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**The Mobile Destination - The use of mobile
services in tourism destination development**

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ABSTRACT

Mobile services are a relatively new phenomenon and provide a great opportunity to the tourism industry. The information technology within the tourism industry is under constant development and self-service technologies (SST) such as the Internet are widely used. Recently, new forms of information technology based services, such as mobile services, have become more commonly used in tourism. Many tourist destinations seek to find new ways of developing their destinations and mobile services are to a greater extent seen as a new means of improving the destination development.

The main purpose of the thesis is to address the issue of if and how a destination may use mobile services as a tool for destination development. The study shows how tourism organizations currently are working with destination development and how decisions are made in regards to projects concerning destination development.

The study is mainly based on open-ended expert interviews, studies regarding mobile services, customer surveys conducted by the technology providing companies, and information technology literature. Results of the study indicate that there is an obvious interest among destinations to use mobile services as a new means of destination development, and clearly the traditional ways of using information technologies are diminishing in favour of mobile services.

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1   BACKGROUND, PROBLEM DISCUSSION AND DISPOSITION

1.1   Background

In today's society information technology has become an important part to simplify peoples' everyday life. Speed and flexibility are factors which both the tourists and companies demand and information technology can help to provide. Since the competition on both the domestic and global markets is increasing it is important to create added value for the tourists in order to achieve a profit and customer satisfaction and to stay competitive on the tourism market. This may be done by creating added value and extraordinary experiences. Earlier the production itself was the way to create value but now the information and especially the knowledge of how to use it is more valuable in creating quality in for instance service quality. (Lexhage & Grevby, 1999)

Sheldon (1997) states that tourism and information technology are two of the largest industries in the world and the dynamic relationship between the two changes the way society operates. According to Poon (1993) information technology creates more flexible lifestyles where time saving and a higher demand on convenient travel processes are evident, from the booking procedures to the actual trip. The development of information technology makes it possible for tourist destinations to create more quality in the service delivery and by that create satisfied customers (Poon, 1993). Zeithaml and Bitner (2003) claim that in order to receive service there is a growing tendency for consumers to interact with self-service technology (SST).

As part of the development of new self-service technologies in tourism the development of mobile services has arisen in order to create more flexibility and profitability for both companies and customers. Scandinavian Airlines (SAS) has developed a mobile service called SAS Mobile Portal which is a travel portal used in the mobile telephone. (Hedelin, 2005-11-29) In SAS Mobile Portal the user may check-in to flights, get news about changes in the flight schedule, offers of different kinds, digital guiding in 20 different cities, news and weather, entertainment and shopping (www.sasmobile.se).

According to Pearce (1992) there is a necessity for destinations to conduct proper destination development and product packaging in order to remain competitive on the tourism market. If the destination development becomes successful it may contribute to an increase in employment opportunities and may function as a source of revenue as well as it may affect the destination's identity positively. The tourism turnover also creates prerequisites for businesses within areas such as trade, transport, hotels and restaurants, and experience based activities. In other words, a well-functioning destination development will influence the whole community positively and increase the well-being of both the citizens and the tourists (Pearce, 1992).

1.1.1   Our interest in mobile services

The information technology in the tourism industry has become an interesting issue for us to further explore. We believe that the tourism industry will continue to expand in the future and therefore also the development of the technology which helps to simplify for instance, the booking-procedure at travel agencies and provides tourism specific information from the Internet. We believe that the tourism industry therefore should be involved in the innovation of

the technology development in order to make an advantage of it and to further develop tourism specific services.

We have always been interested in tourism and especially how to create products and services that are appealing to the majority of the consumers. Destination development and packaging of products and services have therefore become crucial factors to us to focus upon. It has grown to be clear that information technology is of great importance to tourism and we are especially interested in finding new means of how to conduct destination development at a tourism destination; how to combine a generic tourism service with information technology.

At the TUR fair in Göteborg 2005, we got in contact with the company Mobile Tourismo which is a company that provides mobile services to the tourism industry. They were at the moment in the initial phase of their project and in need of further information in regards to how to develop their products/services. Since we were about to write our thesis, we were asked if we would like to investigate the mobile services sector. Since mobile telephones today are widely used we believe it will be an interesting issue to learn more about. However, we have chosen not to focus primary on the technology but since it is a new subject for us we have defined mobile technology terms; 3G, GSM, GPS and WAP in appendix 1.

We have along the way found out that mobile services such as digital guiding, global positioning systems, and games, are rather new phenomenon within the tourism sector. However, this form of tourism services is becoming more commonly used throughout the world which indicates that there is a new trend towards a greater use of new information technology based solutions in the tourism industry.

When we started to consider different topics of the thesis we were considering using some form of information technology in the tourism industry. However, when we came into contact with Mobile Tourismo we decided to base our study on destination development as a research topic for our thesis. We believe that mobile services can be a new exciting mean of tourism services, however, we have decided to put our own "touch" to the subject, namely focusing on if and how mobile services may be used in destination development.

1.2 Company description – Mobile Tourismo[1]

Mobile Tourismo is a young Swedish company that provides mobile services to the tourism industry in order to market destinations and to create a more valuable experience for the tourist on site. The company is located in Karlskrona and is owned by Wireless Independent Provider (WIP) and Blekinge forskningsstiftelse. In Karlskrona a network named TelecomCity is created in order to exchange competence and development. The network consists of 40 different companies, the municipality of Karlskrona and the Blekinge Institute of Technology. This has formed a foundation for the development of mobile technologies and services.

WIP is a privately owned company whose mission is to "…develop, maintain and market a general software platform for mobile data services and communication" (presentation WIP). WIP provides the technology and therefore acts as the core of the business. Mobile Tourismo, and its services My Album and Searchfinder, are outcomes of the technology and part of the services produced by WIP.

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[1] Section 1.2 is based on information from; www.mobiletourismo.se, representatives from WIP 2005-06-01 (Magnus Broomé, Anders Larsson, Per-Ola Carlsson, Patrik Olderius), printed material provided by WIP

Mobile Tourismo provides various kinds of services that may be used by a 3G telephone on site; guiding of the destination with updated tourist information, games combining learning and entertainment where the participants receive clues and need to find information about the site, all kinds of destination information, postcards through the 3G telephone and activity update text messages of happenings at the destination.

During the summer of 2005 Mobile Tourismo had a *Mobile Corner* at the tourism office in Karlskrona. The staff was able to inform the tourists about the services, how they work and providing maps. Also, since the service demands 3G telephones and GPS the tourists were able to rent such telephones at the *Mobile Corner*. The tourists were also able to download the service from the Internet and so far, this will be free of charge (except for the operator cost). However, to download will of course demand more advanced mobile telephones.

The mobile guide is a service which provides the tourists with information and maps of the destination. The service includes a 3G telephone and a GPS which allows the customers to constantly know where they are located and which also enables them to guide themselves around the destination. The mobile telephone provides both satellite maps and ordinary maps and it is possible to point out certain locations or sites on the map and receive both visual and oral information through the mobile telephone.

Searchfinder is a service which aims to combine learning and entertainment, where the tourists explore the city by hunting treasures. Searchfinder from WIP is an interactive game where modern mobile features are used to create an exciting and entertaining outdoor game. There are several different tours to experience, for instance for children and youth with different difficulty levels and assignments. The tourists will follow clues, answer questions, walk to the next site and report the progress by sending text messages and MMS. Searchfinder can be used by schools for educational purposes and museums can provide this kind of service to its visitors that may experience a new way of guiding. The photos taken can later be seen at the homepage of My Album and at the tourism office these photos may be printed as postcards.

1.3 Self-experiences of mobile services

In order to create an understanding of the mobile services we conducted field studies in Karlskrona and in Skara. When self-experiencing the mobile services we realized how complex the technique is and that the service still has some issues that need to be solved in order to reach a wider customer market. However, experiencing the mobile service helped us to explain the fundamentals of the study to our respondents when we did the interview study.

The field study in Karlskrona was made early in the research process of the thesis. However, when conducting the interviews later in the process at the different destinations we also had the opportunity to experience the digital guiding offered in Skara. The method of the field studies has therefore given us a better understanding of the issue digital guiding and games like Searchfinder. Since Karlskrona and Skara are using different mobile techniques offered by different information technology providing companies we have also experienced the mobile technology from different perspectives.

1.3.1 Mobile services in Karlskrona

When arriving at Karlskrona we met with Magnus Broomé, tourism manager of Karlskrona municipality, and Patrik Olderius who represented TelecomCity. We were offered to test the different mobile services that Mobile Tourismo provided in order to get a deeper understanding. We went to the tourism information bureau which provides the tourists with 3G telephones and GPS and we were taught how to use the services and given a 3G telephone and a GPS. Among several alternatives, we decided to take the youth tour. So, now we were ready to experience Karlskrona in a new exciting and interactive way. Unfortunately, the GPS service had some technical problems at the time and did not work so we were unable to try this service. Instead we decided to try out Searchfinder and go treasure hunting. We were given a map of Karlskrona from the 18th century where different locations were marked and codes were written.

We started the 3G telephone and within seconds the mobile telephone sent us a clue of where to go. We walked down to the harbour where we believed the first stop would be and we sent one of the codes from the map back. After a short while we received a question which was related to a statue in the harbour and after sending the answer back we were given a task to perform. We were asked to pose as cats by the statue and make someone walking by take a picture of us with the mobile telephone. A friendly woman took a picture of us standing at the statue in the poring rain posing as cats and we sent back the picture via MMS and since we completed the task we were given another clue indicating the next stop. We walked on to a museum but at this point the 3G telephone network stopped working and even though we tried to send back numerous text messages for about thirty minutes it did not work. We tried to contact the tourism information bureau as well as Magnus Broomé but without any luck. The rain was poring down, we were cold and the mobile telephone did not work so we decided to go back to our hostel since we could not continue treasure hunting. We tried several times to get the mobile telephone working, but with our limited knowledge of mobile techniques we were unable to do so. Since we did not know if we were causing the problems due to our inadequacy of the technique, we felt slightly foolish. We were quite unsatisfied with the service since we were looking forward to have a guided tour of Karlskrona but as we were about to give it up, after approximately 2.5 hours, the mobile telephone all of a sudden started to work again. We decided to give it another try and this time the mobile telephone worked throughout the whole tour. We were walking around Trossö for hours, performing different tasks, sending codes and receiving clues.

The day after, we returned the mobile telephone and GPS to the tourism information bureau and told them about the failure. We were told that this had never happened before but that they would look into it. Before we headed home to Göteborg we decided to go to TelecomCity and meet with Patrik Olderius and Anders Larsson (WIP) once again. We participated in a meeting and we were given some information regarding the services and they also printed postcards for us with the pictures we took when using Searchfinder.

We found Searchfinder to be a different, fun, and instructive way of guiding. It gave us a possibility to learn things about Karlskrona in our own pace without having to rely on a personal guide. We did not feel forced to do things but could take a break in the middle if you felt like it. However we were disappointed when the technique failed and we could not continue the game. To us it is of crucial importance that the technique is working at all times and that it is easy to use. We would also appreciate if there was a support centre to contact when problems arise since it was impossible to receive help after the tourism information bureau closed for the day.

1.3.2 Mobile services in Skara

As soon as we had parked the car in Skara we saw the sign of digital guiding offered at the cathedral of Skara. We decided to try the mobile service after the interview with the tourism manager in Skara. The cathedral of Skara is one of the sites in the county of Skaraborg which is included in the project by Nordic Handscape. The other ten sites can be found around the community and are presented in the brochure "*Gör mobiltelefonen till medeltidsguide*" which is an instruction of how to use the mobile service. In the brochure we read that the guiding would take about three to five minutes and the costs, depending on which operator selected, would be an ordinary call fee. Besides the guiding the user may listen to some quotes by the author Jan Guillou who reads from his books about *Arn- the knight*. The tourist dials a number and then enters the four digit code that may be found in the folder or at site. The aim of the project is quoted in the brochure as; "The sites are included in a pilot project which aims to spread information of culture through the mobile telephone. The selection is connected to *the footprints of Arn*". (Printed material: *Gör mobiltelefonen till medeltidsguide*, provided by Skara Tourism Agency)

To begin with, we dialled the number printed in the brochure which also could be found on the sign outside the cathedral and entered the code. The guiding, read by both a male and a female, began in the front of the cathedral by describing the foundation of Skara and the unique cathedral. Thereafter, we entered the cathedral which to begin with felt rather uncomfortable since we were using the mobile telephone in the cathedral. The guiding contained different descriptions of the cathedral's icons, paintings, rooms, stones and other features. For people like us that do not go to a cathedral on a regular basis, it was sometimes rather difficult to follow the guiding due to words describing different items that we did not have knowledge about. It felt like a person using the digital guiding needs to have some kind of previous knowledge of the different features of a cathedral. However, we fulfilled the guiding and sooner or later we found the different stops by reading the signs. In the middle of the guiding, which was about four minutes, we were encouraged to select whether to continue the guiding or not by dialling digit one on the mobile telephone.

When we tried the mobile service we were alone in the cathedral. It would have been interesting to observe other visitors using the service and see their reactions of the guiding. Also, there were no regulations of when you may use the digital guiding or not. When we first arrived in Skara there was a funeral

held and therefore a digital guiding, as any other guiding, should according to us preferably be prohibited. Due to that kind of circumstances there probably should be regulations of when to use the service or not. However, we found the digital guiding very informative, interesting, and a fun way of experiencing the site. For the digital guiding in Skara we used ordinary mobile telephones and not very advanced ones. The guiding only included audio features which makes the service reachable for the larger market. However, since the digital guiding of Skaraborg is relatively interactive it would be interesting in the future to have a more advanced guiding using visions, pictures, and a larger selection of options.

During the two field studies we experienced both advantages and disadvantages with mobile services. We believe that the mobile services provided in Karlskrona and in Skara were interesting and also fun but since we had a problem with the technology in Karlskrona it could have jeopardized the whole experience. However, since both the projects in Karlskrona and in Skara are in the initial phase we believe that there are issues which need to be considered when implementing it into the tourism market. Some of those issues are further discussed in the problem discussion below.

1.4 Problem discussion

As stated in Göteborg-Posten (2005-10-27) the demand for more flexible trips and extraordinary experiences is increasing and therefore information technology, such as the Internet, may help to influence people to find new and interesting places to visit, new activities to experience and easier booking procedures. According to the Swedish Tourist Authority extraordinary experiences are increasing in demand and tourism activities such as public adventure baths, ski resorts, and activity facilities are gaining an increased share of tourism in Sweden, whilst more traditional attractions such as museums and churches are losing ground. The message is clear; with no activities there is no power of attraction. As stated by Dennis Bederoff, acting director of the Swedish Tourist Authority, ski resorts have increased rapidly and another interesting example is the museum of Västergötland which early understood how to use the interest concerning the *Arn* books for tourism purposes. The trend clearly indicates that the winning concept in tourism activities is to go from passive consideration to active participation (Göteborg-Posten, 2005-10-27).

According to Sheldon (1997) there are numerous aspects to highlight within the area of information technology and tourism since the development is characterized by constant rapid changes. A basic and widely spread notion is that tourism is an applicable field where information technology fits very well. Huge amounts of data are every day processed between the different tourism actors and their customers who make more efficient ways of handling information into opportunities of reaching more customers and increase the profitability. (Sheldon, 1997)

The development of information technology may, according to Poon (1993) in one way be responsible for creating a new kind of tourist that demand more than just functional services. Today, tourists also want to experience something more, preferably an extraordinary experience that contains some kind of surprise factor. The demand increases for new kinds of services that may educate and entertain the visitors. This new type of tourism creates a need for participation in activities that may not have been the case among the early mass charter travellers. (Poon, 1993)

Figure 1: Technology impacts on the tourism production system (Poon, 1993, p 162).
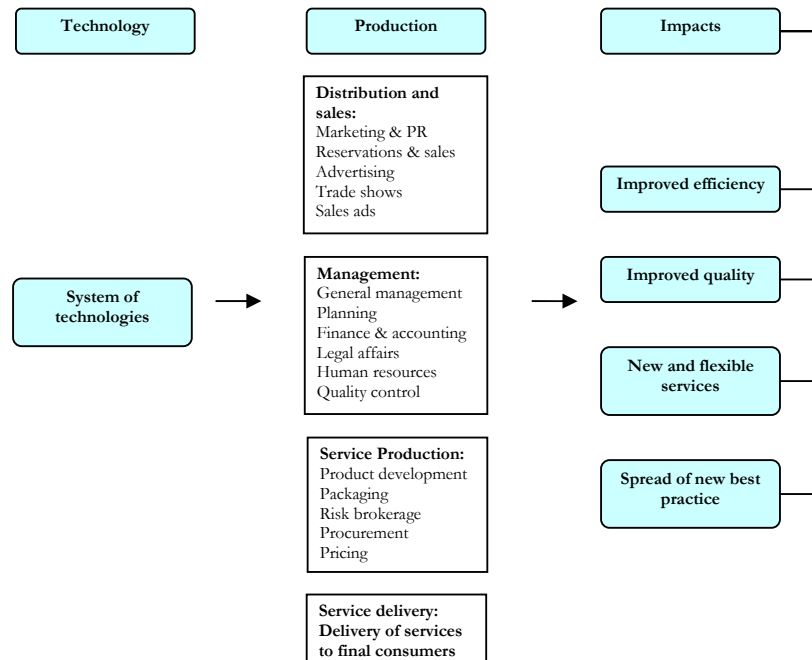
The figure of *the technology impact on the tourism production system* (Poon, 1993) is presented in order to create an understanding of the different steps in the information technology process; technology, production and impacts. The three steps are according to Poon (1993) of high importance when considering the implementation of information technology in the tourism industry, something that we agree upon and further explain in the text below. The thesis will to some extent consider all the steps throughout the study. The technology consists of mainly mobile services but we have also complemented it by describing the Internet since it is more commonly used in the tourism industry today. The production issue is interesting for us since the mobile services within the tourism industry is a relatively new phenomenon and in order to see what needs to be done in the implementation, e.g. networks, product development, and service delivery. In the production system we have decided to put the largest emphasis on the service production and the service delivery. The reason for that depends on the aim of the thesis; we want to investigate if and how mobile services can be used as a destination development tool. The impacts of the service are of high importance in order to know how the service may be developed in the future. Of the different impacts we consider the new and flexible services as the most important ones since the mobile service today is a new service. However, the other forms of impacts will further influence the mobile services when they become more developed and used. The emphasis of the literature review will be on certain factors of the model since we find them to be more important and interesting than others.

1.4.1 Practical implications of mobile services in Karlskrona

In the competitive surrounding of tourist destinations the tourist organizers need to find new ways to attract tourists. Mobile Tourismo is a young company which currently is in the development phase of the project and therefore faces many challenges. Mobile Tourismo is the only company in Sweden which offers this new kind of service and there are many issues to deal with before they may fully be able to evaluate the service and the impacts of it. A large problem

the company is facing is according to Broomé (2005-05-31) and Olderius (2005-06-01) the fact of making the project profitable. Currently the technology required for the service is available but no-one is paying for the service. The project is at the moment a large cost and it needs to be financed in order to survive and become profitable. However the question regarding who it is that should pay for the service remains; is it the destination that provides the service, the tourists who use the service or someone else? The company also wants to investigate whether it is even possible to charge for a service like this and on what criteria the fee should be based upon (Olderius, 2005-06-01). The largest question marks are therefore how to make the profitability work and who should pay for the service. The project should be a win-win situation, all parties involved should gain something from using the service; the tourists should not feel that they are paying too much for the service and the tourist destination should see the service as a strategic marketing- and destination development tool.

Another challenge the company is facing is how to reach the potential customers. Since a large number of people are not familiar with this new information technology and the usage of it, extensive marketing efforts are required. One issue that needs to be solved is how this would work, for example, should the customers register on for instance the Internet and then the company sends out information through a text message on the mobile telephone? The organization also wishes to investigate how they may build up, maintain, and enhance the relationship with the visitors. (Broomé, 2005-05-31 and Olderius, 2005-06-01)

One important issue the company is facing is who to involve in the project. Input into the system is required in order for it to work, but which parties should be involved yet remains unknown. There is an ongoing discussion at Mobile Tourismo regarding if only for instance larger tourism organizations, local attractions, tourism offices, cultural attractions, and museums should be involved or if any interested party should be able to join the project and be a part of the service. It is crucial that all involved parties agree on what should be achieved by the co-operation and according to the representatives at WIP and Mobile Tourismo this may be done through the mobile services since all parties have something to gain from it. (Broomé, 2005-05-31 and Olderius, 2005-06-01)

Packaging is also crucial and especially how to package the service in an attractive way. It may also be asked whether it is even possible to package a service like this and what the package should contain in order to be attractive and appealing to customers. Besides the existing products, there is a constant discussion regarding possible new services and how they can be developed, what they would look like, how they would work, what parties need to be involved, and on what basis the decision of development should be made. The importance of stimulating the human senses is also important and the mobile technique offers this kind of stimulation since it offers touch, vision and hearing. The importance of the senses is also stressed by Mossberg (2003) and is further discussed in the literature review. Another question the organization raises is whether it is possible to customize the service in order to appeal to as many customers as possible. For instance one suggestion would be to split the mobile guide information in order to receive only the desired information, however they also need to know if it is even desirable from a customer perspective.

Based on the discussions with representatives from the municipality of Karlskrona, WIP and Mobile Tourismo and the challenges they are facing through the new technology different perspectives have been identified, an aim of the thesis and research questions have been developed, which will be presented in the following section.

1.4.2 Problemizing the area – three perspectives

When looking at mobile services as a part of tourist destination development, we have identified three different perspectives where the outcome certainly will be affected depending on what perspective is chosen to form the foundation of the thesis. The information technology and tourism destination development are large areas which therefore need to be seen from different perspectives. The perspectives should be treated differently depending on the focus and are presented in order to explain why we have chosen a certain focus for the thesis.

The product and producer perspective
We consider this perspective to focus on the product itself and the producer of the product. Core elements are information technology and mobile technologies and in this case this perspective represents the mobile technology and the producing companies, namely WIP and Mobile Tourismo. The product is the core and the implementation and sales are essential factors. If this perspective is to be chosen, we would put an emphasis on selling the product and creating a demand for it. We would also put a lot of attention on where and how to market the product in order to establish it on the market. Product development is also essential when it comes to this perspective.

In order to find relevant information regarding this perspective we would need to know more about fundamental issues about the technology so that an understanding for its unique features would be known when selling the product. To find relevant information we need to contact several companies providing the product, platform, and service. For instance, more interviews with companies such as WIP should be conducted. Preferably, expert interviews should be conducted in order for us to get as much information as possible. Also, extensive search for documents concerning this sort of information technology would be necessary in order to get a deeper understanding of the problem area since it is relatively unknown to us. In this case, there is already an existing product which would require us to analyze the market in order to see where a demand for the product could arise.

Tourist perspective
This perspective will according to us, focus on the tourists and their demands. The emphasis of this perspective lies in providing the tourists with a desirable product which they demand. In order to do this we believe it is important to investigate for instance consumer behaviour, customer satisfaction, and customer loyalty. We also think that a suitable way of investigating the demands is to conduct a customer survey in order to create a unique experience that is demanded by the consumers. To WIP, this perspective is arguably important in order to create a user friendly product which is also fun and educating.

To find relevant information which will support this perspective the market is of high importance. Since the service is new on the tourism market in Sweden one way to tackle the problem area could be to arrange focus group interviews where there would be time to demonstrate the technology and the core of the service. Focus would probably be put on the younger generation who is familiar with mobile techniques and fast changes in the branch and other target groups that are of interest. From this perspective's point of view we believe that attention towards making the product as user-friendly as possible requires a strong communication between the company providing the service and the target market. In order to investigate this area we would need to be in the middle. Except for focusing on the target market we would need to stay updated with trends within the mobile technologies, infrastructural changes such as improvements of 3G pylons, changes in customer behaviours in the information technology area among other things. From this point of view we also believe it is important to do

follow-ups in order to keep a constant development of the product and make it as simple but at the same time as efficient and interesting as possible. Analyses of trends and demands would also give a hint on new concepts for product development. As earlier stated, customer surveys would be suitable to conduct in order to receive appropriate information concerning customers' needs.

Development and stakeholder perspective

According to us this perspective focuses on destination development and which stakeholders to involve. We believe that the core element is how to use a product, such as a new mobile service, to enhance the tourism at a specific destination. It is important to a destination to maintain attractive and we consider the importance of constantly developing the tourism products should be of high significance in order to stay competitive to other destinations. As we see it, this perspective may be seen from two views; the first one, the *inside view,* is to see how an organization at a destination is working today with tourism, for instance; what networks are existing, what stakeholders are involved, how projects of a destination development nature are initiated, and what tourism policies are followed. The second one, the *outside view,* is according to us when the organization is seen from the outside and a product is being implemented to an already existing organization with an established network. From this point of view no consideration is taken to the existing policies and networks but the product is implemented based on other criteria.

In order to investigate the problem area with this perspective in mind a lot of attention would be put on creating an understanding of how a specific region works with developing its tourism and attractions. Policies, networks, decision-making and other characteristics of the region need to be investigated in order to find out how new projects usually are implemented. We believe it is of high importance to create a dialogue with the municipality of the region, other stakeholders that would be interested in the project and possibly the companies providing the technology, to see whether it is doable or not. To acquire this information we would begin to investigate web pages and articles to create a fundamental understanding of how the region works with new projects, who is responsible for the projects, and how decisions are taken within the respective region. Furthermore, contacts would be made with the responsible tourism board or tourism manager of the region in order to get a deeper understanding of how the region or city works with destination development.

1.4.3 The focus of the thesis

The perspective we chose for the thesis is the development and stakeholder perspective seen from an inside view. Our focus will be on how a destination works with destination development in general, how the decision making process works within that region, what networks and groupings are existing, and if there is any interest of using new mobile service as a part of destination development. If the destination is already working with mobile services, the emphasis will be put on if they are consciously using this as a part of the destination development and what networks, groupings, and co-operations are existent. All three perspectives are considered to be important; however the emphasis will be put on the development and stakeholder perspective. The product and producer perspective is excluded by us since the core elements already exist within WIP and Mobile Tourismo. We have also chosen to exclude the tourist perspective since the product is new and the potential consumers most likely do not understand the service or are unaware of its existence. This perspective would however be suitable for other products that do not encompass such a high degree of uniqueness and technology.

1.4.4 The aim and purpose of the thesis

The overall aim of the thesis is to investigate the role of mobile services in destination development. Mobile services are considered to be a relatively new phenomenon and seemingly not many destinations are working with this kind of service in their destination development. Since so few destinations are working with this, it may arguably be hard to solely investigate destinations which work with mobile services and instead an emphasis will be put on investigating different destinations that are or are not currently working with mobile services.

The research also aims to investigate how mobile services are used in the tourism industry and how it may benefit from this kind of services. We also wish to investigate if this may be a new way for tourism organizations to inform and communicate with its customers.

We further wish to raise the issue of whether there is an interest among destinations in using mobile services as a way of developing the destination. The research will also address what attitudes different Swedish destinations have regarding mobile services and what future visions they have in terms of destination development and mentions some possible obstacles that may occur which may affect the ability of using mobile services.

We believe that a prerequisite for successfully implemented mobile services at a destination requires a well functioning destination development. Therefore we also wish to investigate how destinations are currently working with destination development in general. This will be done in order to see if mobile services may be applicable to that specific destination or if they are possible to be further developed or improved. The emphasis will be put on how destinations work with destination development and how decisions are made in regards to projects concerning destination development. It will further describe what networks and collaborations which exist within the studied destinations and how these may affect the destination development process.

1.5 Disposition of the thesis

The disposition of the thesis is illustrated in figure 2 below. In the initial chapter the companies Mobile Tourismo and WIP are presented since they function as the foundation of the interest in the subject. The chapter also contains a background of the study, an insight to mobile services through self-experience, problem formulation and discussion, aim of the thesis, and the scope of the thesis. In the following chapter, theories and previous research within the area are presented. Chapter three discusses the methodology chosen in order to find answers to the research questions. Chapter four entails the results of the study based on the conducted expert interviews and customer surveys received from several tourism organizations. In chapter five, an analysis discussion is made based on the results of the study and finally the last chapter summarizes the study by providing our conclusions.

Figure 2: Disposition model
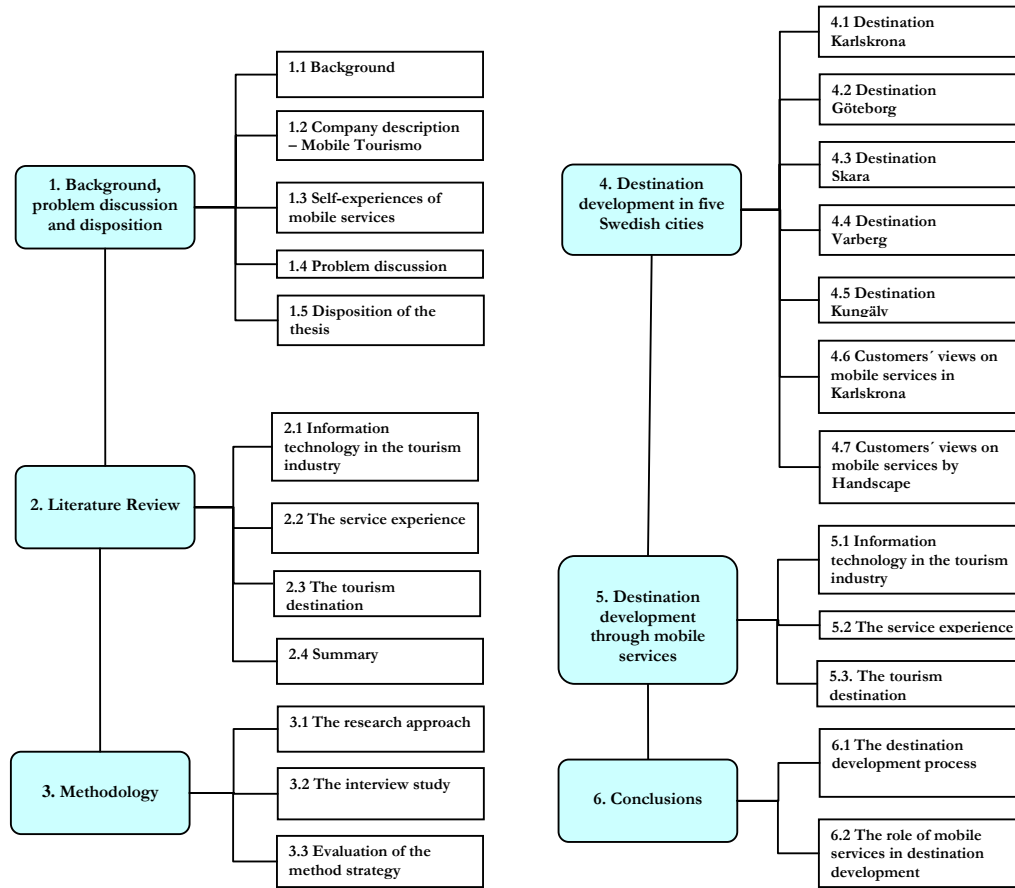
2   LITERATURE REVIEW

2.1   Information technology in the tourism industry

Sheldon (1997) describes the relationship between the tourism industry and the use of new technology, by the large volumes of information that need to be processed and communicated throughout the different tourism companies. For each individual traveller, messages need to be scored and information exchanged in order to create a valuable experience for all people involved in the transaction. Within the tourism industry, unique elements give rise to an intense need to process the information flow on the behalf of the tourists, travel agencies, and other companies operating in the industry. Information technology is today widely used in the tourism industry which in turn creates a demand for technology familiarized tourists and employees. (Sheldon, 1997) The fact that the tourism industry is an information intensive industry is also stated by Poon (1993) who explains how the tourism sector creates a great demand for faster tools to process the large amount of information.

According to Sheldon (1997) the tourism industry is above all a service industry than a manufacturing industry and in the past there has been a resistance towards automation of services due to a misconception of that it would lead to a decline in the service quality experience. However, in today's society time is becoming increasingly important which has created a demand for speed. Information has become a quality parameter for efficient service and here the information technology applications are becoming important since they may speed up the service delivery, for instance check-in luggage at the airport or the check-out from a hotel. (Sheldon, 1997)

Poon (1993) states that technologies used in the beginning of the mass-tourism era were aimed to facilitate the mass-production of tourism services. For instance, computers were used in order to help the accounting and financing departments in an organization. The technology at this time was also limited to companies working within the airline industry, hotel chains, and tour operators. However, technologies in the newer form of tourism are used to assist a more flexible production of tourism services and to manage capacity in global networks in order to communicate and create value for the tourists. (Poon, 1993)

2.1.1   Characteristics of tourism products

The tourism and hospitality industry consists of both tangible and intangible products which is typical for other sectors within the service sector (Dickman, 1999). The author uses a hotel as an example where a combination of goods, e.g. beds, food and communication systems, are linked with a range of services, for instance housekeeping and room service. Sheldon (1997) describes the tourism products' uniqueness due to the characteristics of heterogeneity and intangibility that differentiate the tourism products from other types of products. The products in this sector also become unique due to the internationalization of the industry and the service aspect. (Sheldon, 1997)

Sheldon (1997) further explains the heterogeneity which depends on that the tourist must interact with different agencies and companies where co-operation and co-ordination exist in order to

create a trip. This requires efficient, accurate and timely information flows to put all the pieces together, e.g. the travel, accommodation, and activities on site, in order to create a journey. There is a crucial link between the information, information technology and the involved companies. He further claims that the more complex and international the request is, the more information is needed. Except for the heterogeneity, intangibility is another characteristic which makes the tourism industry information intensive. Since the potential customers do not have the possibility to experience the tourism product prior to the purchase, even more detailed information is needed about for instance the destination and accommodation facilities. (Sheldon, 1997)

Dickman (1997) also describes different features of services that challenge the tourism and hospitality sector. Since products are easier to measure than services, four characteristics describe the challenges of services; variability, inseparability, intangibility and perishability. The variability depends on who, where, when and how frequently the service is offered since the service is provided and consumed simultaneously. Inseparability may, according to Dickman (1997) be referred to as that the consumer will have a direct impact on the delivery and therefore can influence the service quality. Intangibility is a strong challenge for the service provider due to the fact that the consumer cannot experience the product ahead but has to purchase it first. Perishability challenges the tourism and hospitality sector since the products or services cannot be put in stock. If the airline does not sell the entire number of seats on one flight they cannot be sold the day after. (Dickman, 1997)

2.1.2 Information technology as a tool of providing services

In order to overcome the issues of intangible products that cannot be experienced ahead, Sheldon (1997) describes different strategies of how to solve these problems. Media in many different forms are used in providing information to tourists. During recent years the Internet has become a more important source since it can provide a voluminous amount of travel product information. New technology that can provide virtual reality is increasingly important since the tourist in this way can experience a more tangible product prior to the actual trip. Information technology and the tourism industry together creates a creatively market for products and may use this as a marketing tool. (Sheldon, 1997)

Sheldon (1997) explains the issue of making the tourism products more tangible by using the technology as a tool of providing services. Multimedia systems of different kinds are beneficial for the tourism industry since vibrant images and sounds of tourism products and experiences will provide a more realistic impression for the potential tourists. Sheldon (1997) further claims that the tourism products become more tangible and the tourist can to a larger extent be sure of making the right purchase, which will create a higher level of costumer satisfaction. When the tourist expectations match with the reality, repeated visits will more likely increase. Since more people have access to the Internet and other high technology tools this form of marketing will be of higher importance to the industry. Virtual reality will even further enhance the touristic experience and the tourists will be given the opportunity to "try" the product before experiencing it. (Sheldon, 1997)

2.1.3 Mobile technologies in the tourism industry: A new phenomenon

Mobile services are considered to be a new phenomenon which is undergoing constant changes and development. In order to explain how this phenomenon may facilitate the development of the tourism industry, a few worldwide and Swedish examples will be given in the following section.

Roles of mobile services

Worldwide people are having access to mobile telephones. Below, some aspects of how this may be used in the tourism industry are described.

In Travel Weekly (2005) the global distribution system *Galileo* is described as being using text messaging as the basis for an innovative and cost-effective method of delivering travel itineraries to clients' mobile telephones. Once a booking is finished, the travel agent has the option to send the final information about the booking as a text message to the customer's mobile telephone. Furthermore, this service can also be used to keep the customers updated on changes of flights, hotels and other arrangements. (Travel Weekly, 2005) Also, Travel Trade Gazette UK & Ireland (2005) points out the importance for travel agencies to register mobile telephone numbers of its clients. The Asian tsunami disaster proved that it may be impossible to contact independent travellers, whereas package holiday customers can be contacted by operators. Therefore, travel agencies may be urged to take mobile telephone numbers of customers to help trace them. Many independent travellers did not leave contact details to their families which led to that families at home were even more worried. (Travel Trade Gazette UK & Ireland, 2005)

According to Lev-Ram (2005) mobile telephone tours in the cities of the United States have become a large industry. It is part of a fast growing market for location-based travel information, valued at about $500 million. This type of industry is according to the author, expected to grow sevenfold by 2010. Besides audio features other multimedia features, such as video and GPS services, may be added in the near future. (Lev-Ram, 2005)

Nguyen (2005), states that an Australian company called Slice Wireless is developing a mobile marketing service for the tourism industry. Mobile telephone users all over the world may watch a video tour of their holiday destination before they arrive and then access local information when they have landed from their mobile telephone screen. According to the author, the issue is to target tourists with video and multimedia enabled handsets. The service may according to Nguyen (2005) be described as a portable mobile telephone version of a tour guidebook, available to tourists anywhere and featuring destination information such as accommodation, restaurants, and activity options. To provide the service the tourist needs to pay a relatively small fee and then receives an application which will be downloaded into the mobile telephone. Furthermore, the application will take the user into a portal with a menu, similar to a guide book, to look at and search for specific information about the destination. The information may be provided through text, still pictures or video content. When the tourist arrives at the destination, he or she also will get access to location sensitive information which is information specific for the destination. The tourist may thereafter send a text message in order to obtain more detailed information about a specific place of interest or activity at the destination. (Nguyen, 2005)

Examples of mobile services used in Sweden

According to Karlsson (2004) the municipality of Mark and the local tourism board, located southeast of Göteborg, is planning to introduce a new mobile service for its visitors, focusing on nature based tourism and interior design. The area is well known for its many companies producing fabric and furniture; Mark is in fact called the "centre of fabric" in Sweden. The tourism board wants not only the tourists to buy fabric but also be offered the opportunity to get interior advice. Therefore, a mobile service as part of the virtual tourism office will be created to support this. The mobile service may be downloaded by the tourist previous to the visit and with several language options. The tourism manager, Gunilla Malmén, explains that it is possible to create a mobile service providing this kind of services but it is relatively expensive. Different analyses of trends in the society and the industry create the foundation for development of new ideas. (Karlsson, 2004) According to Karlsson (2004) Malmén believes that Mark, as a tourist

destination, would be in the front edge within the tourism industry, providing such a unique service like interior advice through the mobile telephone. Since the competition of attracting the tourists is hard, it is important to offer something unique in order to attract the tourists. Malmén further claims that tourism may be a requirement in order to survive since jobs are relocated to other countries, not at least in the fabric industry. (Karlsson, 2004)

In the local magazine Markbladet Näringsliv (2005) the mobile service at the destination is described. Visitors in Mark will be offered palm pads that are relatively easy to use with adjusted and interesting information. The mobile guiding will foremost guide visitors to the fabric shopping in the community but will be expanded and updated with other information, such as maps and spots to visit. The palm pads will also include the GPS service in order to provide the user with information of where he or she is located but also information of where the nearest restaurant or shop is located. The palm pad will be updated with facts about different companies and their supply, quality aspects, and historical facts since many of these companies have a long tradition specific for the area. Since 2005 is appointed to be "the year of design" in Sweden the focus on fabric and fashion lies in line with the mobile service in Mark. In the future, the information is going to be possible to download into the user's own mobile telephone but since many people today do not have these advanced mobile telephones this will be put on hold. (Markbladet Näringsliv, 2005)

Wiksten (2005) describes mobile guiding in Strömsund, located in the North of Sweden close to the city of Östersund, where the tourists may be guided along the Wilderness Route by using a GPS. The palm pad records positions and relevant information about the different sites along the way. According to the tourist informant, Marie Lindvall, approximately 100 tourists ask daily about the Wilderness Route and what to see there. New for this summer are the palm pads that the tourists can borrow from the Tourism Agency. Many tourists have found out about the mobile service through the Internet and the service is provided in Swedish, English and German. Except for the information about different sites the service also provides information about accommodation and shopping opportunities. The tourists will not only hear facts through the GPS but also be told stories about the area. According to Lindvall, this service, mobile guiding through GPS is a new phenomenon in the world. (Wiksten, 2005)

The project Nordic Handscape
Nordic Handscape (www.nordichandscape.net) is a joint project between the Nordic countries which aims to investigate and develop possibilities to convey the cultural heritage by mobile technology. The project is initiated and financed by the Nordic Council of Ministers. The project is co-ordinated by the Museum of National Antiquities in Stockholm and administrated by the Nordic Council of Ministers' Museum Committee. The project is implemented through five separate projects, one in each Nordic country, during 2004-2005. Pilot tests are carried out by TeliaSonera during the summer and autumn of 2005 at several locations in the Nordic countries. (Project specification by the Museum of National Antiquities-downloaded at nordichandscape.net)

The possibility of mobile communication has drastically increased during the past few years. It is believed that the wireless communication in a near future will dominate over the traditional ways of communicating. More information and information suggestions may in a simple way become available via mobile clients. The cultural heritage institutions have during a decade conveyed information over the Internet. Large cultural heritage files and museum collections are now becoming available. With remarkable frequency the conveyed information is raw data, e.g. unprocessed information, "live" from databases complemented by visual information. The Internet is used in order to display any information that is concealed. In practice, the target

groups become researchers, students and administrators. Usually there is little knowledge about how the digital ventures are working and if they live up to the inherent potential of the information and the resources that are invested into them. It poses a challenge to broaden the usage to new target groups and to increase the usage of the cultural heritage information. A challenge is also to know what sort of information is required by the user. (Project specification by the Museum of National Antiquities-downloaded at nordichandscape.net)

The technological development of mobile techniques has created an infrastructure that offers many new possibilities. The challenge now is to investigate whether the technique may be used in order to broaden the possibilities of conveying the cultural heritage. It is now possible to provide the user with accurate information at the right time and at the right place through rather simple standard techniques. In 2003 the Nordic Council of Ministers' Museum Committee, via the Museum of National Antiquities in Stockholm, applied for funding from the Nordic Council of Ministers to investigate the possibilities of developing a new Nordic platform for mobile cultural heritage information. The project, Nordic Handscape, was granted funding for 2004-2005 to conduct a Nordic pilot study. The project is not primarily technologically oriented; the task is to develop the content of the existing technological platform through the GSM-nets and the 3G-nets. An important part of the project is the contextualisation of information; to ensure that the user receives the right information adapted to their localisation and their preference of level, language and subject categories. The expected outcome of the project is that it has generated a service to market and localise nearby museums of the user, depending on your position. The service should be able to be introduced to the market in 2006. The project should further generate a knowledge and decision basis upon accomplished and evaluated pilot studies which may form the foundation for decisions regarding launching a Nordic platform for conveying the digital mobile cultural heritage. (Project specification by the Museum of National Antiquities-downloaded at nordichandscape.net)

After the project is completed, the results will be reported to the Nordic Council of Ministers. Below, a few projects held by Nordic Handscape are listed in order to further create an understanding of the problem area.

"Arn´s footprints"
In co-operation with the Museum of Västergötland, the author Jan Guillou, WIP and TeliaSonera, Nordic Handscape runs the development of information of cultural heritage through mobile telephones at eleven different sites in the county of Skaraborg, where the character of the knight *Arn* has its origin. On site, the tourist calls a number found on a sign or in a brochure and sends a text message with a code and can thereafter participate in the interactive guiding. (www.nordichandscape.net). According to Summanen (2005) the target group for the project is mainly tourists of different ages travelling by car.

"The Old Town of Stockholm- digital guiding"
The Old Town of Stockholm is one of the city's most visited cultural heritage areas. On a daily basis many tourists participate in a traditional guiding in the Old Town. However, the authorities found out that there is a demand by tourists to receive guided information at all times during the day, even when not traditional guiding is available. (www.nordichandscape.net) Summanen (2005) claims that the guide mainly will focus on tourists and youth between 15 and 25 years of age and the guiding will be provided in different languages.

"The Old Town of Stockholm- interactive game"
In the Old Town of Stockholm the tourists may also participate in a mobile game where the participants' tasks are to find historical facts on site which is necessary in order to continue the game. "Ghosts" of historically known people will at different sites decide whether to help or not, the players through the game. From the "ghost" the player will get a new assignment or information about the site. The idea is that the game may be played in 30 or 60 minutes, or during a whole day. The technology for this game consists of 3G telephones that can be borrowed in the Old Town; according to earlier experiences by Nordic Handscape this may be problematic. (www.nordichandscape.net)

The project CRUMPET
Emerging new technologies, such as handheld mobile devices with wireless connections to the Internet, open up new prospects for eCommerce and eTourism. The vision of a broad range of services for tourists being available, from everywhere and at every time, becomes realistic for the near future. Location-based and personalized services are considered key features in such services. (Schmidt-Belz et al., 2003) There are several examples of firms and projects that provide this type of mobile tourism services. CRUMPET (Creation of User-friendly Mobile Services Personalized for Tourism) which is a European IST project has the objectives of implementing and trial tourism-related value-added services for nomadic users across mobile and fixed networks. Also, CRUMPET evaluates agent technology in terms of user-acceptability, performance, and best-practice as a suitable approach for fast creation of robust, scalable, seamlessly accessible nomadic services. The main functions of the service are; (Schmidt-Belz et al., 2003)

- Recommendations of services, e.g. tourist attractions (based on personal interests and the vicinity to the current location).
- Interactive maps (overview of the area, highlighting the current position of the user; maps highlighting sites of interest and tours; maps can be panned and zoomed).
- Information about tourist attractions (short text, more detailed information, maps, directions, and pictures).
- Proactive tips, giving modest tips when the user gets near a site that might interest the tourist.

In general, Schmidt-Belz et al. (2003) state that location-based services are considered crucial for the success of mobile applications and it is also widely assumed that the mobile services should be personalized. By location-based services a broad scope of value-added features is understood that are based on the system's awareness of the current user location. The user location serves to facilitate the user request of services and to add functionality to maps. (Schmidt-Belz et al., 2003)

The trial part of the project includes the ultimate question whether this type of systems will become a success. This overall question has several aspects on a more concrete level, which have been addressed directly in the user validation; (Schmidt-Belz et al., 2003)

- Does the system meet users' needs, i.e. does it offer the required functionality?
- Is the system considered to be useful and usable?
- Does the system have benefits and added value compared to other systems or media available in this application area, e.g. tourism related services?
- What would be "killer applications" for a mobile tourism service?

A test was conducted at four European trial sites through a field experiment among users who performed some typical tourist tasks, while using the service given by the CRUMPET system. A questionnaire was designed in order to clarify the above mentioned questions, which the participating users later answered. An observation of the users was also made. The results of the test indicated that the CRUMPET system has been acknowledged by the users for its simplicity of use and for its focus on location-based services. Many of the users saw added benefits of the system compared to other information sources and a high percentage was also willing to pay for this type of service. (Schmidt-Belz et al., 2003) However, there are according to Schmidt-Belz et al. (2003) many things in the system that may be improved in order for it to become a marketable product. The most important improvements would arguably be to include more types of services into the system, especially such as related to transportation, events and restaurants. For mobile tourism services in general, the importance of added value by location awareness has been confirmed, and also the importance of providing interactive maps. Essential applications would in this case be to include content regarding local transportation (especially when personalized and reliably updated), background information about local sites, and advanced location-based services. (Schmidt-Belz et al., 2003)

2.1.4 Self-Service Technology (SST)

Self-Service Technology is according to several authors (Bitner et al., 2000; Meuter et al., 2000; Parasuraman, 2000) defined as when a customer, with the aid of technology, creates and consumes the service with no human interaction taking place. Gutek (2000) reflects on this type of interaction and focuses on the pseudo-relation it provides. The relation is described as a routine which regularly takes place between the customer and the service provider. The pseudo-relation implies that there is no need for face-to-face interaction between the customer and the service provider. (Gutek, 2000) According to Anselmsson (2001) SST can be an activity or benefit based on hard technology that service providers offer so that customers can perform the service, or parts of the service, by themselves. In other words SST involves some kind of hard technology that directly or indirectly is operated by the customer in order to receive service. (Anselmsson, 2001)

One major recent change within consumer behaviour is according to Zeithaml and Bitner (2003) the growing tendency for consumers to interact with technology to create services instead of interacting with the service firm employee. Examples of SSTs show that many people, according to Zeithaml and Bitner (2003), are familiar with automated teller machines, pay-at-the-pump terminals at gas stations, and automated hotel check-in and check-outs. All forms of services over the Internet are also SSTs, many of which are very innovative. Electronic self-ordering is being developed at fast-food chains and self-scanning at grocery stores is already available in the United States. (Zeithaml & Bitner, 2003)

A recent study conducted indicates that people have very strong feelings about SSTs; they both love them and dislike them depending on certain key conditions. Below examples of when customers love SSTs are summarized; (Meuter et al 2000, Bitner, 2001)

- *SSTs bail them out of difficult situations.* A single parent with a sleeping child in the car needs to get gas and money for work the following morning. Using a pay-at-the-pump gas station and a drive-through ATM allows the parent to accomplish these tasks without leaving the sleeping child.
- *SSTs are better than the interpersonal alternative.* SSTs have the potential to save customers time, money, and physical costs. The Internet, in particular, allows customers to shop at

any time and complete transactions more quickly than they could in person. Internet loans and mortgages also allow customers to avoid the anxiety of meeting a banker in person and feeling judged.

- *SSTs work.* When SSTs work as they are supposed to, customers are impressed. Many people have had the experience of using one-click ordering at various websites and when these transactions work smoothly, as they usually do after a proper setup, the transactions are satisfying.

On the other hand, customers dislike SSTs when the following problems occur which are summarized below; (Meuter et al, 2000, Bitner, 2001)

- *They fail.* The research found that 60 percent of the negative stories stemmed from failures of the SSTs. Broken machines, failed pin-numbers, websites that were down, and items not shipped as promised, all frustrate consumers.
- *They are poorly designed.* Poorly designed technologies that are difficult to use or understand create hassles for the consumers, making them feel it is not worth using them. Websites that are difficult to manoeuvre are particularly troublesome. If customers cannot reach the information they need within a few clicks, the customers will no longer use the website.
- *The customer messes up.* Customers dislike using technologies that they feel they cannot operate properly. Even though they feel partial responsibility, they will avoid using them in the future. A common frustration today is having various user names and passwords for different websites. When confronted with a screen requiring this information – and not recalling it accurately – many customers will give up and go elsewhere.
- *There is no service recovery.* When the process or technology fails, SSTs rarely provide ways to recover on the spot. In these cases customers must then call or visit the company providing the service, precisely what they are trying to avoid by using the self-service technology.

According to Meuter et al (2000) and Bitner (2001) SST failure occurs when customers see no benefit for them in the new technology or when they do not have the ability to use it or know what they are supposed to do. Often adopting a new SST requires customers to change their traditional behaviours significantly, something that many consumers are reluctant to do. Research looking into customer adoption of SSTs found that "customer readiness" was a major factor in determining whether customers would even try a new self-service option. Customer readiness refers to a combination of personal motivation (what is in it for me?), ability (do I have the ability to use this SST?), and role clarity (do I understand what I am supposed to do?). Other times customers see no value in using an SST when compared to the interpersonal alternative of delivery; or the SST may be so poorly designed that customers may prefer not to use them. From a strategic perspective, research suggests that as firms move into SSTs as a mode of delivery, some questions are essential to ask and below some of these questions are summarized; (Meuter, et al, 2000, Bitner, 2001)

- What is our strategy? What do we hope to achieve through the SST (cost savings, revenue growth, and competitive advantage)?
- What are the benefits to customers of producing the service on their own through an SST? Do they know and understand these benefits?
- How can customers be motivated to try the SST? Do they understand their role? Do they have the capability to perform this role?

- How "technology ready" are the customers? Are some segments of customers more ready to use the technology than others?
- How can customers be involved in the design of the service technology system and processes so that they will be more likely to adopt and use the SST?
- What forms of customer education will be necessary to encourage adoption? Will other incentives be needed?

2.1.5 Strategies for enhancing customer participation

It is clear that the level and nature of customer participation in the service process are strategic decisions that may impact an organization's productivity, its positioning relative to other firms, its service quality, and its customers' satisfaction. Figure 3 shows how a firm effectively may involve customers in the service delivery process. In developing strategies for customer involvement, the firm must decide what sort of participation it wants from its customers, thus beginning to define the customer's "job". (Zeithaml & Bitner, 2003)

Figure 3: Strategies for enhancing customer participation (Zeithaml & Bitner, 2003, p 364).
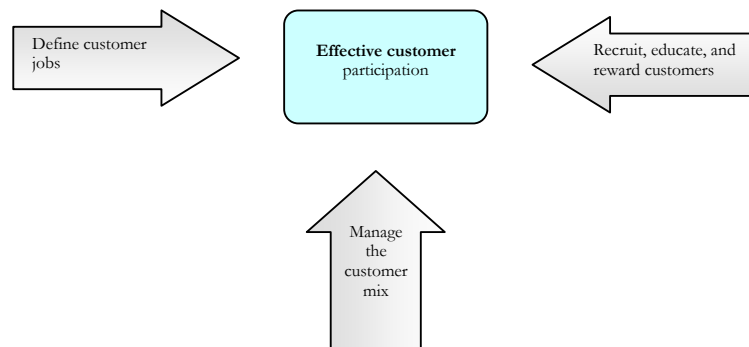
According to Zeithaml and Bitner (2003) the service may require only the customer's presence (concert), or it may require some type of input from the customer (haircut), or it may require the customer to actually co-create the service outcomes (self-service offerings). The organization may either decide that it is satisfied with the existing level of customer participation or it may wish to increase the level of participation. Once the desired level of participation is clear, the organization can define more specifically what the customer's job description should encompass. The job might entail helping oneself, helping others, or promoting the company. When helping oneself, the customer becomes a productive resource, performing parts of the service usually performed by employees or others e.g. IKEA. The result may according to the authors be increased productivity for the firm and/or increased value, quality, and satisfaction to the customer. Helping others means that the customer may be called on to help others experiencing the service. Many membership organizations for instance rely on current members to help new ones get oriented and feel welcome. (Zeithaml & Bitner, 2003)

Customers are hereby performing productive functions for the organization which in turn most likely increases customer satisfaction and retention. When a person acts as a mentor, there may be positive effects on the person performing the role and the loyalty may arguably be increased as well. In some cases the customer's job entails sales or promotional elements since services rely heavily on word-of-mouth. Many customers are more comfortable when getting a recommendation from someone who has actually experienced the service than from advertising

alone. A positive recommendation from someone the customer knows may pave the way for a positive service experience. (Zeithaml & Bitner, 2003)

Zeithaml and Bitner (2003) points out the importance of taking into account that the individual differences between customers will show that not everyone will enjoy the SST since some customer segments prefer having the service performed entirely for them. Dickman (1999) states that even if the use of new technology in business increase, such as video links and teleconferencing, the face-to-face contact is still an important part of making business. Due to the globalization, the business links expand and through that business trips become an important part in the development of partnerships or to inform, inspire, and reward employees. (Dickman, 1999)

2.1.6 The development of IT from a Swedish perspective

According to Lexhage and Grevby (1999) information technologies are well developed in Sweden today. The telephone system has systematically been developed when the analogue telephone lines continuously are exchanged into digital fibre optic high-speed lines. The financial market's electronic currents of currencies, the entertainment sector's digitalized market and the multinational companies' electronic movement of labour are just a few examples. Another example stated by the authors is the labour market, where current job positions are listed on place automates at the employment offices and on the Internet which facilitates the contacts between job applicants and the available positions. Within the travel sector, smaller private businesses may more easily and to a smaller cost than earlier come in contact with the customers without relying on larger central systems. (Lexhagen & Grevby, 1999)

As stated by Lexhagen and Grevby (1999) the digital technologies are also applicable to the cultural area. Digital radio transmits have been tested for several years and digital TV transmits are on the way, which will drastically increase the capacity of transmits. This technique offers new opportunities for smaller independent firms to create their own programs and broadcast this to target markets if desired. Even though the technique has gotten more inexpensive there is still an ongoing discussion concerning if the increased competition will result in higher expenses for those who wish to enter the market. Along with the competition follows diversity and if there is a lack of adequate quality the sole service provider will not survive. One thing that is for sure is that the new technology offers opportunities, however what it will mean in the future is not yet to be said. (Lexhagen & Grevby, 1999)

Sweden is already one of the world's most developed countries in terms of the access to and the usage of advanced information technologies and communication techniques. In some areas, for instance mobile telephone techniques, Sweden is in the absolute top. The usage of the Internet is increasing even though Sweden does not longer have the highest computer density. (Lexhagen & Grevby, 1999)

2.2 The service experience

The area of service research is enormous and the amount of information to be found is extensive. Edvardsson and Arnerup-Cooper (1998) state that during the past decades the focus of studies regarding marketing has moved from consumer marketing and industrial marketing (business-to-business) towards a large number of specific sectors such as marketing of tourism, health-care marketing, and marketing of ideas. Still there is a confusion concerning what distinguishes effective marketing within the service sector. To some service providers the

marketing mainly includes sales rather than customer satisfaction and superior customer value. To some other firms the marketing activities may include development of brochures, advertising and other one-way communication. (Edvardsson & Arnerup-Cooper, 1998)

There are many different descriptions on what distinguishes marketing of services, however most of them are based on the logic of services and service production. According to Edvardsson (1996) characteristics of marketing of services are for instance;

- Services are abstract. This makes them from a producer's point of view hard to explain and from a customer's point of view hard to judge prior to the buy.
- Marketing of services is closely related to the production and administration of the service. Usually, the same person is involved in all these activities. The waiter at the restaurant may affect a customer in choosing a certain dish, he produces the service in co-operation with the restaurant kitchen, and he charges the guest in co-operation with the cash register.
- The firm's measures concerning production, marketing, and delivery are partly performed simultaneously as the service is consumed. The service is a process, and usually an interaction between the buyer and the provider is required and sometimes between the buyers as well.
- Since many of the service firms' employees are interacting with the customer, the internal marketing is devoted a lot of attention.

Feurst (1999) describes marketing of services as a different way of marketing than of products, especially due to the fact that the service is abstract. The service is not manufactured or cannot be stored. The author further stresses the importance of building expectations for the consumer since the product is intangible. The service is delivered through teamwork between the staff and the customer and the service quality is measured by the moment of truth in the process. Since the customer is involved in the service delivery he or she also is responsible for the outcome of the service. (Feurst, 1999)

2.2.1 Mass customization of services

Bitner and Zeithaml (2003) explain how price, precision and speed will remain major competitiveness determinants, but manufacturing companies will increasingly need to provide a greater product variety and customer focus. The challenge is therefore to achieve mass customization - the ability to provide variety and individual customization at prices comparable to standard goods and services. According to the authors many marketers are accomplishing success with the concept of mass customization which means that services are created that can be customized or appear to be customized through technological innovations. The products and services are designed to fit each individual's needs. Further, customer loyalty may arguably be encouraged through intimate knowledge of individual customers and through the development of "one-to-one" solutions to fit the individual customers' needs. (Bitner & Zeithaml, 2003)

Alfnes and Strandhagen (2000) claim that mass customization is defined as "the use of flexible processes and organizational structures to produce varied and often individually customized products and services at the price of standardized, mass-produced alternatives." Mass customization does not mean providing customers with endless solutions or choices that only make them work harder for what they want; rather, it means providing them through little effort on their behalf with tailored services to fit their individual needs. (Alfnes & Strandhagen, 2000)

2.2.2 Marketing of experiences

The experience society will, according to Sahlberg (2001), be a dominating factor throughout the 21th century. However, the author claims that this is not a new invention since people always have been looking for new experiences, which in turn stimulates the senses. The senses become central in the creation of experiences which today can be seen as a great market, where consumption of products are generated. (Sahlberg, 2001) Mossberg (2003) also points out the importance of "teasing the senses" when creating services and experiences and therefore, many companies today exchange ideas with different artistic fields.

Pine and Gilmore (1999) describe that the offering of experiences occurs whenever a company uses services as the stage and goods as props to engage an individual. While goods are tangible and services intangible, the experiences are memorable. Customers buying the experiences value being engaged by what the company provides during a certain time, the time and money spent on services to make way for more memorable and more highly valuable experiences. The companies are no longer only offering goods and services but also the resulting experience which is inherently personal. (Pine & Gilmore, 1999) Andersson-Cederholm (1999) explains the extraordinary experience in the tourism context as a contrast to the ordinary and every day life. Therefore, the experience of a tourism activity, such as a visit at a destination, needs to be limited in time and the experience on site has to differ much from the life at home in order to create the extraordinary feeling. (Andersson-Cederholm, 1999)

Mossberg (2003) claims that in order to create an extraordinary experience, such as for a conference product, it should include a feeling of something new and unexpected, something outside the normal reaction towards an experience, such as an unusual event and which is characterized by high levels of emotional intensity. The extraordinary consumption does not need to be conducted through effort nor independence but just to enjoy the fact of the result of the effort. Further, it does not need to be performed individually since the interaction between people may be an important factor that releases the emotion. Spontaneity, activities, and social interactions between personnel and guests are some factors mentioned by Mossberg (2003) that might create an extraordinary experience for the guests. The difference between the creation of an extraordinary experience and an ordinary service encounter is that the customer does not know what to expect and to some extent participate in an unexpected event and from that point of view sense a feeling of something extraordinary. In ordinary service encounters there is a script to follow and the customer knows what to expect. The conception of an extraordinary experience depends naturally on the individual's cultural background, experience and other demographic criteria. (Mossberg, 2003)

When a service provider wishes to create an extraordinary experience they should according to Bitner and Zeithaml (2003) include something unusual and unexpected in the service to make it unique. One way of doing so may be to develop a concept that is not well used on the market or to benchmark a concept that already works well. However, companies need to take into consideration that people might find the concept too unique, which can make them not to go there again since they already have experienced the extraordinary experience. Therefore, the importance of creating a good service quality should be the foundation in the firm and thereafter, the unique concept may be developed in order to create the extraordinary experience. (Bitner & Zeithaml, 2003)

To summarize what is included in an extraordinary experience, Mossberg (2003) has divided the result into six dimensions; it is an active and dynamic process, a strong social dimension, there is a meaning and feeling of joy, personalized control, influence of the unknown, and a co-

ordination with satisfaction of life. The customers are not demanding products or the features of the products but the benefits that the products provide. This is according to Holloway and Plant (1992) what may be described as extraordinary. However, the needs of the customers differ and the greater number of these needs that may be satisfied through the purchase of one product, the more attractive the product becomes for the customer. Marketing should therefore produce added benefits which may distinguish one product from another. The need to invest distinctive benefits in a product will offer unique benefits not found in those of its competitors. (Holloway & Plant, 1992)

2.3 The tourism destination

Gartell (1988) defines a destination as an area where potential tourists appeals to the attributes, features, attractions and services. Dickman (1999) describes the destination as a place which people go to with the intention of visiting that specific area. Places with some form of actual and perceived boundary are called destinations, according to Kotler et al (2003). On the other hand, Mossberg (2003) defines a destination as a *room of experiences* in a physical surrounding and where the service is produced, delivered and consumed.

To be a destination an area must attract non-local visitors, people who have travelled some distance from their homes to see the attractions or use the facilities. However, in a more geographical sense, a destination can be national or regional in scope but will, in most situations, be smaller and local in scale. (Bosselman et al, 1999) According to Elbe (2002), a destination is a concept that in literature is used to describe a place to travel to, meaning a place or area where tourism is practiced.

2.3.1 Destination development

A considerably large part of the consumption that results from travelling occurs at the visited destinations. The turnover which the tourism generates locally within a destination provides prerequisites for business within for instance trade, transport, hotels, and restaurants, and experience based activities such as leisure- and theme parks, museums, and theatres. (Pearce, 1992) Tourism hereby, according to Pearce (1992), contributes in creating employment and functions as a source of revenue as well as it may affect the destination's identity positively. The latter statement is also stressed by Hall (2000) since a positive identity may create an increased investment and increase the number of people moving to the destination. Furthermore, a developed tourism industry may imply that the foundation for a local supply of restaurants, shops, and other types of public services increase which may be of use to the local citizens (Hall, 2000).

2.3.2 Relations and networks at destinations

According to Elbe (2002) a destination can be seen as a network of actors with varying degrees of mutually dependency and relations, whom offer various services which may be used by the tourists. The supply may be combined and put together into a generic tourism product either by the tourist or by an intermediary. The ability of certain actors (tourism organizations and others) to develop co-operations within a destination; a common way of better utilizing the existing resources and/or increase the demand through creating new products and increase the capacity, is important to the destination's competitiveness and development. (Elbe, 2002)

How a destination network is identified and how its structure and way of functioning may be understood provides the prerequisites for a co-ordination of the network in order to make it work more effectively. As Jensen (1996, in Elbe, 2002) explains "there is an important difference between simple aggregations of resources and collectives of well co-ordinated, effectively deployed resources within a destination". As stated by Elbe (2002); the development of various co-operations may create effects that contribute into making the destination more structured and the actors more integrated or organized. This may also imply that the prerequisites for an effective usage of the destination's resources increase (Elbe, 2002).

2.3.3 Marketing of destinations

Dickman (1999) explains that in destination marketing an understanding of what in a particular destination appeals to the visitors and what makes it an attractive and interesting place to visit is required. Gartell (1988) describes how the destination becomes a part of the decision making process of the tourist who will decide where to go for a holiday, business trip or other tourist related activities. The process of decision making contains different phases that begin with evaluation and acquisition of information regarding several destinations, decision-making, planning of the visit and activities, and ends with the level of satisfaction from the travel experience. (Gartell, 1988)

A key factor in destination marketing is awareness since people unlikely will visit a place they have no knowledge about (Dickman, 1999). In order to attract visitors, Kotler et al (2003), state that the destinations have to respond to the tourist needs and wants. The basics of the travel, cost, convenience, and timeliness have to be taken into account to make the destination appealing to the target market (Kotler et al, 2003).

Mossberg (2003) defines several ways of how the destination or the *room of experiences* may be marketed. First, it may be used as a visual metaphor to communicate what the tourist organization offers. The service cannot be experienced ahead but the facilities of where it will be delivered can be shown. Second, the destination can be used in attracting the target market. To the tourist organization this means that strategies need to be developed in order to design and govern the surroundings so that the products and packages fit the visitors. As a third aspect, Mossberg (2003) explains how the *room of experiences* can be used in order to differentiate the destination from others. In marketing the tourist organization needs to focus on all the benefits that the destination has in order to make it more appealing. In the last aspect, the physical surrounding or destination can be used to influence and govern the visitors. (Mossberg, 2003)

2.3.4 Packaging of tourism products

Grängsjö (1998) states that when defining the tourist product the tourist possesses a central function due to the fact that the tourist decide what to explore. The destination creates a framework for what the product or package will include but the tourist decides what to use and what to participate in. From that point of view it is the tourist who designs the final product. In a tourist destination several products and activities are ready to be used but the production cannot start until the tourist wants to. (Grängsjö, 1998) As stated by Holloway and Plant (1992); "getting the product right is the single most important activity of marketing". The authors explain that if the product does not collaborate with the customer need, no price adjustments or brilliant promotion will encourage customers to buy it. The tourism product is quite multifaceted due to the fact that it can comprise a place, such as a destination, a service like a tour operator's package including airline seat and hotel room, and occasionally certain complimentary products, which

aim to encourage purchase. When customers are buying products they are buying features, of a perceived standard of quality and style which reflects the product's design. (Holloway & Plant, 1992)

In order to make the destination more appealing to tourists, Dickman (1999) claims that convenient packages must be offered to the tourists. The packages should not only include the necessary needs such as accommodation but also aim to ensure attendance of the main attractions. Also, the packages can be focusing on either mass tourism or niche markets to create satisfaction for different types of target groups. Unique experiences will create awareness and interest for the packages offered. (Dickman, 1999)

Kotler et al (2003) explain that a very effective way of attracting visitors is to create and offer packages. To become the chosen destination the tourist organization needs to demonstrate what benefits the visitor will obtain by selecting that particular destination prior to other destinations. The tourist will weigh the benefits against other options offered from other destination based on for instance preferences, cost, travel time, and education. The destination may attract visitors by highlighting the exclusive restaurants and hotels, facilities, sport events, cultural amenities, museums, and entertainment. The authors further claim that when the package is decided a positive image of the destination needs to be communicated through public relations and advertising. If the destination hosts an event, a package can be developed through the event including for instance hotel, entrance ticket, and discount offers. (Kotler et al, 2003) Poon (1993) claims that the new form of tourism is a phenomenon of large-scale packaging of non-standardized leisure services with competitive prices to suit the demands of the tourists but also the economic and socio-environmental needs of destinations.

Carlsen et al. (2004) point out the potential trap of competing on price. As a strategy the authors claim that it is usually better to find new ways of cutting costs and to improve perceived value than to cut prices. Also, packaging may be the way of expanding the market appeal. The tourists can be sold a standard package at a given price or they may get an option of creating their own package. The authors further explain that the purpose of packaging tourist products is a combination of perceived value; the tourists believe that it is less expensive buying a package than to purchase the services individually which is not always the case, it is convenient since someone else takes care of the booking, and unique since the tourists receive an experience that may be hard to get when doing it on your own. The basic approach of packaging, according to the authors, is for a company to pull together elements of the travel or leisure experience, focused on the specific business. Also, more complex packages may require business-to-business relationships. The basic idea of creating a destination package is to offer a variety of different accommodations, attractions and services offered by businesses in the area. (Carlsen et al. 2004)

2.4 Summary

To conclude the previous chapter the tourism industry is an information intensive industry and the usage of information technology in tourism is found in many different forms. The Internet has been used for a long time and the literature show that mobile services are becoming increasingly important as well. Mobile services such as global distribution systems, digital guiding, and games may be found at different locations worldwide which further indicates that mobile services are becoming more common and therefore should be acknowledged to a greater extent. Not many studies regarding the phenomenon of mobile services have been found, however we have looked into one study regarding the project CRUMPET (Schmidt-Belz et al., 2003). The study, based on field studies, has shown that emerging new technologies open up new prospects

for eCommerce and eTourism and the results of the study show that this particular form of mobile services needs further improvements in order to become a marketable product (Schmidt-Belz et al, 2003). Information technology literature also indicate that there is a growing tendency for consumers to interact with technology to create services which indicates that there is a need for further research within the area of mobile services (Meuter et al, 2000, Bitner, 2001).

According to literature, there is insufficient technology in order to develop mobile services within the tourism industry. It may perhaps be easier for technology based industries to use mobile techniques in their daily work, however it may be more difficult for the tourism industry to use the mobile techniques since the techniques most likely are not yet adapted to tourism and may therefore not be applicable to destination development within the tourism industry.

A large amount of literature may be found regarding the marketing of experiences. One common factor mentioned throughout the literature is the importance of appealing the senses through the experiences and making the experiences as extraordinary as possible which is also stressed by Mossberg (2003). There is also a lot of information to be found regarding destination development, networks, and packaging. Literature shows that proper destination marketing and product packaging are crucial in order to create a competitive advantage for the destination.

In conclusion, literature indicates that there apparently is a great interest in integrating information technology and tourism due to the fact that information technology and SSTs are becoming more frequently used in the tourism industry. There are many studies and research conducted within the information technology area and the amount of information to be found is massive. However, there is not much information to be found regarding mobile services within the tourism industry and it appears that little research has been conducted. The previous arguments indicate that there is a need for further research within the area of mobile services since they are becoming more commonly used.

3 METHODOLOGY

3.1 The research approach

In order to examine the aim of the thesis; to investigate the role of mobile services in destination development; we have chosen to conduct a number of expert interviews. The research design we have chosen for the thesis is an exploratory research design which according to Kinnear and Taylor (1996) is defined as an approach used when the problems are difficult to define or the research area is unexplored, which means that collection of new data is necessary. Common data sources are secondary data and expert interviews (Kinnear, Taylor, 1996). Since the area of mobile services in the tourism industry is relatively new and "unexplored" we felt that making a survey among potential users would not provide us with the information we wanted. The importance of knowing whether the market have an interest in mobile services is important in the next step of implementing the service. However, since we believed that mobile services are in the beginning of the development and that we had greater interest in examining whether there is an interest among the destinations or not we decided to conduct a study among Swedish destinations. Also, we have had the possibility to take part of surveys, made by technology providing companies (WIP and TeliaSonera), which were conducted at the different destinations providing mobile services. Through the customer surveys we were able to create an understanding of customer demand even if that is not the main purpose of the study. We noticed that most of the respondents at the destinations did not have the adequate knowledge of mobile services which may have led to that some potential respondents chose not to be interviewed. Therefore, we have considered that new data was required in order to create a deeper understanding for mobile services in destination development.

The research field is to look at the destinations and their destination development. As mentioned in chapter 2.3 a destination may be a geographical place but in this case we refer to cities and their municipalities. Due to the lack of destinations working with mobile services we have put an emphasis on investigating destinations in general and specifically how the destinations are working with destination development. The thesis focuses on tourist destinations and not any destination in general, which means that the destination needs to have something to offer its visitors in terms of tourist attractions. The research of tourist destinations further aims to study how the networks at the destination works, and how new projects are implemented. We wanted to study those issues since we founded it interesting to know how the destinations may take in a project like mobile services and to see if mobile services are applicable to the different destinations. The mobile services may include numerous stakeholders and therefore it was of interest to know how networks and collaborations work and how the decision-making was carried out at a destination.

To sum up, the information needed to be able to investigate the aim and purpose of the thesis was primary data in terms of expert interviews and secondary data such as customer surveys conducted by the technology providing companies of mobile services.

3.2 The interview study

To create a deeper understanding regarding the field of mobile services and to obtain additional information to our aim of the thesis, we conducted an expert interview study which aimed to complement our field studies conducted in Karlskrona and Skara. We wanted to find out how different municipalities worked with destination development, how different networks, stakeholders and other interest groups co-operated and decision-making within the destination, how new projects were implemented, and if there was an interest in mobile services as an additional service to its visitors. In order to obtain this information, we first had to decide what information gathering technique was suitable for the study.

3.2.1 The choice of interview technique

Interesting for us was to know whether mobile services do have a future in destination development and if different destinations are interested in developing and maintaining digital guiding and games, such as Searchfinder, to its visitors. Therefore we wanted to gather qualitative data which we thought was more suitable for this purpose and according to Holme and Solvang (1997) a qualitative study is to a greater extent characterized by flexibility. If uncertainties occur there is a possibility to contact the respondent and clarify any question marks (Holme, Solvang, 1997). We have during our research certainly been influenced by flexibility since we have changed interview techniques over time, from mainly expert interviews conducted on site into a telephone interview research. Also, we have let the respondent talk relatively freely around the subject of destination development in order to receive as much information as possible and in a way they want it.

Holme and Solvang (1997) point out that expert interviews is a very demanding form of data collection since it is a time consuming way of conducting a study. However, one advantage of qualitative interviews is that if the researcher needs more information from one particular respondent this technique is relatively flexible so that further contacts with the respondent can be made (Holme & Solvang, 1997). We had, along the research process, to contact some of the respondents again in order to further support our research. For instance, we may have come up with new ideas that we want to try or if we have misunderstood something during the interview.

Silverman (2001) points out four major ways to gather qualitative data and those are observation, analyzing texts and documents, interviews and recording, and transcribing. The author further claims that those four methods often are combined in a qualitative research. However, the four methods may also be used in a quantitative study but when it comes to for instance interviews; the difference in asking questions is significant. (Silverman, 2001) We have chosen to conduct mainly expert interviews but also a few telephone interviews. The telephone interviews were not planned from the beginning but since the respondents were busy and not on site when we conducted the expert interviews, there was not much choice.

Bush et al. (2002) claim that telephone interviews are cheaper, faster and more suitable for gathering data from a larger number of respondents and on a basic level the telephone surveys are simply personal interviews conducted via telephone technology. Telephone interviews also increase the geographical flexibility of the overall survey design. Another advantage is that they allow the interviewers to call back respondents who did not answer. It may arguably also be seen as an advantage that the respondents may perceive telephone surveys to be more anonymous and may feel less threatened than they would in a face-to-face interview. (Bush et al, 2002) Since the telephone interviews conducted in the survey were not planned from the beginning we did not consider the advantages of making them. However, since people that we needed information

from were not on site when we conducted the expert interviews we had to choose this method as well. Some of the chosen destinations are located relatively far from Göteborg and therefore it would have been difficult for us to visit these key persons.

Disadvantages mentioned by Bush et al (2002) are the impossibility of presenting pictures or non-audio material over the telephone and that telephone interviews tend to be shorter than face-to-face interviews which may result in a loss of vital information. Researchers find it somewhat difficult to collect data such as attitudes, beliefs, and feelings which may be crucial to the results. (Bush et al, 2002) We believe that this kind of data may be important in certain studies; however, those issues are according to us not relevant to our research since we only are interested in the respondents' expert knowledge and not their personal beliefs.

Based on the presented facts and thoroughly considered different alternatives we decided to mainly conduct our study through open-ended expert interviews but also a certain number of telephone interviews. We made this choice based on what kind of information we needed and the nature of the service, since the mobile service is new and relatively unknown, we wanted to conduct more open interviews where the respondents more freely could discuss the subject. Due to the nature of the service we thought that it would be too difficult to only conduct telephone interviews since the digital guiding and Searchfinder may be hard to explain without showing printed material about the service.

3.2.2 The expert interviews

The expert interview respondents were chosen based on convenience and the willingness among the destinations to participate in the survey. We decided to conduct and limit the sampling frame to destinations in West Sweden due to economical and time saving reasons. Also, we wanted a mix of both destinations that already had shown an interest in mobile services which we had found out about in newspapers, on the Internet or by word-of-mouth, but also in destinations that we thought had no interest so far or no knowledge at all about mobile services. We limited the research into a geographical sampling frame of West Sweden and Karlskrona.

In order to produce the expert interviews we have chosen a non-probability sampling since we have adjusted our sampling frame into a specific geographical area. This type of sampling is according to Holme and Solvang (1997) called sampling of convenience, and the authors point out the non-representative issue of this kind of sampling. Another issue concerning this type of sampling is the issue of that the respondents decide whether to participate or not in the study which cannot be influenced by the researchers. (Holme, Solvang, 1997) When we decided to use a geographical sampling frame, West Sweden, we had to decide who to interview in each destination. Naturally, we decided to interview those that we believed were most involved in the destination development in the municipality, namely the tourism manager. One exception was made in Göteborg where we interviewed the webmaster and the project leader of private tours in the organization. The tourism managers who decided to participate in the study were from the destinations of Göteborg, Skara, Varberg and Kungälv.

Since mobile services still is a very unique form of attracting visitors we did not know how many interviews to conduct in order to achieve a satisfying result. In the end, not including the interviews conducted during the field study in Karlskrona, we contacted nine destinations and conducted four expert interviews with a total of eight respondents (at some destinations we were interviewing two people). First, we contacted the respondents by e-mail in order to see if there was an interest in participating or not. Thereafter, we made an appointment either by e-mail or by

telephone. Some of the respondents wanted further information about topics for the interview and therefore we chose to e-mail the headings from the interview guide in order to prepare them. The respondents interviewed are presented below:

To create a better understanding of why the municipality of Karlskrona have been in the front edge of developing mobile services as a part of the destination development, an interview with the tourism manager Magnus Broomé was conducted. Also, we had while testing the mobile service the opportunity to speak with representatives of the tourism agency since they are the ones providing the service in the front office. Interviews with representatives of WIP, Anders Larsson and Per-Ola Carlsson and from Telecom City, Patrik Olderious, were also conducted.

Göteborg & Co, the co-ordinator of tourism stakeholders and the responsible organization of tourism and destination development in the city of Göteborg, was chosen to be interviewed in order to investigate the interest of mobile services in the tourism industry of Göteborg. Two persons representing the organization were interviewed; namely Anders Fahl, project manager and webmaster and Eva Hallin, project manager of private tours. In order to further strengthen our knowledge regarding the destination development in Göteborg and in Sweden in general, Ossian Stiernstrand, CEO of the Tourism Research Institute, was interviewed.

Since we knew from the project by Nordic Handscape that digital guiding existed in Skara we contacted the tourism manager Gillis Hellberg in order to find out how the municipality of Skara works with destination development and why they chose digital guiding as a way of promoting the town. Furthermore, to develop an even better understanding for the project by Nordic Handscape; *Arn's Footprints*, we conducted a telephone interview with Anja Praesto, project manager at the Museum of Västergötland, who is deeply involved in the project. On site, we also tried the digital guiding in the cathedral of Skara.

Varberg is a city that does not currently use mobile services in order to promote and market the destination. However, we found it to be a suitable destination to further investigate since Varberg today is a well developed tourism destination and has a rather particular tourism organization. We contacted the tourism manager Hans Lillhage in order to investigate how Varberg currently works with destination development and if there are any plans of using mobile technology in their destination development.

Kungälv is a destination that is not providing mobile service but have a great mix of historical attractions and the uniqueness of the sailing metropolis of the island of Marstrand. To further be able to analyze whether Kungälv would be a suitable destination for mobile services and to find out more about how projects and networks are initiated in regards to destination development, the information manager Noel Cornér and tourism manager Mia Ottosson were interviewed.

Four destinations contacted for expert interviews did not participate due to several reasons. The tourism organizations that chose not to participate in the study were the municipalities of Mölndal, Borås, Mark and Bollebygd. Mölndal answered the e-mail but referred to the library of Mölndal, Borås did not have a tourism manager at the moment and e-mails sent to the responsible manager at the time were not answered, and in Mark and Bollebygd the e-mails were not replied at all.

3.2.3 Designing the interview guide

As we have explained earlier in the chapter we wanted to make flexible and open-ended expert interviews. Therefore we chose to use a *semi-structured* interview technique which Christensen (1998) explains as a technique where the interviewer uses a guide of questions which are discussed with the respondent. The content and order of the questions may be adjusted during the course of the interview in order to better reflect the respondent's views of the problem. (Christensen, 1998) Since we wanted to make a qualitative study with expert interviews we did not chose a standardized questionnaire, due to the recommendations from Holme and Solvang (1997). We let the respondents more freely discuss the subject since we believed that more importantly we had to follow the contents of the interview guide in order to cover all the important parts of the study. During the interview other ideas and subjects occasionally arose which may have compensated some points.

As a result of the factors mentioned in the problem discussion for instance who to involve in a project, networks, and packaging, semi-structured interview guides were formulated (appendix 4 and 5). The interview guides were adjusted depending on what person and what destination that was interviewed since the respondents had different levels of knowledge regarding mobile services and destination development. The chosen respondents were primarily contacted via e-mail where a background description of the research and explanations of why they had been chosen were provided. The next step was to once again contact the respondents in order to schedule a time for the interview. During the course of the interviews the interview guides were used, however, the order of the questions was adjusted in those cases where the discussion led into other areas of interest. The answers were immediately written down and afterwards put together in order not to lose any impressions from the interview or forget any essential information.

3.2.4 Secondary data

Customer data

In the beginning of our research process we soon realized that an observation of users, e.g. tourists, would be difficult to conduct since the service is relatively unknown and unused, therefore we excluded the making of a questionnaire among potential users. We knew that we would be receiving customer evaluations from Karlskrona, conducted by WIP and Mobile Tourismo, which further motivated our choice. Our aspirations on the customer surveys were to be able to draw relevant conclusions regarding the consumers' attitudes towards the mobile services. The material we received from WIP and Mobile Tourismo was put in an excel sheet (see appendix 6) with all the answers from the respondents.

In the summer of 2005, a customer survey was conducted in Karlskrona regarding the mobile guide and Searchfinder. In appendix 7 a figure is shown (figure 4) stating how many mobile guides that were rented from the Mobile Corner. The customers had at this point only tried the mobile guide, Searchfinder Classic Youth, Searchfinder Advanced Youth, and the postcards.

The customer survey provides WIP/Mobile Tourismo with valuable information concerning future development and refinement of the services, and is also essential to any other organization working with mobile services as a destination development tool. The customer survey regarding Searchfinder consisted of 21 respondent whom of which the majority had basic knowledge about mobile telephones and all were residents of Karlskrona (see mobile games in appendix 6). The customer survey regarding the mobile guide consisted of 12 people whom of which the majority

had basic or very good knowledge about mobile telephones. The majority of the participants were visitors of Karlskrona (see mobile guide in appendix 6). According to us, the number of participants in the customer survey is very low and may debatably be seen as a focus group. Since the survey did not include a lot of participants it was relatively easy to analyze; however it may be questionable whether accurate conclusions may be drawn from such a small sample. The findings from the survey are found in section 4.6.

In December 2005 we received a pilot evaluation report that was initiated by TeliaSonera (conducted by Thomas Nöjd, Björn Lindström, and PG Holmlöv) together with the Swedish Museum of National Antiquities (Statens Historiska Museum, SHM) concerning Nordic Handscape. The purpose was to develop, test, and evaluate how to deliver and present content (cultural history information) in different contexts to people with different needs using mobile terminals based on the users geographic position (outside the museum buildings). To achieve these results, the project performed three pilots in different areas in Sweden (One project in Skara and two in Stockholm, see section 2.1.3). The pilots were executed during the third quarter of 2005. In the evaluation plan for the joint project, the aim for these studies were to study users' (visitors) experiences from three different aspects, namely historical content, presentation, and the technical solution. The main bulk of data have been collected using questionnaires with semi-structured questions and different rating scales, and in some cases direct interviews. There has been no random selection of subjects, rather those visitors whom showed interest in participating were chosen as subjects for the studies. Basic analyses were made using traditional measures such as age, gender, educational status as independent variables. Correlation analyses were made to study higher order interactions between variables.

In terms of the project *"In Arn's footprints"* a brochure was available at the local tourist offices and museums, but also at the eleven historical places of which the project described. This made it possible for everyone with a mobile telephone to participate in the pilot if interested. In appendix 8 table 2 and 3 show some statistics extracted from the log files of the IVR (Interactive Voice Response) server.

As seen in the tables in appendix 8 the sites have been visited by many people, but due to different reasons the questionnaires were not available to the visitors until the later part of the pilot. This, together with the fact that few visitors took the opportunity to return a filled out questionnaire to receive their lottery ticket, has resulted in that the study only is based on 10 returned questionnaires and therefore according to TeliaSonera the results cannot be considered to be statistically significant. The pilot evaluation report also indicates that people who are more familiar with modern communication and terminals tend to appreciate the introduction of this new technology to access historical content and are willing to pay for the service.

Literature and Internet
In order to investigate how the tourism industry and the information technology correlate to one another, we have conducted extensive literature studies. Literature, articles, and other written material have been used. The information contained for instance destination development, information technology within the tourism industry, self-service technology (SST), first user experiences, tourism and hospitality marketing, customer-perceived service quality, service relationships, and understanding customer satisfaction with technology-based service encounters. The information has been processed and used in order to create a deeper understanding of the impacts information technology has on the tourism industry. The Internet has also been used as a source of information, mainly to create a deeper understanding of the investigated area.

3.3 Evaluation of the method strategy

After conducting the research we wanted to know the trustworthiness of the study, if we had performed it in a proper way in our attitude towards the subject and respondents, if the results of the interviews were reliable, if we interviewed enough respondents, and if we made the proper analysis of the result.

When conducting an interview study, there is always a possibility of a low response rate and in order to avoid that we begun our contact with the respondents by sending out a presentation letter by e-mail (see appendix 2 and 3). Also the field studies in both Karlskrona and Skara created a wider understanding of the subject which helped us to explain the issue of mobile services to our respondents. We believe that it would have been difficult to conduct the study without that knowledge. By sending out the presentation letters we avoided a low response rate since we did not disturb the respondent which a telephone call may have done and second, it gave the respondent plenty of time to think it through and make a choice whether to participate or not in the survey. Also, the decision of communicating as much as possible through e-mail was based on convenience and simplicity and most of the contacted respondents chose to participate in the interview study. Since the area of research is relatively new and complex using some technological terms we assumed that the presentation letter would reduce confusion and unwillingness of participation. The e-mail also explained to the respondents who we were and why we wanted to make an interview with them. However, we preferred to have personal expert interviews instead of telephone interviews since we believe that it would benefit us in terms of having longer interviews and to provide a greater insight in how the tourism organizations work.

The decision of not conducting a customer survey by ourselves, but receiving results from surveys conducted by WIP/Mobile Tourismo and TeliaSonera, has made it relatively hard for us to evaluate the reliability of the results. However, it helped us to further strengthen our discussion regarding digital guiding as a complement to ordinary destination activities since we have taken part of opinions from the users.

The interview technique chosen was to follow an interview guide but since we wanted a flexible interview and more involved respondent we basically let the respondents speak freely about the subject. However, sometimes we had to interrupt the respondent in order to stay focused on the subject. We chose not to focus on the technological issues of the subject since we think that it would have intimidated some of the respondents, instead we chose to have a discussion regarding the subject in a simple language. We did not make a test interview and when looking back it would have been to prefer since we during the course of the study changed the focus from basically information technology into more destination development.

To conclude, since most of the contacted respondents decided to participate in the expert interviews we interpret this as being a good result and that the used method strategy is beneficial to the study.

4   DESTINATION DEVELOPMENT IN FIVE SWEDISH CITIES

4.1 Destination Karlskrona

Karlskrona city offers well-preserved naval environments, several museums and historical heritages to mention some of the attractions. The city plan is still influenced by the baroque era with wide streets and large buildings. Karlskrona offers the southernmost archipelago in Sweden and activities such as sailing and other water activities. In the year of 1998 Karlskrona became appointed on the UNESCO's list of irreplaceable World Heritage Sites as one of the most important places in the world due to the fortified naval town. The town of Karlskrona was developed during the 17th century, both influenced by the naval harbour and by the Dutch. (www.karlskrona.se) In the following section the results of the discussion of the initial meeting in Karlskrona are presented in order to facilitate the proceeding research.

4.1.1 Karlskrona tourism organization[2]

Karlskrona is a city that currently is working with mobile services as a part of their destination development (see chapter 1). WIP is a privately owned company whose mission is to "…develop, maintain and market a general software platform for mobile data services and communication" (presentation WIP) and acts like the core in the business since they provide the technology. Mobile Tourismo, and its services My Album and Searchfinder, are outcomes of the technology and part of the services produced by WIP. Mobile Tourismo provides various kinds of services that may be used by a 3G telephone on site; guiding of the destination with updated tourist information, games combining learning and entertainment, all kinds of destination information, postcards through the 3G telephone and activity update text messages of happenings at the destination.

During the summer of 2005 Mobile Tourismo had a *Mobile Corner* at the tourism office in Karlskrona. The staff was able to inform the tourists about the services, how they work and providing maps. Also, since the service demands 3G phones and GPS the tourists were able to rent that from the *Mobile Corner*. The tourists are also able to download the service from the Internet and so far, this will be free of charge (except for the operator cost).

However, according to Broomé, there are many issues that need to be solved before a marketable product/service is acquired; the first issue is the importance of building up and enhancing the relationship with the visitors of Karlskrona and also to profile the destination beyond the already existing attractions. Mobile services are according to the tourism organization in Karlskrona seen as a tool to increase sales and are tourism's extended arm.

As earlier mentioned in section 1.4.1, one important issue is to find a way to link the tourism and the service in a commercial way e.g. packaging, and to see whether this form of services are even possible to be packaged. There are many ideas regarding how to make the services into an

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[2] Section 4.1.1 is based on information from representatives of WIP 2005-06-01 (Anders Larsson, Per-Ola Carlsson, Patrik Olderius) and the tourism manager in Karlskrona Magnus Broomé (2005-05-31).

attractive and marketable product. The main idea is according to WIP to make customers see the services as natural as possible and not only as technology. In order to attract as many customer segments as possible, one idea is to use the service as infotainment e.g. combining entertainment and information through letting the customers call a number and receive information regarding the destination. It is also important to try to dramatize the services in order to create a larger attention and interest. Other important aspects to consider are for instance how to reach the potential users, how much the services should cost (for instance if there should be a "free teaser" the first time and then pay the second time), and how and if the services should be customized.

If mobile services turn out to be a success, another important factor to consider is how to use the mobile services in different ways and what development possibilities there are, for instance some ideas are to split the mobile guide and get selective information, customized mobile tunes, video recordings and so on.

In order to achieve the above mentioned factors such as packaging, attracting as many consumers as possible, pricing, and possible customization, it is however crucial to have well developed networks and ensure that all involved parties in Karlskrona work towards the same goal. According to Broomé, the parties must see mobile services as a benefit to the destination as a whole e.g. WIP acquires a sellable business model and a product, the municipality receives attention and destination development, and the museums get attention from customers beyond the actual museums. If the above mentioned issues are resolved and proper networks are established, this becomes one step closer to answering the big question to Karlskrona; how to make a destination mobile.

4.2 Destination Göteborg

Göteborg & Co works towards marketing and developing the "Göteborg region and making Göteborg into a first hand choice among big cities in Europe by being one of Europe's most humane and attractive big city regions to live and work in and to visit" (www.gbg-co.se). The most effective marketing of Göteborg is achieved if as many parties as possible co-operate, both within the private and public sectors. According to Fahl (webmaster) the organization Göteborg & Co functions as a platform for such co-operation. The activities within the organization are concentrated into four priority business areas; trade & industry group, event co-operation, private travel, and business travel. It is Göteborg & Co's task to market and participate in the development of Göteborg as a tourist-, congress-, and event city as well as participating in marketing the possibilities of the region on the trade and industry side. (www.gbg-co.se)

Tourism as an industry is becoming more knowledge-intensive. Göteborg & Co has ever since the company was founded invested in research and development activities as a way to establish and develop the knowledge and competence which is necessary for professional destination development. Göteborg & Co also has a close co-operation with the School of Business, Economics and Law at Göteborg University and is a Senior Partner of its partnership program. During 2002, Göteborg & Co decided to hive off the research and development department into a separate company – The Tourism Research Institute. The formation of the institute was a natural result of the vision of creating and establishing a knowledge centre regarding tourism related questions which would be one of the leading in Europe. Göteborg & Co has by forming The Tourism Research Institute formed the foundation of this development. (Verksamhetsberättelse, 2003)

The web is becoming an increasingly important booking and information channel. The visitors on the web are rapidly increasing and by this also the demand of content and design of the information and possible reservation selection. Göteborg & Co is working in close co-operation with its stakeholders in order to maintain and continuously improve the official web site of Göteborg, goteborg.com, to make more attractive, easily accessed, and updated. (Verksamhetsberättelse, 2003)

An increased effort of the brand Göteborg is urgent. A strong brand provides better long-term conditions for the Göteborg region as well as to the Västra Götaland region to keep up with the growing international competition. A continuing successful growth of Göteborg as a meetings city demands access to competitive hotels and venues for fairs, congresses, conferences and corporate meetings. A continuous strong development of the Swedish Exhibition Centre and Göteborg Convention Bureau is essential to Göteborg. The events have a large growth potential and if Göteborg are to be able to take advantage of the potential, increased investments are required, both on the facilities and increased resources to attract new ones as well as supporting and developing existing events. (Verksamhetsberättelse, 2003)

4.2.1 Göteborg & Co

Information Technology
According to Hallin, the project manager of private tours, the webpage of goteborg.com has a great effect on the city's tourism. The tourism organization, Göteborg & Co, has seen a noticeable change in visitors since the introduction of the webpage. Due to the update of the webpage, introduced during the TUR-fair in Göteborg spring 2005, there has been a 100 % increase in online booking. Hallin further explains that sales of private tours have increased from 20% to 40% since the introduction of the updated webpage. Fahl, webmaster at Göteborg & Co, states that the online booking was started in 2002 and included direct booking towards hotels in the Göteborg area. Fahl further claims that Göteborg & Co was one of the first tourism organizations in Europe that started online booking.

According to Fahl there is an ongoing development of the webpage goteborg.com. The stakeholders that are involved in Göteborg & Co do not have space for specific advertisements on the webpage but the stakeholders' products are emphasized on the webpage in order to attract visitors. In order to stay updated on the web, the personnel involved in the webpage, both from Göteborg & Co and from the stakeholders have a meeting once a week. On this meeting, happenings and events on a daily basis are brought up so that all important parts to visitors with different tastes are made noticeable. For instance, during the Christmas fair at Liseberg a dialogue is held between Göteborg & Co and Liseberg since the marketing on both the webpage and the printed material about the fair is similar to each other. Fahl (webmaster) also stresses the importance of the printed material which is linked to the webpage; the information has to be easily found instantly when the visitors enter the webpage.

Webmaster Fahl further claims that one of the good things of using the webpage is that it is open 24 hours a day and it never closes. Therefore, people may visit the webpage at anytime and make their reservations, which is good seen from an international perspective. Financially it is also an advantage since the system is not given a monthly pay check. Furthermore, an increasing amount of people are becoming familiar with booking on the Internet and therefore online bookings are increasing at goteborg.com. (Fahl, webmaster)

To further develop the webpage in the future Fahl claims that audio vision will be given increased attention in order to make the webpage more interactive and attractive to its visitors. Furthermore, there will also be a focus on Balanced Score Cards. Instead of solely looking at hard figures, more soft values in terms of number of visitors among other things will be used in the annual report. According to Fahl a customer survey will be made in order to find out what the customers find attractive or not, and if it is informative and accessible.

According to Stiernstrand, CEO of the Tourism Research Institute, the information technology will change the traditional tourism agency. In for instance smaller municipalities, tourism agencies may not exist in the future since the visitors are able to use the Internet and mobile telephones in order to receive information about the destination. People seek information and by using the new technology it may be easier to satisfy that demand in a faster and more comfortable way. The challenge is however, to provide the visitor with customized direct information and not just information in general, since it may be hard to choose from a large selection of information. If this scenario becomes a reality, the tourism agent may not be needed to the same extent as previously, however, other jobs will be created in order to provide and customize the information. However, in larger cities such as Göteborg, another kind of information is needed since there are more visitors with different demands and therefore the tourism agency still will be needed to a larger extent. (Stiernstrand, CEO Tourism Research Institute)

Projects and networks
Stiernstrand claims that the most important issue and challenge in destination development is the process of creating a strong network. In a network all the strong tourism brands should be included. In Göteborg several attractions, for instance Liseberg, larger hotels, and the arenas, have built a network. In order to develop a strong tourism market in an attractive city the support of the local politicians is according to Stiernstrand (CEO Tourism Research Institute) of high importance. He further claims that;

> *The city needs to be attractive, first to the people and then to the tourists.[3]*

Another important goal in tourism development is to harmonize all the intermediate goals that an organization may have. Göteborg & Co works with four different areas; trade and industry, private tours, events, and business, and all those areas should be included in the tourism strategies in the organization. (Stiernstrand)

The network including all stakeholders in the tourism industry of Göteborg is according to Fahl (webmaster) complex and complicated since there are many different interests to take into consideration. Göteborg & Co is partly owned by the municipality of Göteborg and partly owned by local stakeholders and industries. Thus, when new projects are about to be implemented with different stakeholders involved, problems may arise. The purpose of the organization of Göteborg & Co is to work as a platform of co-ordination for the development of the destination. (Fahl, webmaster) According to Stiernstrand (CEO Tourism Research Institute) building a platform and network is a time-consuming process and many destinations do not realize how long time it may take. The trade and industry together with the public develop strategies for co-operation within the city. The highest political level, an active industry, and the people of the destination need to co-operate in order to find the best strategies that will enhance the tourism in the city. (Stiernstrand, CEO Tourism Research Institute)

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[3] Original quote in Swedish: "*Staden måste vara attraktiv, först och främst för dess invånare och sedan för turisterna*".

Stiernstrand stresses the difficulty in implementing a project at a destination when the support does not exist. One example is Malmö where the sailing race Americas Cup was not a very successful project among the tax payers in Malmö in 2005 that had to pay most of the costs. In order to launch successful projects in a city it is of high importance that the event is established among the citizens. For instance *Göteborgs Kalaset* is a project which would not exist without the support by local politicians and the citizens of Göteborg (Stiernstrand). Since the event is free of charge, new guests are attracted that may not have participated if the event would have cost a lot of money. Also, the project of *Göteborgs Kalaset* provides Göteborg & Co and other stakeholders with routine and experience which facilitate the development of other projects within the organization. Thanks to previously successful projects hosted by Göteborg, a well-functioning network already exists which makes it easier to further develop large and important events in the future. When it comes to developing projects at a destination three key words are mentioned by Stiernstrand (CEO Tourism Research Institute); "Knowledge, experience and network! In Göteborg it took 16 years to reach that which other destinations in Sweden try to copy. However, it takes a long-term commitment from stakeholders involved."

When a destination is going to develop projects, Stiernstrand claims that the best way of doing it is to start with small projects where there is a minimal risk to fail. These projects are characterized by for instance strong stakeholders, such as large hotels, which will take the risk. The tourism organization needs to learn from previous projects in order to be able to develop larger ones. It is the great majority of projects that creates the foundation of tourism. Pluralism of events is important and the supply of projects should be large. If a destination starts with smaller projects with few risks it is easier to enable larger projects which will create job opportunities and arguably more stakeholders want to be involved. To be able to create successful projects it is important not to give up since continuity and long-term work are issues that are time-consuming. Also, staff should not be exchanged regularly since they contribute with stability in a project, however, new staff may on the other hand provide creativity and new ideas to the project. (Stiernstrand, CEO Tourism Research Institute)

To illustrate, Stiernstrand gives one example of how a project may be implemented in Göteborg. When the city of Göteborg is going to develop a new project, such as the Swedish Championships in Boule, the event department at Göteborg & Co takes care of everything and contacts all the stakeholders in the network that need to be involved. Agreements are made between Göteborg & Co and the entrepreneur but also between the entrepreneur and the Swedish Boule Association. Since Göteborg & Co put a lot of effort in the project they have agreed upon having the event in Göteborg for five years which may lead to hosting the European Championships in Boule. This project includes stakeholders such as the office of traffic, hotel bookings and *Göteborgs Pass* which makes the project much easier. (Stiernstrand, CEO Tourism Research Institute)

Project manager Hallin further explains that in co-operation with the different stakeholders the organization builds packages that will benefit the stakeholders, the city, and the visitors. Examples of those packages are the *Göteborgs Pass* and the *Göteborg Package.* The first product includes for instance; free rides on trams and free entrances to different tourist attractions. The latter product includes hotel, breakfast, and the *Göteborgs Pass.* Göteborg & Co further plans the products towards the customers. For instance, the customers may call a 020-number in order to buy tickets to different events such as theatre, which is done automatically. (Hallin, project manager)

Mobile Services
According to Stiernstrand (CEO Tourism Research Institute) mobile services, such as digital guiding, will have a strong development in the near future. Fahl (webmaster) and Hallin (project manager) agree on the fact that they have heard about mobile services in the tourism industry earlier. According to Fahl "mobile functions is something that we have been thinking of and the map functions will be updated".

Thus, how well it would work in Göteborg is according to the respondents hard to tell due to the fact that the technology and finance are the important issues. Both respondents believe that the usage of mobile services in the tourism industry will grow in the future but due to the technological difficulties it may arguably take some time. However, both Fahl and Hallin agree that mobile services will create added value to a destination when issues such as technology and finance are solved. According to Fahl and Hallin there is a text message service under development which will be implemented during the European Championships 2006 in Göteborg. According to Fahl (webmaster) "the service will include a text message service where the visitor visits the webpage, get an assignment which needs to be solved and then the visitor may participate in the text message service". Any further information was not given by the respondents since the information was confidential and it was not open to the public yet. (Fahl, webmaster)

Target groups
According to Fahl and Hallin more focus needs to be put on all target groups, particularly youngsters. However, it is hard to profile specific groups and then adjust groups after that since individuals within a group may be very different. Fahl states that; "it maybe would be easier to refer to other web pages, such as Djungeltrumman (www.djungeltrumman.se), since Goteborg.com is not cool enough".

Visions
Stiernstrand (2005-10-28) states that the city's vision of development in general should be adjusted to fit the tourism vision so that all stakeholders in the city aim towards the same direction. The vision for Göteborg & Co is according to Hallin (project manager) that "Göteborg is going to be the first choice of destinations in Europe and the European Championships 2006 is important for this purpose".

4.3 Destination Skara

Skara is a relatively small town located approximately 140 kilometres northeast of Göteborg in the region of Västra Götaland. Skara is an important town for the Swedish history due to the glory days during the Middle Ages. The area around Skara offers many ancient monuments and historical signs may be found such as the oldest cathedral in Sweden, which was originally built 1100 A.D. and the oldest Swedish book which was written between 1100 and 1150 A.D. The Middle Ages theme is further strengthen due to the books written by the author Jan Guillou about *Arn- the knight* and therefore the tourism in Skara has increased tremendously in the past three years. (Promotional material of Skara, 2005)

Except for attractions based on the Middle Ages theme other attractions can be found in the region. Skara is famous for its leisure park *Skara Sommarland*, bird watching around *Lake Hornborgarsjön*, and the museum of Västergötland. Also, Skara is widely known in Sweden for its involvement in the music industry. (Promotional material of Skara, 2005)

Skara puts a lot of effort in tourism development. The tourism organization is a joint co-operation between the municipality and industry and trade of Skara. The tourism organization works intensively with the other municipalities in the region in order to strengthen the tourism in Skaraborg. (Promotional material of Skara, 2005)

4.3.1 Skara tourism organization

Destination development
According to the tourism manager Hellberg the tourism organization of Skara is partly owned by the municipality and partly by the industry and trade organization of Skara. Tourism in Skara is relatively young; it goes back 20 years when the only known attraction in Skara was the cathedral, which is the oldest one in Sweden (Hellberg, tourism manager).

In 1983 the leisure park; *Skara Sommarland*, was established which became a tremendous success with about 600 000 visitors yearly. Today, the number of visitors are steadily about 400 000 annually and it generates about one hundred jobs. The success of the leisure park has during the years generated caravan sites, holiday villages, and other housing facilities around the community but has also improved the infrastructure, restaurants and has enhanced the service towards both visitors and citizens. Only the housing facilities in Skara today generate 320 million SEK yearly in Skara. The town of Skara offers guided tours all year around but mainly during the summer. Today the tours are more inspired by the Middle Ages as a theme and a new exciting way of promoting the city. (Hellberg, tourism manager)

Another well known attraction in Skara is the lake *Hornborgarsjön*, which is widely known for bird watching and its unique environment. In 1993 the site was further developed in order to make it more accessible to tourists and today the number of visitors reach about 150 000 yearly. Furthermore, during the last three years a new form of tourism has arisen in the area. As a result of the books written by the author Jan Guillou, visitors have been attracted to the area of Skaraborg in order to experience the life of *Arn the knight*. According to Hellberg (tourism manager) the *Arn tourism* has generated about 50 million SEK only in the Skara region.

Hellberg states that Skara has a tradition of entrepreneurship and therefore tourism facilities and attractions constantly develop and grow. He further believes that "tourism is an industry as any other industry in general and therefore should be treated as one".

The tourism organization has according to Hellberg a dialogue with the entrepreneurs in Skara in order to discuss what ideas that will work or not and further to support them with information regarding regulations and approvals that need to be followed, but also to motivate and inspire the entrepreneurs. The municipality of Skara sees tourism as a way of improving the quality of life for the citizens of Skara in order to attract people to move there and companies to establish themselves there Hellberg means that;

What is good for the tourists is good for the citizens[4]

Furthermore, the municipality works hard with creating a plan of actions which will generate quick decisions. For instance, when the founder of the leisure park presented the ideas of the company it took 91 days to approve the building plans and start to run the business. Hellberg

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[4] Original quote in Swedish: "*Vad som är bra för turisterna är bra för invånarna*".

further states the importance of dealing with new establishments quickly in order to make the entrepreneurs feel welcome.

In the area of destination development Hellberg claims that a form of benchmarking is done towards other destinations but that co-operation is much more important to the development of tourism in the region.

Projects and networks
According to Hellberg (tourism manager), the networks and constellations in the region are different depending on what kind of project that is going to be developed and marketed. Therefore, there are several numbers of networks in the community and between the communities in the region.

The project of *Arn's footprints* began with that Hellberg, Praesto (project manager of Museum of Västergötland) and the cathedral dean discussed if something more could be done in order to attract not only those that regularly go to church but also to attract other types of visitors. According to Praesto the books became the starting point. When people read the books, they also started to try to find the locations mentioned in the books; this was around 1998. The public interest leads the tourism organization of Skara, the museum, and the church to start a co-operation. (Praesto, project manager) In the beginning the project only had a small budget and therefore they decided to join the nearby communities of Skaraborg. According to Hellberg (tourism manager) the strategies were not on a long-term basis and the planning in advance was relatively short. The museum acted as the spider in the web and took all the formal decisions. However, at this point there was no real organization, so the project greatly depended on trial and error. (Praesto, project manager) In order to try to increase the tourism they started to sell packages toward different bus companies (Hellberg, tourism manager).

Praesto is responsible for 25 % of the project and the other tourism managers are responsible for the rest. They also developed the *ARN-academy* which aimed to educate Arn guides. When the interest of *Arn's footprints* started to decrease, the focus was put on the Middle Ages since Skaraborg has many attractions from the era. Therefore, new attractions are being planned in order to maintain the interest of the visitors, such as participation of the excavation of the grave of the Swedish king *Birger Jarl*. (Hellberg, tourism manager)

The Swedish Film institute will, according to Hellberg, invest 200 million SEK in a production of a motion picture about *Arn* in the region of Skara. The movie will be the most expensive ever produced in Sweden.

According to Hellberg the project of *Arn's footprints* continues and therefore a new institution called D*estination Skaraborg* is established in order to develop a marketing plan. The aim of the network, based on the *Arn* tourism, is to develop and produce new tourist attractions. Since the interest of *Arn* is slightly decreasing a new project called the *Middle Ages-project* is being developed in order to increase the number of visitors to Skara. The project is funded by the region of Västra Götaland by so called growth money which means that if the municipality pays one SEK the region of Västra Götaland contributes with one SEK. 15 municipalities participate in this project and contribute with four SEK per inhabitant which will, due to the growth money, be doubled by the region of Västra Götaland. (Hellberg, tourism manager)

Mobile Services
In Skara the digital guiding of *Arn's footprints* was initiated on the 10 of July 2005. About 3 000 calls have been registered of people trying the digital guiding during almost three months. As

described by Praesto (project manager) Skara has "a grandpa model which is a pretty old fashioned version of mobile guiding where any common mobile telephone is usable, no advanced technology is currently necessary". However, the members of the project are aware of the issue about the funding and financing of the digital guiding, as Hellberg (tourism manager) underlines, "today only the telephone operators earn money on this project".

The objective is to somehow create additional services in order to make the project financially viable. Praesto states that such services may include for instance games, increased guiding, and visual effects. According to Hellberg, the issue of creating games, such as SearchFinder, has been discussed by the project members in Skara but due to financial restraints they have decided to put it on hold. There are many ideas concerning the development of the project, and next month (November 2005) there will be a meeting regarding development possibilities. Although Praesto does not consider herself to have the adequate knowledge regarding the technology, she believes that new mobile services will be launched as early as to the summer of 2006. Praesto further states that the project was achievable due to the opportunity that was provided by the Nordic Council of Ministers' project Nordic Handscape, and *Arn's footprints* will most likely become permanent in the near future. Praesto further states that this form of tourism will arguably increase in the future.

Target groups
Due to the combination of the Middle Ages- theme with Arn as a front figure and the well developed leisure park *Skara Sommarland*, Hellberg believes that Skara has a unique combination of attracting visitors. The combination of attractions is a perfect match to attract youngsters from eleven years of age. Also, people inspired by and interested in fantasy fiction could be attracted by the Middle Ages theme. (Hellberg, tourism manager) According to Hellberg it is not only Swedish visitors who are attracted to Skara but also visitors from the South of Norway and especially bird watchers from Germany.

Visions
Since the Swedish Film institute is about to produce a motion picture about *Arn* in Skara the municipality is now discussing issues of building a castle which later could be used as a tourist attraction, Hellberg (tourism manager) states "if so, we are really talking about destination development!".

However, the tourism organization made contacts with another Swedish town, Ulricehamn, after the motion picture of *Änglagård*, to see whether the community of Ulricehamn generated a noticeable change in their visitor flow. Ulricehamn increased the number of visitors after the two movies but they did not see a long term effect of visitors. Therefore, Hellberg questions the issues of what effects a movie may have on tourism in Skara and how the tourism organization should deal with it in order to benefit from the movie. According to Praesto the film making will provide a great opportunity and will affect the tourism in Skara positively. For instance, if scenes are built, these must become attractions by themselves even after the film has been produced. A wishful thinking is also to make the film production itself into a tourist attraction in order to attract tourists. Praesto considers there to be endless marketing possibilities prior to the production of the film and mentions things such as Middle Ages puppets at McDonald's, chewing gums, or anything that may help promote Skara.

Hellberg (tourism manager) further wants to develop the Middle Ages- theme in Skara, such as offering restaurant visitors a unique experience with interior design from the era in order to strengthen the theme in town. Another idea is to arrange more excavations in the area in order to spin ahead on history, nature and culture in a perfect mix that will increase the visitor flow. This

issue is also stressed by Praesto (project manager) who emphasizes the importance of tightening the integration between tourism and culture. The importance of bringing the different stakeholders together in order to find a more holistic vision of the Middle Ages theme is further explained by Hellberg. The local entrepreneurs should get even more involved in developing strategies that will strengthen Skara and the region.

In the future, Hellberg believes that Skaraborg will be one big tourism organization but the issue of that some tourism organizations in the region are not on a municipality level makes it difficult; an issue which needs to be resolved. Furthermore, Hellberg (tourism manager) insists that the larger attractions, such as the leisure park still will be attracting a large amount of visitors and that new tourism products may be developed around *Hornborgarsjön*.

4.4 Destination Varberg

Varberg has a unique tourism organization since the municipality of Varberg has given the tourism responsibility to a private company, Marknad Varberg AB. The company is owned by Varberg Tourism and Industry & Trade Association. The association consists of 300 member companies and the board is composed of company executives, property owners and business men and women. (Lillhage, tourism manager) Marknad Varberg AB has three major areas of activities; tourism, industry & trade, and city centre co-operation. The area of tourism runs the tourism agency, is an intermediary for cabins, offers ticket sales and conference services, and runs Apelviken holiday village and the fortress hostel. The area of industry and trade provides service to re-establishments and new establishments of businesses, arrangements of company activities, signage in the industrial areas, co-ordinates information to and about the companies, and acts as an intermediary of vacant premises and industrial grounds. The centre area organizes activities in the city centre. (www.turist.varberg.se, 2005-10-18)

Through the three areas of activities, Marknad Varberg AB in co-operation with the municipality and other industry and trade, will actively participate in the development and co-ordination of the municipality of Varberg and its trade and industry. The purpose of Marknad Varberg AB is to profile, market and develop Varberg as an attractive city to visit, live in, and carry on a business. In co-operation with the municipality and industry and trade, Marknad Varberg AB develops and co-ordinates the entire trade and industry within the municipality of Varberg. Varberg profiles itself as a health and recreation destination and one of the local spas, *Varbergs Kurort*, was this year voted to be the best spa in Europe 2005. (www.turist.varberg.se, 2005-10-18)

4.4.1 Varberg tourism organization

Destination development
As earlier stated, Varberg has a different tourism organization when compared to other destinations. It is not run by the local government but to a large extent by the industry and trade. Varberg is seen as the core product and all establishments are of equal importance. Varberg Tourism and Industry & Trade Association have different tasks instructed by the municipality and works with destination development within several areas. For instance, a sponsor is paying for an ice skating rink at the town square worth approximately 15 million SEK. All marketing and work with destination development is closely united. The three areas, tourism, industry, and trade, and city centre co-operation are according to Lillhage (tourism manager) all of high importance to the destination development. The marketing and profiling is done through the industry and trade which functions as sponsors. Marknad Varberg co-operates with all companies

and Lillhage indicates that no specific company is given a larger voice than the number of persons represented in Varberg Tourism and Industry & Trade Association.

Lillhage underlines that there is a great co-operation within the region. The regional tourism organization *Halland Turist* is to a large extent accountable for this co-operation by being responsible for fairs, regional productions, media contacts, regional tourism databases, among other things. The existing networks and groupings are found within the three main areas. Within the city centre co-operation group there are 4-5 groupings who for instance work with lighting, marketing, and activities. The tourism group consists of groupings working with camping sites, hotels, and activities whereas the main chores of the groups within the industry and trade group are working with establishments and how the physical planning regarding this is to be handled; one example mentioned by Lillhage is how it would be possible to arrange a parking facility at the beach.

Varberg is a typical summer destination and is according to Lillhage very much dependent on its health resort label. Varberg offers a wide variety of spa facilities to suit any needs the customers may have, *Varbergs Stadshotell & Asia Spa* offers an Asian influenced environment, *Varbergs Kurort Hotel & Spa* offers a variety of baths and massages inspired by the sea, and *Kurortsstaden* offers classic health resort- and spa treatments (www.turist.varberg.se, 2005-10-18). Since Varberg may be seen as a vibrant, developing city with an all-year-round business Marknad Varberg AB is working to a large extent with activating the city centre, for example by putting up the new ice skating rink. Even though Varberg is seen as a typical summer destination and is greatly depending on the health resort label, Lillhage (tourism manager) believes that "there is a great potential of finding new niches in order to strengthen the brand of Varberg".

Projects and networks
According to Lillhage some projects initiated by Marknad Varberg AB in Varberg are *"Sweden's Health Resort City"* which has attracted many visitors and also has created a great medial attention. Varberg has an increasing visiting industry and during the past 10 years the revenue has increased by 80-90%. They have also managed to increase the number of commercial guest nights in 10 years which according to Lillhage is a great achievement. If for instance an entrepreneur has an idea he takes this to the tourism agency and if the believe in it they will support the proposal. In order to further attract visitors to Varberg they are using for instance the web, brochure material, summer magazines, maps, information on TV, radio, and newspapers. (Lillhage, tourism manager)

Target groups
According to Lillhage (tourism manager) Varberg is today seen as a typical pop- and rock city. Marknad Varberg AB is currently working towards not making Varberg into a city that only represents pop and rock. As stated by Lillhage they wish to put more emphasis on the non-commercial segments such as children, culture, and elders and support those segments as much as possible in order to avoid the city becoming too commercial. Marknad Varberg AB works towards attracting the people to Varberg; however it is then crucial that the city has something to offer everyone that is visiting. Some projects are in the end self-generating in terms of the economy whilst others need financial support which may be provided by Marknad Varberg AB. (Lillhage, tourism manager)

Mobile services
Lillhage believes that everything within destination development is accentuated by information technology and that people finally have to book and order via their mobile phones. He further

explains that five years ago between 5-8% received information regarding a destination via the Internet; that number has now increased to 40%. Lillhage however states that he believes that for instance telephone booking will function as a complement to booking via the internet.

Concerning digital guiding, there is currently an ongoing discussion and Lillhage considers that there is an obvious need for development of mobile services. Varberg is according to Lillhage considering starting some sort of project involving mobile guiding either by satellite or other technology in the future. However, one large issue is the financing. All parties need to gain something from the project and if the guiding is done through a mobile telephone, the costs to the consumer may be large if the guided tour is too long. Lillhage (tourism manager) however thinks that "if it would be possible to WAP down the service to your mobile telephone there is a large potential".

Things that must be considered when starting mobile services and making them as attractive as possible is to know what the consumers desire and consider the fact that all groups of people may not be as adaptive to new mobile techniques as others, for instance older people. (Lillhage, tourism manager)

Visions
Ten years ago, Varberg had its peak season in the month of July but this has changed since then. Nowadays, Marknad Varberg AB is trying to strengthen the pre- and after season in order to make the city as attractive as possible to its visitors. The population of Varberg doubles during the summer months, the facilities are fully occupied, the cottage guests arrive, and the day trippers from the inland arrive which requires further development of the tourism sector. Marknad Varberg AB is constantly working to improve and refine the activities in the city; however it is according to Lillhage crucial not to make the activities unrecognizable to the visitors. Entirely new things may make the visitors feel insecure and there is a need to feel familiar. (Lillhage, tourism manager)

4.5 Destination Kungälv

The municipality of Kungälv is situated north of Göteborg, providing a long coastline as well as a town and historical heritage. The area of Kungälv has a long history, founded during the 1000 century and was one of the most important cities in Norway during the Middle Ages and from this era the fort of Bohus still remains as one of the tourist attractions in the area. Today 37 000 people live in the community and the town of Kungälv provides both historical attractions along with shopping, galleries and restaurants. The island of Marstrand is a smaller community belonging to the municipality of Kungälv, founded during the 1300 century by the Norwegians. After being governed by the Danes as well, Marstrand became Swedish in the year of 1658 and the fort of Carlsten was built. Along with many historical attractions, Marstrand is well-known for its harbour and sailing-races during the summer time which is the peak season. A large amount of visitors come to Marstrand during especially the summer season. Both Marstrand and Kungälv provide city guiding. (www.vastsverige.com)

4.5.1 Kungälv tourism organization

Destination development
In the municipality of Kungälv, the relatively well-known seaside resort of Marstrand is included. According to the tourism manager Mia Ottosson, the municipality works with finding a brand

and a graphic profile which the destination Kungälv stands for. This work includes the development of products where all the brochures, city guides, articles, and touristic material are integrated. Ottosson claims that the webpage needs to look similar to the printed material. When the new tourism information brochure was going to be launched, the tourism organization compared themselves to other destinations in Sweden in order to find a more unique way of marketing the destination since most of them were quite similar to each other. The outcome became the magazine INTRO which promotes Kungälv at other tourism agencies around the country. (Ottosson, tourism manager)

According to the information manager Cornér, the community of Kungälv may see a change and increase of visitors due to the proximity to Göteborg City Airport where the low rate air-lines have increased the number of visitors to the region. Some of them will preferably come and visit Kungälv and Marstrand. However, the low fare air-lines have also forced destinations in Sweden to compete with other destinations in the rest of Europe. Therefore, it is important to turn the flow so that foreign tourists decide to visit the region of Göteborg as well. The region should be considered as one tourist destination. For instance, when tourists visit Marstrand they also often go to Göteborg and the opposite. (Cornér, information manager)

Information technology
According to Cornér, Kungälv has participated in a project initiated by the West Swedish Tourism Board which aimed to increase the information access among the communities in the region of Bohuslän. The project included information stations which were located on different sites where tourists could search for information and book accommodations. Cornér further claims that the webpage of the municipality of Kungälv is voted to be one of the best in the country when it comes to accessibility. The tourism webpage is created in collaboration with the West Swedish Tourism Board and both Kungälv and Marstrand have their own webpage. The webpage is updated by the local businesses themselves and it has according to the information manager Cornér many visitors.

Projects and networks
The municipality of Kungälv has, according to information manager Noel Cornér, participated in many projects, European Union-projects in particular. The municipality often works as a catalyst of the development of projects and mentions the project *Lusten vid kusten* where the main purpose is to make the small entrepreneurs co-operate in order to benefit from each other. The municipality develops the collaboration but the projects are run by the entrepreneurs themselves. The tourism manager Ottosson states that "the companies are going to run the businesses and earn money from it, not the municipality".

Ottosson claims that it costs a lot of money for the municipality to build tourism accommodations but if it keeps the community on feet and those companies stay in the region it is worth it. Kungälv and the other communities in the nearby area are planning to start a new tourist destination in the project Södra Bohuslän Turist AB. Since the tourists do not know or take into consideration the limits between the different sites this project aims to create a platform where all the local businesses can co-operate no matter which municipality they belong to. (Cornér, information manager)

Cornér further stresses the importance of collaboration between the municipality and the local companies and entrepreneurs. Kungälv is also co-operating with mainly the West Swedish Tourism Board but also Göteborg & Co in order to strengthen the region of Göteborg and Västra Götaland as a tourist destination with many attractions.

Ottosson (tourism manager) further describes the fear in the beginning of a new project among the entrepreneurs since the tourism season is relatively short. When an entrepreneur wants to start a business they contact the trade and industry department at the municipality. In the first contact eight different sectors decide if the project is worth supporting and help the company with for instance permissions. If projects are accepted by the municipality, for instance on the level of the tourism agency, contacts are made with the company and the municipality helps them starting up the business.

According to Cornér it is the responsibility of the municipality to influence other governmental authorities in order to create beneficial features to the community of Kungälv. For instance, Göteborg City Airport, which is located close to Kungälv, cannot expand much more but since Kungälv benefits from the airport the municipality can try to affect other decision-making organizations since it may be hard for the local entrepreneur to do so. Cornér further states that it is the municipality's job to attract visitors to the community. One project which has been very successful is the Middle Ages days arranged at the fort located in Kungälv. The project was supported by the municipality and during three years the number of visitors have increased, today 17 000 people visit the event during one weekend. (Cornér, information manager)

Target groups
According to the tourism manager Ottosson there are several nationalities, she states that about 92 % are Swedish, 6 % from other Nordic countries and the last 2 % Germans and other nationalities. Kungälv is marketed in other areas of Sweden but also in Denmark and Norway. Norway is an important market due to their historical bond to the area. Ottosson wishes that the closeness to the low-rate airlines will increase the number of visitors from Great Britain, especially during the winter season. Cornér (information manager) claims that Marstrand wants to change their target from youth to families instead since along with the youth comes a lot of trouble related to alcohol consumption.

Mobile services
The information manager Cornér wants to develop mobile services in Kungälv, for instance at the fort, in order to be in the front edge since it is a strong and fast development in the sector. However, the tourism manager Ottosson does not believe in mobile services but prefers to keep the traditional tourism information in order to animate the service, attractions and interactions between the locals and the tourists. According to Ottosson, there has been no request of mobile services from the visitors.

Visions
The vision of tourism in Kungälv is according to Cornér (information manager) to make it the most visited destination in the Göteborg area (except for Göteborg) and he further wants to develop and put a lot of effort on tourism. Another important issue is, according to Cornér to educate the industries in order to create better and more integrated tourism attractions, to create a better understanding for the challenge of co-operation. Cornér also wants to transform the traditional tourism agency and instead let the tourism businesses take care of the tourists. Cornér further wants to develop networks in order to strengthen the region as a great tourism destination.

4.6 Customers' views on mobile services in Karlskrona

As previously mentioned in section 3.2.4, a customer survey was conducted by WIP and Mobile Tourismo in Karlskrona in the summer of 2005. The customer survey regarding Searchfinder

indicates that all of the participants find Searchfinder to be a fun and interesting idea; however it is important that the tour is not too long in order to keep the consumers interested. It is arguably also very important to ensure that the technology works at all times, if not the users may feel disappointed and bored and quit the game. All respondent would consider using mobile services again and they would all recommend it to others. The results of the survey concerning the mobile guide indicate that the majority of the participants find the mobile guiding to be interesting, fun, and also a good way of guiding when you do not want to be bound to a personal guide. They also however give suggestions and complaints mainly concerning the technology which may offer valuable information to WIP and Mobile Tourismo to act upon. In order to see more detailed information about the customer surveys regarding Searchfinder and the mobile guide, see appendix 6 and 7.

4.7 Customers' views on mobile services by Handscape

Earlier (section 3.2.4) we mentioned that we received a customer survey regarding mobile services provided by Nordic Handscape in Skara (*Arn's Footprints*) and Stockholm (*The Old Town of Stockholm*) See background of the sample in appendix 8, 9 and 10. The SHM (Statens Historiska Museum) pilot evaluation report was finished in December 2005 and we were able to take part of the results. The most common response to the project *"Arn's footprints"* was that the consumers appreciated that the information was made always available by using new technology. Other positive responses were that the guide was relatively simple to use, easy to listen to, and it also offered the possibility to listen before and after the tour. However, some participants reacted negatively to the possible competition with traditionally guided tours by an expert, which gives the possibility to ask questions and create a more social context. Another negative reaction among the visitors was that they perceived that there was a lack of information signs at the sites and they also mentioned the risk of losing contact with each other in a group when listening to the guide. The results also indicate that the visitors are not very interested to pay for receiving this kind of information.

The major finding from the traditional digital guide in the Old Town of Stockholm is that people appreciated the possibility to walk the tour in their own pace without having to adapt to the traditional guiding time tables. Another positive aspect was that the duration of the tour could be adapted based on how much additional information they requested. The guide was considered easy to use and understand, and contained valuable and interesting historic information. The respondents disliked that the tour was not a round tour, i.e., not starting and ending at the same place. The display was sometimes hard to read due to sun light and the directions and maps could have been improved. The interface also had some ambiguities where one button had multiple meanings. Another wanted feature was the possibility to repeat parts of the chapters and not having to start the whole chapter over again. According to the findings by TeliaSonera there was an astonishingly high willingness to pay for this additional service which they assume could be due to a high degree of respondents used to visiting museums, and it may therefore not be applicable to the population in general. The interactive game in the Old Town of Stockholm was according to the findings of the evaluation report viewed as rather intriguing and interesting once the players understood the task of the adventure. The findings also indicate that there is a large potential for improvements in order to make the adventure easier to understand and to play, by providing a better introduction to the game. Since the time needed for each site was around 20 minutes the players needed to be well motivated to continue the game. According to TeliaSonera, further analyses are required in order to find out how to make the adventure more self explanatory. From a historical viewpoint the connection between the adventure and the reality may also need to be strengthened.

5 DESTINATION DEVELOPMENT THROUGH MOBILE SERVICES

5.1 Information technology in the tourism industry

The figure by Poon (1993) described in section 1.4 has been used in the literature review in order to help us put an emphasis on the most important issues when implementing information technology in the tourism industry. However, after gaining more knowledge about the subject we have chosen to modify the figure in areas that we believe are the most important ones for this thesis. The modified figure is presented below:

Figure 3: Technology impacts on the tourism production system (Poon, 1993). (Modification of figure 1).
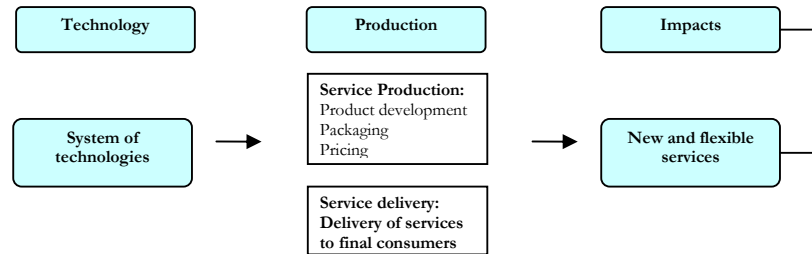
The figure shows the three steps in the service production, from the technology to the service delivery to its users. The technology and the system of technologies consist of mobile services and the different features of it, such as mobile guiding and mobile games e.g. Searchfinder. In the production step we have focused mainly on the service production due to the findings from the expert interviews where this area has created a great interest. We have also focused on the service delivery partly due to our findings from the expert interviews but also from the customer surveys which we have received from different projects. The study has shown that the product development is in the early stage and can be developed in various ways depending on what the destination has to offer. What is characteristic for the specific destination will also influence what kind of package the destination can offer for its visitors which will be further discussed in section 5.3.4.

In the service production, pricing is another issue. From the results from the expert interviews we have found that mobile services are too new for pricing but that it will be an important question when destinations implement mobile services in the future. So far, the destinations that provide mobile services are governmental funded or part of different projects and not completely funded by the companies producing the services. If more destinations are going to develop this kind of service this issue needs to be solved in order to gain profit, perhaps by some kind of commercial, ads or other marketing activities. The service delivery has been widely discussed during the expert interviews. In Karlskrona for instance, the staff at the tourism agency have been educated in the mobile services in order to be able to provide information, explain how the mobile telephones work, and answer to other related questions. This is important in order to make the service as simple as possible in order to create simplicity for the tourists. We consider the impact of the mobile services to be new and flexible services due to the findings of the study that mobile services are a new phenomenon. When the mobile services are more common and

developed we consider the impacts to be improved efficiency and improved quality and thereafter spread of new best practice.

5.1.1 The Internet in destination development

Today, an increased number of people have access to the Internet and other high technology tools which provides a good opportunity to those companies working with information technology (Sheldon, 1997). This is specially seen in Göteborg where the Internet has become essential to the city's tourism due to the webpage Goteborg.com (Fahl and Hallin). The number of visitors has increased, on-line bookings have increased, and the sales of private tours have increased; all things that may indicate that the Internet is an important tool for any destination since it arguably may be seen as a positive thing for the destination. As any other form of information technology, it is crucial to constantly update and develop the Internet. In Göteborg there are according to Fahl and Hallin many parties involved when it comes to developing the webpage, both Göteborg & Co and their stakeholders, which may lead to the assumption that it is important for any tourism organization to have co-operations between all involved parties in order to provide the customers with the best possible service. Also, in Varberg there has according to tourism manager Lillhage been a significant increase in users and bookings through the homepage. The Internet also has the advantage of becoming more commonly used by customers for several purposes and it may also be used at all times of the day which provides the customers with an option of choosing when to use it (Fahl and Hallin). In conclusion, one may say that the Internet is and will in the future be an important tool for any tourism organization who wishes to stay competitive on the tourism market.

5.1.2 Mobile services in the region of West Sweden

Mobile guiding is considered to be a relatively new phenomenon which is undergoing constant changes and development. A majority of the world's people have access to a mobile telephone which enables this form of tourism endless possibilities. Today, different forms of mobile services exist and some destinations have realized the advantages of using mobile services. In West Sweden (the area investigated), numerous versions of mobile services are used such as text message services, interior advice, and digital guiding; different forms of mobile services that are uniquely adapted to a specific destination.

According to the literature, the possibility of mobile communication has drastically increased during the past few years. It is believed that the wireless communication in a near future will dominate over the traditional ways of communicating (information from Handscape). The usage of mobile services within the tourism industry will most likely grow in the future which is also confirmed by the interviews. This fact is also stressed by Lev-Ram (2005) who believes that mobile services, particularly mobile telephone tours, will grow sevenfold by 2010. All respondents were aware of the existence of mobile services, even though some of them are not currently working with it and they also have positive attitudes towards it and see mobile services as a new means of developing and marketing the destination. Those destinations which are not using mobile services are however clearly interested in the services and some of the destinations already have plans of using it in the near future.

The respondents believe that mobile services, such as digital guiding, will have a strong development in the future. It is even believed by for instance Stiernstrand (CEO Tourism Research Institute) that information technology, such as mobile services, will reduce the number of traditional tourism agencies since customers may receive information through their mobile

phones. Even though information technology literature states that emerging new technologies open up new prospects for eCommerce and eTourism, there are many concerns regarding the implementation of new technologies among the destinations. Since all destinations have mentioned the financing as a major concern, it may be assumed that this is the largest issue. Today, only the telephone operators make money and this need to be changed in order to create profitability for both the destination and the users. In order to create value for the users it is most likely important to create additional services to make them feel like they gain something extra from it; some extraordinary experience. When the users experience that they get something extraordinary, they are most likely willing to pay extra for the service which gives the destination an opportunity of earning money. The technological issues may also be of high importance to the success of mobile services. Since this is a rather new phenomenon there are not sufficient technologies in order to develop the services at a high pace. This is probably of high importance to the destinations since the services may not be developed as quickly as they desire. As stated in section 2.1.3 it is also assumed that mobile services should be personalized in order to further add value to the service. It is therefore most likely important to any destination considering mobile services to know what customers desire and to customize the services to different target groups. For those destinations currently using mobile services it may be of high importance to conduct customer surveys in order to be able to refine and develop the services.

Mobile services are SSTs since the consumer, with the aid of technology, creates and consumes the service with no human interaction taking place. The tendency for consumers to interact with technology to create services instead of interacting with a service employee is according to information technology literature becoming increasingly common (Zeithaml and Bitner, 2003). As earlier stated in section 2.1.4, there are distinct feelings regarding the SSTs which is also confirmed by the customer surveys in section 4.6 and 4.7.

The literature states that customers like SSTs when they bail them out of difficult situations, when they are better than the interpersonal alternative, and when they work (Meuter et al, 2000 and Bitner, 2001). The customer survey from Karlskrona also indicates that this may be assumed. The users saw the services as a fun and different way of tourism, it was very convenient, and several users saw it as a good complement to traditional interpersonal alternatives which enabled them to be guided at their own pace. This fact is also confirmed by the pilot evaluation report conducted by TeliaSonera where the visitors also appreciated the fact that they did not have to adapt to the traditional guide time table and that the duration of the tour also could be adapted based on how much information was desired. As long as the technology works, most customers are happy but at the instant when the technology fails customers are dissatisfied. If the mobile telephone fails, such as broken telephones or failed pin-numbers, there is a source of frustration to the customers. Poorly designed mobile telephones that are difficult to use also pose as sources of dissatisfaction; many users responding to the customer surveys in both Karlskrona, Skara, and Stockholm complained about for instance the size of the mobile telephone and its display, software that did not work, the screensavers were activated too early, and difficulties in seeing where they had been and where they were going. It must also be mentioned that it is not always the technology's fault; the customers may also have inadequate knowledge and can not operate the technology properly. This may also negatively affect the results of the surveys; problems that those with adequate knowledge would perhaps never have reflected over. If one interprets the findings from the customer survey of the interactive game in the Old Town of Stockholm (section 4.7), that the game was considered to be interesting once the players understood the task of the adventure, it may be assumed that the technology was too difficult for some people to understand. This may have been a result of inadequate knowledge among the players concerning the technology or it may simply have been too difficult to understand which, if that is the case, requires the technology providing companies to consider the content of the service.

Another problematic issue that is mentioned in the information technology literature is the lack of service recovery. When technology fails there is rarely recovery on the spot. Usually customers must call or visit the company providing the service; exactly what they try to avoid by using an SST. When we were experiencing the services in Karlskrona, the exact thing happened. The technology failed, however, there was not a number to call and the tourism agency had closed for the day, so no service recovery whatsoever was available. The whole point of SSTs was at this moment gone and the failing technology was definitely a source of dissatisfaction and frustration. In order to minimize this form of dissatisfaction, destinations must consider the issue of service recovery and provide this aid to their customers as long as they use the mobile services.

The users conducting the customer surveys in Karlskrona also gave suggestions regarding how to improve the digital guiding and the games and both the complaints from Karlskrona, Skara, and Stockholm and the suggestions arguably serve as essential information for the future development of such services at a destination.

When applying SSTs such as mobile services it is crucial for any destination to see what sort of participation it wants from its customers, the customer's "job". Mobile services most likely often require some sort of input from the customer or may even require the customer to co-create the service. Mobile services require some sort of active participation in order to receive the service; it does not only require the presence of the customer. (Zeithaml and Bitner, 2003) Due to this fact it is also important for destinations to take into account the fact that there are individual differences between customers which may effect if they like or dislike the service. Some people may not know how to use the mobile telephone or have other difficulties which may affect their apprehension of the service. (Zeithaml and Bitner, 2003) When considering this fact, it may have affected the results of the surveys negatively and therefore destinations who wish to use mobile services must consider making the phones and services as user-friendly as possible in order to reach a broader target group. However, as earlier mentioned, some people will never even consider using mobile services and therefore the interpersonal contacts will still be important. This issue is also stressed in the pilot evaluation report from *"Arn's footprints"* in Skara where some participants reacted negatively to the non-existence of expert guides which would enable them to ask questions and have a social context.

One reflection that we make regarding the desirability of expert guides is that this may be due to demographic reasons. For instance, in Skara it may be assumed that most people who participate in the mobile guiding originate from smaller cities and those in Stockholm may to a larger extent be from larger cities which according to us may affect the desirability. Nevertheless, we are surprised that Skara is the destination where most people wished to have personal guided tours. Since 70% of the visitors made the tour by car we would assume that they would not wish to be bound by time tables, nevertheless this may be an incorrect assumption but we believe that further research regarding demographic differences should be conducted.

Clearly, this form of services is appreciated among those customers who have tried it which may indicate that this is applicable to most prospect users. It is however of the highest importance to consider probable dissatisfaction factors and thoroughly analyse the customer surveys in order to create the best possible service with minimal dissatisfaction.

5.2 The service experience

This section aims to create a deeper understanding of the uniqueness of services versus products in terms of marketing and stresses the importance of differentiating services in order to create an extraordinary experience.

5.2.1 Marketing of services

Since the respondents have raised questions regarding the financial issues of creating and performing mobile services it is important that the service is marketed in the right way in order to attract visitors. Due to the reason that the mobile services so far are financed by governmental funds or by the municipality, the issue of sale rates is relatively unimportant. Therefore, according to the literature in section 2.2 the marketing activities should focus on customer satisfaction and superior customer value. As stated by Edvardsson (1996) services are abstract and it may be difficult for the producing company to explain the advantage of the specific service prior to other services, and from the customer's point of view it may be hard to choose since the product cannot be tested. Therefore, well designed marketing is needed in order to make the customers purchase the specific service, especially when they are buying mobile services which so far are relatively new. It is also important that the service provider is well-informed and is properly representing the service sold in order to further strengthen the customer satisfaction. If a high level of customer satisfaction is obtained it may create a positive word-of-mouth which may lead to an increased number of customers. The customer surveys made in Karlskrona, Skara, and Stockholm indicated that the customer satisfaction rate was high although some users complained about for instance the length of the tour. In order to further strengthen the communication to the visitors the destinations claim that the collaboration between the printed material and the web pages is important. Especially the destination of Göteborg points out that the ads together with other printed material have to have the same layout so that more information can be easily found at the webpage. Due to the fact that a service is abstract and that mobile services are a new phenomenon the marketing needs to be informative in an attractive way. The information should not be too complicated since it may discourage people if they believe it is too technological.

According to Feurst (1999) it is important to create expectations of the service to the customers since the service is intangible. The marketing should communicate those expectations in order to attract the visitors that may see the mobile guiding as a fun and exiting way of exploring the city or site. If the marketing is successful and creates a demand for the service it is of high importance that the service delivery is as successful as possible. The people providing the service, such as in Karlskrona where the mobile telephones may be borrowed at the tourism agency, have to have knowledge about the technology in order to facilitate for the customers.

Since the customers are involved in the service production, he or she also is responsible for the outcome of the service. If the technology fails it may not always depend on the technique but also on the user. Therefore it is important that the mobile service is easy to understand and use. Since the customer is interactive during the service production it is essential that the personnel is competent and well-informed, in order to create satisfied customers. The advanced technology may frighten some people and therefore it is the staffs' task to avoid it. The service is a process, from the moment when the tourist finds information about the service until completing the digital guiding. Also, sometimes during peak season tourists may need to interact with other visitors and citizens. When we experienced the service in Karlskrona the peak season had not started and it was raining and cold and therefore we were alone at the different sites. But when there are many users at the same time they may have to interact with each other and this should

in many ways be a positive thing. The problem may arise when all the mobile telephones are occupied so that some users need to wait. Another of our reflections is that the goal in the near future maybe should be that tourists to a larger extent use their own mobile telephones (in condition that they have the right technology applications). This would lower the costs for the producer in the long run.

5.2.2 Mass customization of services

As stated in section 2.2.1 by Bitner and Zeithaml (2003) price and speed are important factors in the service delivery. However, companies need to provide a greater product variety and a customer focus. When it comes to digital guiding in city environment the focus can be on different areas such as historical, cultural or nature based guiding, in order to adapt the service to the tourist's interest. Therefore we believe that the mobile services can be varied and developed in many different ways and changed based on new trends in the society. Standardized products cannot as easily be changed liked that. Searchfinder in Karlskrona is today developed to fit different target groups based on age and interest. Mass customization is therefore of high importance when developing the mobile services. The findings from the evaluation report regarding Nordic Handscape indicate that the main advantage from the projects is that it creates independence among the participants and that individualization is an important area to explore. This finding further supports our argument regarding the importance of individual customization in order to create satisfaction among consumers which is also stated by Schmidt-Belz et al. (2003) who believes that mobile services should be personalized. The different services need to include individual customization in order to fulfil customers' needs but they also need to have moderate prices in order to attract visitors. To fit each individual's need the mobile services need to be developed in order to create loyalty and customer satisfaction. The theme of the digital guiding in Skara is the Middle Ages and perhaps in the near future the service needs to be developed into other themes to attract visitors already using the service; the mobile service may otherwise be boring since it is already experienced.

According to Alfnes and Strandhagen (2000) mass customization does not mean that the customers can be provided endless solutions but rather provided with individual needs with as little effort as possible. The development of mobile services may therefore include individual needs, e.g. the customer have earlier informed special needs, area of interest or other specific requests, and the mobile service have many different ways of changing itself to fit any individual needs. Thus, the service needs to be standardized in order to for instance cut cost, but a package with individual needs may be formed in order to create increased customer satisfaction and a willingness to pay for the service. For instance, if a specific customer wants to have a digital guiding about roses in *Trädgårdsföreningen* in Göteborg the service is individual but the service provider already may have the technology and information in the platform and therefore an individual guiding may be performed with only information about roses. The service itself is standardized but the customer experiences it as individual and will most likely be willing to pay for it.

5.2.3 Marketing of experiences

In today's society, experiences and especially unique ones that stimulate the senses are of high importance, as stated in section 2.2.2. The senses are according to the literature central in the creation of experiences and companies are today more interactive with the artistic field which can help to create new ways of pleasing visitors. In mobile services the customer is interactive and can therefore through the senses experience smell which can be felt inside the cathedral of Skara

and visual images of e.g. historical heritage. People are according to Sahlberg (2001) looking for new experiences and mobile services can be part of that. Thus, the respondents at this early stage see the development of mobile services as a complement to simplify the information flow and as a complement to traditional tourism agencies.

In order to create an extraordinary experience for the company's customers, facts presented by Andersson-Cederholm (1999) show that the service should include aspects which differ from peoples' everyday life. Mobile telephones constitute a large part of peoples' life but mobile services which provide digital guiding among other things will provide the user with an extraordinary experience. The experience of a tourism activity should be limited in time and the experience on site should differ from the life at home in order to create that extraordinary feeling. The mobile service, for instance a digital guiding, differs in how the users normally uses the mobile telephone; the digital guiding is limited in time and the experience differs from home since the user is at another site. The customers will most likely value the relation between the time and money spent on the service and the level of memorable and satisfying experiences. If they consider the mobile service as added value and a positive experience in relation to the time and money spent, both the visitor and the company providing the service will be satisfied.

As according to the statement by Mossberg (2003) "an extraordinary experience (…) should include a feeling of something new and unexpected" and as described by the authors Bitner and Zeithaml (2003) the service provider needs to include uniqueness in the service; the destinations using mobile services as a complement to ordinary services may offer an extraordinary experience. The visitors in both Karlskrona and in Skara may not go there only because of the digital guiding but on site they may se it as a fun and interesting way of experiencing the destination.

An extraordinary experience does not need to be performed individually since the interaction with other people may enhance the feeling, the game Searchfinder is according to us a good way of experiencing something new with other people. The game may be used in teambuilding, among friends, and relatives. In the end, the extraordinary experience depends on the background, experience, and other characteristics of the individual which in turn will influence the level of appreciation of the mobile service.

However, since a unique service may be too unique for some users they may not want to experience and pay for it again. Bitner and Zeithaml (2003) claims that the foundation needs to be good service quality and thereafter the uniqueness of the service may be included. Since mobile services may include technical factors which may be too advanced for some people it is important that the tourism agency makes sure that the tourist understands the mobile service and can benefit from it.

5.3 The tourism destination

Mobile services are according to us a part of destination development and therefore this chapter highlights issues of the destination such as its development, networks and other relations, marketing, packaging, and pricing.

5.3.1 Destination development

According to several authors in section 2.3.1, (Gartell, 1998, Dickman, 1999, Kotler et al, 2003, Mossberg, 2003, Bosselman et al, 1999 and Elbe, 2002) the destination is defined as a place

where tourists, such as non-locals who travelled a certain distance, visit in order to experience the destination's culture, attractions and services in order to perform tourism.

According to Pearce (1992) and Hall (2002) tourism at a destination contributes with employment for its residents, increases the turnover and revenue, improves the infrastructure, and strengthens the local pride which creates a positive spiral of different impacts. As stated by Stiernstrand (CEO Tourism Research Institute) the destination is primarily being developed for its citizens and not for the tourists. In Göteborg the vision of how to develop Göteborg as a destination is to make the destination into "a first hand choice among big cities in Europe by being one of Europe's most humane and attractive big city regions to live and work in and to visit". As stated by all the respondents, entrepreneurship is of high importance when developing the destinations. It is often the locals who come up with ideas and the municipalities, especially the departments of tourism and trade and industry, help them to realize the ideas. As mentioned in Kungälv, it is the municipality who works as a catalyst and creates the collaboration between the different businesses, but it is the locals who realize the ideas. The destination of Varberg focuses partly on a niche market for their destination development, namely health and recreation and Skara will most likely benefit from the motion picture.

5.3.2 Relations and networks in destinations

As stated by Elbe (2002) and Jensen (1996) the destination has several stakeholders which are part of networks that aim to develop and strengthen the area. Those actors create co-operations in order to better utilizing existing resources and to develop new and attractive services, for instance mobile services, and products in order to be competitive compared to other destinations. The respondents agree that the most important issue and challenge at the destination is to develop a strong network. The network may exist only in the tourism organization, within different departments in the municipality, with the trade and industry or with several other stakeholders at the destination or in the region. The networks and constellations are different depending on what kind of project that is going to be developed and implemented. It is also obvious that the size of the destination determine how the networks are structured, how the decision-making is processed and who are involved.

The respondents work in organizations that are either only owned by the municipality, partly owned by the municipality and partly by the trade and industry, or only owned by the trade and industry. Thus, similarities of all the organizations are that the networks are multifaceted and difficult since a lot of different interests need to be taken into consideration. In the beginning, network may be rather small but increase in size when projects are getting larger. When the network increases and the projects become larger the importance of harmonizing the goals in order to work towards the same business strategies, is enlightened by the respondents. The respondents point out that when projects within the network become successful more and more stakeholders want to be involved in the network, not only at the destination but also in the nearby area. In for instance Göteborg, it is important that all the large tourism brands in the city are involved in larger projects in order to create a great demand of visitors. In Varberg, however, it can be the recreational and spa businesses which need to be involved in the same network in order to further enhance their niche market.

The respondents stress the importance of having support from the municipality, trade and industry and the citizens of the destination since the destination primarily needs to be attractive for its locals in order to be able to attract visitors. Therefore, it is important to involve the citizens in the decision-making to create satisfaction among the locals.

The different organizations emphasize the importance of creating a platform which aims to co-ordinate the different interests of the network. However, to build such a platform, time and effort is needed, and support from the highest political level, an active industry, and the support from the people of the destination is of high importance. Those different interest groups need to co-operate in order to find the best strategies which will enhance the tourism in the city. Also, the network needs to take care of the local entrepreneurs since they come with new ideas in order to further strengthen the tourism. The different organizations seem to be relatively well prepared to respond to entrepreneurs and their business proposals.

The respondents agreed on that repeated projects will help the destination to create routine and experience which will facilitate the development of other projects. When the destination previously have arranged successful projects it is easier to further develop large and important events in the future. The destinations that have a longer experience of running projects have already built up networks that work but their advice to the smaller destinations is to start with smaller projects with a minimal risk to fail. In small projects strong stakeholders usually are involved and therefore take the largest part of the responsibility of the financial risk. When the projects become successful and create positive factors such as increased job opportunities, more stakeholders want to be involved. The projects need continuity and long-term work which are time-consuming issues. Staff should be hired on long-term conditions in order to keep stability in the organization and new ones should be hired in order to initiate creativity.

To conclude the discussion of networks and relations at destinations the key words knowledge, experience and networks are important to the foundation of destination development and in order to initiate projects, such as mobile services, at the destination.

5.3.3 Marketing of destinations

In order to make the destination appealing to potential visitors, destination marketing needs to be appealing and attractive which in turn will create a demand among tourists. The issue of marketing of a destination is further explained by several authors in section 2.3.4, (Gartell, 1988, Kotler et al, 2003 and Mossberg 2003) where marketing is seen as being crucial in the tourists' decision-making process. According to Dickman (1999), destination awareness is a key factor due to the fact that the tourists have several similar destinations to choose from.

The respondents claim that they market the destinations through advertising in newspapers, magazines, TV, Internet, visiting tourism fairs, and other common marketing channels. However, the size of the destination and the amount of money they can spend on marketing determine the marketing channels. Similar to all the respondents is that they participate at the TUR-fair in Göteborg. It is of high importance that the destinations participate in those events in order to create awareness of the destination among potential visitors. Skara will increase the awareness from the motion picture, Varberg from having the best spa in Europe 2005, and Kungälv is trying to differentiate itself by using a new form of magazine.

5.3.4 Packaging of tourism products

According to statements by Grängsjö (1998), Holloway and Plant (1992) and Carlsen and Getz (2004), the destination creates the framework from which the tourist decides to buy or not to buy. Therefore, smart packages are of high importance in order to attract visitors and it needs to be adapted to what the tourist wants. Packages usually encourage purchase among tourists since those are experienced as being cheaper than putting together the services and attractions by

themselves. Also, it is time saving and convenient for the tourist to buy a package. As stated by Dickman (1999) convenient package should not only include the necessary needs such as accommodation but also the main attractions or discounts for several attractions which a target market or a niche market find appealing. Unique experiences included in the package will create awareness and interest of the package. As explained by Kotler et al (2003) the tourists will weigh the specific package and its benefits against packages offered by other businesses, in order to make the right purchase.

All the respondents work with packages of different kinds. Since Göteborg in this sense is a large tourism destination with a wide range of attractions it makes the whole booking-process convenient to the tourist. Since the tourist also gets the opportunity to choose from and book the city's different hotels over the Internet an increasing number of tourists choose to do that and then can put more effort into finding attractions to visit and other things to do. The package does not need to be standardized but can be created by the tourists, the purpose is however to create perceived value. Therefore, booking through and search for information through the Internet, helps the tourist to build a package which will respond to the wants and needs that the tourist may have. On the other hand, the tourists may not receive the same information that other tourist will get through tourist agencies when booking it by him or herself. The purpose of the package is to create a combination of perceived value, convenience, and uniqueness.

The network is significant when creating a package. For instance, the *Göteborg Package*, includes a large variety of attractions and therefore the information flow within the network is of high importance. According to the respondents, the packages should benefit the stakeholders, the city, and the visitors. Sometimes packages are necessary in order to attract visitors in general. For instance, in Skara which is located relatively far away from larger cities and where the municipality wants to increase the tourism, packages were created towards bus companies. The packages are sold in different areas and include hotel, tour guide, and other attractions in the area. Since people have to travel relatively far to come to Skara the bus companies' packages make it more convenient for the tourists.

6   CONCLUSIONS

6.1   The destination development process

The destinations we have studied are currently working quite similar with destination development. Regardless that the destinations of the study differ in size and in amount of citizens, the destinations work hard with developing tourism. The destinations stress the importance of tourism as a job creator and a way to increase citizen satisfaction. Similar to all the tourism organizations, the most important issues when developing a tourism destination is to develop and strengthen the community for its residents. When the residents are satisfied with the destination, with for instance different activities and events, the destination may easily be transformed into a tourism destination. Also, since most of the improvements of for instance infrastructure and tourism-related facilities, are funded by the tax payers it is important to have support from the citizens in order to create satisfaction and to gain a positive attitude towards tourism. Therefore, we further wish to stress the importance of the collaboration between the municipality, trade and industry, and the citizens in order to create a strong tourism destination.

Based on the findings of the study we have noticed that it is the bond between the municipality and/or tourism organization, trade and industry, and the local entrepreneurs that mainly contribute in developing a destination. Networks and relationships help to realize business strategies which will help to develop and strengthen the destination. Similar to all the respondents are the challenge and importance of creating a strong network. At some destinations the networks are smaller than others depending on the purpose of the network. Also, the size of the project determines who are involved and how the decision-making is made. Since there are many different interests to consider in the decision-making process it is important that all the stakeholders; the municipality, trade and industry and the citizens are involved.

The research indicates that all the destinations have different structures of their tourism organizations. They are either completely owned by the municipality or partly owned by the trade and industry. Similar to all the destinations is that the networks are multifaceted and sometimes difficult to handle due to the sometimes large involvement from some stakeholders. Larger stakeholder want to gain more than others from the collaboration, while others have different interests in participating. Due to the findings of the study, we have found out that it is important that the different organizations create a platform in order to co-ordinate the different interests that arise among the stakeholders.

The respondents also agree on the importance of local entrepreneurs. Local entrepreneurship and the municipality support, is of high importance since the innovations of new businesses may be the edge of the tourism attraction. Local businesses will also create jobs and income to the region which further will help to create a strong destination. Therefore, we believe it is very important that the municipality have a strong organization that takes care of the local entrepreneurs, carefully consider new ideas and help the business to start in order to create a flourishing region. According to the respondents the municipality in many ways works as the catalyst in order to create platforms and networks which will help the businesses to take advantage from each other, support and communicate. However, it is also up to businesses to facilitate all the help they gain from the municipality in order to realizing their business plans. The

respondents in the study seem to be well-prepared and well-informed of the issues of networks, local entrepreneurship and initiating projects and the key issues knowledge, experience and networks seem to be relatively determined. Therefore, we believe that companies and/or destinations who want to start new projects, such as mobile services, can relatively easily contact the municipalities and networks in order to implement the projects. To develop a strong tourism destination strong involvement from both the municipality and the trade and industry is needed in order to create long-term tourism strategies.

Another important feature in destination development is according to the findings of the study marketing and the destinations in the study seem to work relatively hard with this issue. Since the tourism organizations in the study do not have unlimited amount of resources to spend on marketing it is important to differentiate the tourism products offered, for instance Varberg focuses on health and recreation and Skara on the Middle Ages theme. Since the destinations are aware of these factors we believe that using mobile services will increase the awareness of the region and can be used as a complement to the common activities offered at the destination.

The destinations in the study agree on the importance of creating an appealing tourist destination since it is crucial for the tourists' decision-making process. Therefore, the destinations struggle with creating awareness and communicate the uniqueness and the extraordinary of their specific destination. Also, these factors along with the advantages of information technology, such as speed, flexibility and accessibility, can create an extended tourist satisfaction. To further strengthen the appeal of the destination packages, which may not be standardized but created by the tourists themselves, may be formed. Perceived value, convenience and uniqueness are important factors that we believe need to be part of the destination development when it comes to tourist attractions and activities.

6.2 The role of mobile services in destination development

Based on the research findings it is possible for destinations to use mobile services as an integrated part of the destination development. The trend within the tourism is that information technology based services such as mobile services are becoming increasingly common. Mobile services in the tourism industry exist in various forms both in Sweden and abroad. Trends also indicate that the possibilities of mobile communications are increasing and it is even believed that wireless communication in the near future will dominate over the traditional ways of communicating.

The findings of our study clearly indicate that there is a common interest among destinations in using mobile services as a way of developing a destination and the attitudes among the destinations towards mobile services are very positive. For instance, Karlskrona and Skara are cities that are presently using mobile services as a way of developing their destinations and the representatives from the respective organizations see this as a new way of using information technology based services in destination development. According to our findings, the mobile services are successful in these cities and we base this on our own experiences of the services. We thought that the services offered us an exciting and fun way of exploring the cities and we did not have to follow a time schedule which we thought was good. We experienced the services at times when the tourist season was not at its peak and therefore the mobile services provided us with an excellent way of city-guiding since no guided tours were offered. The study also indicates that there is a great interest among those destinations which are not currently using mobile services in developing them since they are believed to be the next step in tourism information technology. Among those destinations which are not using mobile services the knowledge regarding the

phenomenon may have been somewhat limited and many concerns were raised regarding problematic issues. Nevertheless, the destinations were clearly interested in finding new means of developing their destinations. Many of the destinations already used the Internet as a marketing and developing tool but saw a new trend in that new information technology solutions were emerging in the tourism industry.

There are numerous alternatives when it comes to mobile services such as mobile guiding, games, and information. Based on the interviews, self-experiences, literature, and the fact that we have seen many differences between the studied destinations, we have come to the conclusion that the mobile services preferably should be adjusted to the specific destination. Not all destinations are the same and do not offer the same tourist attractions and experiences, therefore destinations should arguably benefit from specializing on what is desirable to the destination i.e. how they would like to profile themselves, and plan the mobile services accordingly. Mobile services can be varied and developed in many ways and changed based on new trends in the society which may not be done as easily when it comes to standardized products. According to the findings of our research, destinations who wish to implement mobile services in their destination development should carefully consider what their aspirations are concerning the services. It may be difficult to conduct any customer surveys prior to the implementation; therefore it is of great importance to offer potential users a well-composed service in order to create a demand. The destinations should consider if it is desirable to customize the service or not. If a destination should choose to customize the services, we believe that the combination of including individual needs along with ordinary tourism information probably will result in a unique experience for its users.

We also believe it is crucial to any destination to examine what benefits mobile services may offer the destination, for instance through benchmarking (what other destinations have experienced), customer surveys, and thorough research. We further think it would be a good idea for tourism companies within a destination to consider how they best could benefit and use mobile services in terms of increasing their own success. To the companies providing the technological platforms of mobile services, such as WIP, it is according to us of great importance to create an awareness of the services among its potential customers. If no marketing is conducted, the knowledge regarding mobile services will be limited. It is also most likely important to clearly communicate the benefits of mobile services to the potential users in order to make destinations feel that they gain something from offering mobile services to their visitors.

Today the destinations are in the development phase of mobile services and there are many issues to solve in order to make it work properly. As earlier mentioned, the lack or inadequacy of technology and financial issues are posing as obstacles to the destinations. Even those destinations which are using mobile services are facing those issues and may encounter future problems if these issues are not solved. Also, the limited knowledge regarding mobile services among the potential users may be an obstacle, which further stresses the earlier mentioned importance of proper marketing and product packaging. The findings of the study have indicated that the usage of technology in tourism will most likely increase in the future. As we see it, it is not obvious who should pay for the technology; the organization, the entrepreneurs, the tourists, or someone else, which indicates that the issue of revenue and cost may be problematic. We suggest that further research is needed in the area of pricing of mobile services and primarily on how to accomplish a win-win situation for all involved parties. However, if the problematic issues are solved and there is an ongoing development, we believe that tourist services through the mobile telephone will most likely be a competitive tool for destinations in the future.

Nevertheless, based on the results of the interviews we believe that there may be an interest conflict concerning the implementation of mobile services at destinations and that there are many

different interests to consider. A common notion we detected at the destinations is that the tourism managers link the tourism benefits to the citizens of the destination. As expressed by Stiernstrand "the city needs to be attractive, first to the people and then to the tourists" and Hellberg points at that "what is good for the tourists is good for the citizens". As we see it, it can be argued that the tourism managers are representing two different perspectives concerning this issue, which may be interpreted differently. Their statements point at that there are two ways of viewing the issue of destination development; either by developing the destination primarily for the citizens and then the tourists can benefit from that or that a destination may be developed primarily for the tourists which then may be used by the citizens. However, as we see it those different views may depend on the unique features and characteristics of the destinations. For instance, Göteborg is already a well known tourist destination with a strong brand and image and may therefore not have the same need to develop the destination primarily for the tourists. Skara on the other hand is a fairly recently developed tourist destination. In order to attract visitors they may have to focus more on tourism products than other destinations not located in such a sparsely-populated area; if they were to develop their destination primarily to its residents, maybe the tourists would be discouraged to come there. To us this is an interesting finding and further points at a conflict of interest between destinations concerning the aim of destination development.

We also detected an interest conflict in Kungälv, where the information manager had a very positive attitude towards mobile services, whilst the tourism manager did not wish to use them. This further emphasizes the importance of co-operation and common goals since we believe projects may be hard to initiate if the parties within the same organization do not agree. There may also be a conflict between the technology and people in general. Even though mobile services offer a wide variety of tourism solutions, all people are not as adaptive as others to new technology. This may affect the willingness to use mobile services and destinations should carefully consider this issue and its effects.

Tourism is often seen as a positive contribution to a city's development; however, as we see it, this may not always be the case. Based on the interviews we believe that what is good for tourists is not always good to the destination. If mobile services are to be used to a greater extent, the technology will most likely replace some jobs previously carried out by citizens. However, emerging technologies may also contribute in creating new job opportunities since we believe that the technology and information need to be updated, preferably locally. As earlier mentioned, it is believed by Stiernstrand (CEO Tourism Research Institute) that the number of tourist offices will diminish in the future in favour of information technology such as mobile services. If this statement would be accepted we think that it means that any tourism organization which wishes to implement mobile services arguably would be in conflict with themselves; if they implement mobile services they will contribute to their own destruction. However, we would also like to raise the question whether this scenario is even possible. Previously presented literature and the customer surveys have indicated that the personal interaction most likely will never disappear and according to us it is arguably not likely that information technology based tourism services ever will replace the interpersonal contact between the guest and the service provider.

To conclude, we believe that mobile services may be used as an integrated part in destination development and most likely will become increasingly used and grow in the future; however, only as a complement to traditional personal interactions and not a replacement.

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Contact person

Thomas Nöjd, TeliaSonera, Research and Business Development, Stockholm (e-mail contact).

Definitions

3G

3G is short for *Third-Generation mobile telephone technology*. The services associated with 3G provide the ability to transfer both voice data, which is an ordinary telephone call, and non-voice data which may be downloaded information, exchanging e-mails, and instant messaging. The large difference between 3G and GSM is the transferring capacity, meaning how fast data is sent and received by the telephone. The faster the transferring speed, the more things are available to do. The speed is approximately 40 times faster with 3G which means that the telephone not only can send and receive sound and text but also send and receive graphics, motion pictures, and use advanced services such as those based on the user's position. As a result of this fact, 3G is by many called the mobile broadband. (www.pts.se)

GSM

GSM stands for *Global System for Mobile Communication* and may sometimes be called 2G, which is a shortening for the second generation mobile technology. Sweden adopted the GSM technology during the 1990's. (www.pts.se)

GPS

GPS is short for *Global Positioning System* which is restrained by a satellite connected to a digital map. The computer shows where a person using the GPS is located but may also be used in order to find specific targets. GPS was originally developed for the military for navigation and surveying and it relies on satellites (and ground stations) for precise determination of location. The GPS may determine position very precisely (within centimetres given the correct controls and proper use). (www.colorado.edu)

WAP

WAP is short for *Wireless Application Protocol* and is a wireless Internet access and the GSM system enables the user to surf on the Internet and perform several services through the mobile telephone, for instance read the news, follow the stock market and do certain bank errands. (www.svt.se)

Original presentation e-mail

Hej!

Vi är två studenter vid Handelshögskolan i Göteborg som läser sista terminen på Tourism and Hospitality Management. Vi skriver en master-uppsats angående hur man kan använda sig av mobila tjänster i destinationsutveckling och vi använder Västsverige som exempel. Vårt fokus ligger inte så mycket på själva teknologin utan vi är mer intresserade av hur ni arbetar med destinationsutveckling i Er stad.

Vår tanke med uppsatsen är att undersöka hur turister via mobiltelefoni kan erhålla digital guidning, spela spel i stadsmiljö med mera. Vi har provat denna typ av guidning i Karlskrona! Eftersom detta är ett relativt nytt ämne tycker vi det är spännande att utforska och i och med att vi båda är ifrån Västsverige är vi intresserade av hur detta skulle kunna utvecklas här.

Vi hoppas att ni är lika intresserade av detta ämne som vi är och vi skulle gärna vilja träffa Er för en kortare intervju så snart som möjligt!

Med vänliga hälsningar

Emma Andersson och Melina Garhed

För lite mer information om mobila tjänster i turismsammanhang:

www.wip.se
www.mobilturism.se
www.nordichandscape.net

APPENDIX 3

Translated presentation e-mail

Hello!

We are two students currently studying Tourism and Hospitality Management at the School of Business, Economics and Law at the University of Göteborg. We are writing a master thesis regarding how to use mobile services in destination development and we are using West Sweden as an example. Our focus does not lay on the technology as such but in how you work with destination development in general.

The aim of the thesis is to examine how tourists through mobile technology may use for instance digital guiding and play games in the city environment. We have tried this type of guiding in the city of Karlskrona! Since this subject is relatively new we believe this is exciting to explore and since we both live in West Sweden we are interested in how it may be developed here.

We wish that you are as interested of this subject as we are and we would like to meet you for a shorter interview as soon as possible!

Kind regards,

Emma Andersson and Melina Garhed

For more information of mobile services in tourism:

www.wip.se
www.mobilturism.se
www.nordichandscape.net

Original interview guide

Destinationsutveckling:
- Hur jobbar staden med destinationsutveckling?
- Vilka är involverade i destinationsutvecklingen?
- Vilka nätverk och samverkansgrupperingar finns och hur fungerar de?
- Hur fungerar det när ett projekt rörande destinationsutveckling ska initieras, vem tar besluten?
- Hur försöker ni hitta nya sätt att locka turister till staden? (besöker andra turistmål, undersöker trender, benchmarking, etc)
- Försöker ni att vara först med turistattraktioner eller väljer ni mer beprövade metoder?

Turister:
- Vilka olika målgrupper jobbar ni mot och är det någon grupp som behöver ökat fokus?

Internet:
- Hur stor betydelse har IT inom stadens destinationsutveckling?
- När började ni med en hemsida specifik för turister?
- Vilka aktörer får vara med och finns det ett stort intresse bland dessa?
- Vilka reaktioner får ni från konsumenterna? Kundundersökning?
- Hur utvecklas hemsidan?
- Kommer fler funktioner att tillämpas? (ljudspel, bildspel etc)

Mobila tjänster (allmänt):
- Har ni hört talas om mobila tjänster i turismsammanhang förut?
- Har ni övervägt att använda er av mobil teknik för att utveckla turismen?
- Finns förutsättningarna i staden för att kunna använda mobil teknik?
- Vilka aktörer skulle ni vilja ha med?
- Har ni fått några förfrågningar från konsumenter och intressenter?
- Tror ni att mobila tjänster kan ge ett mervärde till staden, i så fall på vilket sätt?
- Är detta ett komplement till traditionell guidning eller ett substitut?

Mobila tjänster (om destination har):
- Använder ni er av mobil teknik som ett sätt i destinationsutveckling och i så fall hur?
- Hur fungerar det när ett sådant här projekt ska initieras, vem tar besluten?
- Hur har denna nya form av turism mottagits av konsumenter, har ni gjort någon kundundersökning?
- Finns det intresse för en aktivitetstjänst där besökaren får SMS med information om vad som händer i staden etc?
- Finns det intresse för en tjänst liknande Searchfinder?

Visioner:
- Vilka visioner finns för utvecklingen av stadens turism?

APPENDIX 5

Translated interview guide

Destination development:
How does the city work with destination development?
Who are involved in destination development?
What networks and co-operations exist and how do they work?
How does it work when a project is going to be initiated, who makes the decisions?
How are you attracting tourists to the city? (through benchmarking, trends, visiting other destinations etc.)
Are you trying to be first with a new attracting or do you use known methods?

Tourists:
- What different target groups are you working for and are there any group which need more attention?

Internet:
- How important is IT in destination development in the city?
- When did you start a webpage, specific for tourists?
- What stakeholders are involved and to what extent are they interested?
- What are the reactions from consumers? Customer surveys?
- How is the webpage being developed?
- Are there any further functions applied? (audio and vision etc)

Mobile services (in general):
- Have you heard of mobile services in tourism before?
- Are you interested in using mobile technology to develop tourism?
- Are there conditions required in the city for using mobile technology?
- What stakeholders would you like to be involved?
- Have you got inquiries from customers and stakeholders?
- Do you believe that mobile services will give added value to the city, how?
- Do you think this is a compliment or a substitute to traditional guiding?

Mobile services (if the destination applies mobile services):
- Are you using mobile technology in destination development, how?
- How does it work when you initiate a new project, who makes the decisions?
- What are the reactions from consumers? Customer service?
- Do you find it interesting with applying an activity based service where the visitor gets information about happenings in the city?
- Do you find it interesting with a service similar to SearchFinder?

Visioner:
- What are the visions in developing the city for tourists?

Customer surveys Mobile Tourismo (translated into English)

Mobile guiding:

Language	Swedish	English		
	10	2		
Age	18-30	30-40	40-65	65+
	3	2	6	1
Gender	Female	Male		
	2	10		
Knowledge of mobile telephones		Poor	Basics	Very good
		1	7	4
Category	Visitors	Residents	New tenants	
	11	1	0	
Content	Poor	Basics	Good	
	0	4	8	
Technology	Poor	Basics	Good	
	0	5	7	
The idea	Yes	No		
	11	1		
Use again	Yes	No		
	11	1		
Recommend others	Yes	No		
	10	2		

Mobile game- Searchfinder:

Age	18-30	30-40	40-65	65+
	13	1	7	0
Gender	Female	Male		
	13	8		
Knowledge of mobile phones		Poor	Basics	Very good
		0	15	6
Category	Visitor	Resident	New resident	
	0	20	1	
Clues	Difficult	Okay	Easy	
	0	9	12	
Questions	Difficult	Okay	Easy	
	0	13	8	
Picture tasks	Boring	Funny	Okay	
	1	19	1	
Technology	Poor	Okay	Good	
	0	5	16	
"The idea"	Yes	No		
	21	0		
Use again	Yes	No		
	21	0		
Recommend others	Yes	No		
	21	0		

# Customer survey comments (translated into English)

Searchfinder
- The tour is a bit too long
- Should be more concentrated on a specific part of Karlskrona
- Too much walking, otherwise very fun
- Fun, but a bit too long
- Fun and different city tour. Social activity compared to a traditional tour
- Fun way of seeing our attractions
- Fun service. However we missed one text message. The displays on the phones were too small
- Very well planned. The "competing" was fun and appreciated
- Different type of telephone "PDA"
- Good
- Very fun
- The phone's software messed up the game, no flow in the game. When taking photos the wrong message was shown. The game is a very good idea. It was fun but there was a technological problem
- It was fun and educational

Mobile guide
- Sometimes it lacks information while buildings/Squares etc look interesting to find out about
- Very interesting information to listen to. Good with different voices
- The screen saver goes on too quickly
- A very good way of receiving guiding since you are deciding the structure of the tour by yourself
- Would like more guiding points
- The screen saver goes on too quickly
- Very nice tour! A good way of showing the city to a friend, I sincerely recommend it
- Clarify the reading, more underlines
- It is hard to see what direction I am heading towards. I would like to continue listening while I go to the next guiding point
- There should be different icons on the points that I have visited and those I have not
- The information is good. Hard to use the map without any street names. Would be easier if the map had numbers
- Business information would be good such as looking up a store within different areas of interest
- Pictures would change before the previous had been completely downloaded
- It is good that you can walk at your own pace, choose the amount of information and the order of the guiding points
- Miss oral information regarding how to get to the attractions. A more distinct "man" on the display

Figure 4: Number of users per activity at the Mobile Corner
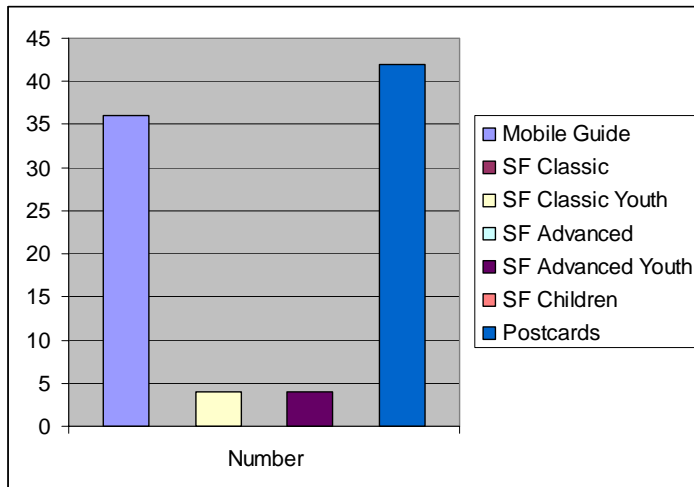
Source: WIP/Mobile Tourismo, summer 2005

Background of the sample – Arn's footprints

- 70% of the visitors are female.
- The average age of the sample is approx. 49 years for males and 48 years for females.
- 50% have completed their university education.
- The average age of the handsets is approx. four years.
- Only one in five in the sample has mobiles purchased as recently as last year (2004) or this year (2005).
- 50% have Nokia phones; 30% Ericsson or Sony Ericsson handsets; and 20% mobiles from Samsung.
- Only 20% have handsets paid for by their employer and 80% have personal phones paid for by themselves.
- 20% of the sample attends museums, exhibitions, and/or live concerts once or several times a month. 30% attend such events about four times a year, while the remaining 50% attend these events more rarely (once a year or almost never).
- 60% say their interest in history is somewhat or much larger than that of the average person (Medel-Svensson).
- 70% learned about the mobile guides from tourist offices and museums, and the remaining 30% first found out about the pilot when visiting one of the 11 sites.
- When asked about how many persons there were in the visiting group, the mean number is slightly over two persons.
- Half the sample says they have used similar technologies, such as recorded narrations, for traversing other museums or exhibitions.
- 70% of the visitors made the tour by car. This pilot is covering sites over a large area making it necessary to use some kind of transportation if you want to visit more than one site.
- The average number of places visited by each person is slightly over four.
- None of the persons had high or low expectations before using the mobile guide. This is likely due to the fact that they did not know about the guide before arriving to the museum or historical location.
- 60% say that their expectations were (rather or very much) surpassed by the experience of using the mobile guide, i.e. the experience was better than they had anticipated.
- 90%, in the sample seem pleased with the amount of information served by the mobile guide; they say the amount is "enough" (or "lagom"). The remaining 10% feel there was too little information.
- Nobody feels that the mobile guide content was difficult or hard to comprehend; all reported that it was easy to understand.
- All but one was very satisfied with the tone of the narrator's voice and the narration speed.

Table 1: Total number of calls during three months for the "In Arn's footprints" pilot.

Number of calls			
Month	Fixed phone	Mobile phone	Total
July	152	1562	1843
August	64	879	1000
September	20	315	358
Total	236	2756	3201

Source: SHM pilot evaluation report, TeliaSonera, 2005

Table 2: Total number of calls for each site

Number of calls					
Site	July	August	September	Total	Total percentage
Varnhems klosterkyrka	282	203	80	565	18%
Kungslena	99	52	16	167	5%
Eriksberg	50	22	12	84	3%
Askeberga	86	55	22	163	5%
Gestilren	153	80	35	268	8%
Husaby Kyrka	294	107	40	441	14%
Axevalla hus	50	23	7	80	2%
Skara Domkyrka	197	138	52	387	12%
Husaby S:t Siegfrids källa	206	104	104	351	11%
Gudhem	233	123	30	386	12%
Forshems kyrka	192	93	23	308	10%

Source: SHM pilot evaluation report, TeliaSonera, 2005

Background of the sample –
”Vandra genom Gamla Stan”, traditional digital guide in Old Town, Stockholm

- 30 of 41, or 73%, are female.
- The average age of the sample is approx. 44 years for both males and females, and almost one in three (29%) is in their fifties, the most common age group.
- 80% have completed their university education, which is quite high compared to the general population.
- The average age of the handsets is approx. two years.
- More than one in three in the sample, 15 persons (37%), has mobiles purchased as recently as last year (2004) or this year (2005).
- 19, or 46%, have Nokia phones; 7 (17%) Ericsson handsets; and 8 (20%) mobiles from Sony Ericsson.
- Six have a mobile paid for by their employer as well as a privately paid mobile; 18 have phones paid for by their employer; and 16% have personal phones paid for by themselves.
- 13 persons in the sample (32%) attend museums, exhibitions, and/or live concerts once or several times a month. 22 persons (54%) attend such events about four times a year, while the remaining 5 persons attend these events more rarely (once a year or, 1 person, almost never).
- Perhaps not surprisingly, 32 persons (a whopping 78%) say their interest in history is somewhat or much larger than that of the average person (Medel-Svensson).
- 18 persons (44%) learned about the mobile guides from "other people". 5 persons (%) first learned about the mobile guides at this or another museum. 17 persons (41%) got their information from "other sources", the most common of which is through their work; in their comments, 11 -- 27% -- refer to their work within this realm (that of museums).
- At least in the sample, it seems that couples, or two persons, are the most common museum-goers. When asked about how many persons there were in the visiting group, the mean number is slightly over two persons. Furthermore, 63% (26 persons) of the replies stem from respondents who visited the museum with one other person.
- Slightly more than half the sample -- 23 persons, or 56% -- say they have used similar technologies, such as recorded narrations, for traversing other museums or exhibitions.
- Half of the sample (49%, 20 persons) had rather or very high expectations before using the mobile guide. For 22 persons (54%), their expectations were (rather or very much) surpassed by the experience of using the mobile guide, i.e. the experience was better than they had anticipated.
- However, when one cross tabulates these two questions, interesting patterns emerge that indicate that the mobile guide is a success where one least might have expected it:
- 67% of those with low expectations were greatly pleased with the mobile guides, but only 40% of those with high hopes saw their expectations exceeded by the mobile guide experience. A tentative explanation is that mobile guides don't work as well for those who are most interested and most knowledgeable.

- 32 persons, 78%, in the sample seem pleased with the breadth of information served by the mobile guide; they say the amount is "enough" (or "lagom"). 7 persons (17%) feel there was too little information, while only one respondent (2%) say there was too much.
- Nobody feels that the mobile guide content was difficult or hard to comprehend. 34 persons (83%) say it was easy to understand, while 7 (17%) find the content "lagom" (easy enough).

Background of the sample –
”Döda barn”, interactive game in Old Town, Stockholm

Since the evaluation of this pilot mainly is based on interviews and observations with limited number of visitors, it is more of a qualitative nature rather than based on statistical measures. The game to be investigated was an early beta version, and early interviews indicated the need for modifications due to contextual and technical reasons. This happened during the course of the evaluation period, which besides resulting in negative comments also created some difficulties in the interpretations of the results. When understanding the task of the interactive adventure the subjects found the game quite intriguing and interesting.

- As the game was based on reliving and acting upon "emotional memories" that happened 500 years ago, it was found to be hard to re-enact these emotional memories for people of today. Some people had no prior knowledge of these historic phases and therefore had few expectations of the adventure.
- The subjects had considerable difficulties in really understanding how they should perform their task properly. This implies that the introduction needed to be revised and to separate the introductory background story and the more direct instructions how to play the game. The original introduction, which was 5 minutes long, was intermingled creating unnecessary hesitations on what to do.
- The creators of the game had included some unconventional rules not usually found ordinary adventure games, thus the games did not behave according to expectations. This can be considered both as a positive or negative feature.
- In the present form there are no interactions with other players. This could have been an additional thrill to collaborate with others in the pursuit to finalize the game.
- The players reacted to the very vague feedback they receive as a consequence of their actions. This created uncertainty whether they have understood the situation properly and thus affecting the motivations for the game.
- The rather low tempo, caused by many alternatives and details, made the tour rather slow where you typically would spend 20 minutes at each site.
- Too much focus was required to handle the terminal.
- The duration of the adventure, approx. 1 hour, was considered to be appropriate.