. 5). Agreeing with this, Tarlow (2011) also expresses that this is a limitation, as it is difficult to draw the line of what is most important – technology or the personal, real experience. Technology is often used to minimise the level of personalised service while at the same time generating additional revenue. We have to remember that *"tourism is about people interfacing with other people [...]"* (p. 1), meaning that the focus is sometimes misplaced on technological advancements when it should be on the actual experience. Agreeing with Tarlow (2011), we ought to be more 'smart' in the way we use technology and what importance we place upon it. Technology unquestionably benefits convenience and finding accessible information, however, we should be able to avoid some of the pitfalls such as lack of human contact. Hence, technology in tourism would be more beneficial (p. 1).

3.4. STRATEGIC PLANNING IN TOURISM

In this part of the literature review, we will describe different elements regarding strategic planning. First, focus on strategy and why it is important within the field of tourism is depicted. Second, the concept of strategic planning is presented, which lays the foundation for the review of different definitions and approaches within strategic planning. Thereafter, the 'strategy' of strategic planning is presented.

3.4.1. STRATEGY AND ITS IMPORTANCE

According to Rosén (2011), within the tourism industry, strategy is frequently used among managers, when they speak of the organisation's or company's performance. Typically, strategy relates to the development of an organisation, a development that outperforms competition as well as provides greater value to collaborative stakeholders (p. 2). Agreeing with Rosén, Stokes (2008) states that the word 'strategy' has mostly been utilised in a generic sense to describe national, regional and local approaches towards destination development. Furthermore, he explains that *"tourism is a sector of multiple, but related industries and so, by necessity; strategy operates at different levels [...]"*, and is therefore considered as an imperative instrument to compete (p. 254). Rosén (2011) also states that there are multiple interpretations of the meaning of the word 'strategy', both in previous publications as well as in current theories. Some consider strategy as a conscious plan intended to implement specific actions that allow the organisations, business etc. to reach a predefined target. Another approach towards strategy is to think of it, as finding the right competitive position by making interrelations between the organisation and its context. Agreeing with this approach, Mintzberg et al. state that strategy is a ploy, a manoeuvring that intends to strengthen the organisation's competitive stand. Simultaneously, strategy can be regarded as a pattern in the making. Clearly, strategy can, depending on the situation and context, have distinctive meanings and interpretations to different people. The fact that strategy can be expressed and defined in a variety of ways makes it more complex to deal with for practitioners, as well as providing more challenges for scholars to examine and study the term. A way to cope with strategy and all it entails is through strategic planning (pp. 3-4), which will be addressed in the next section.

3.4.2. THE CONCEPT OF STRATEGIC PLANNING

Despite being one of the most recognised, used management tools in contemporary organisations, the number of research publications and studies regarding strategic planning has decreased since the 1990s. However, this does not account for its prominence within the tourism industry (Wolf & Floyd, 2013, pp. 1-2). The importance of planning has especially increased since the actual tourism market has become more aggressive due to the growth of the industry, the increased number of competitor destinations, and the improved quality of the organisations and already established destinations. This status of competition is raising entry barriers, thus requiring a continuous approach towards innovation and proper management of the organisations within the tourism sector (Ladeiras, Mota, & Costa, 2010, p. 358). Conferring with Phillips and Moutinho (2014), strategic planning is one of the most important activities within tourism organisations and SMTEs. The approach has become orthodox practice among managers, and it serves as a tool for both profit and non-profit organisations that operate in industries and sectors that are considered highly competitive and turbulent (pp. 96-97). Additionally, the practice of strategic planning has become, conferring with Liu, Siguaw and Enz (2008), a fundamental management tool for success as well as the survival of a tourist destination, as it improves the market performance as well as encourage the calculated thinking to respond more profoundly to competitive changes (p. 259). In general, throughout the different studies, examinations and research literature there have been many dissimilar perspectives on, approaches towards, and definitions of strategic planning (Athiyaman & Robertson, 1995; Hartl, 2004; Ruhanen, 2010; Whittington & Cailluet, 2008; Ladeiras, Mota, & Costa, 2010). A review of these will be presented in section 3.4.3.

The UNWTO has long been claiming that the absence of planning within tourism has been responsible for the majority of the negative results seen in tourism development (Ruhanen, 2010, p. 59). In agreement with the claim made by the UNWTO, Ruhanen (2010) states that if organisations do not regulate and strategically plan tourism development, the actions of the organisation, or lack hereof, will almost certainly lead to the degradation of the physical resources, the same physical resources that tourism and the destination community depends on. Therefore, destinations and organisations have to carefully plan the development of their experiences and offerings, as this will most likely increase the success rate of the organisations. Furthermore, this could lead to a positive impact on the tourist satisfaction level and the economic benefits, as well as minimise the negative influences on the local environments (p. 60). Furthermore, organisations within the hospitality and tourism sector will also be able to much better *navigate* in the environment they are in because they have accepted that they need to plan and organise what their purpose is, their objectives, how things can be done etc. (Phillips & Moutinho, 2014, p. 98).

Far from all managers respond positively towards strategic planning as a possible management tool. In academic literature, ambivalence towards planning has been reflected, as some researchers believe that the tool lacks evidence for a positive relationship between planning and organisational performance. Thus, the studies are described as inconclusive. Moreover, it is claimed that many studies have not been successful in capturing the benefits of planning, however, this may result in lack of knowledge regarding the different approaches in how strategic planning could be utilised (Wolf & Floyd, 2013, p. 2). Overall, studies that have been investigating the association between strategic planning and performance identified that there was an association between the two variables, and some found that companies and organisations with strategic planning outperform those that do not possess any planning activities (Phillips & Moutinho, 2014, p. 99).

3.4.3. DEFINITIONS AND APPROACHES TOWARDS STRATEGIC PLANNING

In a study made by Wolf and Floyd (2013), it is stated that there are several overlapping and consistent definitions of strategic planning in the studies, examinations etc. made throughout time. Additionally, what the majority of definitions have in common is the emphasis on a methodical, stepwise approach to strategy development that reflects how organisations, destinations and tourism businesses could develop (p. 4). Strategic planning is defined as *"a series of logical steps that includes the definition of a mission statement, long-term goals, environmental analyses, strategy formulation, implementation, and control"* (cited by Schendel and Hofer 1979 in Wolf & Floyd, 2013, p. 4). Conferring with Armstrong (1982), strategic planning requires an explicit process for determining the organisation's objectives, procedures for generating and evaluating different strategies, and an approach to monitor the results of the plan when implemented (p. 198). Additionally, Hopkins and Hopkins (1997) argue that strategic planning is a process that needs to be undertaken through a systematic approach that formally documents organisational expectations, how the strategy should be implemented, and how it is controlled (p. 637). Agreeing and disagreeing with Hopkins and Hopkins, Wolf and Floyd (2013) define strategic planning in a more or less formalised process that provides a structured approach to control the strategy and the implementation hereof. According to the two scholars, the purpose of strategic planning is to influence the strategic directions of the organisation for a certain period of time and to coordinate the integration of deliberate and emergent strategic decisions (p. 5).

According to Hartl (2004), strategic planning is defined as the process by which leadership is positioned or repositioned in a specific context. In this context, leadership contemplates around defining purposes, identifying priorities, describing visions, emphasising on explicit values, specifying strategic goals and aligning resources to optimise the organisation's potential. Moreover, strategic planning emphasises on the direction that the organisation has to take with its strategy (p. 1). Agreeing with the emphasis on leadership, Whittington and Cailluet (2008) describe strategic planning as a well-suited tool to the challenge of extending leadership (p. 242). Agreeing with Hartl's focus on resources, Athiyaman and Robertson (1995) state that strategic planning concerns a externally oriented view that focuses on the allocation of resources to achieve the objectives set forth by the organisation, SMTE etc. These objectives function as a separate management tool (p. 199). Correspondingly, Ketokivi and Castañer (2004) describe strategic planning as a periodic process that includes activities such as translating priorities into resource allocation decisions, thereby emphasising that resources are an important part regarding the specific approach (p. 340). Concurrent with Athiyaman and Robertson & Ketokivi and Castañer, Ruhanen (2010) define strategic planning as *"a comprehensive plan of actions that sets a critical direction, and guides the allocation of resources to achieve long term objectives"* (p. 61).

Agreeing with Phillips and Moutinho, Ruhanen (2010) explains that strategic planning *"[...] is an acknowledged caveat of the sustainable tourism planning approach and is considered imperative in ensuring that a destination's resources are managed and sustained for the future, while still responding to environment, financial, community and tourist needs"* (p. 58) Here, Ruhanen broadens the view on strategic planning, by emphasising that resources are essential, as such assets are the foundation of every tourism organisation, however, one could argue that Ruhanen emphasises that it is also essential to look at the individual parts in order to assess and orchestrate the entire plan.

Despite the general euphoria towards strategic planning, it may not always be the most beneficial management tool to solve the organisation's problems. The management of strategic planning requires a controlled effort to develop the organisation and stay on track in relation to the planned objectives. As implied, the success of strategic planning will depend on the approach towards a strategic process (Ladeiras, Mota, & Costa, 2010, p. 358). Multiple approaches and ways to integrate strategic planning have been presented in current as well as previous literature on the subject. The different approaches will be presented in the following sections. Figure 5 illustrates the research literature and studies that have evolved around strategic planning.

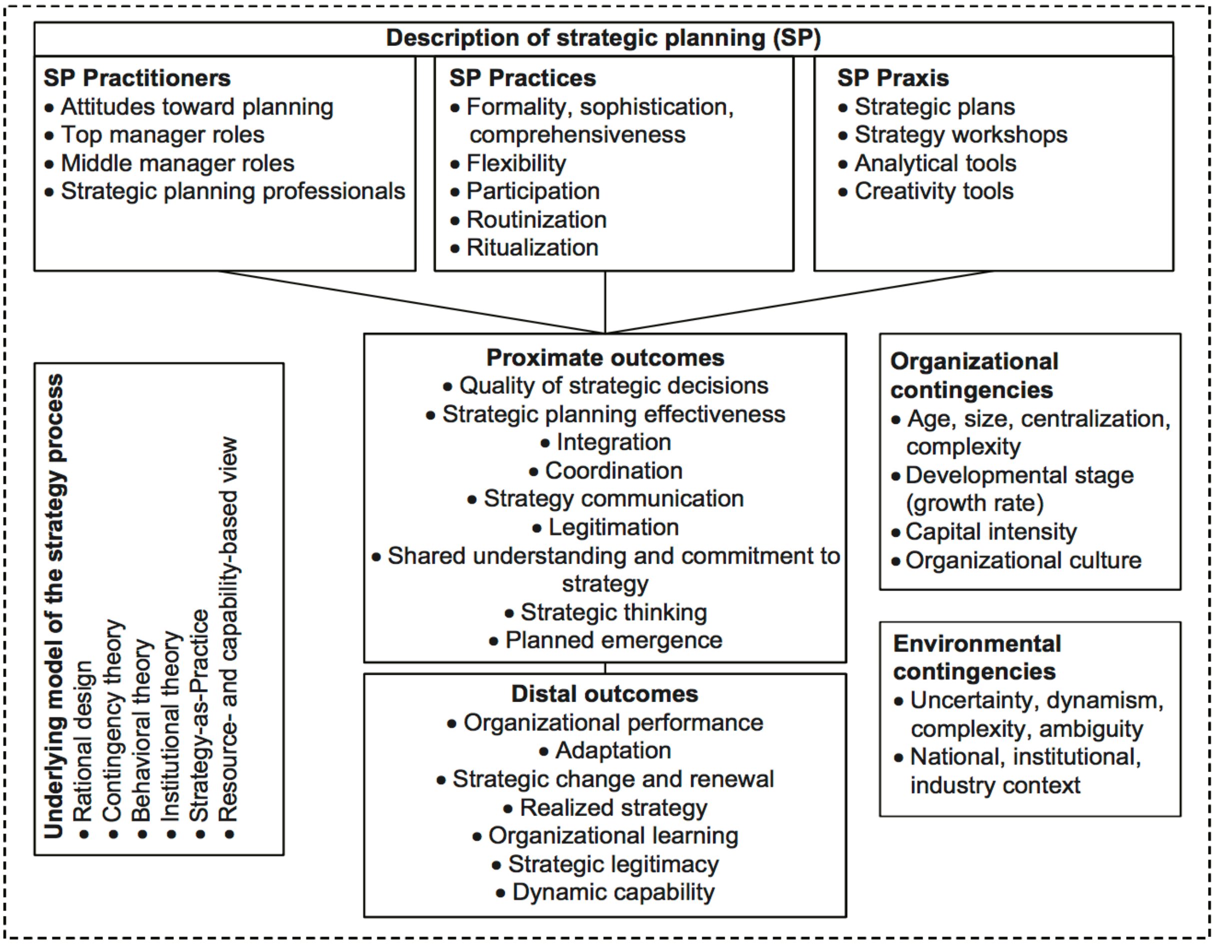

Figure 4: Mapping the landscape of strategic planning **(Wolf & Floyd, 2013, p. 6)**

Conferring with Athiyaman and Robertson (1995), the practice of strategic planning should be done by incorporating 'strategic thinking'. Here, organisations and their managers should apply an approach towards strategic planning that cultivates innovative, strategic thinking, in which the objectives and goals within the strategy can continue to evolve. This is plausible, as the information attained from the external environment could help identify new information, which could help generate new ideas (strategies) or improve the existing (p. 204). Whittington and Cailluet (2008) state that *"[...] seeing planning as a 'craft' encourages us to approach it with respect rather than scepticism"* (p. 244), which emphasises that managers should not approach strategic planning as a kind of work, as this may dissolve the lust to deal with said approach as a management tool. Instead, managers should consider it as a craft, however, this implies responsiveness to the materials at hand, and organisations and tourism businesses need to be aware of this approach, as it would have an impact of the allocation of internal resources. Moreover, when strategic planning is approached as a craft, it is important to notice that a difference in the strategy and management hereof may occur depending on the corporation, public sector bureau or organisation who handles it (Whittington & Cailluet, 2008, pp. 244-245).

Ketokivi and Castañer (2004) emphasise on approaching strategic planning with the integration of communicative and participatory elements. This approach functions as a mean to generate a consistent set of organisational goals that they can communicate throughout all hierarchical levels. Furthermore, by including the stakeholders and employees and inviting them to participate, it is argued that strategic planning could be utilised to create consistency at all levels of interest for those that will be affected by the strategy. By incorporating these, the strategic planning process may minimise position bias, and thus promote the overall goal that has been agreed upon, as well as increase the likelihood of a positive response (pp. 340-342). Agreeing with this, Ruhanen (2010) states that while planning the different actions that the organisation must take, it is important to incorporate the stakeholders located at the destination (p. 61).

Strategic planning can also be seen from a more practical proposition, namely **strategy-as-practice (SAP)**. This approach is exemplified as one of the most important, current methods towards strategizing (Brown & Thompson, 2013, p. 1143). According to Jarzabkowski, Balogun and Seidl (2007), SAP is an effort to 'humanise' the studies and research on management and tourism organisations (p. 6). Moreover, Whittington and Cailluet (2008) described that SAP focuses on two aspects; that strategy is something that organisations have, but also that it is something that people *do* (p. 244), which Jarzabkowski et al. (2007) agree upon, as they also reckon that strategizing within SAP is considered as the 'doing of strategy' (p. 7). The foundation for the SAP framework consists of three parameters; *practitioners*, *praxis* and *practices* (Phillips & Moutinho, 2014, p. 106). Conferring with Wolf and Floyd (2013), it is essential to distinguish the three parameters as a basis for research, and as a way to understand the different activities of strategic planning (p. 6).

According to Whittington (2006), practitioners are the strategy's actors, the ones who perform the activity and carry out its practices (p. 619). Thus, practitioners are interrelated with praxis and practices. They are the ones who shape the construction of practice and the strategic activity through *who* they are, *how* they act and *what* resources they draw upon (Jarzabkowski, Balogun, & Siedl, 2007, p. 10). Agreeing with this, Varyani and Khammar (2010) further emphasise that adopting a practice calls for a deeper understanding and knowledge of strategic planning, which is why the practitioners become an imperative component, as they are responsible for what happens 'in practice'. Furthermore, they quote Bourdieu who indicated that *"card players who, depending on their skills and the situation in the game, may play a certain hand differently each time"*, thereby implying that possessing a certain set of skills and being experienced in strategy works for practitioners can become a competitive advantage for organisations and tourism businesses (pp. 7-8). According to Jarzabkowski et al. (2007), praxis is an emphatic term that describes the whole of human action. To delineate the very broad definition of praxis, it consists of what is going on in society and what people are doing (p. 9). Supportive of this definition, Varyani and Khammar (2010) explain that praxis refers to the actual activity people do in practice. It involves different elements within strategic planning, e.g. the formulation and implementation of the actual strategy. Moreover, it is believed that praxis covers a wide domain and can include board meetings, presentations and even simple work tasks. As previously mentioned, strategizing is often spoken of as the 'doing of strategy', and this is noted to happen in episodes of praxis, thus demonstrating praxis' significance both as an element of study but also as a theme within SAP (p. 7). According to Reckwitz (2002), practices are characterised as:

> *"routinized types of behaviour which consist of several elements, interconnection to one another: forms of bodily activities, forms of mental activities, 'things' and their use, a background knowledge in the form of understanding, know-how, states of emotion and motivational knowledge"* (p. 249).

This parameter is essential, as it provides the actors' behavioural, cognitive, procedural, discursive, and physical resources that enable them to interact and thereby accomplish collective activity. If these resources are activated, it will enable them to understand how strategic activity is constructed, which will make the planning easier (Jarzabkowski, Balogun, & Siedl, 2007, p. 9), as well as improving the implementation of the strategy (Varyani & Khammar, 2010, p. 7).

3.4.4. THE 'STRATEGY' IN STRATEGIC PLANNING

Mintzberg et al. (2008) describe that *"we are blind people and strategy formation is our elephant"* (p. 3). Managing and incorporating strategies, we have only seen parts of the elephant and not the entire 'beast', as referred to by Mintzberg et al. By adding up the different parts, one could argue that the entire elephant would be visible, however, the 'beast' consists of more than that. Yet to comprehend the 'beast', one must first understand the individual parts. The ten strategic schools represent the different parts of the strategy-formation 'beast' (pp. 3-4).

Different scholars distinguish between two types of strategic schools, **prescriptive** (concerned with how strategies should be formulated) and **descriptive** (what a strategy is and how it does form) (Rosén, 2011, p. 4). Mintzberg et al. are some of the scholars who have worked with both types of strategic schools. They also refer to these as either **deliberate** (strategies that focus on control, thereby making sure that managerial intentions are realised in action) or **emergent** (strategies that emphasise on learning and understanding through the taking of action of initial intentions). According to Stokes (2008), Mintzberg elaborated on ten different strategic schools, in which three of them are prescriptive with the remainder being more descriptive (p. 254). The different schools are briefly presented and illustrated.

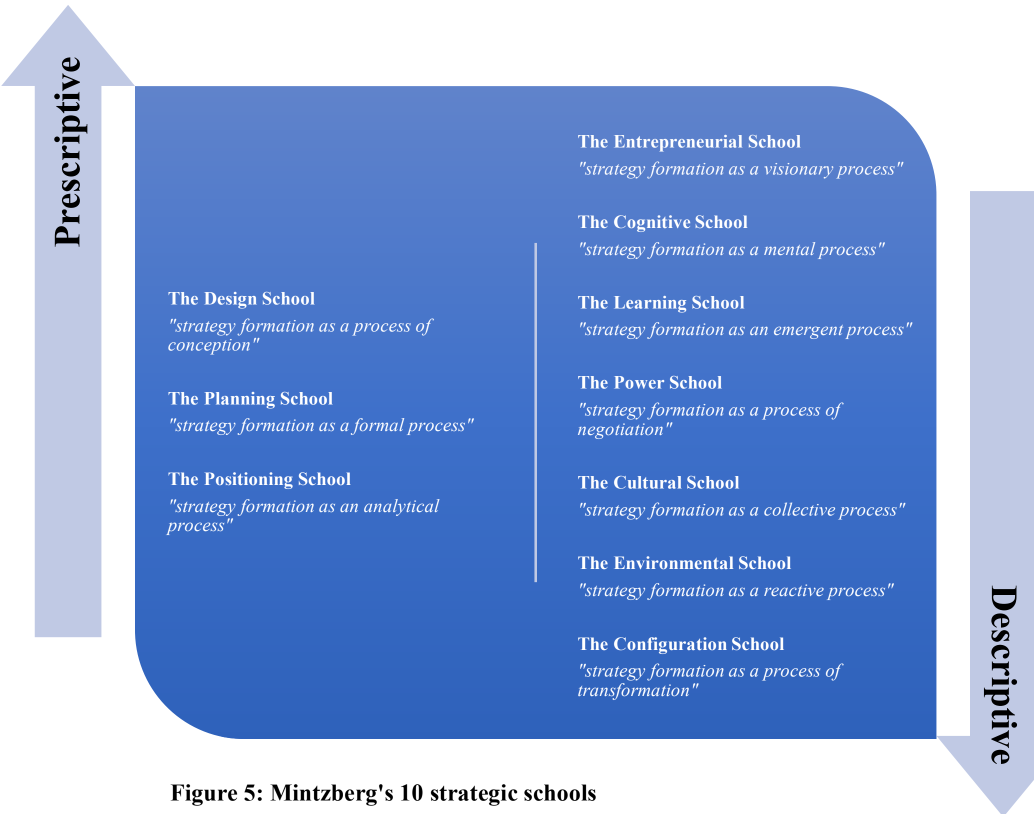

Figure 5: Mintzberg's 10 strategic schools

(Stokes, 2008, p. 254) (Minzberg, Ahlstrand, & Lampel, 2008, p. 5)

Mintzberg's ten strategic schools are not all presented and elaborated in this thesis, as they are not all part of the scope of this project. However, a couple of schools are depicted, as these will function as a vantage point for parts of the analyses.

3.4.4.1. THE POSITIONING SCHOOL

If the "beast" of strategy is as complex as stipulated, how do strategies get produced, planned, and executed? (Minzberg, Ahlstrand, & Lampel, 2008, p. 186). According to Mintzberg et al. (2008), the positioning school emphasises the importance of strategies, and not simply the process in which these are formulated. By focusing on the content of strategies, it opened up the prescriptive side of the field to substantial examination. Thus, adding substance to the field of strategy. The authors further specify that the positioning school argues that only certain strategies are desirable in any given industry. The positioning school has similarities to the planning – and design school, however, there are differences that make the positioning school more context-oriented. It is argued that the strategy in question benefits the organisation's and business' position in the marketplace, thus defending themselves against competitors. A variety of strategic tools can be utilised in this matter, such as product differentiation, focused market scope etc., which are all labelled as generic. One of the elements within the positioning school emphasises that strategies have to be unique, tailor-made for the situation in which the organisation is in. Therefore, it allows this strategic school to create a set of analytical tools dedicated to matching the strategy to the organisation at hand, which helps their competitiveness in a specific industry. The role of positioning is to support the process, not to be it (pp. 86-89, 124).

Despite the positioning school's prominence, the techniques provided within this school do not necessarily develop the strategies needed, however people do. Thus, a single approach towards strategy is not sufficient, one must incorporate a number of strategic schools that supplements one another (p. 115). Therefore, we have included a school that focuses on people and how they can benefit the organisation through past experiences. Furthermore, the positioning school does have certain limitations in relation to its focus, its process and the strategy itself, however, these are not considered essential or of importance in this thesis, as the positioning school will merely function as a fundamental approach, a way of thinking, which is necessary in order to reach a more competitive stand within the tourism industry.

3.4.4.2. THE LEARNING SCHOOL

Mintzberg, Ahlstrand and Lampel (2008) explain that strategy can be learned over time. Within this strategic school, strategies emerge as people, individually or collectively, increase their knowledge and learn about a specific situation, as well as their organisation's capability of dealing with it. In other words, managing strategies are no longer simply about managing change, rather it is about change managing the strategy. Therefore, adapting towards change through what we learn is essential, thereby emphasising that people are in focus (p. 186). Here, emphasis is not merely listening to top management but incorporating the little actions and decisions made by all sorts of employees in the organisation or tourism business, either accidentally or on purpose (p. 188).

According to Quaye, Osei, Sarbah and Abrokwah (2014), the learning school is the most complex of the descriptive schools, as it is initiated from incrementalism, which is described as *"[...] a working method, based on the chain of small, sometimes unplanned, project. This method deploys a step-by-step approach, with many small changes over a period of time"* (p. 140). In other words, knowledgeable and informed individuals in any organisation or tourism business can contribute to the strategy process (Quaye, Osei, Sarbah, & Abrokwah, 2014, pp. 140-141). This process occurs in an emergent fashion, through behaviour that stimulates thinking retrospectively, so that sense can be made of the specific actions. The strategic initiatives are handled by whoever has the capability, capacity and the resources to learn and increase knowledge. The role of the organisation is therefore not to preconceive strategies, however, to manage the process of learning, learning that can be harvested and utilised in any strategic process. Here, it is essential to create a relationship between thought and action, control and learning and stability and change. The learning school will help to create strategies that appear as patterns at the initial phase. Thereafter, they will function as plans for the future, and ultimately be utilised as perspectives to guide overall behaviour (Minzberg, Ahlstrand, & Lampel, 2008, p. 217). Conferring with Quaye et al. (2014), there are different thrusts related to the learning school. One of these is 'learning as knowledge creation', which is imperative for the development of strategies. The ability to create and obtain new knowledge is often at the heart of the organisation's competitive advantage. It is argued that knowledge can be created, shared, improved and justified through collaborative, social processes as well as the individual's reflection of things. This aspect is important, as it will be incorporated in the following analyses.

4 ANALYTICAL DESIGN

4. ANALYTICAL DESIGN

The purpose of these sections is to define and characterise the structure of this thesis' analysis in order to enable a concise extraction of the most precise answer(s) to the problem formulation mentioned in section 1.3. and to enable that the analysis remains focused on this objective. To illustrate it in a more well-arranged and inclusive manner, the analysis has been divided into two main sections. The process in the specific sections is regarded as a chronological approach, which means that when **section 1** has been completed, it will undergo revision in relation to **section 2**, meaning that **section 1** will function as a foundation for this thesis' **section 2.**

Section 1, Destination Djursland's stance, will place attention towards the qualitative research method in which tourism director at DEDJ, FR is questioned about certain topics. Creating the themes, focus has turned towards the strategic disposition constructed from 2012-2015 and the revised edition from 2016-2018, as well as the different literature, gathered from section 3, as this has been utilised implicitly and explicitly throughout the research. The data used for this section of analysis has been limited in accordance with statements from FR. These statements portray a range of answers within the themes; target group (the digital tourist), technology within tourism (digitalisation), strategic planning, and the future role of the DMO. The analysis of these statements is to present and discuss said statements, in order to portray what has been said about the various themes. As these statements and opinions are later used in relation to the construction of our questionnaire, which is addressed in section 2.

Section 2, Tourists' perceptions, will be based on the findings from the qualitative interview. Based on these, the objective of this part of the analysis is to find out how the tourists perceive Djursland as a holiday destination, and how well the destination follows up on the promises made in the strategies and online material distributed by the DMO to the tourists. The analysis is based on the concepts presented in the literature review on consumer behaviour, which will assist in finding out how the tourists discover Djursland, what their perception of the destination was, and if they would revisit the area. This should supply knowledge about any indifference between DEDJ's strategies and marketing material compared to the perceptions of the digital tourists.

5 ANALYSIS

5. ANALYSIS

The following analysis will portray the different statements given by FR, tourism director at DEDJ regarding the themes; target group (the digital tourist), technology within tourism (digitalisation), strategic planning, and the future role of the DMO, hence depicting DEDJ's stance on various matters. Said themes will be addressed chronologically. Thereafter, the findings from the questionnaire will be presented, analysed and related to the literature review. Some questions/figures may seem self-explanatory and obvious, however, instead of assuming things, we have conducted findings to back up what might seem obvious to researchers, readers etc.

5.1. DESTINATION DJURSLAND'S STANCE

5.1.1. TARGET GROUPS (THE DIGITAL TOURIST)

The following part of the analysis will revolve around the **target groups**, and how DEDJ have chosen to make these. Furthermore, it will include the digital initiatives that have been taken in order to attract the **digital tourist**.

According to the two strategies, which laid the foundation for the interview with FR, it was noticed that the focus was primarily on attracting the foreign tourists to come visit the area of Djursland. However, when asked about the importance of foreign tourists compared to domestic tourists, he agreed that these were most important and that they will always have the DMO's focus. Based on overnight stays, Djursland has 55-60 percent Danish tourists, who, according to FR, make up the foundation of the tourists on Djursland (Appendix B ll. 21-25). He states the following:

> *"[...] they (read: the Danish tourists) have ensured a positive development in the years, where the foreign guests stayed away. However, our challenge lies in that there are only 5.5 million Danes [...], and we cannot keep growing unless we can make Danes stay in Denmark during their holiday. [...] that is the reason why we have taken this turn [...] but we just need to focus even more on them (read: foreign tourists). Also, because we have a firm hold of the Danish guests."* (Appendix B ll. 25-30)

During this passage in the interview, FR further argues that one of the reasons for Djursland's attractiveness towards the Danish tourists is mainly due to the local actors in the area, and what they have to offer to said tourists. As Djursland is fairly small in size, it is easy for the tourists to do a lot without having to drive long distances to explore sights and visit attractions (Appendix B ll. 176-180). Thus, he states that DEDJ simultaneously focus on both the Danish – and foreign tourists, but argues that the Danish tourists may have reached a number that is hard to expand. Thus, focus is now on reaching a higher number of foreign tourists compared to the present total. In connection to this, FR mentions that focus has been on increasing the number of Norwegian and German tourists (Appendix B ll. 26-27, 31-32).

According to FR, the primary target group for Djursland is 'fun, play and learning', as the attractions on Djursland are focused around this segment. Besides the primary target group, DEDJ emphasise on the segment named 'the good life', as these are important throughout the year where the primary segment is focused around different holidays (Appendix B ll. 42-47). Thus, it could be argued that the peak season is primarily concerned with 'fun, play and learning', whereas the shoulder-season is focused on attracting 'the good life' and on preparing for the following year. The target groups are also divided on the kind of marketing that are being produced in order to attract more tourists. According to FR, it depends both on the market as well as the kind of tourist that DEDJ want to attract to the area. Therefore, one may indicate that DEDJ are trying to create certain attitudes and perceptions of Djursland, which could potentially increase the likelihood of reaching more tourists. The attitudes are learnt behaviours, which could provide the opportunity for the DMO to impact on the tourists' future behaviour and create positive attitudes towards Djursland. In so doing, the perceptions of Djursland might also have a positive impact on the destination image (section 3.1.5. and 3.1.7.). This is depicted, as FR states:

> *"[...] if we focus on the Danish market, then the printed ads are practically gone. We do this for the simple reason that you cannot measure on it (read: the results), which means that we do not know if it works. We can only guess. [...] then we use ad-words, display ads, SEO, and collaborate with organisations such as Danish Coastal and Nature Tourism in relation to the Danish market (as a group), is also spending a lot of time online"* (Appendix B ll. 62-67)

Thus, one could insinuate that the Danish tourists are exposed to the online media rather than physical ads, as DEDJ turn their attention towards online parameters. It should also be noted that the marketing material produced for the main segment is revolving around Djurs Sommerland, as this is one of the main reasons to visit the area for the specific segment; 'fun, play and learning' (Appendix B ll. 51-54). In contrast, the foreign countries, to some extent, still prefer the physical ads and materials rather than reading the information online. However, this is purely based on the recommendations by VisitDenmark, thus illustrating what they believe is the best way to reach said target groups. The use of VisitDenmark's data and know-how might provide a basis for which trends that currently affect the markets, however, by simply doing what VisitDenmark presents may not necessarily be the best option. It is argued by Yeoman that the hard-core digital tourists are primarily between 15 and 34 years of age, which thereby presents a relatively small target group for the completely inveterate digital tourists. As such, there may still be digital tourists, who find out about Djursland through physical ads. However, the in-depth search for information and inspiration is hereafter conducted online. By simply cutting these channels, there may be a lost share of the market, which could potentially have raised the overall number of tourists. Furthermore, in this context, the approach of placing an entire country into a box may be viewed as generic, which is following the principles of the positioning school, where the models and frameworks are being utilised to a large extent. One could insinuate that DEDJ somewhat neglects the multivariate cultures and trends of a country, thus implying that placing different countries in one box is problematic despite of similarities, as it could potentially leave out certain tourists, implicitly affecting the destinations ability to attract certain tourists and arguably their competitiveness. Therefore, DEDJ could consider an approach that also targets the partially, digital tourists in Denmark, Norway, and Sweden, which FR mentions has transferred completely towards the digital era and do not receive any printed material (Appendix B ll. 69-75). One of the actions that indicate a change in the structure of the DMOs controlled by DEDJ is that all elements, which have been deemed unnecessary, to the tourists have been cut off. This is seen in the following quote:

> *"We have closed the tourist office, but then again not completely. […] if you have a certain age, let us just say 60-65 or above, then you may think it is the most horrible thing that could have ever happened, as you are unable to walk in and get a brochure. Oppositely, we choose to say that instead of having three tourist offices on Djursland, we have two locations where it is possible to get personal service. In turn, we have 30-35 sites where you can access it (read: information) digitally, plus you can do it on your smartphone. So, we are changing, and we do it to make it easier for the guests"* (Appendix B ll. 124-131).

Arguably, if tourists want personal service or assistance from the tourist office, they are obliged to travel 20-25 kilometres, as all bureaus are closed in the northern part of Djursland. In order to overcome this challenge, DEDJ have ensured the possibility to access the material digitally, which is also seen in the quote above. Thus, they seek to present the information digitally, if it is possible, instead of relying on printed material (Appendix B ll. 133-137). This also correlates with the characteristics of the digital tourists, who are using the internet more and more in their search for information. According to Gretzel, Fesenmeier and O'Leary, the tourists have become empowered by the internet due to the vast amount of data that is easily accessible. However, it also provides the DMO with the opportunity to stay up-to-date, and thereby increase their level of quality and meet expectations. The process of digital initiatives like the one above could be referred to as the '5 Ws of Technological Use', which illustrates which criteria that need to be met when converting from physical to digital sharing of information (section 3.2.1. and 3.3.3.). Here, all factors could be relevant for DEDJ to investigate, as they all possess difficulties in terms of deliberating, planning and executing the individual 'W'. Arguably, this might uphold the DMO's time and resources, as the focus on this strategic planning approach should be comprehensive to ensure each criterion is met. Initiating this process, DEDJ must abide by the fact that certain resources are earmarked to the implementation and execution of the approach and cannot be utilised elsewhere despite the need for such deviation. If DEDJ veers from said approach, it might have some consequences, as focus lost from e.g. 'when', tourists may experience information that is not necessarily corrected thereby giving tourist expectations, which in the end could damage the destination's overall rating from said tourist.

Furthermore, it is argued that paper or printed publications have not become obsolete in the organisation, as *"we (read: DEDJ) use the exact same amount of paper, as we have done in the last 5-10 years. So, it is not gone. Online just comes on top of it and makes things easier"* (Appendix B ll. 139-140). In relation to this, FR also mentions that printed material cannot be renewed instantly when it has been printed and distributed. This limitation is not present in relation to the digital information. FR argues that this is vital as new events or attractions can emerge quickly, which may be of importance to the digital tourist (Appendix B, ll. 143-146). Moreover, one could insinuate that since the DMO converts printed publications and information to online medias, they adapt towards the digital tourist and their needs. Thus, one might allude that this is an advantage that assists DEDJ in the pursuit of attracting and retaining digital tourists. This is in alignment with Buhalis and Law's statement regarding the imperativeness of technological parameters, as these possess an advantage to the destination, as their chances of attracting tourists increase (section 3.3.1.). However, it can also backfire if the local actors cancel the event, or a store that promotes itself as open decides to close a given week. This will lead to unmet expectations, which, according to Andereck, McGehee, Lee and Clemmons, will influence on the level of satisfaction with both the marketer and the local actor (section 3.1.4.), which could influence negatively towards the destination competitiveness, as tourists might deselect the destination. Moreover, this also coheres with Gretzel, Fesenmaier, Formica and O'Leary's utterances, as they express that DMOs must refrain from investing their budget in printed materials and focus on how said financial investments could be utilised in a more modern perhaps Internet-based approach, thus helping to manage the communication to stakeholders by allowing the information the DMO want the tourists to receive to go more easily. However, it is imperative to keep in mind that simply by substituting an existing way of doing things with a technological approach does not necessarily mean that things will be easier to handle. On the contrary, according to another bureau director, really engaging in technology is difficult and time-consuming (section 3.3.3.).

5.1.1.1. SUB-CONCLUSION

As presented above, DEDJ are heavily focused on attracting the segment; fun, play and learning, which is the primary target group during the peak season. In the shoulder seasons, emphasis is on 'the good life', which has a wider appeal during the less crowded seasons. Additionally, the target group has shifted to focus more on foreign tourists primarily from Germany and Norway. However, the Danish tourists are still the most important segment. Furthermore, DEDJ have changed their focus during the recent decade to being a highly-digitalised organisation, which provide the tourists with information through digital medias. As found in the analysis, it can be argued that DEDJ have limitations in their approach to marketing, as only online marketing might still be too radical and leave out potential visitors to the destination. This was further emphasised in the argument that substitution of approaches will not necessarily make things easier or better.

5.1.2. TECHNOLOGY IN TOURISM (DIGITALISATION)

This part of the analysis will focus on the technology in tourism and present in which areas DEDJ have chosen to implement digital technology and what impact these initiatives have had on the tourists.

DEDJ highlight that a competitive parameter to attract and retain tourists is to have an online presence. Here, FR mentions that if you are not online, you are not present on the market i.e. in the mind of the tourists (Appendix B, ll. 82-83). In his world, *"the online forum is a natural element in what we (read: DEDJ) do"* (Appendix B, l. 83). Thus, one's online presence is *"a prerequisite that things are possible. Otherwise, you can just as well close the shop"* (Appendix B, ll. 87-89). Said statement from FR correlates with the depiction of technology's importance in tourism, as mentioned in section 3.3.1. Here, Buhalis and Law state that the technology and different online communication channels impact and transform local and regional tourism services and offerings, thus constituting one's presence as imperative (section 3.3.1.). Nonetheless, according to FR, one must not forget that a tourist's experience is first really experienced when being at the destination. People can easily be placed in front of their screens at home, however, this is *"[...] merely a part of the full experience. [...] in principle, one should be careful with this (read: virtual reality), as we need for people to come"* (Appendix B, ll. 103-104). Thus, emphasising that the physical experience is imperative in relation to the tourist's experience. Also, this is where the touristic features become relevant, which FR express is important when making sure that consumers and tourists travel to the destination (Appendix B, ll. 109-110). In alignment with FR's utterances, Tarlow agrees that technology within tourism has provided an abundant amount of advantages, however, one must not forget the physical dimension, a culture meeting another culture, the movement of people etc. Concurrent with this, Ernst and Young express this further by stating that it is important to face the implications of digital change and to have this is mind in every implementation hereof, particularly the loss of control over the relationship with the tourists (section 3.3.4.). In relation to the presented literature in our thesis, DEDJ understand and acknowledge the physical dimension. Since FR states that the online manifestation of the DMO is a prerequisite for survival, he argues that it should have their focus at every moment of any given situation. However, to be realistic, DEDJ focus on the digital aspect during different phases; online marketing (trying to persuade guests to visit their destination), on-site services (illustrate what they can do when they arrive), and guest service (assist the tourists whenever they inquire it) (Appendix B, ll. 97-99). Arguably, FR mentions that he utilises the advances of digital initiatives in different phases of the holiday. This corresponds with Cvetkovic and Jovanovic, as they emphasise that it is important to portray different technological approaches and systems that help management to control tourist activities, as well as in the decision-making process. One could argue that FR understands this, as DEDJ utilise technology in regards to activating and persuading tourists in their decision-making process and during their experiences on-site (section 3.3.2.). Nonetheless, FR does not mention the possibility of reviewing one's experience after having visited Djursland. Thus, this does not comply with Litvin, Goldsmith and Pan, as they state that WOM/eWOM is ranked to be one of the most essential sources to gather information and influence the tourists' basis for decisions. Especially intangible products, as the tourism sector is filled with, are problematic to evaluate prior to its consumption. Based on this, one might insinuate that placing attention towards these digital information sources could prove to be a competitive advantage for DEDJ. (section 3.3.2.). This is discussed further in section 5.2.2.

The digital initiatives conducted by DEDJ are comprised of different reasons in order to fulfil specific purposes. First, FR mentions that they have brought down the majority of the physical tourist offices/information centres and have advanced towards digital efforts, thereby making the guest service more easily approachable and obtainable. The remaining two offices (Grenaa and Ebeltoft) will function as an entity for those who still prefer personal service or assistance. As compensation, DEDJ have made 30-35 different online initiatives that benefit the tourist in search of their information (Appendix B, ll. 124, 128-133). The reason for shutting down the majority of the tourist offices was that the pre-existing offices had to cover a large area (Djursland), which meant that the distance from several cities, attractions and activities were between 20-25 kilometres from said offices. According to FR, *"[...] this is not proper guest service"*, and was therefore shut down (Appendix B, ll. 134-135). The offices nor the physical publications are not completely obsolete, rather, DEDJ have merely placed the digital aspect on top of everything else, thereby making things easier for the DMO (Appendix B, l. 137, 140). However, when adapting towards the digital era, marketing activities online etc., it is imperative that the different activities and arrangements are completed. Otherwise, DEDJ compromise with the quality of said activities, and there is only one place to complain, and that is to those who told the tourists about the activity in the first place, namely the DMO (Appendix B, 598-601). Thus, conferring with FR, *"[...] we have to be able to deliver [...] what we promise in our marketing"* (Appendix B, ll. 603-605).

Second, DEDJ have designed, constructed and launched 'Djurspakken', which has, according to FR, *"[...] increased the tourism consumption at their destination, number of overnight stays, enhanced their competitiveness"* (Appendix B, ll. 159-162), and the initiative has also increasingly generated a positive turnover throughout the years (Appendix B, l. 184). Originally, DEDJ launched 'Djurspakken' to sell tickets to their attractions/activities, and because they believed no other organisation or DMO could. Previously, different platforms and approaches have been constructed, i.e. 'oplevelsesbooking', to increase the likelihood of tourists purchasing additional tickets to attractions and activities, however, as these did not incorporate the possibility of buying overnight stays, they have not been successful (Appendix B, ll. 165-168). Here, DEDJ constructed and integrated a technological initiative that showed they had learned from previous attempts. This could be interpreted as a principle from the learning school, as DEDJ have made use of a specific tool in order to improve their destination. However, it was deemed unsuccessful, which thereby makes something DEDJ have learned from and could utilise later on in terms of improvements when similar initiatives might be implemented (section 3.4.4.2.). In so doing, one could imply that the foundation for improving their position on the market would increase, as they show the ability to adapt and learn from previous mistakes, thus knowing what to do/not to do.

In accordance with Buhalis, this (Djurspakken) may lead to an optimisation of tourism impacts and the achievement of one's strategic objective. Arguably, as stated by Wu and Pearce, this could help the DMO integrate towards the digital era, thus improving their chances of 'surviving' (section 3.3.3.). Conferring with FR, the *"[...] only way to make money is when you simultaneously sell beds"* (Appendix B, ll. 168-169). The idea with 'Djurspakken' is that DEDJ make consumers acquire some tickets for the activities and attractions on site by simultaneously procuring an overnight stay or perhaps several. In connection with DEDJ's digital initiative, they have seen that it is plausible to do so (Appendix B, ll. 176-179). According to FR, this is because some of their main attractions are *"reason-to-go for many people"* (Appendix B, l. 174).

Nonetheless, according to FR, DEDJ are aware of some of the limitations that may arise when dealing with digital initiatives and improvements. E.g. they had previously utilised something called 'net-promotor-score', which is a measuring method that signifies the destination's ambassadors[7], what kind of online platforms these use, and approaches they have towards retaining information. However, this became obsolete after a specific timeframe, which meant that the DMO cancelled this type of initiative, as it proved to uphold more resources and time than first anticipated. Arguably, this could illustrate DEDJ's ability to be critical towards the fact that digitalisation may not be beneficial in every way possible, as it may possess certain limitations that the DMO, or any other organisation, cannot overcome or outmanoeuvre. In this specific relation, **time**, **resources**, and the **work burden** became too much (Appendix B, ll. 149-154). Furthermore, FR also mentions that competition intensifies due to digitalisation, which makes it more difficult to succeed and

[7] The ambassadors are people who spread positive stories, interpretations and WOM of Djursland, thereby trying to spread a positive image of the destination, which could persuade tourists to visit/re-visit the destination.

survive, as tourists now have more destinations to choose from (Appendix B, ll. 330-333) To sum up, FR states that *"[...] the more online one goes, the messier it gets"* (Appendix B, l. 522). FR is aware of different limitations that may arise dealing with digital improvements and approaches. Arguably, as depicted by Santos-Ong (time/financial issues) and Sakulsureeyadej (work-burden/education), said parameters also possessed to be a challenge for DEDJ. One could imply that FR understands the issue regarding the constructivist challenge, as stressed by Alford and Clark. Here, they explain that the usage of technology, the implementation, and interaction hereof must be done by participants who understand the issues at large, the work burden etc. As illustrated in this section, FR mentions that the work burden became too much, which could, according to Alford and Clarke, affect the outcome of the interaction with said technology. Thus, FR avoids any disturbances by cancelling the usage of the specific technological advancement, as interaction and usage of this became too much for the individual participant (section 3.3.4.).

DEDJ were asked what percentage of their budget is utilised on the digital aspects. According to FR, their marketing efforts are divided equally in relation to monetary funds, however, regarding resources such as time, their online activities outweigh the physical marketing. The reason for these differences are because e.g. paper is still costly to purchase, distribute etc., and the fact that it requires more attention from the DMO's employees (Appendix B, ll. 282-286). FR does not explain what it explicitly requires, however, he may indicate that the online tasks are both costlier, more time consuming, and demands a higher skill-set from the employees.

5.1.2.1. SUB-CONCLUSION

As presented above, to a larger degree, DEDJ place emphasis towards the digital aspects, however, they have not completely cancelled their printed publications. Nonetheless, the DMO understand that their online presence is paramount to the success of the destination. Furthermore, they have initiated different initiatives, such as 'Djurspakken' and closed down physical tourist offices, which has been successful. Proven unsuccessfully, DEDJ cancelled the initiative 'net-promotor-score', since it presented to have a higher work burden than anticipated. Hence, the outcome did not outweigh the digital effort. Additionally, FR presents different limitations towards digitalisation, which one needs to consider while adapting towards new technologies and the digitalisation in general.

5.1.3. STRATEGIC PLANNING

The analysis of strategic planning will present the favoured strategic initiatives from DEDJ, and how the DMO embrace change as a part of strategy. Furthermore, the analysis will question and challenge the approach presented by DEDJ, and argue for the importance of incorporating some kind of strategic planning initiatives when creating strategy.

The construction of their previous strategy was handled by VisitDenmark, as DEDJ became part of a larger project, which focus were on marketing the different destinations in Denmark as 'all-year-tourism-destinations'. According to FR, realistically, this term has never been possible to uphold in the majority of the Danish destinations, and the word misguides the tourist by indicating that DEDJ have as many tourists in January as they have in July (Appendix B, ll. 536-545). The DMO decided to take matters into their own hands, and they created their own strategic disposition from 2012-2015, simply because 'all-year-tourism-destination' did not function communicatively to regular folks and tourists in general (Appendix B, ll. 554-555). The 2012-2015 strategy focused, among other things, on the verbalisation of the 3+9 concept. DEDJ's peak season would be the three months, whereas the remaining nine months should function as the shoulder season. The majority of the revenue created should come from the three months, and the remaining nine months would allow the destination to profit a bit more on everything, if possible (Appendix B, ll. 568-569). To increase emphasis towards the nine months, FR mentions that they target 'the good life', increases their attention towards foreign markets, and puts greater focus on Danish feasts and religious festivals (Appendix B, ll. 574-585).

Generally speaking, FR depicts that taking chances and being willing to do different things are necessary within tourism. He states that *"[...] if there is a growing interest in the Swedish market for Christmas bazaars, why not take advantage of that. If we can move Swedes from Medio November to Medio December, then let us do it [...]"* (Appendix B, ll. 586-589), which clearly depicts his opinion. Further emphasising this, he mentions that the ability to push forward and try something without knowing whether it will succeed or not is beneficial for DEDJ. If the destination had not been committed to adjust and prepare to change their strategic disposition, they would be in a similar situation as the rest of the country. Arguably, DEDJ would have gone around in circles for the last five years to figure out whether different initiatives could be accomplished or not (Appendix B ll. 627-629). FR stresses that if DEDJ want to entitle their existence and deliver on what they set forth, they have to adapt. He states that:

> *"[...] one thing is that strategy 'runs' in a three to four-year period with assumptions, objectives etc. that one must abide to. However, we have to be able to, which we did from 2016-2018, revise our strategy, so it coheres with different elements [...] There are not many new revelations in the new strategy, but there are matters that we have had to deselect [...] Presumably, it will keep developing like this [...] and we shall not stick to something determined three years ago, if it does not conform to the current environment. If it does not work, leave it out"* (Appendix B, ll. 618-625).

Here, FR could emphasise that he and the destination are fed up with bureaucracy and that he will change the course of things, if he, based on the industry's development etc., sees fit. And when asked whether he sees DEDJ as adaptable, he replies *"yes, yes and yes. That is how we are built [...]"* (Appendix B, l. 755). Arguably, in relation to this thesis, one could imply that this is an imperative asset to DEDJ in increasingly focusing on the digital tourist.

Overall, the fact DEDJ made different strategies could provide testament that the destination understands the meaning and effect of strategy, and how it may help the organisation achieve its objectives. This is further emphasised, as FR states that *"our (read: DEDJ) strategies are typically a point of orientation, which dictates our tasks [...] Furthermore, these also provide us with the political endorsement of the future objectives"* (Appendix B, ll. 756-761), clearly accentuating that strategies are imperative. Arguably, FR's understanding of strategy and strategic planning's importance correlates with Rosen, Wolf and Floyd & Phillips and Moutinho, as they state that said management tool is essential in order for survival and a continuous competitive development in a highly competitive industry (section 3.4.1. and 3.4.2.). In general, the alteration of the previous strategy could insinuate that they adapted in order to survive and stand out, as a destination amongst many. The fact that FR mentions that DEDJ's willingness to change and adapt, if different initiatives and approaches show a significant promise, may indicate that the destination's tactic towards strategic planning and adaptability is a highly positive one. FR makes a point of this, as he states: *"[...] if one does not adapt, one cannot survive. That is just the way it is"* (Appendix B, ll. 638-639).

Nonetheless, the tourism director portrays a certain mentality that may be beneficial but perhaps also disadvantageous in relation to strategic planning and the implementation hereof. He mentions that *"[...] sometimes we have to try things – and yes, sometimes we should not have done it. It had some expenditures [...] and perhaps we should have done things differently"* (Appendix B, ll. 630-633). One could insinuate that he questions whether initiatives, strategies or the actual implementation of such should be so controlled and planned – or perhaps he is even reluctant towards this form. His statement could portray a somewhat positive attitude towards the principles and practices of laissez-faire. In general, the laissez-faire approach regarding testing and implementing things without having a series of plans or approaches conducted does not correspond with the literature mentioned in section 3.4.1 and 3.4.2. Here, the 'planning' in strategic planning is imperative, as it helps improve the quality of the initiatives and the DMO's general output. Furthermore, planning concepts, initiatives, and the implementation hereof benefit DEDJ, as planning aids with proper management that once again benefits the level of quality (section 3.4.2.). Nonetheless, one could also argue that DEDJ possess planning but in a more unorthodox manner like the principles of the learning school, which has an approach of 'learning as you go' and that failing is acceptable, if there is a learning outcome from the experiments that could aid in future implementations (section 3.4.4.2.). FR mentions that they adapt and change if necessary, thus illustrating that if DEDJ's strategic objectives may be hindered from occurring, they will change and plan another approach that says "let us just try it", thereby insinuating that having an unstructured plan to planning may also be somewhat an approach to planning. However, one could imply that successful implementations and modifications of initiatives are not developed and processed based on a simple hunch. Thereby insinuating that said initiatives are constructed through controlled environments. Thus, said unorthodox approach to planning may not necessarily be advantageous.

Is it possible that the different changes made or perhaps the ability and/or willingness to change could possess a negative influence on DEDJ's strategic planning? According to FR, DEDJ revised the strategy from 2012-2015 and constructed a somewhat similar strategy that should obtain for 2016-2018. Here, the DMO downgraded their objectives in relation to annual tourism consumption, the number of full-time positions, the amount of overnight stays etc. In other words, the economic and avocational goals were prioritised negatively in relation to the previous strategy (Appendix B, ll. 639-644). However, the reason for the changes was not due to anything prescribed in the preceding strategy. These were implemented because of the prospect of DEDJ's ability to predict their growth potential. FR states that:

> *"[...] these adjustments are a question of how we can create growth [...] If we want to grow 10 percent, but realistically only has the capability of a 4-5 percent increase [...] then we have to retrench, downgrade tourism consumption and thereby full-time positions"* (Appendix B, ll. 646-648, 653-654).

It is possible to insinuate that instead of lowering the goals' priority, DEDJ could look at the approaches, initiatives, and focus points taken to achieve the said objectives, thereby trying to meet expectation by upgrading emphasis towards these, which may increase the possibility of reaching said goals.

5.1.3.1. SUB-CONCLUSION

Previously, DEDJ operationalised their strategic efforts through VisitDenmark, however, as their utterances or objectives became too unclear for the destination, they structured and created their own strategic propositions. In general, FR believes it is imperative for a DMO to be able to change and adapt to the industry and the market's conditions. Thus, DEDJ recognise and understand the importance of strategic planning, and how it might benefit the destination, stakeholders etc. Nonetheless, DEDJ show a somewhat laissez-faire attitude towards the 'planning' part of strategic planning. Here, FR mentions that if they believe something is interesting, they would simply throw themselves out there and begin handling and managing different initiatives based on said interest, thereby giving little regard to the planning part. Thus, it is believed that DEDJ could benefit from strategic planning rather than simply 'learning as we go', which seems to be the existing approach.

5.1.4. THE DMO'S FUTURE ROLE

This part of the analysis will primarily focus on the collaborations between DEDJ and other stakeholders, and FR's perceptions of what the future might hold for the DMOs.

Conferring with FR, the collaboration between DEDJ and the local actors in the field of tourism is going well. He mentions that co-operative efforts have become a natural part of running a business on Djursland in order to maximise profits. The local and regional stakeholders within the experience economy that support 'Djurspakken' are approx. 100 percent and nearly 75 percent of the different suppliers within accommodation supports it as well. This is exemplified by the fact that 18 out of 19 camping sites on Djursland are part of overall collaborations, which is the case because of awareness from said camping sites that they are not the main reason to visit the destination. Rather, they support the main reasons. Thus, the main reasons to visit Djursland are the attractions such as theme parks, zoos, scenery and the like (Appendix B ll. 297-307). It is only after the tourists have decided what they want to do that they find out where to stay, which the actors offering accommodation are already aware of (Appendix B ll. 304-305) Therefore, it seems that collaboration is a natural part of being located on Djursland. It is argued that the high level of commitment is due to an effort during the last two decades, which may have promoted a culture that standing outside of the collaboration is a "no-go". Thus, possibly making it kind of a normality (Appendix B ll. 309-313). Nevertheless, if organisations and SMTE's want to be a part of 'Djurspakken', they have to celebrate and share a sense of solidarity to the region. Otherwise, they cannot be part of it. According to FR, this philosophy works well, as it argues for more participants in the collaborations set forth by DEDJ, and as the DMO can present how large the growth potential is, this also benefits the chances of more stakeholders joining in (Appendix B, ll. 194-196, 185-186, 223-225). FR mentions that *"[...] you cannot be part of Djurspakken, if you do not want to be part of the community [...] and it has actually been an argument that safeguards our principles and a way to increase the level of supporters and stakeholders"* (Appendix B, ll. 224-227). This could be an indication of the digital media's strength as the tourists, according to Buhalis and Law, will search for their information about their holiday online. Furthermore, the digital tourists are characterised by utilising the digital media platforms to either book overnight stays, read reviews, look for exceptional value for very little money etc. Thus, in order to accommodate the digital tourists, convenience seems to be a plus, which thereby might make 'Djurspakken' a good investment for the local actors (section 3.2. and 3.2.1.).

However, even though DEDJ seem to have created a solid foundation in terms of getting the local actors to participate in a collaborative manner, FR argues that a more urgent challenge is the size of the Djursland as a destination. He states the following:

> *"The problem is just that the entity (read: Djursland) becomes too small - at least to the international guests. That is also why we make our collaborations – especially Norway in relation to "now when you get down here, or now that you have chosen our area, then Djursland has an attraction named Aarhus. We also have an attraction named Randers, however it is not that interesting, but Aarhus is"* (Appendix B ll. 320-324)

Thus, FR presents Djursland as an area that has become too small to accommodate and satisfy the number of tourists visiting, which is why they have established collaborations with larger cities in the nearby area. Another reason for the ‘expansion’ of Djursland is also to appeal to tourists, who are going on holiday. DEDJ are aware that tourists will, at some point, visit Aarhus a couple of times as well as Billund. This is primarily the Norwegians, as their behaviour in terms of driving is different compared to the Danes, who are more reluctant to drive long distances when being holidaying in Denmark (Appendix B ll. 331-334). He further mentions that the Norwegian behaviour is a sign of the changes in the tourism industry, where almost every destination is in competition with each other*: “[...] principally, today, we are in competition with the whole world, [...]”* (Appendix B ll. 339-342). This illustrates one of the challenges with the digital advances related to tourism – at least for DEDJ. However, FR argues that the destination is lucky to have an attraction that is as important to the Danish tourism industry as Djurs Sommerland is. He mentions that the theme park had somewhere around 800,000 guests last year, which thereby indicates that the attraction is capable of generating tourists on its own. Additionally, this is also beneficial to SMTEs, as said tourists are likely to visit other places on Djursland as part of their visit. Therefore, DEDJ highly value their collaboration with Djurs Sommerland (Appendix B ll. 357-369). Furthermore, Djurs Sommerland has a natural authority that inspires the other actors to be part of the co-operative efforts located at Djursland:

> *“A long way down the road, Djurs Sommerland says “you need to be a part of the collaboration in order for us to collaborate” [...]. This means a lot to our smaller businesses providing accommodation need to be part of the collaborations as well [...] also because it has been proven that it gives something more in terms of revenue [...]”* (Appendix B ll. 360-367)

FR thereby states that the collaborative efforts with Djurs Sommerland set a specific mentality forward, a mentality that emphasises that it is only natural that other actors are interested in being a part local and regional co-operations on Djursland. In relation to the collaborations, the role of DEDJ is to coordinate the different members and to create marketing for the area. The coordination of members is about gathering the different actors under their specific segment, i.e. camping sites, in order to supply them with information about what DEDJ think, and what specific attractions that could be useful for them to create a package deal with. In terms of marketing, DEDJ primarily focus their efforts on the attractions and sights that cannot market themselves, stating *"who is it that market the national park, or the beaches, or the biking trails, or Ebeltoft as a town overall"* (Appendix B ll. 382-383). Another part of the collaborations in terms of the coordination has been 'Djurspakken', which is, as previously mentioned, a major investment in a common booking site that help tourists to book an entire package without having to visit several pages. Everyone in the collaboration gets to be a part of 'Djurspakken', which may also be one of the reasons for the actors' high level of commitment in relation to the collaboration (Appendix B ll. 388-394).

The collaboration may also help the smaller actors that are not necessarily as conspicuous as the major attractions in terms of presenting what they are capable of. According to FR, there is a major focus on local food experiences and products within tourism. This is something DEDJ are trying to highlight through their marketing, as the destination has several businesses involved with local food products. The issues connected to these actors are their relatively small size and low level of exposure compared to the well-known actors at the destination (Appendix B ll. 399-404).

> *"[...] one of the things we want to be a part of is to make sure that we can present them (read: the products) as a complete package. [...] instead of having 2-3 microbreweries, and some who produce national park steaks [...], we try to gather the entire package and say "listen, you are actually able to try all of this"* (Appendix B ll. 401-404).

In order to accomplish this objective and present the tourists with an entire package, DEDJ are working on an idea to deliver a picnic basket to holiday home tourists, in order to introduce them to the local specialities (Appendix B ll. 404-409). Another part where DEDJ have a significant role in the collaboration is to provide the tourists with all services possible. This is especially linked to the start-ups, which seek to establish themselves within the field of tourism on Djursland. An example of this is illustrated in the quote below.

> *"The same applies to [...] small businesses within the area that concerns nature interpretation. For instance, to make sure that if there is anyone who wants to offer something related to bicycling holidays, but do not know how to do it. [...] Some need to rent out bicycles, if people do not bring their own, there is also someone who needs to make sure they get a lunchbox, and there should be someone who makes sure they have a place to stay. Also,*

there is someone who needs to make sure that they are provided with a decent map specifying the different bicycling trails etc. This is the connection, we are trying to make" (Appendix B ll. 432-438).

Thus, it seems a part of the collaboration is focusing on increasing the level of awareness from the SMTEs on Djursland, as they are the ones with a special product but also lacks the financial capital to present it through marketing. This is a burden that is not present for those in possession of the abilities and capital, namely larger attractions and businesses. Furthermore, know-how for newer firms is essential as well. These also support the idea that DEDJ seek to raise the overall level of quality of the entities, and thereby try to increase the positive attitudes towards the destination (section 3.1.5.). FR states that the DMO are in a good position to demand a certain level of quality from this group of actors, as they would otherwise be left out of the community (Appendix B ll. 421-425). Another area where DEDJ see an opportunity to co-operate is on the actual nature on Djursland, which currently is a free experience. FR presents the idea that it could cost between DKK 20 and 50 to be allowed access to the national parks on Djursland. In so doing, the tourists could have certain expectations about the product and its quality. He sees this as a positive thing, which will also enable them to market it on 'Djurspakken', as it only includes on attractions that have entrance fees. This presents a possible expansion of the attractions on 'Djurspakken', and it might also create jobs, as there will be money to pay for people that can maintain the areas in question (Appendix B ll. 424-440). Overall, it could seem DEDJ are trying to appeal to the personality and self-concept of the tourists and understands the importance of creating individual experiences that appeal to said tourists. The destination may be trying to present a social self-image to the tourists in presenting itself to others as a social entity. Thus, DEDJ might hope to appeal to the 'real self' of the tourists, and thereby make Djursland coincide with the personality and self-concept of said tourists (section 3.1.6.).

Besides the collaboration between DEDJ and the local actors on Djursland, FR further depicts that the DMO have made partnerships with organisations outside the area of Djursland. Accordingly, this collaboration can be viewed from three angles, namely the guests, local stakeholders, and the municipalities. Looking at the guests, it is argued that they have somewhat succeeded in their efforts to attract new tourists due to the financial outcome from the collaboration between the local actors. The expansion of the partnership outside Djursland has also enabled them to market themselves as a larger destination with more attractions in comparison to Djursland alone.

Although the partnership has benefitted the destination in terms of a larger segment, there is still an issue regarding the collaboration with the local stakeholders and actors as they, according to FR, seek to maximise their own profit. This could indicate a clash between the collaboration and the idea of a single entity, and the focus on one's own interest (Appendix B ll. 447-452). Finally, the municipalities are challenging, as politics can create a long process of getting things initiated and implemented. Additionally, FR presents a challenge with a partnership of this scale, as several destination managers may need to be reduced to only one, which may not be in everyone's interest. Therefore, VisitAarhus and DEDJ have initiated a partnership. The other municipalities can join the co-operation, if they wish, but only on Aarhus' and Djursland's conditions. Here, emphasis is to avoid local mudslinging, and to focus on growth and the attraction of tourists to the entire area, as well as ensuring a certain level of quality to the products presented to the tourists (Appendix B ll. 458-479). This could be seen as a way to translate priorities into resources. DEDJ and VisitAarhus have decided to undergo a partnership in order to exploit the resources, which in this case are the attractions that could potentially attract tourists to the area. In so doing, there is a possibility that both parties could benefit from the tourists, as they are being exposed to both Djursland and Aarhus as destinations. Therefore, according to Ketokivi and Castañer, this may be categorised as strategic planning (section 3.4.3.), whose purpose might be to increase the attractiveness of the regional destination, thus trying to improve the regions competitive stand as a totality.

It seems the keyword about DEDJ is collaboration, specifically the initiatives above, marketing, coordination of events, and know-how to new businesses within tourism. However, when asked about his thoughts on the future of the DMO, FR argues that tasks may change by stating: *"[...] in the previous years, there is a natural development in what needs to be solved. [...] and there is a shift in which businesses can do the job themselves"* (Appendix B ll. 491-493) This indicates that the role of the DMO may change, but that it depends on the natural development of the area. It is further argued that some of the tasks, which are currently taken care of by DEDJ, may be transferred to the municipalities concurrently with the growth of the destination's physical area of interest (Appendix B ll. 493-501). Furthermore, FR argues that the role of the DMO may also increase in the area of marketing, collaboration and the ensuring of service quality. Thus, focus is likely to no longer involve the non-commercial projects, which is currently an area of interest (Appendix B ll. 502-509). By focusing on specific areas instead of broadening the scope and one's attentiveness towards several areas, DEDJ seemingly approach strategic planning as an integration of communicative and participatory elements. This is a way of generating consistent goals, and communicate with the stakeholders and employees in order to create consistency at all levels of interest for those that will be affected by the changing strategy, which in this case might raise the level of quality on commercial projects (section 3.4.3.). Additionally, in regards to a future role of being an orchestrator instead of a promotor, it is mentioned that this, to some extent, will be fulfilled. Nonetheless, it will depend on the local actors' abilities to market themselves to the tourists:

> *"It is not just Djurs Sommerland we are here for. But there are tourists, who come merely for that to thereafter discover that it (read: Djursland) is a great area and that they would like to stay a bit longer. [...] the big ones (read: large attractions etc.), they will be able to increase their own efforts. Oppositely, I think some of the smaller ones (read: SMTEs) will need someone to coordinate it for them"* (Appendix B ll. 524-528)

This is where the compromise between continuing coordination or just pure orchestration is being presented. It is further argued that the smaller businesses are likely to have enough to do with just maintaining their stores and focusing on service, and thereby leaving a minimum of time to do marketing, which is why DEDJ may still assist these. FR mentions digitalisation as one of the hurdles for said businesses.

> *"I mean, they cannot solve it (read: the marketing), when they (read: the tourists) are here. [...] The more online you become, the more complicated it gets. The more you need to get into things. It is just easier to just hire an advertising agency and then they will insert the 15 advertisements, and then that is that [...]"* (Appendix B ll. 531-534)

Thus, there is a challenge for the smaller businesses to take care of these tasks themselves according to FR, who further states that they might lack to money to hire an advertising agency, which then again leave DEDJ with the task.

5.1.4.1. SUB-CONCLUSION

The collaboration between the local actors and DEDJ is going well due to the high level of commitment from the actors to participate and thereby increase the flow of money for the destination. However, the challenges of meeting expectations from the tourists and provide enhanced services and products have become a challenge, which DEDJ cannot comprehend on their own. Therefore, the DMO have made a partnership with VisitAarhus and nearby attractions in order to appeal to a wider audience and enhance their chances of attracting and retaining tourists. The future of the DMO is heavily based on the natural development of the market, and how well the SMTEs will perform in the future. FR believes that there will still be actors, who need assistance due to a lower budget, whereas the larger stakeholders should be able to act independently from DEDJ. Lastly, the new role of the DMO will potentially be on performing core tasks such as collaboration, ensuring a high level of service, and orchestrating local – and regional actors. Oppositely, DEDJ are likely to leave the tasks of local projects to the municipalities, as this may become too specific in the future, when the area of operation will be enlarged, which, to some extent, is already happening. This change of responsibility might further allow DEDJ to focus more on tasks such as maintaining the quality of the destination and ensure the collaboration between DEDJ and the local actors.

5.2. TOURISTS PERCEPTIONS

5.2.1. THE DIGITAL TOURIST

Looking at the model, it is evident that the majority of the respondents are aware of their digital behaviour as 93 percent of the respondents, 107 to be precise, have answered 'yes' to whether they would, completely or partially, characterise themselves as a digital tourist. This indicates the importance of the digital media and its impact on the tourists. Thus, it could be argued that what FR proposed in the interview may have some truth to it (Appendix B, ll. 87-88) Arguably, the tourists that answered 'yes' to being somewhat or completely a digital tourist should, according to the literature review and questionnaire, utilise the internet at single or multiple stages during their holiday. Thus, the same result should show itself in the next question. However, as portrayed, all 115 respondents answered 'yes' to use the internet when travelling.

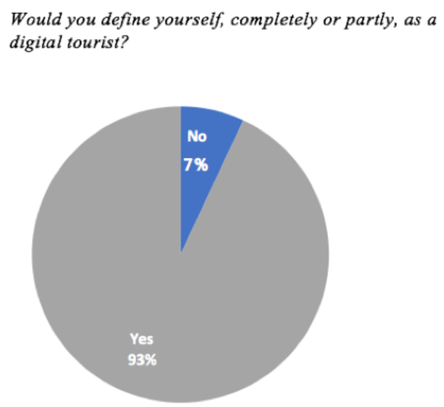

Figure 6: Question 1

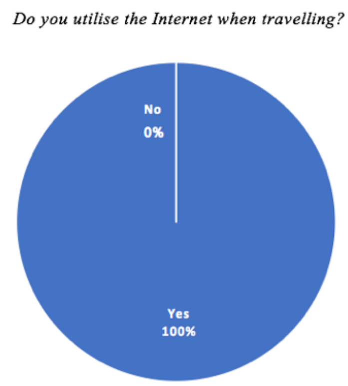

Figure 7: Question 2

Next, one could argue that it might be interesting to depict the respondents' usage of the internet in terms of a vacation's different phases. Here, 115 respondents (100 percent) clearly indicate that the information search is taking place before the holiday begins e.g. from reviews and opinions shared from tourists in relation to previous visits to specific destinations. Moreover, 92 tourists (approx. 80 percent) also use digital media to search for information during their holiday. Oppositely, 35 respondents (approx. 30 percent) make use of the digital media and internet after their holiday. Based on the fact that a certain number of respondents state they utilise the internet to check reviews prior to and give reviews after their vacation, FR's inability to incorporate possibilities to fulfil said tourists' desires (even though FR mentions all phases are relevant) (section 5.1.2.), and DEDJ's strategic propositions lack of emphasis towards reviews have revealed a gap is present – a gap which is characterised as **the desire to share opinions vs. lack of possibilities to fulfil said request**.

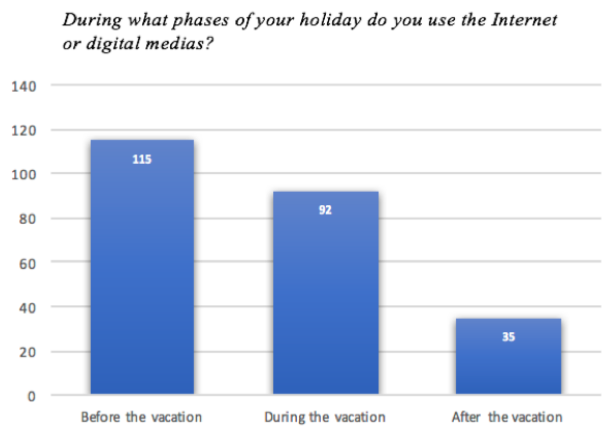

Figure 8: Question 3

Conferring with Gretzel, Fesenmeier and O'Leary, ITECH's such as systems that enable tourists to share adventures and state their opinions are imperative, especially in order to obtain the information necessary for selecting a destination to visit/re-visit, planning the trip, to evaluate, compare etc. Thus, the opportunity for tourists to share information of and about their experiences are essential. In fact, Litvin, Goldsmith and Pan state eWOM is considered the most important source of information opposed to traditional sources (section 3.2.). Thus, if DEDJ integrate such opportunities, it would be possible for the digital tourists to depict and share their adventures of the destination, which, based on our findings, would be beneficial to DEDJ, as the destination primarily lived up to the tourists' expectations – see figure 17. Thus, said feedback could spread positive eWOM that could market and promote the destination, which may influence tourists in their decision-making process by portraying Djursland as a suitable alternative to other destinations. Arguably, DEDJ's competitiveness could increase as more tourists might select the destination. Furthermore, as an increasing number of tourists may travel to the destination, one could insinuate that the foundation for local and regional tourism development could enhance, as more projects and initiatives would be launched, as well as hiring more employees to maintain and operate said initiatives and inquiries from tourists. Moreover, this is highlighted further, as eWOM is closely linked to trustworthiness, which, as mentioned in section 3.1.8., increases the favouritisms towards a specific destination, in this case, Djursland. This benefactor could further increase DEDJ's competitive position in the tourism industry, making the destination more attractive to the digital tourist, as the place receives positive feedback but also simply because it offers the tourists the opportunity to place their opinions and utterances in e.g. an already integrated system on Djursland or at an internet-based media such as TripAdvisor. Agreeing with said insinuations, Litvin Goldsmith and Pan express how such technological instruments can benefit the destination to harvest information that they could utilise to accomplish tasks that tourists are dissatisfied with, thus improving their competitiveness as well as target tourists strategically by possibly enhancing their experiences and the quality of existing products. The last parameter is significant to this thesis, as it entails another gap, which concerns quality in general and service quality. This is identified and discussed later in the analysis. However, adopting and integrating a strategic way to utilise online reviews to learn about the guests' experience may, according to Litvin and Hoffman, enhance customer service. Thus, implicitly emphasising that focusing on one gap may benefit another (Nguyen & Coudounaris, 2015, p. 164).

Possible solutions for DEDJ to solve this gap could be platforms such as TripAdvisor. According to Law (2006), it is a provider of online travel information instead of traditional agencies. Here, tourists can review and share their opinions towards a destination, hotel, attraction etc. Furthermore, the kept statistical data make TripAdvisor one of the world's most popular online, technological systems for travel destinations, as the aim is to receive unbiased recommendations (p. 75). A system that could potentially influence the decision-making from approx. 200 million users (Filieri, Alguezaui, & McLeay, 2015, p. 175). DEDJ could incorporate said system as a technology that harvest information, thereby utilise it to improve the destination. Furthermore, by stressing to tourists that they are more than welcome to rate the destination and give reviews of different activities and attractions on site, DEDJ approach the respondents (the digital tourists) by accommodating said respondents' behaviour prior and after a vacation, as giving reviews are both seen as a major influencer as well as a source of inspiration/information, at least based on this thesis' findings.

However, TripAdvisor may take an abundant amount of DEDJ's time and resources, as the purpose of TripAdvisor should be to utilise the digital forum actively. In reference to Santos-Ong, the time spent requires an active effort at all times during every day, each month and all year (section 3.3.4.). Thus, one might imply that DEDJ would not be able to manage TripAdvisor, as there may be other duties that require attention during the day. However, as FR mentions, they have previously managed the similar initiative, 'net-promotor-score', which also required time and resources. Here, the tourism director expresses the importance of possible outcome vs. the effort that one puts in it (section 5.1.2.). Again, if managed properly, the data retrieved from TripAdvisor could potentially help the DMO increase their competitive stand, as more tourists could potentially become interested in the destination since the digital tourists are able to give feedback, which could influence and impact other tourists to visit Djursland. However, negative feedback may also occur on TripAdvisor, which could influence tourists adversely. Therefore, it may be imperative to actively convert negative reviews to positive marketing, especially as negative reviews are deemed more credible than positive reviews (Fang, Ye, Kucukusta, & Law, 2016, p. 499). According to Nguyen and Coudounaris (2015), it is essential to understand "why one should do it" and "what to gain". After having figured this out, an organisation needs to look at the procedure in "how to do it". Arguing further, they state there is no single, definite approach to managing online reviews, however, one should figure out their own way to handle responses from e.g. TripAdvisor (p. 167). Whatever approach DEDJ might select, it could be, conferring with Mkono and Tribe, essential to take the different digital identities into account[8], as this may help improve the feedback given to the tourists, as well as the possibilities in converting negative response into positive ones (section 3.2.2.1.). One could imply that DEDJ need to correspond with the digital identities in different manners, and by being aware of said identities, it could potentially be easier for DEDJ to provide a more useful and appropriate reply. Thus, these could be beneficial to mention in the aforementioned guideline. However, having strategically planned how to respond to online reviews, it could be important for DEDJ to encourage tourists to state their utterances. This could be done in collaboration with the local actors and others stakeholders at the destination and considering their mentality towards co-operation one could imply that persuading them to do so would be easy. Planning a standardised approach to handle negative responses, employees within the organisation could know how to approach said respondents. Again, this will also take time and resources, resources that DEDJ could have intended to utilise elsewhere. Nonetheless, actively planning how

[8] 1) Troll, 2) Activist, 3) Socialite, 4) Social critic, and 5) Information seeker (section 3.2.2.1.)

one should approach such negative responses might be worthwhile, especially if the tourists do not deselect Djursland on the basis of said responses.

Despite the data retrieved being negative or positive, it also possesses another challenge for DEDJ, since the employees require a certain skill-set to handle said data, as it should be processed, analysed, and placed into concrete projects and initiatives that could benefit Djursland and enhance the tourists' experiences. Conferring with the World Travel and Tourism Council, the acquirements to handle data from technology is extremely imperative, and if not handled properly, more profound gaps could occur between said technology and the skill-set of available employees, thus leading to inferior customer service. If controlled appropriately, such operations and data are seen as enablers for development, facilitator of growth and benefactor for an improved competitive stand, as tourists are more likely to return for a re-visit (section 3.3.4.). One could imply that every new initiative and integration with a new technology or digital system is associated with certain risks. According to FR, 'Djurspakken' is prosperous for the destination, as it helps tourists purchase overnight stays as well as tickets to activities and attractions. DEDJ could integrate a new feature to 'Djurspakken', which enables tourists to review and share their opinion through a system the organisation is already familiar with. Thus, said risks would perhaps minimise as the employees already know the system, as they operate in and with it on a daily basis.

Despite the fact that positive eWOM could spread an improved image of Djursland through either TripAdvisor and/or 'Djurspakken', parameters such as *time, resources* and *skill-set* could be essential to consider, as these may impact the outcome of either of the instruments. Not attending to this gap may have crucial consequences for DEDJ and potentially decrease their chances of growth. If DEDJ are unaware of the tourists' attitudes and dissatisfaction towards the destination, it is not possible for the DMO to improve efforts towards said discontent. Thus, the lack of knowledge of tourists' perceptions of the destination may also decrease DEDJ's competitiveness, as they do not know what to mend. If the data retrieved is processed correctly and the management hereof is utilised in such manner it benefits DEDJ, thereby helping to improve the destination based on feedback received from digital tourists, the destination could consider incorporating such technology. This could increase destination loyalty and thereby its competitiveness, as well as intensify focus towards the digital tourists. Arguably, minimise and potentially make the gap obsolete.

Now, we, as researchers, have an idea of the different phases the respondents utilise the most, however, we cannot identify what kind of information that the tourists search for, which is the reason for the following question.

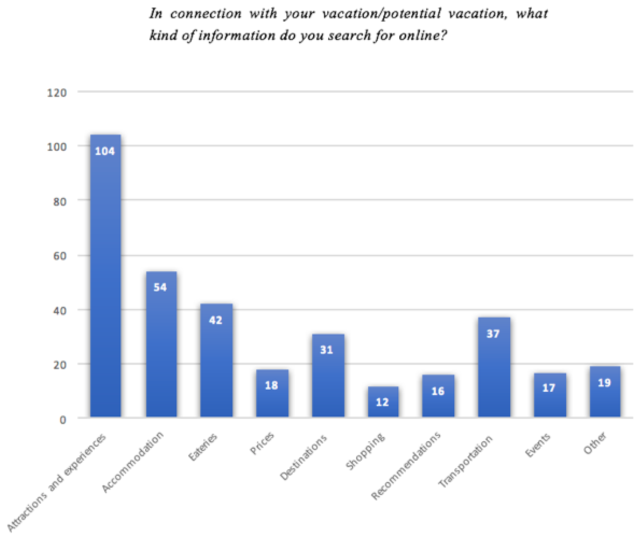

Figure 9: Question 4

Looking at the answers from the respondents, it is evident that 'attractions and experiences' at the destination is the most popular parameter to search for, as approx. 90 percent (104 respondents) solicited this response. Moreover, 'accommodation' and 'eateries' also account for a certain amount of the online traffic during the planning stage of the holiday. Here, approx. half of the respondents gave this answer. This behaviour may indicate that the respondents seek to establish their expectations, and get an image of what their perceptions are of the destination. This relationship is also connected to motivations, where it has been argued by Hsu, Cai and Li that expectations have a direct impact on the tourists' motivation to visit a destination as well as their attitudes (section 3.1.4 and 3.1.5). Thus, it is important for the destination to present themselves with a level of expectations that can either be met or exceeded in order to satisfy the tourists. The aforementioned three categories make up for approx. 57 percent of all the searches from the respondents. However, what is important to search for is also predetermined by which kind of holiday a person is going on (Appendix D, section 8.4.1.). Another tourist states that it was more important than anything to find out what previous tourists have said about the destination, as the DMO's marketing might not be as honest in regard to their attractions, experiences and events, as the ones from former visitors. The search for inspiration and reviews made from former visitors also cohere with the characterization of the digital tourist depicted in section 3.2. Here, Gretzel, Fesenmeier and O'Leary state that the digital tourists have a tendency to review and share their opinions, so other tourists have the benefit of said statements. Arguably, opinions are central to this respondent (Appendix D, section 8.4.1.). This attitude is also somewhat reflected in the figure, as 5 percent of the respondents use the digital media to look for recommendations, reviews given by previous visitors that have visited Djursland.

Furthermore, one might interpret different reviews and opinions stated as criticism. In so doing, it could potentially be damaging for the destination, as it might indicate a low level of trust in the presentation of the destination, which in turn may decrease the likelihood of creating loyalty to the respondents in the first place. Additionally, the nature of this problem is likely to increase concurrently with the greater use of digital media to share reviews etc., which seems to be a direct implication of how easy it has become to gather data about a specific destination (section 3.1.5., 3.1.8. and 3.2.1.). However, if handled and utilised in a constructive way, the overall quality of the destination is likely to increase, which is something DEDJ are currently focusing on (Appendix B, ll. 421-424). Additionally, searches for 'weather', 'scenery', 'tickets', 'news' etc. are some of the areas that only affect some of the respondents. Nonetheless, focusing on these issues could prove to be an advantage for DEDJ. Also, it seems some of the tourists expect to find alternative attractions in order to try novel experiences, which is seen in the following quotes: *"I seek alternatives to the holiday, and which hotels are the best. Besides, I search for what others may think of the destination and what to do in the area"* (Appendix D, section 8.1.4.) and *"(I) (read: tourist) use blogs when searching for less visited attractions"* (Appendix D, section 8.1.4.). Thus, there are several opinions as to what is important when searching for a holiday destination.

As portrayed, several respondents argue that they are impacted by other recommendations, however, is that the only influencer the tourists may have? We asked the respondents if they were affected by opinions and information in their choice in holiday destination, the purchase of activities etc., and what kind of influencers that weighed the most, if any. Illustrated in the figure, it is evident that the majority of the respondents are affected by other opinions with 97 tourists (84 percent) saying 'yes', whereas 18 (16 percent) of the respondents have answered 'no'. One could argue that the respondents' attitudes and expectations may have been dictated by influencers. To some extent, this could illustrate that it is important to leave a great mark to the visiting tourists, as they are likely to surpass their experience to e.g. other people or forums. This view is also shared by Gretzel, Fesenmeier and O'Leary, who see the digital tourists' decision-making process in three steps with the last being sharing and documenting of their trip – be it online or with someone in their network

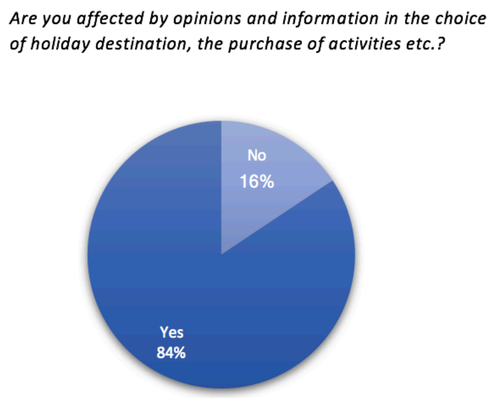

Figure 10: Question 5

(section 3.1.4., 3.1.5. and 3.2.). Thus, the figure enables us, as researchers, to separate the respondents, who said 'yes' from those whose answer was 'no'. In so doing, it was possible to find out what influencers are the most essential. This distinction is depicted in the figure below:

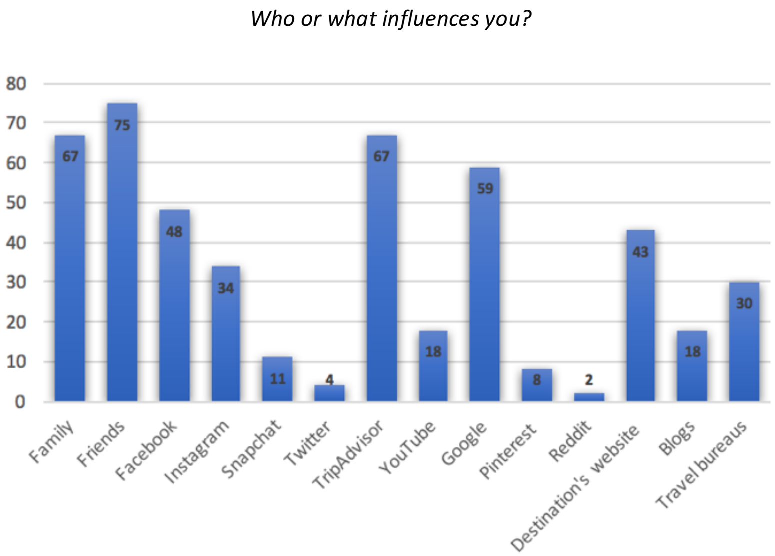

Figure 11: Question 6

It is imperative to note that the respondents have had the opportunity to select several influencers that play a role in selecting their holiday destination. It has previously been identified that tourists are affected when planning their vacation. Analysing the figure above, it is seen that different influencers are a significant factor in the decision-making process. The most frequent group of influencers is 'Friends', which makes up 15.5 percent. Following this, 'Family' and 'TripAdvisor' equally account for 13.8 percent. Surprisingly, only 12.2 percent of the respondent's state that they use 'Google' during this process. Seeing as Google is widely regarded as one of the largest search engines and the most visited page in the world, it is somewhat surprising that only one in every eight respondents utilise the services provided by Google in planning a holiday (Alexa Internet , 2017). 'Facebook' and the 'Destination's website' are nearly equal, respectively influencing 10 – and 9 percent of the respondents' decisions. Overall, it seems that the digital media have quite an impact on the respondents; however, it is also evident that families and friends are perceived as more important in this process, which also correlates with Belk's findings. He mentions group/family influencers as the most important together with the social and cultural influencers, which are often intangible to tourists. Furthermore, according to Kaplan and Haenlein, it can be argued that the most prominent digital influencers are categorised as blogs and content communities. These types of digital media (TripAdvisor, Google, Youtube, and blogs) account for approx. 34 percent of the sources influencing the respondents. In comparison, only 22 percent of the sources are based on the social networks (Facebook, Instagram, Snapchat, Twitter, Pinterest and Reddit). This is a notable distinction, as DEDJ, besides their own webpage, mostly use SEO and Google AdWords when promoting to their audience, thereby possibly neglecting other influencers (Appendix B, ll. 64-65). However, the knowledge that these influencers are present may assist in targeting potential tourists more precisely, and which platforms that seem to be the most preferred (section 3.1.1. and 3.2.2.1.).

5.2.2. TOURISTS' RELATIONS TO DJURSLAND

Having concluded the questions regarding the digital behaviour and preferences, we turn our attention towards whether said respondents have spent their holiday on Djursland. The result portrayed in the figure is used to give us, as researchers, an indication of repeated visits to Djursland as a destination. With 63 percent (73 tourists) of the respondents answering 'yes', it clearly indicates that the majority of tourists have visited the destination beforehand. Thus, one might imply that the destination is fairly well known to this group of respondents.

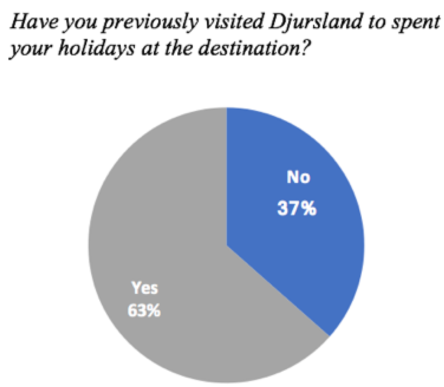

Figure 12: Question 7

Hereafter, we were interested in investigating their motivations for visiting the destination. Said motivational factors are illustrated below:

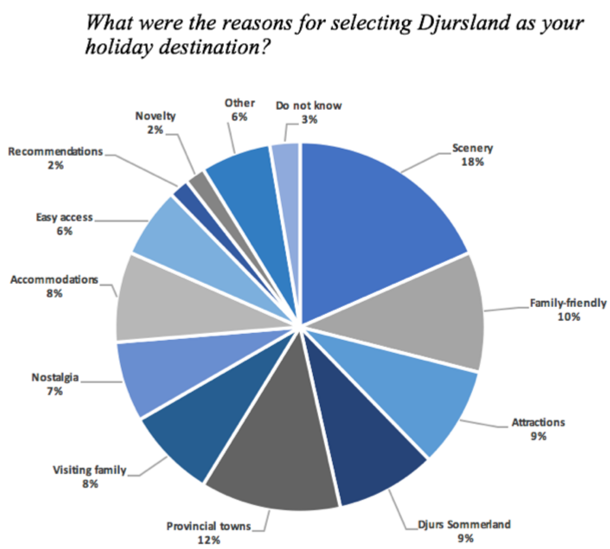

Figure 13: Question 8

The figure indicates that the most frequently used reason to visit Djursland is the 'scenery' present in the area. Here, a total of 18 percent answered this theme. Thereafter, 'provincial towns' especially Ebeltoft, 'family-friendliness', the 'attractions' and 'Djurs Sommerland' are major reasons to visit the destination as well. Although the respondents have expressed several motives to visit this destination, it could be argued that there is a relatively diverse selection of reasons, which may be an expression of the diversity of the self-concepts and personalities of the respondents. These concepts refer to the cognitive beliefs the respondents have of themselves, which could lead the researchers to believe that the reasons-to-go are partly determined by the type of personality said respondents want to display. It is possible to distinguish between different types of personalities, which is what DEDJ have done in their effort to attract tourists (section 3.1.6.). By utilising the reasons above, it is possible for DEDJ to identify what may be important to tourists visiting the destination. This is also something FR emphasised during the interview in relation to the nature on Djursland. He mentioned the possibility of charging tourists for entering the national park, and thereby creating certain expectations of said experience (Appendix B, ll. 425-439). This may assist in creating an image of the destination that matches the ideal self – and social self-image as presented by Sirgy (section 3.1.6.).

It also seems the respondents were visiting to relive old memories and visit their family. At least, the respondents have listed these as reasons-to-go. One of the respondents mentioned being there as a child, remembering Ebeltoft as a town that was noteworthy (Appendix D, section 8.4.2.). Talking about the possibilities to explore a town, 4 percent of the reasons to visit Djursland were to go to Grenaa for shopping purposes: *"I visited Ebeltoft and Grenaa. Two beautiful towns on the tip in Southern Djurs Municipality. Besides, I visited Djursland because of the stunning nature around Mols Bjerge National Park"* (Appendix D, section 8.4.2.). The inclusion of several activities is also shared by another respondent who states that "*[...] among other things, I was looking forward to the holiday because of the MTB trail in Ebeltoft and Ree Park"* (Appendix D, section 8.4.2.). Thus, these remarks could indicate a wish from the tourists to combine different activities while being at the destination. Furthermore, the statements also indicate that the respondents were aware of their external values, which according to Gnoth, are present when the importance of the decisions is placed upon the object of the destination – in this case, it is Ebeltoft, Grenaa and Mols Bjerge National Park. However, the first respondent mentions the memories from his/her childhood as the motive to visit once more. This is an example of the internal values, which are heavily based on emotions of the tourist. Thus, it seems both the external and internal values can be used when promoting the Djursland as a destination (section 3.1.2.).

Prior to visiting Djursland, the different respondents may have had several expectations towards the destination and their holiday. As illustrated in the figure below, the 73 respondents did have dissimilar opinions to what their expectations were. The majority of the respondents emphasise that they expect a destination in which they can 1) relax and feel a sense of comfort and security, 2) have beautiful scenery, they can discover and experience, and 3) achieve great activities and attractions for all ages. Formulated by Zeithaml, Berry and Parasuraman, these expectations can also be referred to as 'predictive expectations' (section 3.1.4.).

However, despite these being the parametres that the respondents expected the most when visiting Djursland, the level of quality was either explicitly or implicitly emphasised in almost every response given. Here, the respondents illustrate that they uphold the level of quality in relation to whatever they may expect of a holiday destination, in this case, Djursland. Thus, possibly insinuating that the level of quality is what is most essential during their vacation. One respondent states that *"I assume that the destination will have high service standards"* (Appendix D, section 8.4.2.) as well as another respondent that reckon the importance of quality by expressing that (s)he expect *"great activities and great beaches"* (Appendix D, section 8.4.2.). As mentioned in section 3.1.4., expectations play a pivotal role in the behaviour of the tourist, both prior to, during, and after their visit. Cohen, Prayag and Moital argue that whether the tourists' expectations have been met, exceeded, or not realised indicate their level of satisfaction, whether they would be loyal to the destination or not, and if they believe there have been a high quality in comparison to the expenditures (section 3.1.4.). One could imply that the respondents' expectations are important to DEDJ, as incorporating these

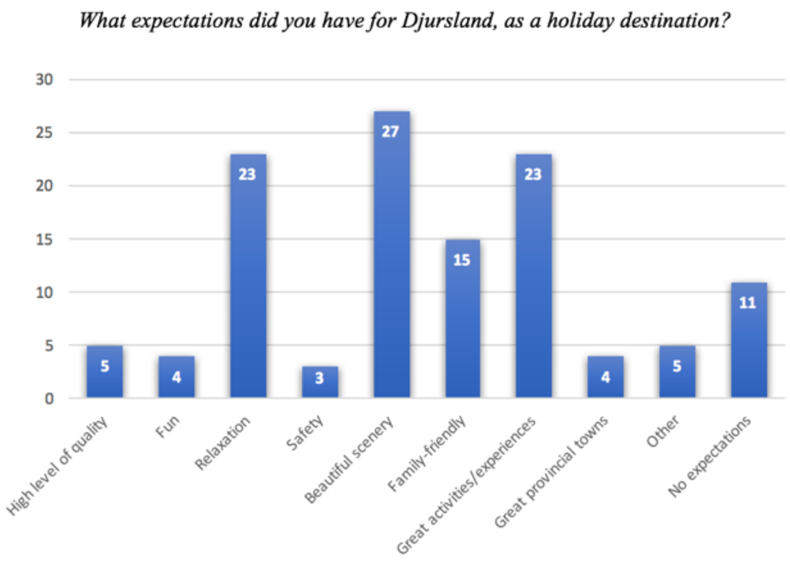

Figure 14: Question 9

into their strategic planning, implementing approaches that deals with said anticipations etc. may increase the likelihood of a larger emphasis towards the digital tourist. This could impact positively on the destination in the future, as tourists would potentially re-visit Djursland. However, there are also indications from the respondents that the level of service and quality was not satisfying. One respondent states that (s)he expects Djursland to be child-friendly and that there was a certain level of quality to the destination (Appendix D, section 8.4.3.). When asked whether these expectations were fulfilled, the respondent states:

> *"You need to search long and hard to find the same lack of quality. There were several situations where we were out for dinner, and it did not taste well. Besides, there were a few of the local actors where we tried the activities. They were not prepared, which did not exactly enhance our experience"* (Appendix D, section 8.4.4.)

Another respondent states that (s)he would not come back due to the low level of service quality compared to the high prizes (Appendix D, section 8.4.7.). As the digital tourists have the advantage of utilising the internet to seek information from several sources about a destination, they also expect high value for the money paid (section 3.2.), which is completely opposite of what DEDJ can muster, according to this respondent. A third respondent mentions that an employee was too distant when servicing him/her, which impacted the overall impression of the destination (Appendix D, section 8.4.4.). Overall, one could imply the impressions show a somewhat negative image of Djursland and the local actors. This is in contrast to FR's perception, who first of all states that the collaboration between the local actors and DEDJ are highly integrated in the way of thinking on Djursland. Furthermore, FR states that DEDJ have the opportunity to go out and 'force' the collaborative members to enhance their efforts if their service quality does not meet the expectations or the standard of the tourists (Appendix B, ll- 420-425). Thus, FR seemingly believes that the level of quality and service is higher than some of the respondents, which therefore leads to another gap – namely **the perceived service quality and the expected service quality of the tourists versus the perceived service quality from DEDJ**.

The service quality is one of the parameters that may assist a destination in reaching destination loyalty as good service quality is likely to give the tourists positive associations with said destination (section 3.1.4.). This view is shared by Pizam and Mansfeld, who mention one of the most important constructs of tourists as learning. This is the process of storing information and linking knowledge and information together in order to gain an understanding of a destination. Thus, when a tourist visits a destination, (s)he will remember the destination and keep this image of the place until a potential re-visit. Therefore, following the scholars, it is seen as extremely important that Djursland delivers a service quality worth remembering. Otherwise, the tourists are likely to get negative associations to share and lose trust and loyalty, thus becoming bad ambassadors for the destination. Cohen, Moital & Prayag argue that expectations are formed through previous experiences, attitudes, motivations, personal and non-personal communication sources, and personal characteristics, which further underlines the importance of proper service (section 3.1.1., 3.1.4., 3.1.8.). Thus, based on the literature, this gap is vital to decrease. Looking at the statements from FR, it seems as though DEDJ are aware of these arguments and understand the importance of service quality and meeting expectations. He states that the local actors need to perform in order to make a great impression. This is exemplified by saying that when DEDJ have promoted a guided tour in the national park in October and only 2 people show up, the guided tour will still occur even though the stakeholder may lose money. Otherwise, it sends the wrong message to the tourists (Appendix B, ll. 620-626). This way of thinking is in line with the digital tourist behaviour of avoiding mass tourism and receiving high value (section 3.2.1.). Thus, it seems DEDJ know what need to be done in order to reach a high level of service quality, but one could insinuate that it may be the local actors, who need to be further educated. Thus, the challenge may point towards the local stakeholders as the parameter to address.

As analysed and discussed, the service quality gap is imperative to consider. Thus, DEDJ might initiative possible projects to potentially minimise the dilemma or even make the gap obsolete. As previously mentioned, the digital tourists seek high value and use the internet to search for information from several sources in order to establish their expectations, perceptions, and attitudes towards a destination. Therefore, it could be essential that local actors, who are a part of the collaboration with DEDJ, have individual websites in order to accommodate said tourists and make the search for their products easier. To some extent, this may improve their level of service quality. These also present the opportunity in renewing marketing material and continuous improvements on said websites, which is in line with the arguments from Gretzel, Fesenmeier, and O'Leary, who mention the empowerment of tourists because of the internet media (section 3.2.1.). This is something the local actors could take advantage of by taking the '5 Ws of Technological use' into account (section 3.3.3.). In so doing, the local actors are able to identify the important aspects of online presentation, that furthermore allows for instant updates on events and attractions, thereby providing the digital tourists with every update, which seems to be important to the respondents as well (Appendix D, section 8.4.3.). This technology would also allow the tourists to be certain about when the local actors are open and closed, which could potentially decrease the number of tourists, who have had bad experiences because of such incidents like one respondent did (Appendix D, section 8.4.7.). Arguably, these elements may improve the overall service quality, which could impact positively on the destinations competitive stand.

Although the digital aspect is important, it is, according to Tarlow, even more important that the physical dimension meets or exceeds the digital dimension, as this is what the tourists will be met with when on the destination (section 3.3.4.). As mentioned by FR, when asked about the future of the DMO, there will be more focus on marketing and coordination and less on non-commercial areas. This is somewhat in line with the new role that Pollock suggests for a DMO, which is to take on the role as orchestrator rather than promotor. According to Pollock (2016), DEDJ are on the right path, but they may need to be even more radical and completely indulge this in the collaborations between DEDJ and the local actors (p. 2). In so doing, DEDJ might be able to establish meetings and a common strategy that could teach the local actors the importance of service quality. Furthermore, to emphasise this, DEDJ could 'approve' the attractions, services etc. with some kind of quality stamp, which could help the digital tourists to adjust their attitudes and expectations, and thereby increase the level of satisfaction from said tourists, as they have had a chance to generate certain expectations prior to the experience.

As mentioned in section 5.1.2., DEDJ have closed two of their physical information centres due to the long distances between these and the tourists. Furthermore, the inability to produce up-to-date data was a priority that needed to be dealt with. This behaviour shows FRs sense for service quality and the quality of the product offered to the tourist, to which he further ads *"[...] we have to be able to deliver [...] what we promise in our marketing"* (section 5.1.2, Appendix B, ll. 603-605). This statement could indicate that FR would be able to design the aforementioned guidelines. Hence, FR's understanding of service quality. However, one could imply that despite him recognising this aspect, the approach towards this gap may still be too shallow, and possibly requires a more thorough investigation.

As seen in section 5.1.3., it is argued that FR has a laissez-faire approach towards planning. According to Ladeiras, Mota and Costa, strategic planning has become very important due to the rapid growth of the tourism industry, and thereby the number of competitors and competitive destinations. According to the scholars, this has also raised the general level of quality in tourism (section 3.4.1.). Therefore, FR and DEDJ could potentially benefit from shifting focus from a laissez-faire approach to a more controlled, rigorous approach. One might argue that DEDJ could benefit from incorporating the principles of the positioning school as presented by Mintzberg, Ahlstrand and Lampel, thus mixing this with the principles from the learning school (section 3.4.4.1., 3.4.4.2.). By focusing on said suggestions and possibly evaluating the approach towards strategic planning, DEDJ could minimise the service quality gap between the local actors and the digital tourists. With the high level of commitment from the local actors towards the collaboration and the common booking platform, 'Djurspakken', it may be possible to increase the level of awareness regarding this gap, thus increasing the level of destination loyalty.

Even though there might be a gap between the perceived service quality and the expected service quality, it is important to mention that Djursland still has very satisfied tourists, where several people mention the destination as delightful, great due to the number of activities for kids etc. (Appendix D, section 8.4.4.). However, there were still a few, who did not have the same experience. Thus, by handling the problem at an early stage, DEDJ might be able to avoid strategic drift, which according to Tribe (2010), can be defined as *"when an entity has failed to monitor and keep pace with its changing external environment"* (p. 13). By avoiding strategic drift, DEDJ may increase their chances in reaching an improved competitive position, and, according to FR, decrease the risks in not standing out on a very competitive market (Appendix B, l. 373).

Since the respondents show a tendency to have high standards and anticipations towards their vacation on Djursland, one could question whether or not the destination lived up to their expectations. Therefore, the tourists had to grade[9] the destination's ability to satisfy their outlooks. The majority of the responses, a total of 56 respondents, more than 75 percent, replies that the destination and its local actors have, to a large extent, succeeded in satisfying their expectations

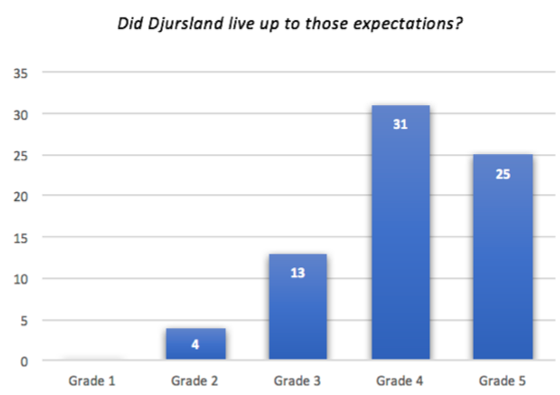

Figure 15: Question 10

[9] Grade from 1-5, where 1 is 'not at all', and 5 is 'very much'

of a holiday on Djursland. The average grade is 4.05. We are aware of the fact that the established way for respondents to grade their satisfaction possess nomothetic[10] characteristics, which are a counterpart to the paradigmatic stance of constructivism chosen in the thesis. This is the case, as giving an overall grade could be parallell in trying to portray a universal picture of tourists' opinion towards Djursland. Despite of this, we, as researchers, choose to utilise this approach, as the questions afterwards gave the respondents the opportunity to express and deliberate on what their exact grade means. The reason for presenting an average grade is simply to illustrate the overall opinions, which thereafter is supported by the respondents' different utterances. According to Prayag, Cohen and Moital, this grade may increase the trust and loyalty towards the destination, hence, the tourists' experience has been in line with what they expected (section 3.1.4.). As mentioned by Oppermann, there are three types of loyalty. In connection with these findings, the loyalty present with the respondents could be categorised as both 'behavioural' and 'composite', as the respondents have either selected Djursland because of reasonable information search, deliberations, or because they have visited the destination formerly (section 3.1.8.). Illustrating both the behavioural – and the composite part, respondents state that *"[...] it is a proper destination that offers an opportunity to lay on the beach, relax and visit small, local provincial towns"* as well as *"we have experienced it (read: Djursland) several times [...]* (Appendix D, section 8.4.2. and 8.4.6.). The remaining category, named 'attitudinal', explains that the tourists decide their choice of destination based on e.g. lack of knowledge. Compared to our findings, this category is not applicable, as Gretzel, Fesenmeier and O'Leary mention that the digital tourist is empowered by searching for information, increasing knowledge about a destination prior to selecting one (section 3.2.1.). This is also mentioned previously in the analysis. Nonetheless, 17 respondents had certain expectations that may not have been completely met, which explain the lower grades given in figure 15. The reasons for their grade will be addressed later in the analysis.

Conclusively, Moorman, Deshpandé and Zaltman explain that the general level of satisfaction towards a destination could help build a stronger and more profound relationship between said tourists and the destination. In relation to these findings, the trust and loyalty may be high towards Djursland, which could increase the likelihood of tourists repurchasing their holidays on the destination (section 3.1.8.). This could imply that by meeting expectations and creating a sense of trust and loyalty might increase the destination's competitiveness, as repeated visitations and

[10] Nomothetic is characterised as an approach to the study of human behaviour that emphasises general or universal principles. Opposed to ideographic (Kurian, 2013 p. 210).

repurchasing of activities, accommodations etc. are more likely to occur. This is further emphasised, as a respondent states that *"the place (read: Djursland) can be experienced again and again"* (Appendix D, section 8.4.6.). Arguably, one might question what kind of expectations were (not) fulfilled and realised.

In general, 61 percent (52 respondents) agrees to a large extent that the destination lived up to their expectations by simply having what they expected, i.e. beautiful scenery, Djurs Sommerland, animal reservoirs, Fregatten Jylland etc. (Appendix D, section 8.4.4.)[11]. A few were even surprised by their experiences, as these were more than satisfying in relation to what has been predicted.

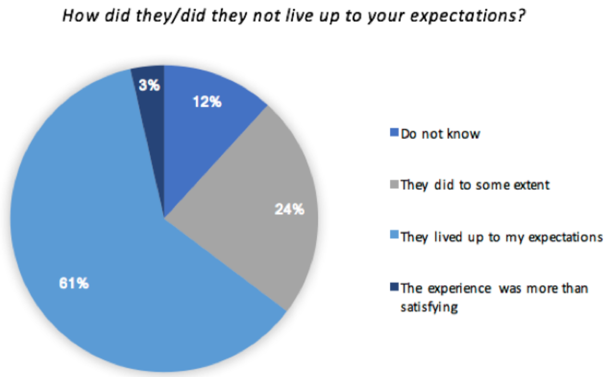

Figure 16: Question 11

In this regard, a respondent states *"[...] I (read: tourist) were positively surprised [...]"*, as well as another response that further emphasised this by expressing *"(I) was enlighted and surprised by the camping site's level of quality"* (Appendix D, section 8.4.4). Thus, emphasising that they may have received more than what they anticipated. Nonetheless, 24 percent (20 respondents) of the tourists that answered the questionnaire state that Djursland had only fulfilled a certain amount of their expectations, while others had their expectations realised. However, these simultaneously utter criticism and scepticism towards the destination's ability to uphold what had been anticipated. Here, several respondents argue that visiting Djursland were nothing out of the ordinary, there were no surprises, and some respondents even say the destination look ramschackled (Appendix D, section 8.4.4.). Illustrating this, a couple of respondents state that *"it was as expected, however, there were nothing to get excited about [...]"*, *"there was nothing grandiose about visiting Djursland. Give it a facelift [...]"*, as well as *"it is nice to be here, but Djursland does not contribute with any surprises"* (Appendix D, section 8.4.4.). Other respondents argue that the place is too expensive and that the destination does not offer proper discounts. A single respondent even emphasises that Djursland has *"inflated prices"*, thus, underlining costly expenses (Appendix D, section 8.4.4.).

[11] Depending on the individual respondent's answers, it is important to note that (s)he can fit into different groups

In particular interest to our thesis, several respondents stated that the different activities, restaurants etc. lacked a higher level of quality. Depicting this view, a respondent expresses that *“one should look long and hard for such absence of quality. There were several occasions, where our visits at eateries were not very satisfying. [...] also, some of the activities we tried, they (read: employees) were not motivated, which did not enhance our experience”* (Appendix D, section 8.4.4.). One could insinuate that the respondent’s elaboration of said experience highlight that a variety of local actors could benefit from learning more about servicing guests. In addition to this, a respondent directly criticises one of their focus points, as (s)he elaborates that *“their (read: Djursland) so-called emphasis towards families was alright, however, [...] there were many scenarios where the children were not accommodated, which is rather unfortunate, as they (read: DEDJ) focus on it”* (Appendix D, section 8.4.4.). Conferring with Buhalis and Law, this may possess consequences for the destination, as the digital tourist is perceived to have higher expectations for the holiday’s level of quality, while at the same time reviewing their experience online (section 3.2.1.). Therefore, one could imply that Djursland’s trustworthiness could be damaged, as the level of quality portrayed online may not have been exceeded while visiting the destination. Arguably, this might have an impact on DEDJ’s ability to increase their competitive stand regarding the digital tourist.

Conclusively, a respondent states that:

> *“Djursland, ordinarily, kept what they promised. However, I (read: respondent) do believe that I discovered more activities and sights during the trip, which could have been presented online. That was unfortunate. If I had these pieces of information, I would probably not have been in doubt choosing this holiday destination”* (Appendix D, section 8.4.4.).

Thus, one could imply that the respondent tries to portray that the destination’s ability to market oneself and to present all relevant information, despite it being a relative matter, may be insufficient, and that it could benefit from more planning and a thorough investigation into whether all “relevant” information are accounted for. Moreover, the respondents implicitly indicate that DEDJ do not uphold what they promise online. To illustrate this, several respondents state that *“[...] the towns were doll”*, *“there were way to few eateries”*, *“we come from one of Denmark’s largest tourism destinations, a place in which everything is open. Here, they (read: local actors)* *are closed and on vacation"* (Appendix D, section: 8.4.4.). One could presume that DEDJ try to market themselves as a destination that has interesting provincial towns, a variety of interesting and tasteful eateries etc., thereby communicating positively about the destination towards the tourists, as practically all destinations do/try to do. However, compared to said statements, the promises communicated by the destination online may not have been met. Futuristic, the tourists may uphold negative perceptions of the destination, as Djursland, to some extent, may have failed within several parametres, which could impact on the process the tourist undergoes when choosing a new holiday destination. Meaning that the specific respondents may deselect Djursland, as said perceptions could have an impact on the decision-making process (section 3.1.7.).

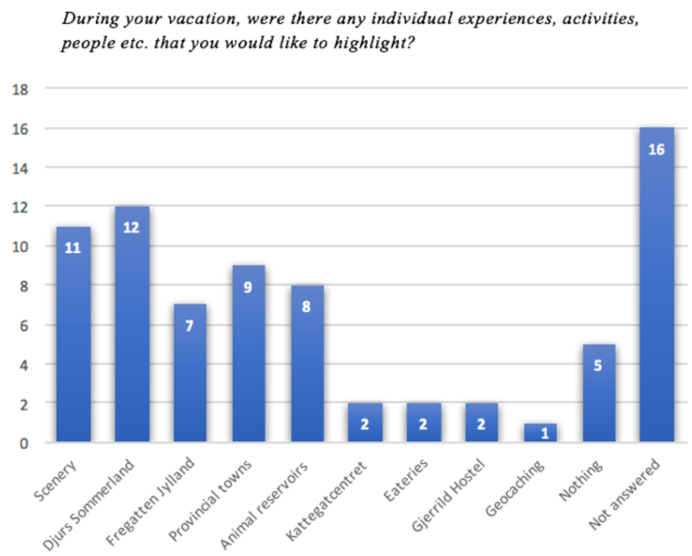

Figure 17: Question 12

Further indicating the respondents' attitudes towards their experience of Djursland in relation to their expectations are whether they would highlight anything in particular in connection with the choice of holiday destination. Here, the respondents have an overall positive response, as the majority states some sort of experience, activity, parameter (Appendix D, section 8.4.5.). Nonetheless, the category with the highest amount of responses, or lack hereof, are respondents that have not answered the question. There is no definitive way to tell whether these would possess positive or negative attitudes towards the destination. However, seen from a critical angle, it could denote that the respondents did not have anything in particular to highlight, which could mean that nothing stood out, thereby insinuating that their holiday on Djursland was fine, but nothing out of the ordinary. This particular category, alongside category: 'nothing', takes up approx. 30 percent of the responses.

On the basis of this, one could question whether the individual respondents would be interested in choosing Djursland as a future holiday destination. Despite criticism and different statements that could, to some extent, indicate negative attitudes towards the destination, the majority of respondents would be interested in visiting Djursland again. In fact, 89 percent (equivalent to 65 respondents) would choose Djursland once more, whereas merely 11 percent (8 respondents) would deselect the destination in their future decision-making process. Arguably, it could be interesting to see the explanations of said finding. Thus, the respondents were asked what their reasons were for this decision.

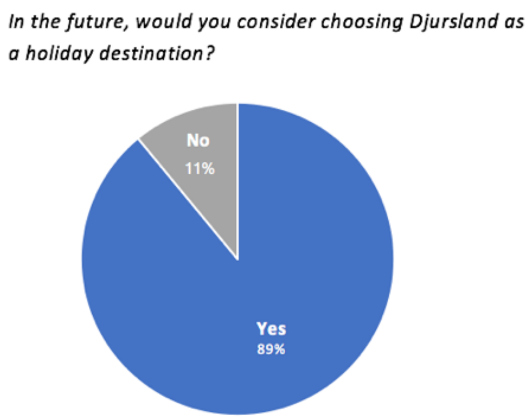

Figure 18: Question 13

The different themes identified previously somewhat illustrate a coherence between what the respondents' expectations were prior to visiting the destination, and what their reasons are for re-visiting Djursland. As present, different parametres could lay the foundation for tourists re-visiting the destination. However, it is not only because the tourists had a good experience, the theme 'more to explore' and 'has everything' also entails answers related to current as well as non-existing possibilities Djursland may possess. Furthermore, as there were a large variety of attractions to choose from and that some respondents did not manage to experience every attraction, activity etc., this may have enhanced their overall experience. Nonetheless, when a respondent argues that *"[...] they (read: Djursland) should come up with new opportunities and ideas"* (Appendix D, section 8.4.6.), (s)he may stress that DEDJ are not done developing themselves, or commencing new initiatives and approaches towards attracting tourists and that perhaps change,

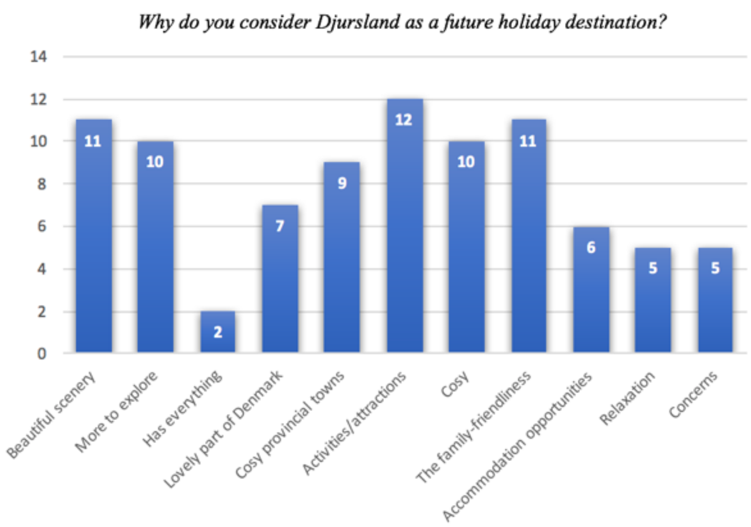

Figure 19: Question 14

innovation or modification is required. This is further illustrated, as a respondent expresses that *"they (read: Djursland) should come up with new ideas and ways to intrigue us, as well as other means to keep us informed, thus, maintaining my interest in the destination"* (Appendix D, section 8.4.6.). Concurrent with Mintzberg, Ahlstrand and Lampel, change and adaptability towards strategic development is imperative, if a destination wants to keep tourists interested. Therefore, Djursland may take this into consideration, as this could help increase their level in understanding said tourists, and thereby learn from prior situations. This could increase DEDJ's competitiveness, hence improving their position in the marketplace. In particular, the scholars accentuate that one cannot merely try to manage change, but rather integrate change as part of the strategic disposition (section 3.4.4.1.). This correlates with FR's statement depicted in section 5.1.3. Here, the tourism director shows that he understands the importance of adjusting towards changes occurring within the industry. However, one could insinuate that he merely understands that changing and adapting is essential, but not that incorporating change as a parameter in the strategic planning may become imperative.

The fact a number of the respondents stress that the destination does not excel in renewing themselves and presenting new initiatives, and FR mentions that product development and initialising new projects are one of their three main tasks (Appendix B, ll. 9-10), a gap is present. The gap is defined as the **lack of product development vs. the wish for renewable offerings and initiatives**.

Conferring with Masip (2006), a tourism destination needs a profound product portfolio and a strategy that enables it to increase the creation of tourism products in order to be able to develop the destination and specialise the existing supply. Based on findings above, DEDJ understands this, however, the question may be whether or not they fully incorporate it in their mindset and tasks. Thus, DEDJ could perhaps integrate a strategic approach in which they lead, coordinate, structure, develop, and implement the process, however, as implied by Masip, the creation of new and intriguing products as well as a strategic plan or approach towards fulfilling this is complex, and it requires the existence of a management organisation that recognises its importance but also its complexity (pp. 5-6). Emphasising on the complexity of the job, one might imply that it will take time and different resources, something the DMO may not have. Nonetheless, all matters whose intent is to improve the current state may take time and resources. According to Hodgson (1990), providing a structure towards renewing existing and/or developing new products is vital to increase or even maintain a destination's lifeline to growth and profitability. Especially as tourism developers, DEDJ, who do not, according to some respondents, develop new products effectively may find themselves falling out of step with changing consumers, thus becoming a target for increased competition from better-marketed destinations (p. 2). Consequently, this may prove as a disadvantage for DEDJ, since it could decrease their competitive stand thereby eliminating any chances of enhancing and developing local and regional tourism.

According to Klimek (2013), DMOs should be considered as an engineer, who constantly re-engineer and adapt the tourism products to changing market conditions, e.g. consumer feedback and trends. Often, tourists perceive a destination as a whole, meaning they not only consider it as a "tourist place" but it becomes a "tourist product". A tourist destination is frequently defined as *"a collection of experiences gained by travellers"*. Thus, it should be perceived as a system of products and service offerings that the tourists are willing to buy and consume (pp. 28-29). However, in this case, some respondents are showing reluctance towards such consumption. One respondent states *"it is nice to be here, however, Djursland do not surpise us with something new."* (Appendix D, section 8.4.4.) Therefore, one could imply that the collection of experiences on Djursland may not be satisfying enough, as tourists complain about the products and services received from actors at the destination. Thus, their willingness to consume said products might not be as high, as it could have been. The consequences of this may be that DEDJ are not able to attract and perhaps more important retain tourists, which could have a negative impact on their competitiveness. Arguably, the importance of this matter could be questioned to whether DEDJ prioritise it or not. Whether or not a destination focuses on product development could be entirely up to whether the tourists see it as obligatory, thus taking feedback into consideration may seem necessary, which again constitutes that gap 1 benefits the dilemma hereof.

However, in what ways could DEDJ strategically manage and minimise the gap thereby placing it as something the destination excels at, thus turning the gap into a competitive vantage point? For starters, DEDJ may need to understand and recognise the existence of the gap, in which the tourists explain their dissatisfaction of the destination. Thus, indicating that understanding a dilemma increases one's chances in dealing with it. Placing this in relation to gap 1, the dilemma could possibly be able to sort and distinguish some of the issues that tourists would like to see occur, what their preferences are in terms of operationalising new initiatives that can intrigue and interest, as these might be explained in such reviews. Furthermore, product developments within tourism are identified as key, conferring with Benur and Bramwell (2015), as the opportunities to capitalise from consumers through their interest in new combinations and innovation are increasing, because it plays a significant role in attaining a higher level of competitiveness. Hence, by finding and operating with an innovative product assembly (p. 215). Working with such area, DEDJ could come up with different ideas and products that, conferring with reviews, feedback etc., fulfil a certain expectation or need that has been proclaimed. Thereafter, FR and DEDJ may analyse the different ideas' feasibility to determine whether the single product e.g. can create an economic turnover. Afterwards, DEDJ might select the products or ideas they want to initiate and implement, thereafter beginning to test whether these are accepted by visitors. The feedback received from the new products could be a parameter that, among other things, determines whether or not DEDJ should place the product permanently on the market. Agreeing with this, Schejbal (2013) states that 1) the classification of new themes and ideas, 2) an analysis of the products feasibility, 3) processing, 4) testing, and 5) implementing the product are all factors one must consider initiating new products and ideas within tourism (p. 51). He further articulates that the most vital phase in product development is the 'selecting of products'. Here, DMOs generate ideas and collect, sort, and determine product design, which is all placed in relation to consumer trends, tourist needs and the like, thus helping to lay the foundation for the creation of competitive products (pp. 51-52). Products that, as depicted, may enhance DEDJ's competitiveness thereby improving their position in the market.

However, this could prove to be a challenge for DEDJ, as the DMO, as analysed previously, tend to have a laissez-faire approach to the planning part of strategic planning. One may imply that this does not correlate with the development of new tourism products. Nonetheless, according to Schejbal (2013), the project or initiative that is not well planned, can be well controlled (pp. 50-51). Thus, one could simply discuss the role of planning and whether or not it is important to the process of developing new products. By the diversification of tourism products and the modification of existing commodifications, it potentially adds value by broadening the experience of Djursland to existing tourists on the destination, or as a benefit, it attracts different types of tourists who might not otherwise have visited Djursland. Thus, by working with product development, it might not only benefit the digital tourists, the respondents of this thesis, but perhaps also other target groups that could provide the destination with the benefits of economic capital (Benur & Bramwell, 2015, p. 217).

Despite the vast interest in the destination, 8 respondents would not select Djursland as a future holiday destination. The reasons for said decision revolve around a few of the respondents wanting to try something new, as there have not been any developments that intrigue them as previously. A respondent states *"[...] it is not as appealing anymore, as it uses to [...]"* (Appendix D, section 8.4.7.). This correlates with what has been mentioned earlier concerning innovative initiatives and approaches that could attract and retain tourists. Another issue pointed out by several respondents is the 'been there done that' attitude. Different tourists state *"I have already been there"*, *"Now, I would rather see the North Sea"*, and *"I have been there [...] and I think, I would go somewhere else [...]"* (Appendix D, section 8.4.7.). Thus, said respondents may insinuate that visiting Djursland once is enough, and that they would not necessarily re-visit the destination. However, as mentioned in section 3.1.5. by Prayag, Fesenmeier and O'Leary, whether a tourist shows his/her favourableness towards a specific destination occurs through an evaluation of the individual's previous experience(s). Another respondent states the lack of options in terms of holiday home accommodation is a reason not to re-visit the destination. The respondent states *"I have stated 'yes', but it depends on some issues. There need to be more holiday homes to choose between. The selection was too small and there was not enough [...]"* (section 8.4.6.). This issue has also been pointed out by FR, who mentions that Djursland lacks beds during the peak season. One of the reasons is the low percentage of holiday homes for rent, which thereby presents another gap between the digital tourists and Djursland (Appendix B, ll. 719-723) – namely **the optimal number of available beds and holiday homes vs. the actual number of beds and holiday homes**.

FR mentions that Djursland has an estimated 15,000 holiday homes of which only 2,500 are officially for rent through an agency (Appendix B, ll. 720-721). Furthermore, he mentions the chances that a higher number of houses are for rent is plausible, but these are privately handled and therefore not part of the calculations presented by Danmarks Statistik. Looking at the strategies from DEDJ, there is an objective to increase the number of visitors during the peak season. However, FR mentions that the capacity is not high enough to accommodate the number of guests, who want to visit the destination during that period (Appendix B, ll. 666-669). This represents the essence of the gap depicted above. FR further remarks the mentality of the current holiday home owners as one of the hemshoes for growth. As approx. 50 percent of the houses are owned by people living geographically close to Djursland, it is likely that said owners want to use the houses themselves, which is not in favour of DEDJ's strategy. According to Rokeach, values are enduring beliefs that satisfy the given person. As such, it could be argued that values is an area that needs to be challenged by DEDJ in order to make the homeowners aware of the fact that renting to tourists is a good investment (section 3.1.2.). According to FR, there have been several initiatives from the holiday home agencies on Djursland in order to increase the total number of holiday homes for rent, however, as the two major operators on the market, namely Novasol and Dansommer, do not emphasise on local development, there is a tendency to forget the local values that would benefit the area. Instead, FR states that the marketing from Novasol is for all of Denmark, as they do not care whether the houses get rented on Djursland or in another region (Appendix B, ll. 716-726). It is further argued that DEDJ have a good relationship with the local agencies and have produced a new catalogue to the holiday home owners in order to illuminate the opportunities when renting through an agency. However, this has seemingly not had the desired effect. Therefore, the strategy may need some rethinking in order to overcome this gap. Furthermore, even though this is an internal gap within DEDJ, it may still be relevant to discuss, as the lack of holiday homes could have an impact on the possibilities presented to the tourists. If said tourists utter any discrepancies towards the accommodation opportunities on Djursland, this gap could be part of the problem. Arguably, in order not to be proactive about said gap, the plausible problem may be addressed before it erupts, thus avoiding strategic drift, as previously depicted in relation to gap 3.

Given the statements from FR, a possible solution could be to seek a deeper understanding of the values that the holiday home owners may have. In so doing, it may be possible to reach a level of trust and loyalty from the holiday homeowners towards the agencies. Thus, increasing the possibilities to escalate the number of houses for rent (section 3.1.2. and 3.1.8.) As previously mentioned, DEDJ and Dansommer have distributed a catalogue in order to raise awareness of the renting opportunities, however, there are also other ways the collaboration could be put to use. As mentioned in the interview with FR, the local actors are highly committed in being a part of the collaborations. DEDJ could use this as an advantage and initiate a meeting with all the holiday home agencies in the area and put together an event that will present the opportunities of renting through an agency. Here, the agencies could co-operate and focus on increasing the total number of houses for rent rather than 'stealing' houses from each other. In so doing, it could be possible to distribute material to every household without breaking the law of distributing marketing material and thereby possibly maximising the chances for a high number of participants (Frodelund, 2016). Additionally, it would be possible to share the new governmental initiatives in the area such as the opportunity to raise a mortgage credit of 75 percent, which increases the chances of buying a holiday home (Friis, 2017). Another initiative is the tax relief when renting through an agency, which may further increase in 2018, however, this is not yet a certainty. In so doing, DEDJ and the local holiday home agencies may be able to decrease the gap or even, in a long-term prospect, make it obsolete.

Looking at the literature review, this approach incorporates the strategic principles of the learning school as DEDJ could learn from their previous experience and then have the failures and successes in mind when planning for new strategic initiatives in order to further increase their competitive stand. Thus, this approach is about change managing the strategy and not the other way around, which is what this possible solution is about (section 3.4.4.2.). In general, the variety of findings retrieved could be imperative for DEDJ to have in mind when they are strategically planning and developing the region and stakeholders' abilities further. This may increase the destination's probabilities in attracting and retaining said tourists, which could enhance their competitive position in the tourism industry, as well as intensify the likelihood of developing tourism in a local and regional manner.

5.2.2.1. SUB-CONCLUSION OF TOURISTS' PERCEPTIONS

As depicted in the analysis and findings, approx. all tourists would define themselves as digital tourist, as said tourists either utilise the internet prior, during, or after their holiday. All 115 respondents use digital media and social media platforms before their vacation, 92 use the Internet during their holiday, and 35 respondents utilise online medias after their vacation. The last phase may be more essential than the remaining two, as DEDJ do not actively structure forums or opportunities to give reviews, feedback and share stories. In connection to the respondents' vacation/potential vacation, their information search behaviour is portrayed as primarily searching for attractions and experiences, which help predetermine their expectations and motivations for visiting the specific destination. Regarding all relevant information that the tourists may search for, DEDJ should keep this in mind, as they build up the respondents' expectations by portraying, presenting, and illustrating different elements. However, it is not only DEDJ that may influence the tourists prior to their experience or the choice of a holiday destination. There are different influencers that all, to a certain extent, possess a role in the respondents' decision-making process. Conferring with the tourists, family, friends, and TripAdvisor are the top-three influencers. TripAdvisor is highlighted, as it is a forum that allows visitors to review and share experiences, something the DMO do not focus on. 63 percent or 73 respondents have previously visited Djursland as a holiday destination. Said tourists selected the destination due to a variety of parameters, e.g. provincial towns, scenery, the family-friendliness, attractions etc. Thus, portraying what has been most essential for the respondents. Prior to visiting Djursland as a place to vacate, the tourists had several expectations to the destination. A common denominator for all anticipations was that a high level of quality should and must be an integrated part of the different offerings and activities, thus providing the respondents with a quality experience. This parameter was implicitly and/or explicitly emphasised in most of the statements given by the respondents. Conclusively, Djursland lived up to said expectations, with an overall grade on 4.05 out of 5. Nonetheless, there were still dissatisfied tourists that had concerns and scepticism towards the destination or something they had experienced. Service standards and quality were the main two issues that the respondents were concerned with. Despite this, 89 percent of the tourists would like to visit Djursland in the future, as it, generally speaking, lived up to their expectations. The remaining 11 percent have decided not to visit the destination in the future, as the lack of developments and new intriguing initiatives etc. have not been implemented. Thus, according to said 11 percent, there has not been done 'enough' to attract and retain tourists to the area of Djursland.

During the construction of the analyses, different gaps portrayed themselves. Gaps that may hold a certain significance to the digital tourist. The gaps that was identified were named; 1) the desire to share opinions vs. lack of possibilities to fulfil said request, 2) the perceived service quality and the expected service quality of the tourists versus the perceived service quality from DEDJ, 3) the lack of product development vs. the wish for renewable offerings and initiatives, and 4) the optimal number of available beds and holiday homes vs. the actual number of beds and holiday homes. In order to place emphasis towards said tourists, DEDJ could perhaps focus on and pay attention towards these gaps, as they may defray digital tourists from revisiting and experiencing the destination in the future. Moreover, amending and planning to diminish these gaps might also benefit other target groups besides the one in question, as there could be similarities across different types of tourists. Furthermore, it is our belief, which has been constructed on the basis of the analyses and the literature review, that focusing on the gaps through a controlled and planned process may enable the DEDJ to investigate, prepare for and address said issues. Thus, possibly improving their competitive stance, as well as creating the foundation for local and regional tourism development.

6 CONCLUSION

6. CONCLUSION

This thesis sought to find out how DEDJ could focus on the digital tourists, and what they might do in order to increase their competitive stand and foundation for local and regional tourism development based on their strategic propositions from 2012-2015 and the revised edition from 2016-2018.

It was found that DEDJ primarily focus on the segment ‘fun, play and learning’, which include families with kids in the peak seasons, whereas focus lies on the “good life”, which includes couples and ‘mature’ people, outside the peak season. Furthermore, it was found that DEDJ emphasise the importance of the digital aspect in terms of communicating with the tourists, however, the physical aspect of Djursland is still the most important area in which Djursland should perform. In terms of the technological advances, it was found that DEDJ are primarily using digital marketing material as its effect can be measured, which thereby indicates whether the promotion was worth the effort. Nonetheless, DEDJ still produce physical material as some of the segments still prefer this type of marketing. Lastly, ‘Djurspakken’, a local platform that conveniently collects local actors and makes it easier for the tourists to book their entire experience on one platform, was identified as one of the major investments in order to attract more digital tourists.

The analysis of strategic planning within DEDJ identified that their strategy does not correlate with VisitDenmark’s national strategy as Djursland cannot attract tourists year-round, which therefore led to initiatives to focus on the peak season and the holidays outside the summer months. It was further discovered that there was a gap between the literature and FR’s approach to strategic planning, as DEDJ tend to have a laissez faire approach to strategy, and thereby give little regard to the planning part of making strategies, and much regard to just doing it.

In terms of the future of the DMO, it was identified that the local actors on Djursland are highly committed to the common collaboration between them and the DEDJ. However, it was also found that Djursland area-wise might not be big enough to satisfy the tourists according to the new trends. Furthermore, it was found that the future of DEDJ might be based on the development of the local actors and their ability to fend for themselves. Thus, the core tasks such as maintaining the collaboration, marketing of both actors and the non-profit attractions, and coordination of events are areas that DEDJ are likely to focus on.

The findings were used in the second part of the analysis, which sought to map out the digital tourists' perceptions of Djursland as a holiday destination. A total of 115 respondents answered the questionnaire of which all were Danish. The questionnaire consisted of a series of questions about Djursland and the digital tourists' perceptions of the destination in relation to the theories and concepts presented in the literature review. Besides, the findings from the first part of the analysis were incorporated into the second analysis in order to identify irregularities between the two sides. It was discovered that there were four gaps between DEDJ's strategies and perceptions compared to the perceptions of Djursland from the eyes of the digital tourists: 1) the desire to share opinions vs. the lack of possibilities to fulfil said request, 2) the perceived service quality and the expected service quality of the tourists versus the perceived service quality from DEDJ, 3) lack of product development vs. the wish for renewable offerings and initiatives, and 4) the optimal number of available beds and holiday homes vs. the actual number of beds and holiday homes.

In relation to gap 1, it was discovered that Djursland as a destination do not provide the opportunity for the tourist to review the destination, which was found to be an important feature in their search for information. It was further established that the lack of said possibility could harm the potential for positive eWOM, which was found to be among the best tools for attracting digital tourists. Therefore, it was argued that DEDJ should initialise this opportunity to mend the gap perhaps even make it obsolete. Therefore, the researchers suggested a more active approach to collecting reviews through TripAdvisor, which was the preferable tool of the respondents. Furthermore, it was suggested that 'Djurspakken' could undergo a change which allowed the tourists to review their experience, thereby allowing DEDJ and the local actors to access the experiences of the tourists in order to improve their overall quality and the destination's level of competitiveness. In relation to gap 2, it was discovered that even though DEDJ are aware of the importance of service quality, the local actors receive negative feedback, which thereby indicated a lack of understanding of the importance of the service quality. This was found through the comments from the respondents of the questionnaire, who stated a lack of service as a reason for a poor review. It was further emphasised that without interference from DEDJ, this gap could potentially harm the destination image, and thereby the destination loyalty, which could cause less tourists to visit or re-visit Djursland. It was suggested that the local actors, who is a part of the collaboration, establish their own, individual websites in order to accommodate tourists and secure a higher and faster level of service to the tourists. It was further advocated that DEDJ, qua their experience and know-how about the tourists, should establish a meeting with the local actors and present them with tools and knowledge about how to improve their level of service and quality. Furthermore, a quality stamp could also be a plausible element DEDJ could initiate, or similar products hereof.

In relation to gap 3, it was discovered that the digital tourists do not agree in DEDJ's perception of themselves in terms of changing and renewing the destination's products and offerings. Therefore, this caused gap no. 3 between the two sides, which was found to potentially harm the destination loyalty and level of competitiveness in comparison to other destinations that potentially initiates more developments than is the case of Djursland. Additionally, it was discovered that the lack of possibilities to review the destination could be part of the problem as DEDJ have not got a chance to know these things without a proper tool for feedback. It was suggested that DEDJ should initiate new projects based on the reviews that could potentially be collected by fulfilling gap 1, as presented responses could proactively benefit the destination, as they would know what elements said tourists would like to modernise etc. Furthermore, it was suggested that the projects could function as temporary options, thereafter becoming permanent if proven successful. In relation to gap 4, it was discovered that the lack of beds and holiday homes as well as the lack of selections between holiday homes presented a gap, as the strategy presented by DEDJ mentioned a wish to expand the number of tourist overnight stays. However, it was identified that DEDJ had already instigated initiatives that could potentially increase the number of available holiday homes. It was found that the possible reason behind said gap was due to the values of the holiday homeowners, and because of tourists, who stated a wish for a wider selection of holiday homes and a better quality of these, which therefore presents a challenge for DEDJ to deal with. It was suggested that DEDJ established an event in collaboration with all the holiday home agencies on Djursland in an attempt to increase the total number of holiday homes for rent. In order to attract the potential holiday homeowners, it was suggested to distribute flyers directly in the mailboxes, which should hopefully maximize the potential for a high turnout.

This thesis evaluated the presented gaps and suggested initiatives in order to minimise, and potentially make the gaps obsolete, in order for DEDJ to accommodate, attract, and focus on digital tourists. By having identified the four crucial gaps and presented suggestions to deal with these, this thesis has sat the precedent for DEDJ to increase their competitiveness and further develop their image and thereby established a possible foundation for local and regional tourism development of the destination.

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7. BIBLIOGRAPHY

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8 APPENDICES

8. APPENDICES

8.1. APPENDIX A: INFORMANT INTERVIEW, INTERVIEW GUIDE

Dette interview skal belyse følgende emner: målgruppe, digitalisering, samarbejde og strategi.

Lidt om Destination Djursland:

1. Vil du sige dit navn og din profession?
2. Kan du sætte ord på hvad VisitDjursland er, og hvilke arbejdsopgaver I varetager?

Målgruppe:

1. P. 3 (2012-2015) ”I nævner, at I vælger at have fokus på de internationale turister, hvad med de danske gæster. Har de ikke længere jeres fokus?”
2. P. 7 (2012-2015) ”I nævner, at I har fokus på følgende målgrupper; kyst, by og naturferie, sjov, leg og læring samt det gode liv. Hvilken af disse er den målgruppe, som I hovedsagligt har fokus på?”
   a. ”Gør I noget aktivt for at tiltrække dette segment til jeres destination, set ud fra digitale tiltag?”
3. P. 4 (2012-2015) ”I forklarer, at nye online medier og platforme er og skal være centrale elementer ift. den øgede konkurrencesituation for turisterhvervet på Djursland. Hvilke medier og platforme fokuserer i særligt på i denne forbindelse?”

Digitalisering:

1. P. 10 (2012-2015) ”I nævner forskellige parametre, hvor destinationen konkurrer om turisterne. Hvad med online tilstedeværelse, er det en konkurrenceparameter, som I glemmer, eller er den ikke så betydningsfuld for jer?”
   a. P. 13 (2012-2015) ”En af jeres værdier er ’tilgængelighed’. Her forklarer I, at det skal være nemt at finde ud af hvem Djursland er og emner inden for dette, hvilket skal sikres igennem kontinuerlig optimering af fysiske platforme. Vægter I det digitale aspekt som relevant?”
2. P. 17 (2012-2015) ”I bruger netpromotor scores, som er en målemetode, der angiver andelen af jeres ”ambassadører”. Hvilke medier bruger i primært her?”
   a. ”De data, som I kan udtrække fra jeres ”ambassadører”. Bruger I disse aktivt eller reflekterende ift. fremtidige tilgange, strategier mm.?”
3. P. 21 (2012-2015) ”I har fået designet og oprettet djurspakken, som er et digitalt tiltag, der fremmer booking processen. Har dette tiltag fremmet jeres muligheder ift. øget konkurrenceevne, turismeforbrug og antal overnatninger?”
4. ”Hvor stor en andel af jeres budget bruger I på den digitale del?”

Samarbejde:

1. P. 4 (2012-2015) ”I nævner, at I vil samarbejde på tværs af siloer, erhverv mm. ift. branding, gæsteservice og strategiske tiltag, således I kan udnytte mulighederne for vækst, nedbryde dets barrierer, opnå indflydelse på den vækst, der måtte være samt styrke samarbejde således væksten skabes. Hvordan havde I tænkt jer, at dette skulle gøres, og hvad er jeres rolle i dette?”
2. P. 4 (2012-2015) ”I nævner, at I har gjort jer diverse investeringer i samarbejde med aktører og partnere. Kunne du uddybe hvilke investeringer, der her har været tale om.

3. P. 11 (2012-2015) ”I nævner i forbindelse med samarbejde, at udfordringer er, at få sikret sammenhænge mellem eksisterende produkter, få modnet produkter til markedet, øge kvaliteten og have fokus på synlighed samt afsætning og service. Vi undrer os over, hvordan I har tænkt jer at realiserer dette? Hvad skal jeres rolle være i denne forbindelse?”
4. P. 17 (2012-2015) + P. 10 (2016-2018) ”I nævner, at strategiske og operationelle samarbejder og partnerskaber skal hjælpe med at opnå jeres mål og vision. Dette skal ske i samspil med aktører på og uden for Djursland. I den forbindelse har I sammen med BRAT konstrueret en fælles strategi for udvikling af turisme i det østjyske, hvor fokus er, at de 11 kommuner fortsat skal udvikle turismen. Det at skabe samarbejder på og uden for Djursland er det lykkedes? Er i færdige? Hvad er status på det samarbejde? Hvad er jeres rolle i det samarbejde?”
5. ”Tænker du, at DMO’ens arbejdsopgaver vil ændre sig i fremtiden?”
    a. ”Hvordan?”
    b. ”En kendt forsker forklarer, at DMO’er vil ændre sig fra at promovere deres destination til at sætte andre lokale turistaktører i spil, således det er dem, der kommer til at markedsføre destination, hvor DMO vil stå for selve orkestreringen af dette. Er du enig i den betragtning? Hvorfor/hvorfor ikke?”

<u>Strategi:</u>

1. P. 5 (2012-2015) ”I nævner, at I havde en plan for helårsturismen på Djursland frem mod 2015, og at denne var grundlaget for den nye strategi. Men hvordan kan det være, at I allerede i 2012 ændrer jeres strategi og ikke i 2015? Hvad manglede i den forrige, som den nye har fokus på?”
2. P. 15+22 (2012-2015) ”I forklarer om jeres 3+9 strategi. Hvordan har I forsøgt at tiltrække jeres turister i skuldersæsonen, som definere ud fra de 9 mdr.?”
    a. P. 22 (2012-2015) ”I forbindelse med denne strategi, nævner I, at I skal skabe målrettede indsatser på digitalisering med udgangspunkt i de 3 mdr. Hvorfor ikke mere. Hvorfor ikke have fokus på skuldersæsonen, så I måske kan forlænge jeres højsæson. Hvilke tanker ligger der bag dette?”
3. P. 3 (2016-2018) ”I nævner, at der er blevet identificeret en række problemstillinger, som blev belyst i den tidligere strategi (2012-2015), og som stadigvæk er problemstillinger. Hvilke problemstillinger er det, som I ikke er kommet i mål med?”
4. P. 6 (2012-2015) + 16 (2016-2018) ”Vi kan se på jeres nye strategi for 2016-2018, at I har nedjusteret jeres økonomiske og beskæftigelsesmæssige mål ift. strategien for 2012-2015. Det omhandler det årlige turismeforbrug, antal overnatninger og antal årsværk. Samtidig med disse nedjusteringer, nævner I, at det er altafgørende at forbedre jeres konkurrencesituation. Hvordan kan det så være i nedjusterer jeres mål?”
5. ”Strategier i turismen bruges ift. at manifestere sig inden for noget bestemt grundet en tendens eller diverse forandringer i industrien. Vil du ene, at I er forandringsvillige samt forandringsdygtige? Er I gode til at reagere på tendenser, ændringer i turistens adfærdsmønstre samt informationssøgning?

8.2. APPENDIX B: INFORMANT INTERVIEW, TRANSCRIPTION

Transcription: Destination Djursland
Interviewee: Tourism Director, Flemming Rasmussen (FRN)
Interviewers: Nicolai Lauridsen (NL) and Martin Wildenhoft (MW)
Date: April 5th
Duration: 1.16:30

NL: Vil du ikke være sød at sige dit navn og din profession?

FRN: Flemming Rasmussen, turismedirektør for Destination Djursland.

NL: Kan du sætte ord på, hvad Destination Djursland er, og hvilke arbejdsopgaver I ligesom varetager?

FRN: Destination Djursland er jo, øh, det er turistorganisationen på Djursland, og vi har jo to kommuner, så man kan vi er en fælles overordnet turistorganisation. Vi er en erhvervsdrivende fond, øh, og så har vi selvfølgelig nogle paragraffer osv., og man kan sige vores tre hovedopgaver det er markedsføring af området, tiltrækning af gæster, så er det gæsteservice, når folk er kommet, og så er det produktudvikling ift., hvad ved jeg, nye tiltag i forhold til hvad det nu måtte være. Det er sådan de tre hovedpunkter, og så er der jo alt det ind imellem. Her taler vi om sparring til kommunerne, og de to kommuner har ikke selv en turismeafdeling, det vil sige, at de ligger det hele hos os. Der er selvfølgelig nogle folk, der er koblet op på turisme, men der er ikke ret meget turisme, der bliver løst i kommunerne, det løses helst hos os. Nogen gange i samarbejde med kommunerne, og nogle gange kun os.

NL: Godt, jamen så lad os starte med at tage udgangspunkt i de to strategier I lavet for hhv. 2012 til 2015 og 2016 til 2018. Vi kommer til at, øh, være inden for nogle bestemte grupper, og det er bl.a. målgruppe, digitalisering, det er samarbejde og så er det generelt om strategi. I nævner, at I fokuserer på at I fokuserer, eller begynder at fokusere, mere på internationale turister i den strategi, der er blevet lavet. Øh, men hvor ligger fokusset så henne ift. de danske turister? Har de stadigvæk jeres fokus eller er I begyndt at tænke mere på de internationale i de nye strategier, I har lavet?

FRN: Dansker har selvfølgelig stadigvæk fokus – det vil de altid have. Altså man kan sige, hvis du kigger på vores gæstesammensætning, og nu snakker vi jo overnatningsmæssigt, det er jo det eneste vi kan måle på, eller ikke det eneste vi kan måle på, men det er hovedsagligt det vi måler på. Så har vi stadigvæk ca. 55-60% danske gæster, så det er dem der sørger for, at bunden bliver lagt, og det er også dem der sørger for, at det ikke er gået så galt i de her år, hvor de udenlandske gæster blev væk. Men vores udfordring er jo lidt, at der er altså kun 5,5 million danskere, og vi kan jo ikke, vi kan jo ikke blive ved med at øge, med mindre vi får danskerne til at blive hjemme og holde ferie. Det gør de selvfølgelig langt hen af vejen, men, og derfor har vi taget det der skift, eller ikke skrift for vi har altid haft fokus på de internationale gæster, men vi bliver bare nød til at fokusere endnu mere på den. Også fordi at vi har rigtig godt fat i de danske gæster. Kigger man markedsføringsmæssigt, så er det nok billigere at flytte de danske gæster til Djursland, fordi de kender os, øh, og derfor bliver vi nød til at sige, øh, at vi have en specielt fokus på især Norge og Tyskland. Så det er sådan set den vej, vi har vendt det. Men selvfølgelig er danske gæster vigtige, og måske også de vigtigste. Det skyldes jo også, at vores øh virksomhedssammensætning, vi har en masse store attraktioner, og rigtig mange af dem er jo baseret på danskere. Ikke nødvendigvis turister pr. definition med de der 24 km. osv., men det er jo turister alligevel for os, og vi er jo sådan set i princippet ligeglad med om de kører fra Aarhus og herud, selvom de ikke langt hen ad vejen bliver defineret som en turist, så tæller de jo. Så der er masser af fokus på danskere.

NL: Ja, okay. I nævner, I har fokus på bestemte typer af målgrupper, øh. Det der er kyst, by og naturferier, sjov, leg og læring og det gode liv. Men er der en af dem, som I måske bruger lidt mere tid på, lidt flere kræfter på end de andre, som måske er jeres primære målgruppe?

FRN: Nej, vi bruger ikke lidt mere, vi bruger meget mere på sjov, leg og læring. Og det gør vi jo af den simple årsag, at igen vores sammensætning specielt attraktioner er jo meget målrettet børnefamilier. Men der har vi jo også måtte tage et skift og så sige, jamen børnefamilierne kommer jo meget koncentreret i 6 uger i sommerferien, lidt efterårsferie, lidt påske og lidt helligdage osv., og måske kun weekender. Derfor har vi selvfølgelig også skiftet over at sige, at vi er nødt til at have det gode liv, også fordi vi har nogle virksomheder, som også gerne vil have dem, men også fordi, at de kommer udefra.

NL: Gør I så noget bestemt, øh, for at tiltrække, øh, det enkelte segment, der hedder sjov, leg og læring?

FRN: Øh, jamen vi gør altså lige præcis ift. sjov, leg og læring, der gør vi jo rigtig meget markedsføringsmæssigt specielt sammen med vores gode attraktioner, og vores fyrtårn er selvfølgelig Djurs Sommerland, som jo er… Det gør det let for os, for Djurs Sommerland laver jo meget markedsføring selv ift. børnefamilierne, og øh vi ligger os selvfølgelig i slipstrømmen af dem, men vi gør jo også noget, hvor de så følger med os. Så, så vi bruger rigtig meget fokus på, at forsøge at flytte nogle børnefamilier.

NL: Ja okay. I forklarer bl.a. at sådan noget som nye online medier og platforme øh, at det er og skal være centrale elementer ift. den er øget konkurrencesituation, vi ser inden for den her industri, der hedder turisme. Men også generelt bare for turisterhvervet her på Djursland. Øh, hvilke medier og platforme er det hovedsagligt, at I har i mente, når I siger det i strategierne?

FRN: Det kommer jo lidt an på, kommer lidt an på målgruppen, og det kommer lidt an på markederne. Men hvis vi bliver på det danske marked, så øh, så kan man sige, så laver vi praktisk talt ikke længere print, print-annoncering mere. Det gør vi af simple årsager, at du ikke kan måle på det, øh, og det vil sige, vi ved ikke om det virker – vi kan have en formodning om det. Men der går vi meget mere ind, og så siger vi, så kører vi noget adwords, vi kører noget display annoncering, vi kører søgeoptimering, og så kører vi nogle, øh nogle samarbejder bl.a. med Dansk Kyst og Natur, også ift. det danske marked, som jo også meget er online. Så på den måde er vi skiftet meget. Vi laver stadigvæk print, men det laver vi selv ift. noget distribution osv. Det er annoncering i print, det er meget lidt. På de udenlandske markeder er det lidt anderledes. Øh, der er også rigtig meget online, men der ligger vi os jo op at VisitDenmark markedsføringskontor. Det er her et spørgsmål om, hvad de gerne vil, og hvad de siger, der virker, og det er ikke det samme der virker i Norge og Sverige, som det der måske virker i Tyskland og Holland. Det vil sige, at jeg tror, hvis man kigger på i år, så er Norge og Sverige ren online, ingen print overhovedet, Tyskland er der stadigvæk print, men der er også blevet mere og mere online, og Holland er også lidt en kombination, men bliver nok mere og mere online. Tror faktisk mest online også i Holland i år.

NL: Fint. I nævner nogle forskellige parametre, hvor destinationen konkurrerer om turisterne, øh og der bliver nævnt nogle forskellige parametre, som vi egentlig ikke behøver, at snakke så meget om, men det jeg, vi undrer os lidt over, er at der bliver ikke nævnt så meget omkring online tilstedeværelse, som man vælger at fokusere på. Hvad tænker du om det? At, er det en konkurrenceparameter, men I tager måske ikke, øh, at I har fokus på den lige så meget som man burde eller tænker I, at ”ja det er en konkurrenceparameter, men det er ikke noget, som vi gider specifikt at have fokus på som sådan?”.

FRN: Jeg tænker lidt, at den skal vendes om. Jeg tænker, at hvis ikke man er online, så melder man sig ud af markedet. Så i min verden, så er det helt naturligt, altså det er, hvis ikke man gør det, så er man der ikke. Øh, og det gælder jo også alle mine kollegaer rundt omkring – det kan man jo også se. I hvert fald dem der flytter noget af de store destinationer, jamen der er det rigtig meget online. Der er nogle ganske få nogen, som stadigvæk kører noget print, og det er skyldes nok noget af deres, eller ikke nok, det skyldes at deres gæstesammensætning og deres udbud. Men i min verden, der ligger det jo øh helt naturligt, at hvis ikke man ligger online, så kan man lige så godt lukke biksen, så derfor er det ikke noget, øh ikke noget som… Altså det er en forudsætning for det, kan man sige.

NL: Okay, nu når det så er en forudsætning, er der så nogle bestemte øh måder, hvorpå du mener det er vigtigt at være online? Er det ift. markedsføring, er det ift. at du som turist, skal kunne finde dine informationer, er det ift. at man skal kunne gå ind og dele sine holdninger bagefter omkring den enkelte destination, er det ift. …

MW: … virtual reality måske …

NL: Ja…

FRN: Det er jo i princippet ift. det hele. Det er jo klart, at hvis man ligger vores op i nogle steps, så starter vi med online markedsføring, fordi det er jo der, hvor vi skal flytte nogle hertil. Øh, og hvis vi så går over og siger ”hvad er det så de skal opleve, når de kommer eller er kommet?”, jamen så bliver det også mere og mere online den måde vi forsøger at servicere gæsterne på, så… Jeg tænker, at det er hele vejen igennem. Øh, virtual reality, det er nok ikke den type gæster vi har. Det tror jeg ikke der er ret mange, der har. Jeg ved godt, at nu prøver vores venner over i Tivoli København, at sætte nogle briller på nogen, der skal køre i rutschebane. Lad os nu se hvor, øh hvor meget det er, for et eller andet sted, en del af oplevelsen, når man er kommet på ferie, det er jo rent faktisk også at opleve det der er der. For ellers kunne du ligeså vel side hjemme foran skærmen. Så behøver, altså jeg tænker lige præcis ift. sådan noget, som det der, der skal man passe på med ikke og i princippet gøre sådan, at folk ikke behøver at komme. Øh, og det kan du jo, altså hvis det ikke er… Jeg ved godt man ikke sidder i en rutschebane, men så snart du sætter briller på, så kunne du jo sådan set sidde hjemme foran skærmen. Og få i hvert fald en lille del af oplevelsen.

NL: Så er det er det der med, øh, den fysiske tilstedeværelse, på en eller anden måde?

FRN: Jamen altså man kan sige, det er, det er jo det er jo det, der er turistdelen i det. Vi skal have folk til at komme. Vi kan lave nok så meget online, og vi kan fortælle dem nok så meget, men der hvor de får oplevelsen, det er når de står ude på Taghøje og kan kigge hele vejen rundt og se det hele, eller når de sidder i rutschebanen ude ved Djurs Sommerland, eller når de er med til at fodre ulve ude på Skandinavisk Dyrepark. Øh, det kan vi ikke klare online. Så man kan sige, vi kan klare rigtig meget online, når det er det, der bliver lettere for gæsten, og det er det jo ift. hvor du sidder og søger informationer, hvor du skal på ferie, og det er også et spørgsmål om konkurrencedelen, ikke. Øh, og det er det også ift. at søge oplysninger, hvor man bare skal have af vide, hvad skal vi finde på og hvornår har det åbent osv. Men så snart, at selve oplevelsen kommer ind i billedet, så er vi nød til at være tilstede.

NL: Fint …

MW: Har…

NL: Ja, værsgo.

MW: Har I gjort nogle tiltag, som har gjort det lettere for gæsten? Altså sådan rent digitalt?

FRN: I hvert fald nogen som vi synes. Vi har lukket turistkontoret, øh og så har vi ikke lukke dem helt alligevel. Men vi har i hvert fald, vi har gjort det pr. første januar i år, så det er, der er i hvert fald en del, uden at øh, nej det er sku lige meget, hvis man har en vis alder, så lad os bare sige plus 60-65 år, så synes man det er det mest forfærdelig at man overhovedet kan, fordi så kan man ikke gå ind og få en brochure. Øh, hvorimod vi vælger og sige, i stedet for at have haft tre turistkontorer i Djursland, så har vi i princippet to steder nu, hvor man godt kan få noget personlig betjening, men så har vi til gengæld 30-35 steder, hvor du kan gå ind digitalt, plus du kan gøre det på din mobil tlf. Så vi skifter rigtig meget, og det gør vi ift. at, øh, gøre det lettere for gæsten. Øh, man kan sige Djursland er jo, øh forholdsvis et stort, jeg ved godt der er koncentrationer rundt omkring, men hvis man, nu har vi en gæsteservice, bemandet gæsteservice i Grenaa og vi har en i Ebeltoft, og bor du oppe på nordkysten, jamen hvis du skal have noget gæste, eller noget hjælp eller noget gæsteservice, så skal du faktisk bevæge dig 20-25 km. Det synes vi jo ikke er verdens bedste service overfor gæsterne, så det derfor, at vi egentlig flytter det den anden vej. Og det gør vi jo så digitalt, øh i det omfang det kan lade sig gøre. Ikke fordi, papiret er som sagt ikke død, og vi laver nogle brochurer, og vi øh har også et super godt samarbejde, distributionsmæssigt, med de attraktioner, som stadigvæk altså laver ca. 60-65 brochurer. Og vi øh kommer af med præcis det samme mængde papir, som vi hidtil har gjort de sidste 5, 6, 7, 8, 10 år. Så det er ikke væk. Online kommer bare til at ligge oveni, og gøre tingene lettere. Og gør det også lettere på den måde, at når vi har trykt, den der skide brochure, jamen så er den uaktuelt efter en uge eller kan være, fordi der er noget, der finder på noget nyt, eller fordi der sker et eller andet, hvorimod online der kan vi jo tilpasse det med det samme, så.

NL: Fint, super, godt. I bruger noget, der hedder netpromotor scores, scores, øh hvor det ligesom er en målemetode, der angiver jeres, andelen af jeres ambassadører. Kan du øh ikke forklare os lidt mere om det?

FRN: Jo, vi bruger det faktisk ikke så meget mere.

NL: Nej okay.

FRN: Vi har brugt det i en periode, men øh, men det er lidt øh, det er lidt tungt arbejde og samle informationer ind pga. vores sammensætning af gæster. Øh, vi har jo rigtig mange feriehuse, og de er ekstremt svære at ramme, og specielt fordi at øh at vi har omkring 20% af vores feriehuse er til udlejning, resten er på private hænder, og ikke officielle udlejede. Så vi er faktisk gået lidt tilbage. Vi har prøvet det i en periode, for at finde ud af om det giver nogen mening osv., og det gør det måske nok, det er bare for omkostningsbetonet at samle ind, så vi er faktisk gået fra det igen.

NL: Ja okay. Det var da meget simpelt. Så gider vi ikke spørge mere ind til det. Øh, I har jo fået designet og oprettet den her Djurspakken…

FRN: Ja…

NL: … som jo er det her digitale tiltag, der fremmer booking processen kan man sige, og køb af andre aktiviteter i et, ikke. Hmm, har det her tiltag, altså som er Djurspakken, har det fremmet jeres muligheder ift. øget turismeforbrug, antal overnatninger, øh øget konkurrenceevne? Har I kunne se noget målbart efter indførelsen af det her digitale tiltag?

FRN: Ja.

NL: Kan du uddybe?

FRN: Haha. Problemer er jo, at der er altid svært at vide, om gæsterne ville være kommet alligevel. Men det vi kan se ift., altså vi startede jo Djurspakken op, fordi der var sku ikke andre, der kunne. Og det er der reelt stadigvæk ikke. Der findes jo noget, og det ved i formentlig også, der findes oplevelsesbooking, som er national, som I min verden ikke er noget værd, fordi der ikke er koblet overnatning på. Jamen der er jo ikke, altså det gør man ikke ved oplevelsesbooking, med mindre folk vil sidde og bruge en masse krudt på at arrangere det. Det er den ene ting. Så er der et andet system, som er Nordic Travel, lavet af nogle svenskere, som faktisk baserer sig, eller ikke baserer sig, som minder om Djurspakken, fordi der kan du godt få specielle hoteller med. Øh, men vi startede Djurspakken for hvad 5, 6, 7 år siden måske, fordi det fandtes ikke, og fordi vi netop har rigtig mange attraktioner, som super let kan sælge billetter. Vi ved også godt, at vores attraktioner er reason-to-go for rigtig mange, øh og derfor forsøgte vi til at starte med lave en simpel webshop. Øh, det holdte så et år. Fandt vi ud af, det fungerede ikke helt, og så har vi egentlig selv, i samarbejde med vores, dem der egentlig har systemet udvikling det hen af vejen for at få det til at kunne det, vi gerne vil. Men tanken har hele tiden været, vi vil gerne sælge nogle billetter til attraktionerne og vi vil gerne have folk til at komme og smide minimum en overnatning og helst flere i forbindelse med dette. Øh, det tror vi på, og det ser det også ud til ift. den måde sammensætningen er. At vi får fat i nogle som lige napper sådan en forlænget weekend eller en weekend ikke som ferie, fordi ferien booker de på en anden måde, der er det mere overnatningsstedet, de går efter og ja, så tager vi også i Djurs Sommerland, men men ved at gå ud og sige ”kom i Djurs Sommerland” og så kan i lige bo på Auning Camping, og her er den færdige pris. Øh, og vi kan se på omsætningen på Djurspakken, den er jo steget gennem årene, så øh, så det eneste vi kan være i tvivl om, var de kommet alligevel? Måske. Vi har i hvert fald gjort det lettere for dem, at finde ud og lettere for dem at bruge det. Øh, så så altså, og vores virksomheder er super glade for muligheden, fordi den findes ikke andre steder. Øh, havde det nu været, havde vores sammensætning lignet Aarhus med rigtig mange hoteller, så havde det være meget lettere. Hotellerne er jo lette at sælge, fordi et værelse er et værelse. Øh, og det er fuldstændig ligegyldigt om de bor i værelse 106 eller 208. Det betyder ikke så meget, det er bare et hotel. Hvorimod vores sammensætning er jo rigtig meget på camping. Øh, og det vil sige, at der altså er forskel på om det er en hytte der, eller det er en plads, eller det er et telt eller hvad det er. Plus vi har rigtig mange private værelses-udlejere, og de kan ikke være med nogen steder, øh fordi de andre simpelthen bliver for store. Så på den måde er det, har det virket super godt for os.

NL: Er der så forholdsvis stor tilslutning blandt jeres aktører på Djursland ift. Djurspakken?

FRN: Ja, det er der. Det er, jeg vil sige på attraktionsdelen, der har vi princippet alle med, øh på overnatningssiden, der har vi 75% med øh af vores virksomheder. Den er jo lavet på den måde, at de styrer suverænt selv hvor meget de vil sælge. Det de kan sælge selv, det sælger de bare selv, og det siger at de måske ikke kan sælge, så ligger vi det bare ind og hjælper dem. Og man kan sige, det der så er kommet med også ift. vores Djurspakken, det er i hvert fald inden for de sidste par år, det er jo så de ting der ingen penge er i. Altså det er i princippet det samme som, som der er på oplevelsesbooking. Det er naturformidling, det er nationalparkbusser, det er guidede ture osv. Det er vi så begyndt at ligge ind også, som de faktisk kan booke uden overnatning. Og det vil sige, der kan vi jo se, at de booker når de er i området. Øh, der er ikke ret mange, der booker en guidet tur 2 måneder i forvejen, for man ved ikke om det pis-regner, men man booker det måske dagen før eller når man har set vejrudsigten, og man er her alligevel. Og det er noget vi har lagt oveni, det er ikke det der har været tanken til start. Og det er jo ikke det, der giver ret meget omsætning, fordi det jo er billige ting. Øh, til gengæld så er det, så er det der, hvor vi så princippet går online, når de er her, jamen så booker de det bare her.

NL: Okay. Så de resterende 25%, gør I så noget øh, ja det kunne jeg forestille mig, men gør I så noget aktivt for ligesom at hverve de samarbejder ind eller er det noget, de sådan selv, hvis de får lyst til, så kan de bare kontakte os?

FRN: Amen, man kan jo sige, at Djurspakken kun er en lille del af vores kampagne. Vi bygger det op på en lidt anden måde. Nu sagde jeg også, at vi ingen papirer havde, det har vi jo stadigvæk. Vi laver sådan en der (brochure med samarbejdspartnere omkring deres ydelser og tilbud) en gang om året. Det går vi jo ud og øh, siger nu skal vi have samlet nogle penge sammen igen, fordi vi skal have markedsført Djursland, og vi selvfølgelig også skal have markedsført virksomhederne, men vi bliver nød til at gå ud og markedsføre dem der ingen penge har. Og vi bliver nød til at gå ud og markedsføre det hele samlet, så man kan se hvad der er. Det vil sige strandene, naturen og alt det der har jo ingen penge, og det hjælper vores virksomheder så til. Så vælger vi at sige, jamen vi vil sådan set gerne øh være med, og det bakker de sådan set super godt op om, jeg tror vi har 90% af turistvirksomhederne, de er med i vores kampagne. Øh, og de sidste 10%, jamen nogen af dem får vi aldrig med, og nogen af dem, er det fordi der opstår noget mellem produktionerne og ejerskifte og den dur der. Så man kan sige, det de egentlig køber sig ind i, til at starte med, og når de har gjort det, så kan man så vælge at være en del af Djurspakken. Man kan ikke vælge det modsat. Man kan ikke være med i Djurspakken, hvis ikke man er en del af fællesskabet. Øh, vi kan jo se faktisk, at Djurspakken har været argument for nogle, specielt nogle af kæde, de kæde-ejede, det har været et argument for det værn, fordi vi har sagt, jamen er i ikke med i den fælles del, så er i ikke med på Djurspakken. Det koster dem jo ikke noget, at være på Djurspakken udover den provision, som de giver, når de har solgt noget. Men ellers så er det gratis. Så den er egentlig vendt om kan man sige.

NL: Ja… Så på en eller anden måde for at få sikret, at der bliver et større fællesskab…

FRN: Yes…

NL: … så skal man lige tilkoble sig det fysiske, altså den, det udgangspunkt I ligesom har, for at man så kan koble sig op på Djurspakken.

FRN: Det der er jo bare en del af selve pakken. De køber sig jo ind i sådan en overordnet og siger, det er det her vi gerne vil, vi vil gerne være online i Norge, og online i Sverige, vi vil gerne være online i Danmark, vi vil gerne lave sådan en brochure der, som vi kan uddele og distribuere, og vi kan have med på messen i Herning og alt det der. Så de køber sig ind i pakken. Så får de noget omtale i den der (brochuren), de får også en øh en tilstedeværelse på alle vores egne online platforme, altså VisitDjursland og alt det der. Og der er selvfølgelig en del af kampagnerne, når vi kører det, afhængig af hvor store de er. Altså det giver jo ikke nogen mening, at markedsføre en eller anden Bed and Breakfast med 4 senge på det norske marked, der skal de jo være en del af pakken. Og der ligger de jo så netop i Djurspakken efterfølgende, så kan de blive fundet der. Men vi går jo ikke ind og laver en kampagne i Aarhus og siger, nu er der en privat værelsesudlejer her med 4 senge, fordi, altså med god vilje så er det udsolgt på en halv time. Så der er vi nød til at have det hele sammen. Så den der blok der, de køber sig ikke med millimeter eller noget som helst, det der er blot en del af pakken, ligesom Djurspakken.

NL: Okay, fint. Har du noget? (Martin spørges)

MW: Jamen jeg sad og tænkte på om, øh nu ved jeg jo Djurspakken selvfølgelig, men er det sådan at andre områder i Danmark også kunne være med?

FRN: Det kunne de i princippet godt, hvis de ville. Altså man kan sige, vi har jo en udfordring på Djursland ift. højsæsonen – vi har ikke plads til vores gæster. Øh, der er ikke senge nok. Jo, gerne hvis de kommer i et telt, men det er jo begrænset hvor mange, der gider det efterhånden. Så man kan sige Djurspakken er faktisk… Der er Djurspakken.dk hvis I kigger på den, men hvis I går ind på Djurs Sommerlands hjemmeside, så har de også en booking side – det er også Djurspakken, det er også vores system. Der ser det bare ud som om, at der er Djurs Sommerland, der bruger den. Og lige præcis de store attraktioner, der gør vi det, at vi jo har samarbejder med overnatningssteder, der ligger længere væk end Djursland. På Djurspakken er det kun Djurslands turismevirksomheder, men hvis man eksempelvis kigger på Djurs Sommerlands hjemmesiden, jamen så er Odder Park Hotel som en af de sydlige, der er med. Vi har hoteller med i Aarhus, vi har øh Søhøjlandet i Gjern med, vi har, øh, jeg tror der ligger et eller to private steder i Randers, så man kan sige, der går vi ud og kigger, hvad kan man sige Østjylland. Fordi de gæster, der kommer og gerne vil i Djurs Sommerland, det betyder ikke så meget, at de skal køre i tre kvarter. Øh, vi har også udfordringer som sagt specielt i de der 29, 30, 31 (refererer til uger) – der er simpelthen ikke plads til dem, så de bliver nød til at sende folk ud af området, for at være sikker på, at de rent faktisk kommer og besøger vores attraktioner. Så ja, det kan man godt, øh oh man kan sige det er jo Djurspakken, ja det er vores system, men der er udvikler bagved, som har systemet, og i princippet så kan alle jo købe sig ind, hvis de vil. Øh, det er jo bare baseret på, at du har noget at tiltrække – det har vi som attraktion. Hvis man kigger på kollegaer rundt omkring, så er der jo ikke ret mange andre steder, hvor der er så mange attraktioner, som der er her. Altså man kunne godt kigge på Nordjylland, men de er et meget større område for egentlig at blive dækket af, så lad os sige af en 3-4 store attraktioner, men det dækker jo hele Nordjylland, altså. Det bliver bare stort, hvorimod vi er, altså det er 50 x 50 km., mere er det jo ikke her, vel. Og der er ikke andre steder, hvor der er så stor koncentration. Og det vil sige, at man kunne sagtens tage systemet og sige, okay hvis man kigger på Fårup, ja så er de lige i det område, der kunne Fårup da godt sælge en masse, men de har deres eget system, fordi det kun er Fårup. Og så er der måske, ja hvad ved jeg, Nordsø Akvariet, men er der nogen sammenhæng der? Altså, problemet er lidt, at der er for langt imellem dem andre steder i

Danmark. Men altså, alle kan bruge det hvis de vil. Nu kan man sige, combine systemer er jo, oplevelsesbooking blevet rullet rimelig meget ud, Nordic Travel har også blevet rullet rimelig meget ud, så jeg tror vi, øh for lov til at beholde vores for os selv, og det er vi sådan set okay tilfreds med. Det er ikke fordi, de ikke må bruge det alt det de vil, det kræver bare en masse arbejde, og det skal folk være indstillet på.

NL: Sådan ungefähr hvor stor en andel er jeres øh årlige budget bruger i egentlig på den digitale del?

FRN: Hvis du kigger på markedsføring, så er det vel ca. 50/50 – kroner og øre mæssigt. Øh, hvis du kigger tidsmæssigt, så er det nok mere, altså så er det mere online, men grunden til… Grunden til at øh det bliver 50/50 er fordi papir er dyrt og distribution er dyrt osv., så økonomisk der ligger den ca. 50/50.

NL: Okay, fint. Nogle af de ting, I bl.a. nævner ift. samarbejde det er, at I gerne vil samarbejde på tværs af siloer, erhverv osv. ift. branding, gæsteservice, strategiske tiltag, alle de her ting, således I kan udnytte mulighederne for vækst, nedbryde dets barrierer, opnå indflydelse på væksten, men også øh styrke samarbejdet generelt, så man faktisk skaber vækst. Øh, hvordan har I haft det i mente, når det var, at I skulle ud og lave samarbejder med aktører, overnatningssteder osv.?

FRN: Altså rigtig meget ligger efterhånden naturligt i virksomhederne på Djursland. Øh, vi har jo været her, altså destinationen har været her siden 95. Øh, man kan sige, de sidste 10-12 år, der har der ikke været de store spørgsmål om hvordan man arbejder sammen, altså hvis man kigger sådan på, på… Lad os nu tage camping f.eks. Vi har 19 campingpladser tilbage, 18 er med i samarbejdet. Øh, og der er ikke noget spørgsmål om de er med. Det er ikke sådan, at de siger ”arh, det ved vi ikke rigtig om vi vil”, fordi de ved godt, at ift. det at skulle kunne flytte gæster til Djursland, der vælger et fåtal af gæsterne at komme hertil pga. campingpladserne. Der er selvfølgelig nogle fastliggere og alle dem der, fred være med det. Men hovedparten af dem de vælger at komme hertil pga. det, der findes i området. Om det så er attraktioner, eller nationalpark eller strandende eller hvad det nu måtte være, og når de har sagt, det her er interessant at komme og opleve og holde sin ferie her, så finder de et sted at bo. Og det er der egentlig en super god forståelse for i øh hele turisterhvervet. Og der synes jeg egentlig det er forholdsvis enkelt, de stiller ikke spørgsmålstegn ved om det nu giver mening og arbejde sammen. Det gjorde de måske for 20 år siden. Øh men vores sammensætning af attraktioner har jo også ændret sig sindssyg meget, altså vi har jo fået en, der er lige så stor, som de andre til sammen. Det havde vi ikke for 15-20 år siden. Der var der meget, øh besøgsmæssigt der var der meget bedre, eller bedre det passer ikke, der var en anden fordeling. Altså det er super godt for os at have Djurs Sommerland, fordi der er så meget fokus på dem. Øh, og der var der måske mere sådan ’arh hvorfor kommer de nu lige’, der tror jeg de kommer pga. vores campingpladser, de kan ligge på. Så jeg synes ikke, det er ikke svært at overbevise at vi er nød til at stå sammen ift. at øh tiltrække nogle gæster. Så man kan sige, grunden til at vi har det med i strategien er, at det er for at vi kan blive ved med at holde fokus på det. Og blive ved med at gøre os selv opmærksomme på, at det er derfor, og det er der vi har muligheder for at vækst, for ellers kommer vi bare til at ligne alle mulige andre steder i Danmark. Og det er det vi gerne vil i princippet udover. Netop at sige, Djursland er ikke øh, efterhånden er problemet bare at enheden bliver for lille i hvert fald ift. de internationale gæster. Det er jo også derfor vi laver vores samarbejder specielt Norge ift. nu har sige, jamen når I nu kommer herned, eller at I nu skal vælge vores område, jamen så har Djursland en attraktion, der hedder Aarhus, vi har også en attraktion, der hedder Randers, den er dog ikke så interessant, men Aarhus er jo. Amen det er den jo, der sker ikke en skid, men Aarhus er… Jeg skal lige sige, at Randers Regnskov har jo valgt at være en del af Djursland, så når I nu ser regnskoven deri (brochuren), så er det jo ikke fordi det ligger på Djursland, så er det fordi, de har valgt at sige ”vi vil gerne sælges som en del af Djursland, fordi det er der gæsterne er”. Så hvis man derudover kigger på Randers, så er der ingenting Øh, der er, det det, hvad ved jeg, 7. største by i Danmark – so what. Hvorimod Aarhus er jo en oplevelse i sig selv, de har også nogle super gode besøgssteder; Aros, Mosgaard, Den Gamle By osv., men de har også byen i sig selv. Og vi har jo rigtig mange der kommer, altså normænd de her måske en uge, 14 dage på ferie, jamen så er de da i Aarhus en eller to gange, de er også i Billund et par gange. For dem betyder det ikke noget at køre, så derfor bliver vi nød til at kigge i større områder, for at sige, at det er det der flytter folk. Der bliver vi efterhånden for små.

NL: Har det øh, er det kapaciteten sådan rent, øh…

FRN: Dels kapaciteten, dels øh det udbud som folk flytter sig efter øh. Man kan sige, jo mere online du går, jo mere konkurrence får vi også fra Carribean og fra, altså så begynder folk jo lige pludselig og skulle vælge imellem, eller i hvert fald har lettere at vælge imellem, at tage på krydstogt, eller skal vi tage en uge til Kreta eller hvor skal vi tage hen. Øh, det var sku lettere i gamle dage, hvor det hele var på papir, øh, der var der ikke den store distribution af krydstogt vel, for hvordan ramte man lige folk. I dag, der er vi bare i konkurrence med i princippet hele verden, og derfor bliver vi nød til at have et produkt, der er bredere end øh vi eller har haft.

NL: Øh, du nævner, at man stillede, altså i dag er det sådan, at man stiller ikke rigtig spørgsmålstegn, når det er man skal begynde at samarbejde, fordi der ligesom er en eller anden forforståelse for, at jamen det er det, der skal til for at tingene virker, for at den her vækst, den kan skabes…

FRN: Ja.

NL: … på tværs. Men det, man stillede spørgsmålstegn for 20 år siden. Hvad har man gjort i de sidste 20 år, der gør, at man ikke længere stiller spørgsmålstegn ved det?

FRN: En af de ting, en af de ting, der er gjort er, at vi har vist det virker at stå sammen. Altså, man kan jo sige, vi har jo, vi har oplevet en vækst i bl.a. overnatninger specielt igennem de sidste par år. Vi har også fået vendt, tyskerne dykkede meget, dem har vi også fået vendt, nu går de faktisk også i plus, håber jeg. Nu kommer der jo nye tal nu her i slutningen af den her uge. Vores udfordring er jo altid, at tallene kommer en gang om året, de kommer formentlig torsdag eller i morgen, og så ved vi hvordan det er gået sidste år, og ikke før. Og det er jo rigtig meget tyskere. Så, så, men i hvert fald fra 15 og op, fra 14-15 der havde vi vist at det rent faktisk øh det rent faktisk kaster noget af sig, når man får flere besøgende. Det er den ene ting. Den anden ting det er også, at vi har heldigvis nogle store virksomheder eller store attraktioner, som betyder noget, og de har valgt at sige, at vi er en del af fællesskabet. Øh, og det ligger jo også pres på de andre, forstået på den måde at sådan en som Djurs Sommerland har vi jo et super samarbejde med, øh og langt hen af vejen siger Djurs Sommerland "I skal være en del af samarbejdet, hvis vi skal samarbejde". Det betyder jo også, at man kan sige, Djurs Sommerland de har, hvad havde de sidste år, små 800.000 besøgende og får formentlig 900.000 i år. Det betyder rigtig meget for vores mindre overnatningssteder, at de er en del af fællesskabet ift. Djurs Sommerland. Også ift. de andre attraktioner, men det er den store, der flytter noget. Og de siger jo, at vi er en del af fællesskabet, Djurs Sommerland vælger at melde sig ind i fællesskabet, så bliver de andre også nød til det. Men det er altså fordi, at der også er vist at det giver noget mere i deres egen kasse, hvis de er en del af fællesskabet. Det svarer lidt til, at der er nogle campingpladser, der vælger at være medlem af DKCamp fordi de mener, at de får noget ud af et fællesskab. Det er så på landsplan.

NL: Fint. Hvad er jeres rolle i det så? Hvad er, altså når vi snakker samarbejde på tværs, både med øh Djursland med andre aktører, hvad er jeres rolle i hele den, nogle af de processer i gennemgår?

FRN: Jamen det er jo rigtig meget koordinering. Altså det er jo rigtig meget et spørgsmål om at sige, nu samler vi alle campingpladserne, så giver vi dem fælles orientering om, hvad vi synes, hvad attraktioner synes og hvordan man kunne lave nogle pakker, sådan at vi kan, ja og så er det jo altid sådan, at hvis man samler, så kommer der 15 campingpladser, og nu skal vi det og det og det. Og ja, det er fint nok, men hvem gør det lige… Og det er så der vi kommer ind, og siger, det kan vi faktisk så gøre, hvis de nikker og de hjælper med levere det, vi nu skal bruge. Så det er rigtig meget koordinering, og så på markedsføringssiden er der rigtig meget, at sørge for at få fortalt om det, der ikke kan betale selv. Fordi hvis man kigger på attraktionerne, jamen så går deres egen markedsføring jo hardcore ud på deres virksomhed, det gør en campingplads også – de har et andet budget end de store, ikke. Og så er der nogle af dem, at der er klart placeret i vandkanten, de er selvfølgelig, de fortæller selvfølgelig også noget selv, men hvem er det lige der markedsfører øh nationalparken eller strandene eller cykelstierne eller Ebeltoft sådan overordnet som besøgs by osv. Men det er jo der, hvor vi kommer ind og gør det. Så det er fællesskabet og så er det koordinerings-delen.

NL: Fint. I nævner bl.a., at I har gjort jer diverse investeringer i samarbejde med aktører og partnere, øh helt præcis hvilke investeringer er det, der er tale om her?

FRN: Jamen man kan sige, nu er vi så gået tilbage til… En af de største investeringer vi har lavet ift. samarbejde, der er faktisk Djurspakken, altså det er udvikling af vores bookingsystem. Vi har så løst en del projekter derudover, hvor vi har fået ting gennemført ude i landskabet, men det er jo meget mere et spørgsmål om, hvis man kan kalde det det, samarbejde med EU-midler osv. og knap så meget med aktørerne. Så, så man kan sige ift. investeringerne, så er det rigtig meget på Djurspakken, og det er selvfølgelig markedsføring, fordi vi finder jo også nogle ekstra penge udover aktørernes penge, og det er blevet investeret i at tiltrække nogle gæster.

NL: Ja. Øh, I nævner, at nogle af de udfordringer I har, det er bl.a. at få sikret sammenhæng mellem de eksisterende produkter I har, øh men også at få modnet produkter til markedet, og så øge kvaliteten af det, der måtte komme. Hvordan øh, hvordan tænker du, at I skal sikre jer det? Sådan fremadrettet

FRN: Amen vi skal, det bliver igen det der med, at tage de lag, der ligger nedenunder de store. Dvs. lige nu er der jo rigtig meget fokus på turisme generelt i Danmark, på lokale fødevarer osv. Og dem har vi rigtig mange af herude. Det der er en udfordring er, at de er meget små. Og noget af det vi gerne vil være med til, det er at sørge for, at kunne vise dem samlet set. Altså, i stedet for at vi har 2-3 micro-bryggerier og nogle der producerer nationalpark bøffer og alt det der, så forsøger vi at samle pakken og sige, prøv at hør' her, I kan faktisk alt der her. Vi kan levere noget på, håber jeg, det er vi i gang med i øjeblikket. Vi kan levere nogle madpakker eller nogle køleskabspakker, som er baseret på de lokale fødevarer, som kommer til vores feriehuse. Så man ligesom får det der autentiske med også, det er rigtig meget, altså alle kan jo gå i dagligdags supermarkeder, det er lige meget hvor man kommer fra, dem har vi en milliard af, øh i Danmark og vi har det også på

Djursland. Men de der specielle ting, som skal gøre, at det vil folk sige, det kan man kun få. Så det er noget vi prøver og sørge for vil komme. Det samme gælder for, på naturformidlings-delen, fordi det er også små virksomheder og sørge for at sikre, at hvis nu der er nogle der gerne vil udbyde noget omkring cykelferie, men hvordan er det lige, at de gør det? Ja ja, der er nogle der skal leje cykler ud, hvis ikke de har deres egne med, der er også nogle der skal sørge for, at de får en madpakke med, der er også nogle, der skal sørge for at de kan få et sted at bo, der er også nogle der skal sørge for, at de har et ordentlig cykelkort osv. Så det er den der kobling vi forsøger at lave. Og mange af dem der, i hvert fald til at starte med, altså i bedste fald går vi i 0 og koster kun noget tid. Øh, øh men det er bare et sted at få startet. Netop ift. samarbejdsdelen.

NL: Okay, så man kan sige, at I prøver på at have fokus på det, der er under de store attraktioner, og så på en eller anden måde få gjort mere opmærksom på hvad de kan, og hvad de har at tilbyde og så hæve det bundniveau, der er der.

FRN: Ja, for vi har jo også en mulighed for at gå ud og kigge. Vi kan bedre tillade os, at sige til dem, at det her, det er ikke godt nok. Altså kvaliteten på det her, det er ikke godt nok. Så I bliver nød til at ændre det, hvis I vil være med i samarbejdet. Altså, vi kan også bedre gå ud og ligge pres på. Naturformidlere de er sådan nogle øh, det er sådan et specielt folkefærd, fordi… Jamen det er de jo. I Danmark er der ikke tradition for at det skal koste noget, hvis man skal opleve naturen. Bare tag syd på, så koster det kassen, hvis man skal opleve naturen. Øh, og der har vi jo sådan, øh kunne gå ind og sige, det må i sådan set selv om, men så kan, vi kan ikke sælge noget på Djurspakken, der er gratis. 1. Vi har meget svært ved at markedsføre pakker, der er gratis. Fordi hvorfor skulle folk komme, hvis det bare er gratis. Du binder dem ikke op på noget, og vi er sådan set ligeglad med om I bare starter med at tage en 20 eller 50 kr. for at deltage. Men det er i hvert fald en start. Vi har jo så også fundet ud af, at folk rent faktisk øh, gerne vil betale for det. Vi lavede en undersøgelse med vores kollegaer over i Oddshere ift. netop at tage penge for noget. De havde nogle ture, som de udloddede gratis med naturstyrelsen, tror jeg det var, og så havde de så præcis den samme, som de solgte for en 50 kr. Den til 50 kr., den kom der 3 gange så mange mennesker til, fordi folk har den opfattelse at når man betaler, så er kvaliteten bedre. Der var ikke nogen forskel, men lige præcis når man betaler, så mener folk også at man, altså så har man også pligt til at levere noget, så det er også tankesættet. Og så fordi at, hvorfor skal vi forære vores produkt væk. Der er jo ikke nogen, der inviterer, der gerne vil have turister på besøg, hvis ikke de betaler penge. Hvorfor skulle vi det? Der er jo ingen, nå nej, men de fylder og de sviner og det er selvfølgelig fint, så længe de betaler for det. For det er de vi lever af, og der er også sindssyg mange arbejdspladser hos os.

NL: Okay. I siger, at sådan noget som strategiske og operationelle samarbejder og partnerskaber, det er noget, der skal hjælpe jer må at opnå jeres mål og visioner i både fra den fra 2012-2015, men også i den fra 2016-2018. Øh, og i den forbindelse, så skal I i samspil med aktører både i og uden for Djursland prøve at skabe nogle bedre forudsætninger for Djursland men også alle mulige andre kommuner, som I samarbejder med. Øh, de her 11 kommuner i det østjyske, som I i princippet samarbejder med, det samarbejder er det gået som det skulle. Er det lykkedes for jer at skabe de rigtige forudsætninger, således I kan tilbyde det I gerne vil til jeres aktører, til jeres gæster til…

FRN: Jeg tror den er to – eller tredelt. Ift. gæsterne, ja så er vi i hvert fald ved at være der, fordi vi netop kan gå ud og lave nogle kampagner, tiltrække nogle gæster, øh hvor de har flere ting at vælge imellem. Så det ja, den tænker jeg er, den er ved at være der. Ift. vores aktører så er den ikke på plads endnu, og det er den ikke fordi stadigvæk øh, hver især gerne vil fylde sengene først hos os selv, fordi det er der vores samarbejde måske lidt brister. Som jeg siger, ift. vores bookingsystem, der går vi længere ud. Det gjorde vi også før samarbejdet. Så der mangler der noget, jeg tænker ikke endnu, at det er en udfordring, det er bare noget, der skal arbejdes videre med. Jeg tror det kommer ganske naturligt. Får i koblet nogle flere med, der godt kan se det giver mening. Øh, noget af det mest oplagte er nok campingpladser omkring Silkeborg. Der er rigtig mange, der er god kapacitet og Silkeborg er ikke en konkurrent til os. De har et andet produkt, og de har et super fedt produkt, men det er et andet produkt end vores, så det kan sagtens kombineres. Den tredje del er jo så, at når man sætter 11 borgmestre sammen, så, fordi det er jo i Business Region Aarhus, dvs. det er på borgmester-niveau, så går der politik i det. Og oh, det betyder også, at der er en proces, der godt kan tage tid. Nu har vi valgår i år, øh så lige nu skal der ikke ske noget. Det kan så være, at det kommer til at rykke, når vi kommer på den anden side af valget og kommer ind i foråret 2018, for så er der 4 år til de skal vælges igen. Øh, men der er jo også meget lokalt, øh og man kan sige jo mere, jo tættere samarbejde vi vil lave, jo mere modstand er der også fra kollegaerne, fordi… Hvis man har, i de 11 kommuner, der er der 7-8 turistchefer, destinationschefer eller hvad de nu har af titel. Hvis man nu lavede en destination, så var der kun brug for 1. Så kan det godt ske, at der var brug for nogle andre, men der var i hvert fald kun brug for 1 chef. Og derfor er det nødvendigvis ikke sådan, at øh kollegaerne synes det en god ide. Det har vi jo også taget konsekvensen og så sagt, at det er der så ikke noget at gøre ved. Så må de komme med, når de vil, og så har vi lavet et, stiftet en fælles forening med VisitAarhus, og så kan man sige, så kører vi. Øh, hvis man kigger på de 11 kommuner, så er der også, der er to kommuner der bærer det hele, 3 kommuner eller 2 områder der bærer det hele. Djursland og det er Aarhus. Det er her væksten er, det er her volumen er, øh og vi har så valgt, at så gør vi det på den her måde – arbejder sammen i det her omfang. Hvis de andre vil, så må de gerne, men det bliver på vores betingelser som udgangspunkt. Og så må vi se hvor hurtigt de kommer.

NL: Og hvilke betingelser er det?

FRN: Betingelserne er, at vi ikke fokuserer på lokalt fnidder, vi fokuserer på vækst og vi fokuserer på, at der skal tiltrækkes gæster til området, og at gæsterne de skal have en ordentlig kvalitet i det, der bliver leveret, og de skal have en god oplevelse, når de kommer.

NL: Uanset hvor de overnatter og hvad de køber?

FRN: Yes.

NL: Okay – bare i orden. Uddybelse?

MW: Nej

NL: Øh, tænker du, at jeres arbejdsopgaver som Destination Djursland, de arbejdsopgaver I varetager vil de ændre sig i løbet af fremtiden? Vil I gå mere fra at, for nu siger du jo selv i forbindelse med, når der skal skabes samarbejder, så er I den der koordinerer, I er den der orkestrerer ting, ikke. Vil I gå mere over til det i fremtiden eller vil der blive færre af det? Vil I fokusere mere på markedsføring eller vil I blot være den der, hvad kan man sige, de konsulenter der kommer udefra og kan hjælpe til såfremt at der er behov for det, eller folk ønsker det? Hvor tænker du, at I bevæger jeg hen ift. arbejdsopgaver i fremtiden?

FRN: Jamen jeg tænker, at lige så vel som der har været i de sidste mange år, så er der en naturlig udvikling i, hvad det er der skal løses. Øh, og der er et skifte i hvad det er for nogle virksomheder, der selv kan. Øh, det kan også, man kunne godt forestille sig at jo større vores område bliver, jo mere lokalt vil der blive løst af kommunerne. Altså lige nu, kan man sige, vi har to kommuner på Djursland, og vi løser nogle projekter, hvor det end måtte være, men jo større, jo større område vi får at dække… Det kan også godt være, at den forening vi nu har, at den bliver udvidet med nogle flere kommuner, dvs. området bliver større, og så bliver det altså sværere at sidde med nogle lokale udviklingsprojekter. Øh, så der tænker jeg godt, at der kan ske et skifte, i at der bliver mindre af det for os, og mere af det for kommunerne. Det er ikke nødvendigvis sådan, at det ikke skal løses her i huset, men det kunne være nogle nye medarbejdere, der var fælles med vores kommuner, som der var placeret her, men så det ikke var en ren destinationsmedarbejder. Jeg tror, det er den vej det går. Det bliver mere og mere markedsføring, det bliver mere og mere ift. øh til samarbejde, kvalitetssikring – det kan vi gøre. Men ift. de der ikke kommercielle projekter, for det er jo meget det vi har løst ift. grønne vækst projekter og regionale projekter, det er sådan meget flere ting, som sker ude i virkeligheden, som der ikke er nogen til at betale for, fordi at, hvem fanden vil betale for Kajakbro i Bøgelund. Det er der ikke nogen der vil udover EU, de vil så gerne, men det giver noget ekstra til de gæster, der så rent faktisk kommer. Man kan bare aldrig nogensinde få det til at løbe rundt økonomisk, hvis ikke penge kommer ind i kassen. Der kunne jeg godt forestille mig, at det blev flyttet mere over til kommunerne eller til nogen anden.

NL: Der er bl.a. en forsker, der forklarer at DMO'er de vil prøve på at ændre sig, forstået på den måde, at frem for at promovere destinationen, så vil de være den, der kommer til at orkestrere det hele, således at man prøver på at sætte andre aktører i spil, således at det er dem, der ligesom gør al' den promovering, der skal til, hvor man så selv bare er den, der sørger for, at de bliver sat i spil. Tænker du, vi bevæger os i den retning eller er det misvisende?

FRN: Jeg tænker, at det gør man til dels.

NL: Ja.

FRN: Øh, hvis I kigger på Djursland på vores område, så tænker jeg, at med den snak der f.eks. er, nu går vi tilbage til Djurs Sommerland, de snakker, de har fået lavet ny lokalplan ift. at lave overnatninger. Øh, hvis de lige pludselig har 1000 senge plus en forlystelsespark, så vil de jo meget mere gå ud og sælge området for dem selv. Altså selvfølgelig skal de have fyldt deres senge, men stadigvæk vil de, de vil jo gøre det på samme måde som Legoland, men øh Hotel Legoland skal bare lige have fyldt deres senge, og man skal helst ikke være der mere end 1 max 2 dage. Det samme vil komme til at gælde, hvis man får bygget det ude ved Djurs Sommerland, og resten af tiden, så vil de være med til at sælge området, og dermed få folk til at blive her noget længere. Det er ikke kun Djurs Sommerland, vi er her for. Men der er nogle der kommer kun for det, og opdager derefter at det egentlig er et fedt område, og at de gerne vil blive lidt længere. Så nogle af de store, ja, de vil kunne gøre det mere og mere selv. Til gengæld så tror jeg nogle af de mindre vil få mere og mere brug for, at der er nogle, der gør det for dem. Øh, og det vil altså være campingpladser, det vil være private værelser, det vil være i de små oplevelsessteder. De har nok at gøre med rent faktisk at servicere gæsterne, når de er kommet. Og dvs. de får mere og mere udfordring i også at bruge krudt på og have kompetencerne til og få folk til at komme. Altså de kan jo ikke løse det, når de er kommet, men det der med, altså jo mere online du bliver, jo mere bøvlet bliver det også. Jo mere skal du sætte dig ind i tingene. Det er jo lettere bare at hyre et reklamebureau og så indrykker de 15 annoncer, og så er det det og så virker det sikkert. Men sådan fungerer det jo ikke mere. Så kan man selvfølgelig købe sig til det, det ved jeg godt. Det har de små bare ikke midler til. Hver især der bliver de nød til at kigge på os. Jeg tror egentlig den er todelt. Der er nogle, der vil komme til at køre endnu mere selv eller i hvert fald kunne løfte en stor del af vores, af det vi gør i dag, fordi de gør noget ekstra. Og så vil der være nogen, hvor vi bliver tættere og tættere forbundet med dem, øh, fordi de igen har brug for nogen der koordinerer og sørger for, at fællesskaber kommer op at køre.

NL: Assistance?

FRN: Lige præcis.

NL: Fint. I havde en plan for helårsturismen på Djursland frem mod 2015, og at den ligesom var grundlaget for jeres nye strategi. Men så allerede i 2012, så ændrede I faktisk jeres strategi, og ligesom lavede en ny for 2012-2015. Øh, hvordan kan det være? Hvad var det at der ligesom manglede? Hvad skulle der være fokus på?

FRN: Altså jeg vil sige, for det første, så var det ikke os, der opfandt ordet helårsturisme, det var VisitDenmark, og det var et projekt, vi kom med i. Men er også nød til at være realistisk, og noget af det der er mest underholdende, det er jo at snakke om, når man siger helårsturisme, så lyder det jo i folks øre, at så kommer der lige så mange gæster i november, som der gør i højsæsonen. Det kommer jo aldrig nogensinde til at ske, og derfor valgte vi jo så at sige, okay vi bliver simpelthen nød til at fokusere på sommerhalvåret og det starter jo når påsken starter og så slutter det efter uge 42. Det er sådan mere eller mindre det det er. Og ja, så kan vi godt få fyldt lidt ekstra ind, øh omkring jul og i december osv., men i november, januar og til dels februar, de vil altid være fuldstændig død-syge herude, fordi der sker ikke noget. Og derfor valgte vi at sige, at bare ordet helårsturisme gav et forkert signal. Det gør det i min verden alle de steder, som bliver dækket af Dansk Kyst og Naturturisme. Altså, der er måske, måske kan man snakke om, at Sebastian ovre i Hvide Sande han nærmer sig noget, fordi han har en anden målgruppe end vi har, og at han ikke, altså der kommer, hvad har han – 80% tyskere – som kommer pga. Vesterhavet, og ikke nødvendigvis for at ligge ved stranden men også for at gå ved stranden. Det kan man jo gøre i november måned, hvis altså ikke man blæser væk eller et eller andet. Hvorimod vores er jo noget helt andet, de kommer for at bl.a. netop igen det der med at det er børnefamilier, kommer de for vores attraktioner. Nogen af dem de har lukket i vinterhalvåret, ikke så mange, men det er der nogen af dem, der har. Og nogle andre er dem er, altså det er bare ikke godt. Så, så det er en af grundende til det, men øh, men selve ordet helårsturisme, det er altså også skod. Altså, det fungerer ikke kommunikativt, når vi snakker med almindelige mennesker, og for den sags skyld heller ikke med turisterne. Campingpladserne har også lukket.

NL: Var det bl.a. også derfor I lavede den der 3+9 strategi?

FRN: Ja

NL: For at have mere fokus på højsæsonen

FRN: Lige præcis. Altså vi har jo altid haft fokus, det var så ligeså meget egentlig for at italesætte, at fokus er der, og så kan man sige 3+9, det er måske også lidt synd, ikke. Fordi den skulle måske hedde 3+4+5, ikke. Hvoraf de 5 er ligegyldige, næsten. Men, men igen for at, det skal jo heller ikke være sådan, at der er en opfattelse af, at vi bare lukker Djursland søndag i uge 42, og så lukker vi først op igen til påske eller 1. april eller hvornår vi nu starter. Fordi der kommer jo også noget, vi har jo nogle steder hvor, oplevelsessteder, som godt kan levere noget uden for højsæsonen. Vi har museer osv. som laver en masse ting året rundt, som også, sådan noget som f.eks. jul er blevet til noget, hvor der holdes sådan et stort, som flytter noget. Vi har et lille slot, der ligger nede ved Hornslet, som jo også laver noget, der flytter en masse mennesker. Så der er noget, og derfor har vi selvfølgelig ikke kortet det af, men det er bare den der, øh italesættelse af at 3+9, de 3 måneder er der hvor vi tjener pengene, og de måneder, det er der hvor vi har en mulighed for at få lidt ekstra ud, fordi de er her alligevel.

NL: Men gør I så noget aktivt, for at udnytte de der 9 måneder? Er der noget specifikt I har fokus på, nu når det er jo …

FRN: Jamen det har vi…

NL: … skuldersæson?

FRN: Det har vi jo bl.a. på noget af det gode liv. Men jo også rent faktisk på nogle af de udenlandske markeder. Fordi man kan sige 3+9 er jo heller ikke, det er jo ikke juni, juli og august, det er jo juni, juli, halvdelen af august, nogle helligdage i maj, altså de tre måneder er jo spredt ud – det skal man huske, ikke. Øh, og man kan sige, ved at sige ’vi vil også gøre noget mere for de 9 måneder’, det gør vi jo bl.a. ved og intensivere på det tyske marked. De kommer jo, de har andre feriemønstre end vi har i Danmark. De kommer faktisk uden for vores højsæson. Det gør Hollænderne også, derfor har vi også gjort en ekstra indsats i Holland inden for de sidste 5-6 år. Øh, fordi dem kan vi godt flytte i maj måned, når de har deres tulipan-ferie. Vi kan også godt flytte dem igen, når vi kommer hen i medio august og september, fordi de er meget fokuseret på økonomien. Så er det billigt, så kommer de. Og det er det jo uden for højsæsonen. I vores højsæson, jamen der nogle mængder af danskere, der kommer, der betaler kassen og det gør Nordmænd også. Normændene har stadigvæk ikke fundet ud af, at deres penge ikke er noget værd, så det er jo super. Det er stadigvæk billigere at komme herned end det er at blive hjemme i Norge. Og øh, så får de jo lov til at betale i højsæsonen. Så jo, vi har da mere og mere fokus på de 9 måneder, og igen, de 9 måneder er jo ikke fordelt på hele året. Det er klart, der kommer nogle tiltag; julemarkeder, et eller andet, så går vi selvfølgelig ind i det, og så siger vi okay, svenskerne går og er helt vilde med julemarkeder, kan vi flytte nogle svenskere fra medio november og til medio december? Så lad os da gøre det, og så lad os bruge lidt krudt på det. Men det kræver, at der er noget opbakning, fra dem der også går ud og udbyder det, for ellers gør vi det ikke. Man kan sige, vi gør det ikke, hvis ikke at vores aktører synes det er en god ide, og gerne vil bidrage til det. For vi kan sagtens foreslå en masse gode ideer, som de så ikke selv betaler…

NL: Ja, det er klart.

FRN: … sådan fungerer verden ikke. De skal også ligesom vise, at de godt vil være med og gå med til ting. Vi er også nød til at være sikre på, at når der kommer nogen, det er så ikke så meget vores aktører, men der kommer jo rigtig mange under 2017 i år (Europæisk Kulturhovedstad), hvor der sker meget herude. Så bliver vi også nød til at være sikre på, at de 10 arrangementer der melder ind, at de rent faktisk bliver gennemført. Vi kan jo ikke gå ud og markedsføre noget nu her, og så sælge en masse billetter eller forsøge at tiltrække en masse gæster, hvis det er noget, der sker i september, hvis ikke vi er sikre på, at det bliver gennemført. Fordi så er vi tilbage til det med kvaliteten. Der er kun et sted at brokke sig over det, og det er dem, der har fortalt om det – nemlig os. Når det nu ikke er der alligevel, når gæsterne kommer. Så med mindre, at der er et eller andet, der kan selvfølgelig ske uforudsete ting, sådan er det jo. Men ellers, vi skal være sikre på at vi kan levere, når vi går ud og markedsfører noget. Og det er altså lettere at være sikker på i højsæsonen, for der er volumen. Det skal de sku nok gennemføre det. Men nogen der siger, det kunne være fedt at lave en tur i starten af oktober måned rundt i nationalparken og kigge på sommerfugle, what ever, hvis der er det. Og når vi så kommer derhen, så ham der naturvejlederne, han siger, at der kun er 2, jeg gider sku ikke. Sådan fungerer det ikke, for så har vi meddelt noget negativt til omverdenen. Om der så kun kommer en, så går du altså. Så kan det godt ske, at du sætter penge til i år 1, men år 2 og 3, så kan det være der kommer 50 og så tjener du penge. Det er også den der, det skal vi være sikre på, at folk har den rigtige tankegang.

NL: I nævner, at der er blevet identificeret en række problemstillinger, som øh I bl.a. ikke er kommet i mål med i de her strategier…

FRN: Sikkert…

NL: … Ja, er der nogle af de ting, som du sådan, hvis du kan huske tilbage, som det gad vi godt have gjort, men det er vi måske ikke helt færdige med. Eller det er der måske noget der mangler lidt af eller? Man må gerne sige nej.

FRN: Jamen jeg tænker, at der sikkert er noget, men jeg har det også sådan, at ift. hvis vi skal have vores berettigelse og levere det vi skal og gerne, så bliver vi også nød til at tilpasse os. En ting er at man har en strategi, der løber i en tre-fire år med forudsætninger, mål osv. Men vi bliver også nød til, det er også derfor at vi igen, den fra 2016-2018 er jo blot en revision af den anden. Der er jo ikke så meget nyt i den, men der er jo nogle ting, hvor vi har valgt at sige, det giver ikke nogen mening længere – det fjerner vi, og så putter vi noget andet ind. Sådan vil den næste formentlig også være, men jeg har det sådan, at vi ikke skal holde fast i noget bare fordi vi har taget en beslutning for 3 år siden. Hvis ikke det virker, så må vi bare videre, altså. Vi har jo også en holdning til, at vi ikke skal drukne i øh bureaukrati. Hvis der skal prøves noget af, det er jo bl.a. derfor vi har Djurspakken. Det er jo fordi vi sagde, lad os prøve det. Og det virkede så. Altså hvis vi havde, hvis vi var gået i det samme mode, som man havde gjort i resten af landet, så havde vi ikke haft det nu. Altså så havde vi kørt i rundkreds det sidste 5 år, for at finde ud af, om det kunne lade sig gøre. Og vi kan jo se hvordan det kører. Så jeg har det der med, altså lad os da prøve noget, og nogle gange ja – det skulle vi så ikke have gjort. Det kostede lidt penge, og andre gange så var det en pisse god ide vi fik. Og så er pengene kommet ind igen. Så der er sikkert noget, som vi skulle have gjort anderledes, og der er sikkert også noget, som vi skulle have sået ihjel noget før, og der er sikkert også noget, som vi skulle have fastholdt lidt længere for at prøve det, men det kan så være, at vi gør det om 2 år, og så vender vi tilbage til noget af det, som vi egentlig bremsede for 2 år siden. Nu er tiden så måske mere moden til det.

NL: Så tilpasninger det er egentlig et key word i det her.

FRN: På den måde er vi jo ikke anderledes en hvilken som helst anden privat virksomhed. Hvis ikke man tilpasser sig, så dør man. Altså, det er jo sådan det er.

NL: Godt. Det er faktisk super du siger det, for det leder os videre til vores næste spørgsmål. Vi kan se for den reviderede udgave for 2016-2018, at I har nedjusteret jeres økonomiske og beskæftigelsesmæssige mål ift. strategien for 2012-2015. Øh, og det omhandler både årligt turismeforbrug, antal overnatninger og antal årsværk. Øh, og nu siger du det der med, at I bliver nød til at tilpasse jer. Var der noget i den fra 2012-2015, der ikke længere gav mening ift. de her ting – der gjorde at I blev nød til at nedjustere de her mål?

FRN: Øh, nej altså man kan sige… Det har der sikkert været, men det var ikke det der var baggrunden for beslutningen. Nedjustering af målene er jo også et spørgsmål om at se på, hvordan har vi kunnet skabe vækst i de foregående år, og det hjælper ikke noget at regne med, at det vækster 10%, hvis det realistisk set kun er 4 eller 5. Det har vi ligesom været nød til at kigge på. Det andet vi jo fandt ud af, og det er faktisk det, der er vores udfordring lige nu, det er jo, at når man nu kigger på årsværk og du kigger på turismeomsætning, så er det jo Danmarks Statistik tal. De statistik tal er baseret på hvor mange hoveder, der ligger i vores senge, og når vi så kan se, at vi render ind i et kapacitetsproblem, der hvor folk gerne vil komme, og det vil sige, at vi ikke har plads til de overnattende eller overnattende gæster, som egentlig gerne vil bo her. Så vil det automatisk betyde, at vi er nød til at nedskære, nedjustere turismeomsætningen og dermed årsværk. Altså, fordi man kan sige, det er jo rene beregninger. Det er jo ikke, det er jo ikke nødvendigvis sådan de tal er de rigtige. Øh, den anden ting der skete, det var jo også at, det gør man jo så jævnligt, at man laver en ny beregningsmetode inde ved Danmarks Statistik. Det betyder jo så også, at vi kan have nok så mange mål, men når de så går ind og ændrer måden og regne tingene ud på, og dermed over en kam i Danmark, skærer ned på turismeomsætningen, fordi vi begynder at flytte på nogle brikker. Jamen så er det klart, så bliver vi også nød til at tilpasse den. Og det gjorde vi jo faktisk for 2 år siden, 3 år siden. De eneste der faktisk ikke blev ramt, så hårdt, det var faktisk os. Det var fordi man gik ind og skar ned på øh, på noget af døgnforbruget og lagde mere vægt over på endagsgæster. Det har vi jo hele tiden fået af vide fra Danmarks Statistik, at der er sådan set kun to steder i Danmark, hvor der er en kæmpe udfordring udover byerne ift. beregning af turismeomsætningen, og det er Djursland og det er Billund. Og det er fordi der er så mange endagsgæster, som de ikke kan finde ud af. Dem kan de ikke få med ind i beregningen, så det har vi hele tiden fået af vide, at vores tal i princippet var for lavt ift. det reelle. Det er jo fair nok, øh så gik vi så ind og lavede en beregningsændring – jeg tror det er to eller tre år siden. Hvor de så faktisk lagde mere vægt på endagsgæster, og mindre vægt på døgnforbruger for årsturismen. Så de fleste andre steder faldt faktisk på den konto. Vi holdt ca. status quo, vi steg en lille smule. Men jo ikke nær nok ift., at hvis man nu havde gået ind og så fastholdt beregningerne for overnatningerne, og så havde lavet noget oveni. Den ene ting og den anden ting er jo også, at vi igen har den udfordring, at vi har 15.000 feriehuse, vi har 2.500 til officiel udlejning. Det er kun de 2.500, der tæller med i de officielle tal. De 2.500 generer halvdelen af vores overnatninger, så hvis nu vi kan få 1.000 huse mere til officiel udlejning, så kan I godt regne ud hvad der sker med vores overnatningstal. Så kan vi lige pludselig præstere en vækst måske på 20% på et år. Det er så ikke der fra 2012 og fremad, så det er også en af grundene til det. Det er selvfølgelig noget vi har fokus på, vi har også fået lavet nogle analyser på det. Fordi noget af det, vi kan jo ikke finde ud af hvorfor de ikke vil. Hvis man kigger på vestkysten, så har de 60-70% til udlejning. Vi har 20% til udlejning. Hans Jørgen ovre i Odsherred, han har 5% til udlejning. Han har 25.000 feriehuse, han har 5.000 til udlejning. Altså, vi er bare bygget op på en anden måde. Vi er selvfølgelig kigget på, hvem det så er der ejer husene. Er det en ejer-struktur, der gør, at vi ikke kan leje dem ud, og ja det tror vi det er. 20% af vores huse, så vidt jeg husker, de er ejet af Århusianere. Det er jo klart, de har jo ikke, det er ikke klart, men man kunne godt forestille sig, de havde et mindre incitament til at leje det ud, fordi de gerne selv vil bruge det, fordi det er let lige at køre du. Andre 20% er lejet af lokale, både i nord og syd, og nogle er fra Randers. Dvs. 50% af ejerne, de bor i nærområderne og lejer ikke ud – de bruger det selv. Hvorimod på vestkysten, der er jo ikke nogen der frivilligt bor derovre. Dvs. så kan man fint have sit hus, og så bruge det i to-tre uger, og så leje det ud resten af året. Så det har også noget med det at gøre. Dem der har husene, de har enten haft dem i så mange år, at der er betalt, eller også har de penge nok. Og det er udfordringen ift. at give dem et incitament. De er ikke tvunget til at leje ud på samme måde, hvorimod der har været mere tradition på vestkysten til at købe dem og så investere, og dermed egentlig have haft et behov for at leje dem ud i det hele taget. Så det er også en af grundene til det. Men jeg har det bare sådan, man skal også blive klogere.

NL: Ja, sådan er det. Men det er egentligt, for lidt at komme ud på, jeg ved ikke om det er et sidespor, det er jo egentlig. Hvad fanden gør I egentlig ift. dem? Altså fordi, som du selv siger, I havde, hvor mange var det I havde? 15.000 ikke, og udlejede 2.500. Det er mange, hvor man, som man ikke får med. Nu har du prøvet at give forklaringen på hvordan det kan være, at man ikke ligesom kan få dem til at udleje det der, men hvad har I, sidder i stadigvæk og bikser med hvordan fanden gør vi lige det der?

FRN: Ja, det gør vi faktisk. Fordi vi forsøger jo, man kan sige, nu er vi med i det der samarbejde omkring den der (ny brochure ift. feriehuse), som bliver distribueret til ejerne af sommerhusene i det omfang det kan lade sig gøre. Der er jo noget med, hvem vi må, hvem de må sende til de samarbejder vi har. Så det er den ene ting, og så forsøge at gøre dem opmærksom på mulighederne omkring det. En anden mulighed er også at snakke med vores ferieudlejere, og vores sammensætning af feriehus-udlejere på Djursland er jo også noget anderledes end f.eks. på vestkysten. Vestkysten har de nogle rigtig store lokale udlejere. Herovre der har vi nogle rigtig store nationale og internationale udlejningsbureauer. Vi har jo Novasol og DanSommer er den største her hos os. Og hvis man skal være grove, så er Novasol ligeglade med, om de lejer et hus ude i Blåvand, på Djursland eller i Provence. Fordi sådan er det bare, man er en international koncern, vi skal bare leje noget ud. Så de er jo mere sværere og få til at samarbejde om lokal markedsføring f.eks. De går ud og siger, jamen vi vil gerne lave en kampagne på Tyskland, idet går vi ud og sælger Danmark. Og så er vi sku ligeglade med hvor de bor henne. Så der har vi bare en anden udfordring, men vi har et godt samarbejde med de lokale kontorer ift. kommunikationsdelen af det. Og man kan sige, feriehuse-udlejerne de tilpasser sig jo også. Hvis du går 6-7 år tilbage, så kunne du ikke leje andet end hvis det var fra lørdag til lørdag. Men det kan du jo godt i dag bortset fra i højsæsonen. I dag kan du godt leje et hus i tre dage, en forlænget weekend, sagtens lade sig gøre. Men der er lige de der 6-7 uger, hvor de lukker af og siger jamen der kan vi godt leje dem ud. Der er alle her, så der kører vi lørdag til lørdag. Men det der med så at få kommunikeret det ud til folk, at prøv og hør her, der er faktisk penge i det. Og det er ikke sådan, at øh I skal leje ud x-antal uger om året, altså det er jo også nået dertil, hvor udlejningsbureauerne gerne vil nøjes med at have feriehusene i 3-4 uger i højsæsonen, de er ligeglade. Hvis de bare kan havde husene i 28, 29, 30, 31 til udlejning, så kan folk sådan set bruge det resten af året. Så den der kommunikation, det er også der de får penge, det er jo der der er flest penge i det for ejerne. Få det kommunikeret ud, altså hvis I lejer jeres hus ud her i det her uger, så kan I få den indtjening, så I kan komme en gratis tur sydpå, som I alligevel ville. Øh, og så har I huset resten af tiden. Men det er et spørgsmål om kommunikation, og den er svær, og det er også det der med, folk har jo også en eller anden tanke om, huset bliver sku nok ødelagt. Den bliver nok slidt, når der kommer sådan nogen, der ikke har øh et ejerskab i huset. Og ja, det er selvfølgelig nogle få, der ødelægger det for andre, men så er der dem, altså langt de fleste behandler det jo godt.

NL: Det er nærmere undtagelsen end reglen.

FRN: Det er lige præcis det. Det er akkurat ligesom AIRBNB. Langt hovedparten de har en god oplevelse, og så er der nogle få hoveder, der kommer hjem til en smadret lejlighed. Og det samme gælder jo med det her. Og specielt når man så har et bureau til at leje det ud. Men så har de jo altså også noget opsyn med det. Den anden ting er jo også, at ja, der er 2.500 til udlejning, der er formentlig flere til udlejning, fordi folk gør det jo selv, altså. Lige så vel som vi kan skifte meget mere til online, så er det jo let at leje et hus ud online eller på AIRBNB eller hvad man nu selv kan og netop det der med, at folk bor tæt på, så er det også lettere at håndtere nøglen. Altså hvis det er en lokal her, og at der kommer en, der gerne vil leje huset, jamen så kører vi bare lige hen og afleverer nøglen. Men de tæller jo heller ikke med i systemet, selvom de bliver lejet ud. For turismen på Djursland er det lige så godt, de ligger penge i området, detailhandlen osv. De er bare med i vores statistik.

NL: Jamen så kan jeg godt se, at det ikke er helt nemt det her.

FRN: Nej, men der er jo selvfølgelig heller ikke nogen, der siger, at det skal være nemt.

NL: Nej, så havde det også været kedeligt.

FRN: Jo jo, men så er det igen som jeg siger, så er der nogen der lejer for sig selv, og fred være med det, men så er der 12.500 som ikke tæller med. Det skal man bare huske. Og groft sagt, så kan man vende den om og sige, lad os bare sige, lavt sat i højsæsonen så er der 2 i hvert hus, det er 25.000 overnatninger i døgnet på de huse, der er tilbage. Lad os så bare sige, at de er hen over året i ca. sammenlagt 2 mdr. Så kan jeg jo godt sige, 60 gange 25.000 overnatninger, som der i princippet er der, for de ligger lige så mange penge, som alle andre. De tæller bare ikke. Og jeg tror endda det er lavt sat. Men fred være med det.

NL: Jamen det kan godt være. Det skal vi ikke kunne sige. Lige her til sidste. Sådan noget som strategier generelt, om det man laver i bund og grund er noget strategisk markedsføring, om det er strategier I laver her eller hvad det måtte være, så er det jo noget man bruger for at præsentere sig selv, manifestere sig selv ift. hvad man skal fremadrettet, ikke. Vil I mene, at I er forandringsdygtige ift. det der med at ændre den strategiske planlægning I sætter for dagen, såfremt at der kommer nye tendenser, nye forbrugsmønstre, nye måder at søge informationer på, som I skal tilpasse jer til osv.?

FRN: Ja, ja og ja. Det er, altså man kan sige den måde vi er bygget op på synes jeg gør, at vi langt hen af vejen kan tilpasse os. Man kan sige, en ting er at lave strategierne, og det er rart at have sådan et overordnet, det er rart at have for mine medarbejdere, da de ved vi kører efter det her…

NL: Pejlemærke.

FRN: … Yes. Man kan sige, lige præcis vores strategier, der gør vi jo det dem får vi godkendt hos begge kommuner i byrådet osv. bliver de godkendt, og det er lige så meget for at have øh, den politiske opbakning til det. Det betyder jo også, at der er nogle ting, som får let ved at slå ihjel. Altså politikere har det med at få gode ideer. Og når nu at der er nogle, der går ud og fortæller at øh, at det eneste vi skal gøre er at skaffe nogle flere kinesere f.eks. Jamen det er der nogen der jævnligt gør specielt nogle der er øh lokaliseret i København. Og det er også fint, kineserne er gode i København, men prøv og hør her, og så ja, så bruger de 4 gange så mange penge som tysker, men prøv og hør her. Vi har 300, 300.000 plus tyske overnatninger, vi har 5 kinesiske. Hvem vil I helst have? Og hvem vil helst have en stigning på 10% i kinesere eller 2% i tyskere. Jeg ved godt, hvad vi vil gå efter. Og der kan vi jo bruge strategien til at sige, prøve og hør’ her, det skal vi bare ikke. Og I har selv nikket til det. Så på den måde, så hjælper den os også helt praktisk i at få slået nogle ting ihjel som ikke har gang på jord, selvom der er nogle politikere der synes det er en gode ide. Så det bruger vi den jo også til. Men jeg har det bare stadigvæk sådan, at hvis det giver mening, fordi der er noget, der ændrer sig i omverdenen, selvom vi har en strategi fra 2016-2018, så er man altså ikke, så er det jo ikke sådan at vi skal holde fast i den. Øh, hvis det er, at det egentlig er en bagdel for os.

NL: Ja.

FRN: Så må vi jo rette, så må vi jo ændre strategien…

NL: Tilpasninger, som du snakker om.

FRN: Fuldstændig.

MW: Jeg sagde egentlig lidt og tænke på, sådan ift. noget du sagde helt i starten at I samarbejder med Natur og Kystturisme. Hvad laver I sammen?

FRN: Det gør vi ikke.

MW: Var det ikke det du sagde?

FRN: Jo, vi vil gerne.

MW: Nå I vil gerne.

FRN: Ej okay, det skal jeg så måske lige forklare. I ved jo godt, at der blev lavet de der tre selskaber, ikke; storby det er selvfølgelig Aarhus osv., og meet det er jo det samme og så Dansk Kyst og Natur det er så resten. Og der valgte man jo så, der sad nogle ekstremt geniale (ironi) embedsfolk ovre i ministeriet og lyttede rigtig meget, hvad man sagde i Danmarks kontor i Hamborg, fordi tyskerne, ja, der har vi et produkt, der hedder Nordsee og et der hedder Ostsee. Super god ide, vi er en del af Ostsee på det tyske marked, og det giver rigtig god mening (ironi). Så har de jo I deres genialitet valgt at sige, jamen det er så fint. Så laver vi to partnerskaber, den deler vi så lige op, så vi har et vestersø-partnerskab og et østersø-partnerskab. Når man sidder i Danmark, og man siger østersø-partnerskab, hvor går det så til. Altså, I min verden så skiller det ved nogle broer, der går på tværs, ikke. Dvs. at vi i hvert fald ikke er en del af det, og lige gyldigt hvor meget jeg prøver at sige det, så vil jeg aldrig nogensinde kunne få Djursland til at være en del af Østersøen. Det kan godt ske, at vi er Ostsee på det tyske marked, men vi er ikke en del af Østersøen ift. fællesskabet. Og det er derfor jeg sagde, vi vil gerne, men det er jo fordi at Dansk Kyst og Naturs udgangspunkt er bygget op på to partnerskaber. Det giver god nok mening, de mangler bare et. Altså, de mangler det partnerskab, der dækker Kattegat fra broerne og opad. Altså, Aalborg ja, de er med ift. storby og meet, men der er jo altså også noget ude ved Hals osv., hvor der er sommerhuse – det findes heller ikke. Frederikshavn findes heller ikke. Øster Hurup findes heller ikke. Altså, på den måde så giver det ikke nogen mening, øh og det vi jo, og det vi jo prøver på er jo bl.a. har vi også derfor stiftet fælles forening, for vi vil jo gerne være en del af nogle udviklingsprojekter engang, som så kører uden for partnerskaberne og direkte med Aabybro. Øh, og det tror jeg da på vi kommer. De udpeger, I ved godt de udpeger 4 sidste år, udpeger de formentlig 3-4 stykker igen nu her, og der har vi da en forventning om, at vi er en af dem, der kommer når de udpeger igen nu her. Så vi kan lave destinations-udviklingsprojekter udenom partnerskaberne. Men det er bare en udfordring, og det er jo ikke ift. Jens i øh DKT, det er ift. de der embedsfolk, der var så geniale at udtænke Vestkyst/Østersø, for alle har jo hele tiden sagt, Vestkyst det er jo super godt ift. tyskere. Fint nok, så skal vi lige huske nogle af de andre, og så fik de det altså døbt forkert. Formentlig fordi hovedparten aldrig har været på den her side af Valby Bakke. Det er jo sådan noget. Så sidder de teoretisk og siger, amen det lyder da godt, og det lyder da godt når man sidder i Hamborg og sige noget, der hedder Ostsee. Det lyder ikke særlig godt, når man skal lave noget udvikling, der skal dække andet end det tyske marked, og det er jo det man skal.

NL: Jamen så er vi faktisk done.

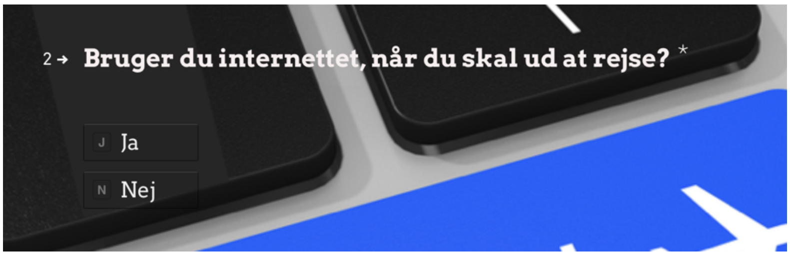
8.3. APPENDIX C: QUESTIONNAIRE

The front page of our questionnaire:

Introduction:

Question 1:

Question 2:

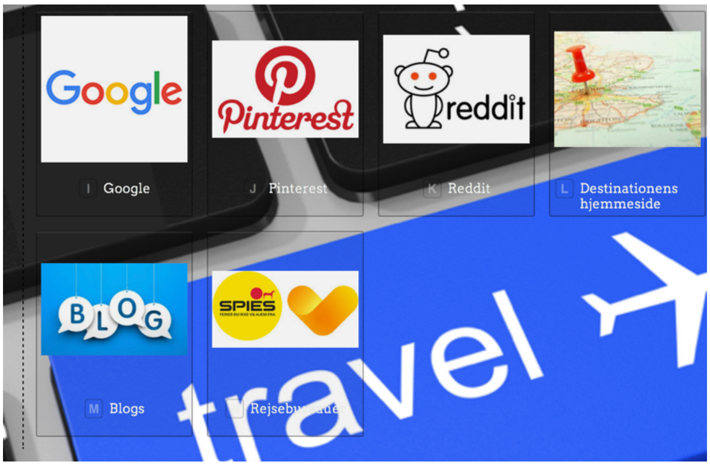


Question 3: If you have answered ‘yes’ to question 2

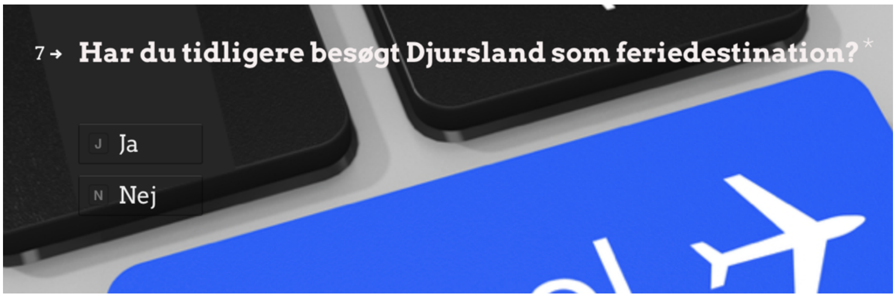
Question 4: If you have answered question 3

Question 5: Dropdown from question 2 (‘no’) or question 4

Question 6: If you have answered 'yes' to question 5



Question 7: Dropdown from question 5 ('no') or question 6
If you have answered 'no' to this question, the questionnaire will finish



Question 8: If you have answered 'yes' to question 7

Question 9: If you have answered question 8

Question 10: If you answered question 9

Question 11: If you have answered question 10

Question 12: If you have answered question 11

Question 13: If you have answered question 12

Question 14: If you have answered 'yes' to question 13

Question 15: If you have answered 'no' to question 13

Completed questionnaire: Dropdown from question 14/15

8.4. APPENDIX D: QUESTIONNAIRE, FINDINGS FROM OPEN QUESTIONS

8.4.1. QUESTION 4

Alt
Restauranter, hoteller, seværdigheder
Steder et spise
Seværdigheder (natur, kultur, historie) Rutevejledning Spisesteder Vejrudsigt
Attraktioner, priser, restauranter mm.
Seværdigheder, overnatningsmuligheder evt madsteder
At har det sjovt
Inspiration og Billetter
Information om byen mm
Seværdigheder og oplevelser, events i dagene jeg er afsted.
Priser og oplevelser
Priser Anmeldelser Særlige events Nyheder
Stort set alt! Færdselsregler, hoteller, restauranter, events og lign.
Hotel
Attraktioner
Hvad man kan se, opleve, hvor man kan spise, generel rute planlægning, viden om sikkerhed, telefonnr. på ambassaden, politi og ambulance.
Seværdigheder og underholdning for hele familien
Seværdigheder, oplevelser, overnatning, restauranter osv.
Attraktioner/seværdigheder, hvilke steder der vil være interesante at se i den by jeg er i
Hvad man skal se/opleve, priser, vejr, overnatningsmuligheder.
Must sees, restauranter, hoteller, transport
Info om hotellet, byen/området, vejret og evtuelle anmeldelser fr andre turister.
Temperatur, oplevelser og hoteller
Steder at skulle se, spisesteder, oplevelser osv.
Billeder og steder
Fly, hoteller, seværdigheder, restaurenter og generel information om destinationen.
Informationer
Ovarnatning, seværdigheder/underholdning, transport
Det kommer meget an på ferien, er det en uge på Kreta er det oftest gode madsteder, er det en måned i Thailand eller Sydafrika er det for at finde steder at bo, ting at se etc.

Steder at se og spise. Gode strande og attraktioner. Også andres anmeldelser på eksempelvis TripAdvisor. Læser om hotellet og ser billeder der fra under hashtags på instagram.
Seværdigheder, restaurationer, generelt om området, pris og hoteller
Seværdigheder, anmeldelser osv.
Flybilletter, aktiviteter osv
Priser, inspiration, distinationer
Stort set alt
Seværdigheder
Priser, lokation, mulighed for bespisning osv
Jeg søger på nærmest alt. Det omhandler hvad der sker ved selve destinationen, hvilke muligheder der er ift. aktiviteter og arrangementer. Men jeg bruger det især meget ift. andres meninger. Hvis andre har skrevet noget bestemt om noget, så vil dette interesserer mig, da man til tider stoler mere på hvad andre har oplevet end hvad rejsemålet selv siger og præsenterer. Deres meninger er derfor med til at understøtte hvad destinationen selv siger.
Hotel, omgivelser, steder der er værd at besøge
Restauranter, aktiviteter
Fly, hotel, seværdigheder, restaurenter
seværdigheder , overnatning, fly, strand, spisesteder, hidden gems.
Transport og boligmuligheder - dernæst seværdigheder
?
Rejsetips fra andre, holder priser op imod hinanden etc.
Hotel
Unikke oplevelser, restauranter, must-see's, praktiske oplysninger (e.g. Transportmuligheder)
overnatning oplevelser transport spisesteder events
Spisesteder Oplevelsessteder
Udflugter
Anmeldelser og tips.
Transport, overnatning, forlystelser, restauranter, transport
Seværdigheder, ruter, madoplevelser, hoteller, strand mm!!
Hotel, beliggenhed, sommerhus, strand, by, aktiviteter, mad osv
Rejse, anmeldelser, gode steder at tage hen, vejret
Steder jeg vil opleve om landet generelt om l transport fra og tilevevis
Oplevelser, kultur og mad

Hotel fly mad tog metro serværdigheder butikker
Oplevelser som er unikke for destinationen
Spisesteder, attraktioner
Priser, destinationer, kultur
Seværdigheder. Aktivitetsforslag.
Destinationens attraktioner samt priser
Destinationer, oplevelser osv.
Restauranter, museer, oplevelser, priser
Overnatningsmuligheder Seværdigheder Udlejning af cykler og biler Flyrejser
Aktiviteter
Overnatning - seværdigheder - kort/transportafstande
Upholds steder og sevaerdigheder, spisesteder og trafik
Overnatning, restaurant, områder
Distinationer, oplevelser i området, åbningstider, priser osv
Hoteller oplevelser
Hoteller, destinationer, restauranter, aktiviteter, reviews
Attraktioner. Naturoplevelser, butikker, hoteller
Overnatning transport oplevelser
Fly,hotel,oplevelser
Oplevelser, booking
Fly, overnatning, billeje, oplevelser, aktiviteter, restauranter, åbningstider, shopping, outlet, priser, åbningstider, vejrudsigter, andre brugeres anbefalinger på rejsemålet
Restaurant med stjerner, oplevelser
Overnatning Spisesteder Oplevelser / attraktioner
Information om landet, stedet, andres erfaringer, ratings, aktiviteter, overnatning
Attraktioner, natur, sommerhuse, butikker.
Hvor skal jeg bo, hvad ligger i nærheden af mit opholdssted, hvad skal jeg ud og se. Åbningstider, transport osv
Seværdigheder, hoteller, området
Transport Ophold Oplevelser
Alt
Indkøb , oplevelser

Flybilletter, hostel/hotel ophold samt oplevelsesture
Attraktioner, aktiviteter, overnatning og transport
Jeg søger selvfølgelig på de oplevelser der måtte være, samt hvilke meninger andre har givet om diverse aktiviteter mm. Derudover giver jeg ALTID min mening til kende efterfølgende på hhv. de sociale medier samt tripadvisor, således andre turister kan få gavn af dette.
Åbningstider på seværdigheder - spisemuligheder
Sights, hoteller forretninger
selve rejsemålet
Spisesteder, attraktioner
Seværdigheder Afstande fra hoteller Dykker muligheder
ved ikke
Priser og seværdigheder
Oplevelser, mad, områder Mv
Oplysninger om stdet, hvilke gode spisesteder og seværdigheder osv.
Hoteller, seværdigheder i den givne by, madsteder mv.
gode områder, hoteller, spisesteder, shopping
Gode, unikke oplevelser. Hvilke steder man kan spise, og hvorvidt folk har været tilfredse med at være der.
Jeg søger efter alternativer til rejsen, og hvilke hoteller er de bedste. Derudover, så søger jeg efter, hvad andre synes om stedet, og hvad der er at lave i området.
Destinationer, overnatningsmuligheder, oplevelser og andres vurderinger
Destinationer (inspiration), flybilletter, transport, overnatning, aktiviteter og evt. priser på selvsamme. Bruger gerne blogs ift. mindre besøgte destinationer
Transport, destination, logi, aktiviteter
Oplevelser og aktiviteter
Oplevelser, madsteder, tilbud, transport
Fly og hotel
Priser, steder, attraktioner
Overnatning, forlystelser. Steder at spise
Seværdigheder Ruter Priser Overnatningsmuligheder
Veganske restauranter, billige hoteller, kunstoplevelser
Seværdigheder
Hoteller, Seværdigheder Billetter

8.4.2. QUESTION 8

Spændende seværdigheder, dejlig natur
Jeg bor tæt på.
Grenå
Sommerland
Familien sommerhus er beliggende på Djursland - Dejlig natur og gode landskendte destinationer
Ferie
Anbefaling fra familie, Ebeltoft som hyggelig by
God afstand til og fra hjem til en kort getaway
Flot natur
Kombination af by og strand (natur)
Et godt sommerhus
Har været der som barn med forældre i Æbeltoft. tror mest det bare var for at køre en god tur til en hyggelig by. Har været der som teenager på camping med familien nær Djurssommerland. vi havde årskort og var derinde næsten hver dag i hele ugen. det var en ideel måde at holde ferie på med børn i alderen 7-17 fordi vi selv (sammen) kunne være i sommerland mens de voksne hyggede på
Familie der boede der + Djurs Sommerland og flot natur ved Ebeltoft
Kan jeg ikke huske
En sjov dag i en forlystelsespark
Min familie valgte det, jeg var bare med.
Det er et dejligt sted. Der er aktiviteter
Placeringen af fx Djurssommerland.
Familiebesøg og Djurs Sommerland
Familien
Sommerland
Familieferie, hvor der skulle være noget for alle
Det var et sted vi ikke havde været før
Kendskab til det som barn
Jeg besøgte hhv. Grenaa og Ebeltoft, to smukke købmandssteder på spidsen i Syddjurs kommune. Derudover besøgte jeg Djursland, fordi den har noget flot natur omkring Mols Bjerge.
Skønne stande, mange attraktioner indenfor forholdsvis få kilometer
Tøsetur

Jeg er kommet der med min familie siden jeg var helt lille og det bringer minder at være der igen. Så er det sjovt for alle både de helst små og de store :) Det bliver altid en super hyggelig dag. Og selv det ligger et dumt sted kan man nemt komme der ud med bus, hvis man ikke har en bil.
Jeg skulle med nogle andre
Familien valgte det
Fordi der er smukt
Født og opvokset der. Så har vi været på ferie i områderne derude.
Smukke egne
Til børn
Min mand kommer fra Djursland, så det er et område han kender og gerne vil dele med familien
Det var tæt på familien og børnene synes det var et hit!
Har været der flere gange, der er dejligt og hyggeligt
Smuk del af Danmark
Et sted i Danmark vi sjældentkommer så derfor villi vi gerne se den del
Sommerhus som familie havde valgt
Afstand og natur
En børnevenlig attraktion
Børnevenlige seværdigheder
Børnene ville gerne i Djurs Sommerland og vi ville køre på MTB i Ebeltoft
Camping indenfor overskuelig distance.
De mange attraktioner samt naturen
Families sommerhus er placeret på Djursland
Natur, strande, hyggelige byer
Ønskede at holde ferie der, da det virker som et dejligt sted.
Tæt på Aarhus - kyst - lækker mad/fødevare
Havde ikke vaeret der i mange aar
Attraktioner strande
Naturoplevelser
Ebeltoft
God campingplads og mange geocacher.
Anbefaling

Mange aktiviteter, skøn natur, friluftsliv
Naturen og et sommerhus vi fandt ud fra intastede kriterier
Beliggenhed tæt på bopæl
Tæt på
En attraktion, der forøvrigt er godt gemt da de ikke har de store mudler til markedsføring.
Jeg kommer oprindeligt fra Djursland men flyttede væk for 13 år siden.
Deres natur, især Mols Bjerge. Derudover havde de nogle gode tilbud til børnefamilier, iflg. nettet...
Jeg besøgte kort Djursland som barn og ville gerne se mere
Tilfælde
ingen speciel grund
dejlig natur
Familievenligt og flot natur
Jeg skulle på ferie med min svigerfamilie, så det var ikke mig, der valgte destinationen. Dog havde jeg læst om den inden, og jeg glædede mig blandt andet til det på grund af mountainbikeruten i Ebeltoft og Ree Park
Sjov familieaktivitet
Mike forældre valgte stedet. Der var lækkert vand.
Familiekomsammen
Billig pris. Venner
Vi havde et barn på fire med
Havde mulighed for at låne et billigt sommerhus for mange pr siden, og er senere vendt tilbage igen og igen

8.4.3. QUESTION 9

Afslappet atmosfære, plads til at nyde naturen, spændende aktiviteter
At det var hyggeligt og stille og roligt.
Ingen
At har det sjovt
Gode attraktioner, Gode Strande, Mange tyskere
At det var et dejligt sted med mange oplevelser
Ingen
Jeg har ingen forventninger
Ikke særligt store forventninger udover Djurs sommerland
generelt ferie i DK forventer jeg et højt serviceniveau, mest fordi jeg ved det faktisk er mega ringe ift mange andre lande. Specifikt af Djursland ønsker jeg mig rigtig flot natur, at der ikke flyder en masse skrald. måske hvis jeg skal vælge stedet igen fremfor andre danske destinationser som i mit hoved minder om ift oplevelser og natur, skulle de spille på noget særegnt ved "næsen".
Ikke overdrevet store forventninger, men som man nu kan forvente af ferie i Danmark. Ikke noget særligt kulturchok, og man har på en måde set det hele før
rimelige positive
Gode rutsjebaner
Gode badestrande og fin natur.
Er der var dejligt at være og noget at give sig til
At de holdte samme gode serviceniveau som der er i danske turistområder, en dejlig natur og bare godt vejr hvis man er heldig.
Ikke rigtig nogen
Ikke rigtig nogen
Ikke nogen
At der ville være en god natur, familievenligt, gode muligheder for forskellige aktiviteter.
At der var flot natur og så ville vi besøge ree park
Hyggelig familieferie
Jeg havde de forventninger, at det de lovede online blev holdt i den fysiske forstand. Om det indebar aktiviteterne, selve oplevelserne, beskrivelsen af naturen osv.
Et godt sted at slappe af med familien
At vi skulle have en sjov og hyggelig dag, hvor der skulle prøves en masse forlystelser

At det ville være sjovt som det plejer og at de naturligvis havde fået nogen nye attraktioner. Så forventede jeg at det ville være hyggeligt og at der ville være noget for alle at være med til.
Ingen
Ingen
At det var hyggeligt
Djursland har efter min mening noget af Danmarks bedste natur. Derfor forventer jeg altid at komme helt ned i tempo, nyde naturen og bare være til stede.
Smukke egne
Hygge
Flot natur, besøg i Djurs Sommerland, hygge
Ikke så mange faktisk udover, at mine niecer og nevøer kunne bruge en masser energi og så kunne vi andre slappe af 😃
Skøn natur, hyggelige byer, og bade mulighed
Roligt, smukt, natur
At naturen og omgivelserne var stille og rolige
Hygge ro natur
Hyggeligt
Ingen
børnevenligt
Hyggeligt - flot natur.
Dejlig natur. Silkeborg.
oplevelses rig, utallige attraktioner og strand tæt på hinanden
En hyggelig by med plads til afslapning, men samtidig har nogle attraktioner ældre dato
Stille og roligt
Almindelig forventninger
natur - lækker mad
Masser af natur og vand
Oplevelser ro
Flot natur
Afslappet, alternativer under regnvejr
Ingen turister 😀

Smuk natur, mange gode lokale spiseoplevelser/råvarer, familieparker
Let adgang til information, venlig og personlig vejledning
Smuk natur.
Nemt tilgængeligt, roligt, trygt
Smuk natur, gode stier
At dyreparken havde noget særligt at byde på, nærvær og velvære
Havde en forventning om, at der var kommet mere gang i handelslivet i Grenaa
Naturskøn, familievenligt, roligt, afslappende, gode overnatningsmuligheder
Skøn varieret natur med højt til loftet
Ingen
et hyggeligt og roligt sted
fred og ro, gode oplevelser, noget at se, hygge
At det var familievenligt, at der var kvalitet over det produkt, jeg købte
Jeg forventede, at Mountainbikeruten var god og velholdt. Jeg forventede at Ree Park havde alle de dyr, de havde præsenteret på deres hjemmeside. Derudover, så forventede jeg, at der var et godt forretningsliv, og generelt "liv i byen", når man som gæst kommer der midt i juli
En dag med højt humør, gode oplevelser og masser af nærvær med familien.
Ved ikke
Store
Familiested
Der skulle være noget for hans alder
Familievenligt

8.4.4. QUESTION 11

Spændende oplevelser og flot natur
Det er ikke at sammenligne med nogle af de store rejsedestinationer, heller ikke i DK. Men det er hyggeligt, hvis man skal slappe af i trygge omgivelser.
Det var af ældre dato
Det var sjovt som jeg forventede
Det levede generelt op til mine forventninger
Fint
Jeg forventede ikke så meget, men var positivt overrasket da jeg oplevede Ebeltoft som værende super hyggeligt og med mange aktiviteter
Overrasket over kvaliteten af campingpladsen
Naturen
God summen i byen
Djurs sommerland er altid et besøg værd og så er det et hyggeligt område
Svært at svare på når jeg ikke rigtigt har været der siden barnsben, men mener altid at have haft gode oplevelser på Djursland, det være sig i sommerland, på Gl. Estrup, I ulveparken mv.
Det var som man forventede. Ikke noget at råbe hurra for, men samtidig også et sted man godt vil besøge flere gange, fordi der er mange forskellige ting at se
-
Dyrt, men en sjov dag med gode rutsjebaner
Det var helt fint, især fordi vejret var godt. Ok med ting at lave.
Se nummer 8
Ikke noget jeg umiddelbart kan komme på.
Det er et skønt sted
Det var okay
Havde ingen forventninger til selve Djursland
Efter en tur i Djurs sommerland var ungerne tilfredse, vi andre havde gode muligheder for at få gået nogle ture, hygge os med små ture til byer mv.
Der var hyggeligt og flot natur og fint med attraktioner
Havde planlagt på forhånd, så det gjorde det

Efter en tur i Djurs sommerland var ungerne tilfredse, vi andre havde gode muligheder for at få gået nogle ture, hygge os med små ture til byer mv.
Der var hyggeligt og flot natur og fint med attraktioner
Havde planlagt på forhånd, så det gjorde det

De formåede som regel af holde hvad de lovede. Jeg synes dog, at der var flere ting, som jeg fandt ud af på turen, som de godt kunne have pointeret online. Det var lidt ærgerligt. Havde jeg den information, så tror jeg ikke jeg ville have været i tvivl ift. om det skulle være dem, jeg valgte som rejsemål.
?
Vi var der en hverdag, så der var næsten ingen kø til forlystelserne og vejret var fantastisk
Jeg har været der mange gange så ved hvad der er og bliver bare positivt overrasket når der er kommet noget nyt i parken. Det er en hyggelig, sjov og spændende park.
Jeg synes der var meget fint
Dk er generelt ikke noget særligt i min optik
Opskruede priser
Der er ikke noget pompøst over et besøg til Djursland. Give it a facelift. Så lever det som regel altid op til mine forventninger.
-
Fint
--
Synes servicemederarbejderne var for fraværende!
Det gjorde de netop
-
Der var skønt på Djursland og mange ting at se
Manglede store madoplevelser
Der var hyggeligt og også en del attraktioner og Mols er smukt
Det var et charmerende sted med god plads til alle aldre
For ringe udvalg af sund mad til børn, men det er måske kendetegnet for børnemenuer i hele Danmark.
Djurslan levede op - vejret gjorde bare desværre ikke.

Alt for få spisesteder
Det var alt det jeg havde forventet, natur og byliv.
Flot natur, men kedelige byer
Skøn natur
Smuk og varieret natur - stort udvalg, når det kommer til madoplevelser
Der er jo dejligt derude, men der er steder der er lidt forfaldne
Ok
Har det hele, flot natur, gode strande, spændende madsteder, højt til loftet
Vi kommer fra et af Danmarks største turistområde, der er altid åben. Her lukker de og holder ferie.
Indfriede forventningerne jeg beskrev i tidligere spørgsmål
Na
Naturen var fantastisk.
Hyggelige gader i bl.a. Ebeltoft, hyggelig stemning og atmosfære blandt borgere og turister
Jeg bor her og er super godt kendt, men jeg holder også ferie her og derfor stemmer forventningerne som regel overens med oplevelserne.
Det var ikke området som sådan, men aktivitetens beliggenhed
Det er fint at være der. Men Djursland byder ikke ind med overraskelser.
Deres natur var der ikke en finger at sætte på. Deres såkaldte fokus på børnefamilier var fint nok, men selve tilbudene gik ikke helt igennem rent fysisk, da der var flere scenarier, hvor børn ikke blive imødekommet, hvilket var lidt ærgerligt, når de nu fokuserer på det. Derudover var de manglende overnatningsmuligheder også et problem. Vi bor som regel i feriehuse, men det var fuldstændig umuligt - hvorfor ved jeg så ikke.
Vi har holdt ferie På Djursland hver sommer i en uge de sidste 10 år- os, vores børn og børnebørn for det lever 100 % op til vores forventninger
Smuk natur
ved ikke
det var som forventet
Mangel på kvalitet skulle man lede længe efter. Der var flere situationer, hvor vi var ude at spise, at det ikke var særlig godt. Derudover var nogle af virksomhederne, hvor vi prøvede aktiviteter, ikke særlig oplagte, hvilket ikke ligefrem gjorte vores oplevelse bedre.

De fleste af de førnævnte ting blev opfyldt, men jeg synes, at der manglede nogle samlede pakker gennem sommerhusene. Der var ikke særlig gode rabatter at hente gennem ferien, og generelt, så var vi ikke særligt eksponerede til de attraktioner, der var i området. De gjorde i hvert fald ikke noget ekstraordinært for at få fat i os. Som om de forventede, at vi vidste de var der.
Parken var gennemført, og bød på alt hvad man kan forvente af et sommerland.
Ved ikke
Den smukke natur og det gode selskab
Kun at det skulle være hyggeligt
Det er lige hans aldersgruppe. Han var høj nok til de fleste attraktioner
Djursland har aktiviteter og natur, shopping og oplevelser for hele familien

8.4.5. QUESTION 12

Fregatten Jylland. Køretur i Mols Bjerge, bl.a. også til gravhøje
Djurs Sommerland
Jeg vil gerne tilbage til Sommerland
Fregatten Jylland,
Djurs Sommerland,
Djurs sommerland, ebeltoft
Djurs Sommerland. Noget for hele familien.
Fregatten Jylland, hvis man er til kultur
-
Fregatten Jylland og Ebeltoft som by.
Djurssommerland.
Djurs Sommerland
Djurs sommerland, Ebeltoft
Nej
Jeg elsker juvelen og piraten men er man i godt humør er der også andre mere kedelige forlystelser der kan blive meget sjove. Med god humør bliver solguden altid en god griner.
Mols Bjerge var rigtig flot
Nej
Naturen er utrolig flot på Djursland
Ren fjord, skønt skøntbesøg til Ree park som er for alle aldre
Ebeltoft, Djiøurssommerland
Bademuligheder, hyggelige byer
Mols bønnerup fregatten Ebeltoft centrum
Ree park er fin, Kattegatcentret ok.
Djurssommerland
MTB i Ebeltoft
Campingpladsen Terrassen var rigtig dejlig - især pga beliggenheden. Gudenåen og Himmelbjerget og Silkeborg er også altid dejligt.
Skøn cykelområde
Restaurant SMAG var en stor oplevelse: Smuk og vellavet mad, en fantastisk have & musik
Fragatten Jylland
Kalø slotsruin, Kalø golf har en skøn café, gårdbageriet, kafferisteriet, jamen rigtig mange ting indenfor kort afstand
Djursland er nok Danmarks geocach Hovedstad
Overnatning på Savannen i Ree Park var helt unik
Gl estrup overraskede med stor aktivitet, Ree dyrepark er en super og interaktiv oplevelse, Kattegat centeret med ny viden om tang feks
Næh
Supert hyggeligt vandrerhjem i Gjerrild. Mega hjemligt, søde værter og plads til børn.
Skandinavisk Dyrepark
Mols Bjerge ellers ikke noget..
Vi elsker Gjerrild Vandrerhjem og Skandinavisk Dyrepark. De er en væsentlig årsag til at vi kommer tilbage år efter år.
Nej
Jeg synes bestemt at mountainbikeruten levede op til mine forventninger! Den var virkelig god. Derudover, så var der et rigtig godt byliv i Ebeltoft, og så skal Ree Park også nævnes.
Djurs Sommerland
Skandinavisk dyrepark, Ree Park, Fregatten, Vægterne og det rolige vand (jeg bor ved vestkysten)

8.4.6. QUESTION 14

Skønt område, som sagtens kan opleves igen, og som også gemmer på nye steder at udforske og nye oplevelser.
Med familie på rundtur i Danmark
Jeg vil gerne møde andre steder i Djursland end Sommerland
Det er den dejligste egn af Jylland
Der er nogle skønne sommerhuse områder
Naturen er skøn, der er en skøn "storby", mange sommerhuse og et sommerland
Fordi det er en god destination, hvor der er mulighed for både at ligge på stranden og slappe af samt at besøge små lokale byer.
Fordi jeg havde en god oplevelse
Nyder ferie i DK, og Djursland har vist lidt af det hele - skov, strand, hyggelige byer...
Danmark har så mange forskellige egne, med hver deres ting at byde på.
Ny rutsjebane der ikke er prøvet.
Det er et fint område, men der går nok lidt tid, så vi ikke bliver trætte af at være det samme sted hver gang.
Tage børn med i Djurssommerland og måske få tjekket op på om der er andre spændende ting man skulle se/besøge når man kom derop næste gang.
Det er hyggeligt
Ebeltoft er en dejlig by. Kunne godt finde på at tage dertil igen
God natur og sommerland
Det er et skønt område med mange gode muligheder
Fordi det levede op til mine forventninger med at være pænt og spændende
Hyggeligt feriested
Af de samme årsager som tidligere skrevet. Grundet tidligere oplevelser. Men de skulle komme med nye ideer og muligheder, samt andre måder at præsentere disse på, således jeg bliver holdt interesseret i destinationen.
Det er et rigtig dejligt sted, hvor der er noget for både store og små, vilde og forsigtige
Fordi det er et fedt sted, det er sjovt og hyggeligt. En dejlig dag sammen med folk man holder af. Kender man parken ved man at det altid er sjovt.
Har venner i Ebeltoft
For ren afslapning
Attraktivt
For hyggen

Det er et dejligt område og pga familiebesøg
Fordi det var en rigtig god oplevelse for mine niecer og nevøer!
Fordi det er et rart og skønt sted med fed natur masser af gode sommerhuse og campingpladser
Dejlig del af Danmark
Der var bare dejligt og Hvis børnebørnene er med har vi jo Djurs sommerland vi også kan besøge
Naturen
Dejligt meget strand vand og dejlig rute fra Grenå til Ebeltoft
Dejlig natur - mange gå ruter.
Blev ikke skuffet.
Finder stadig mange uudforsket områder, aktiviteter vi ikke har set eller prøvet.
Fordi der er en dejlig atmosfære i byen.
For aktive naturoplevelser, besøge familie og venner
Har slet ikke set det hele endnu.
Nærheden til Aarhus
Der er altid mere der skal udforskes
Oplevelser mange af dem
Har alt
Ved hvad jeg får
I år har vi fastlæggerplads på Auningcamping
Nåede ikke alt
Atmosfæren og mange oplevelser forsat at opleve, f. Eks en primitiv pilgrimstur med shelterovernatning langs nordsøruten
Fordi jeg slet ikke er færdig med det sted.
Området, forskellige byer i Djursland
Der er masser af ro, smuk natur og gode overnatningssteder. Og rejsetiden er overkommelig.
Tro endelig ikke Djursland som sådan sælger, de fleste er ikke klar over hvor det ligger.
Jeg har sagt 'ja', men det afhænger af nogle ting. Der bliver nød til at være flere feriehuse, man kan vælge imellem. Udvalget var for småt og der var ikke nok... Derudover skal de måske snakke lidt mere deres samarbejdspartnere ift. børn og hvordan de også skal kunne være her. Jeg er klar over, at børnenes pli og gode opdragelse skal være på plads, men manglende forståelse for børnefamiliernes behov er ikke just plus i min bog. Det skal gøres bedre, hvis Djursland skal have forhåbninger om, at vi besøger dem igen som turister...

Det er bare et super dejligt sted at holde ferie. Der er noget for enhver smag
Naturen og adgang til sommerhus
det er et godt sted at være turist
Jeg synes det er et hyggeligt, og familievenligt område. Dog, så mangler jeg nogle aktiviteter til teenagere udover Djursland. Det bliver sgu hurtigt noget for det ældre publikum. I forhold til, at de markedsfører sig som et sted for børnefamilier, så er det ikke nået helt i mål baseret på vores erfaringer.
De leverer et godt produkt som er en god oplevelse, og som næsten med garanti er en man kan tænke tilbage på med glæde.
Der er hyggeligt
For at vise mine egne børn egnen og seværdighederne
Hygge😊
Vi nåede kun igennem halvdelen af parken og det var et hit.
Fordi stedet kan opleves igen og igen, gerne med mine børnebørn

8.4.7. QUESTION 15

Jeg har været det en del, og jeg tror bare, jeg vil vælge et andet sted, hvis jeg skulle på ferie i længere tid.
Nu vil jeg hellere til Vesterhavet da naturen der er smukkere
Fordi nu har jeg været der
For kedeligt
Har voksne børn
Nærmere et måske, men det var ikke en mulighed.
Dansk ferie er ikke så tiltalende længere. Det er blevet nemt og billigt at flyve sydpå
Grundet lav kvalitet ift. prisen. Men også fordi, at der var visse ting, der blev lovet i vores søgning inden vi valgte ferie, ting som ikke blev helt overholdt, da vi kom frem..