

**Tourism and Hospitality Management
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MEMBERS IMAGE OF CONVENTION BUREAUS

A STUDY OF GÖTEBORG CONVENTION BUREAU

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ABSTRACT

The main aim of this study was to explore the image of a convention bureau in order to find out the differences of images among its members. This study is focused on Göteborg Convention Bureau and is characterized as a case study.

A convention bureau can be seen as an organization that works on levels that represent all factors in terms of hotels, restaurants, convention facilities, tour operators, attractions, transport, retail and commercial attractions, all of great importance to visitors in a city. Convention bureaus are dependent on financial resources in order to pursue their business operations. Members will not support convention bureaus with funding unless they get something in return, therefore it is vital for convention bureaus to have a successful image.

An explanation of image is how society perceives an organization to be. When the image is the outside view of the organization; the identity is the organization's view of themselves. A mis-match between identity and image can harm the "health" of the convention bureau, which can create a "schizophrenic" organization where inner and outer images are in conflict. A strategy commonly used among many convention bureaus worldwide is the use of the largest convention halls and the largest hotels in a city. Furthermore, the attractiveness of a potential meeting city can be measured in number of establishments, for example hotel rooms and restaurants, which are within walking distance. Can these factors of size and location lead to differences in members image?

This thesis has investigated what image the members of a convention bureau have. Furthermore, the relation between the image and identity of a convention bureau has been studied. Finally, differences in members image has been interpreted. The results show, that the members' image of a convention bureau is overall positive and the match between the image and the identity is almost perfect, in relation to the case study of Göteborg Convention Bureau. The discrepancy between the image and identity in Göteborg Convention Bureau's case was that they viewed themselves as neutral, but the members perceived them as more partial. Furthermore, the results showed a difference in members image related to size and location of members' establishments. The large establishments and those located in the city centre had a more positive image than the small establishments and those located outside the city centre respectively.

Key words: Convention Bureau, Image, Identity, Members

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Catharina Sundh

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1. INTRODUCTION

The first chapter introduces the reader to the studied problem. Furthermore, the aim is presented. Thereafter the structure of the thesis is discussed.

1.1 Background

When looking back a couple of decades, there has been an upward trend in the travel and tourism industry. This is due to the vital economic impact it has for its cities, regions and nations. The travel industry has become one of the most significant and largest markets on a global scale since it has a crucial impact on economic enterprises in the world economy (Gartrell, 1994). Tourism is the second largest export industry in Sweden, 3.2 percent of the total GDP (Fröberg, 1997). The travel industry is structured by having 98 percent of its organizations under the concept of small businesses, where destination-marketing organizations (DMOs) are considered to be one important area (Gartrell, 1994).

The main focus of (DMO`s) is to promote and market destinations. When most of the publicity of destinations is not preplanned, it can be said to occur in a natural phase as a news event through media. This can be regular media and does not have to be connected with tourism at all. However, there is a great possibility that it does bring about impact on tourism as an effect. Whenever an event promotes a destination in one way or another, it is most likely that it will influence the image of a particular destination for potential visitors and previous visitors (Dore & Crouch, 2003). One example of a destination-marketing organization is the many convention bureaus that are competing worldwide for winning different meetings, congresses and sportsmanships to a particular destination/city as a way of promotion.

Over the past years, convention bureaus have increased their significance regarding their value and size due to an increased impact in the global economy. The concept of successful convention bureaus is: *“Convention and visitor business can be attracted to an area more effectively through coordinated group action than through independent individual actions”* (Gartrell, 1994). By this, Gartrell emphasizes the concept of working together in order to be stronger.

A convention bureau can be seen as an organization that works on levels that represent all factors in terms of hotels, restaurants, convention facilities, tour operators, attractions, transport, retail and commercial attractions are all of great importance to visitors (Gartrell, 1994). There is a tendency to forget that each of these factors is a competitor in the same market even though they are not in the same branch. For most cities around the world, “the head of the convention bureau is the public face of tourism” (Rauch, 2003), therefore it is vital for each convention bureau to obtain professionals in particular fields. However, all these components are still working together with a competitive spirit with the convention bureau behind in order to form the “destination team” (see Figure 1.1). This may result in a cohesive advertising effort that markets destinations. As a result, the convention bureau is considered to be the most important aspect for a city in terms of promoting a destination’s image for a broad public audience (Gartrell, 1994).

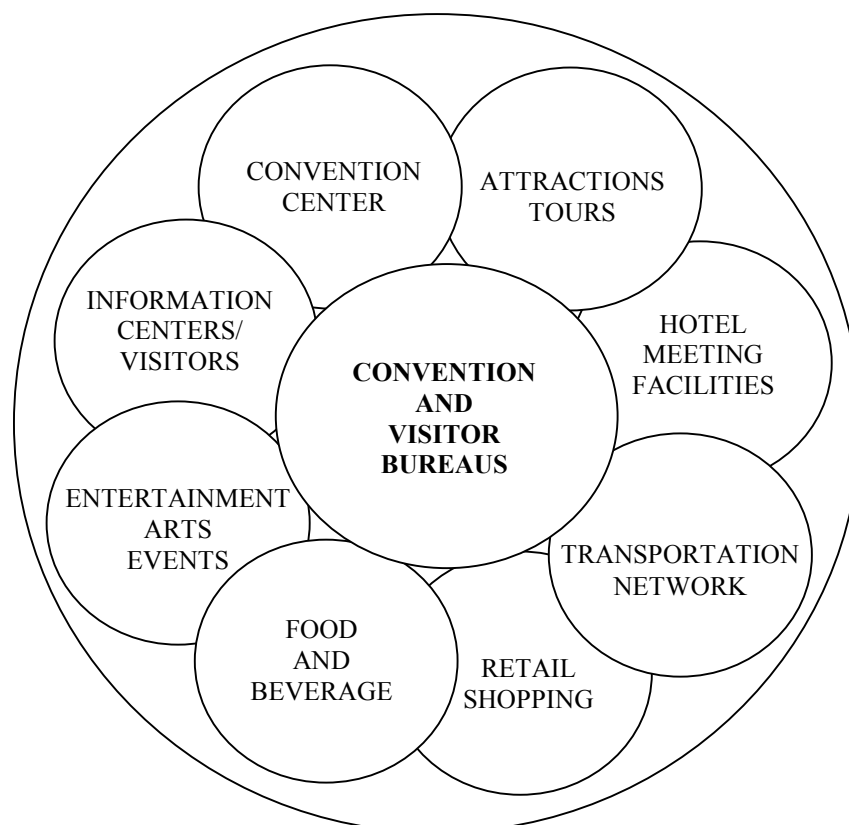


Figure 1.1 “The destination team” (Gartrell, 1994).

Another important aspect is the quality of convention bureaus. When it comes to the quality of convention bureaus, it may influence planners regarding their decision to choose a certain city to meet in or not. Therefore, it is of highest importance for a city to focus on a professional attitude. To take into consideration how important emotional feelings regarding a city are, and not only information regarding facts and figures (Lenhart, 1999).

Convention bureaus are dependent on financial resources in order to pursue with their business operation. They are committed to tourism organizations that support their organization. To be able to develop tourism and convention bureau markets, financial resources is a crucial factor that makes it possible for development. Members will not support convention bureaus with fundings unless they get something in return, therefore it is vital for convention bureaus to have successful image.

According to Bernstein, (1984) members image of an organization can help to predict how the members will act towards them. If the organizations are perceived as neutral or partial, professional or unprofessional, reliable or unreliable etc will for example influence the members' readiness to purchase the organization's products. When image is that important organizations tend to focus more on image instead of reality. Members act only on what they perceive. This perception is the reality for them.

Therefore, an image can be said to be dependent on what and how the organization is built up, which means what kind of people and what front-people are employed within companies (Bernstein, 1984). One example of this is when people have Ingvar Kamprad in mind when they think of IKEA. According to Bernstein (1984), it is crucial for companies to have successful communication with the society and emphasize the importance of creating a position through a powerful image, in order to gain a crystal clear position on the market.

When convention bureaus procure sponsors, who can be said to be their members (stakeholders), there is a great need of development in order to understand how the members perceive them. This can be in terms of image that

goes along with financial motives. The focus of the study is to find out the image of a convention bureau among its members.

This study focuses on Göteborg Convention Bureau (GCB). Established in 1993, it is one of the four parts Göteborg and Co is composed of. The main objective is to attract congresses and business meetings to the city of Göteborg (GCB, 2003). GCB provide advice, support and contacts that may be useful free of charge to organizations and companies that have plans to organize a congress in the city of Göteborg. When the bidding process occurs, the main objective is to acquire a congress for Göteborg, and here GCB provide site inspection¹ and the formal bid¹ (GCB Business plan, 2003).

GCB is partly financed by the city of Göteborg and partly financed by the GCB members, who are divided into six different categories: Big hotel group, Göteborg (GBG) hotels, Meeting-organizer, Meeting establishment, Restaurant/Entertainment/Shopping and Transport (GCB Business plan, 2003). These companies are professionals and have a great potential in assisting to make the stay in Göteborg a successful experience; therefore it is crucial to enhance knowledge regarding members image of GCB. When members have a financial input to GCB, it is a vital aspect that determines the survival of GCB. Collected research, that was aimed at finding what GCB's image is among its members, will lead us to a clearer position of how GCBs image is positioned, in the perspective from the members.

1.2 Problem & Aim of Study

It is vital for organizations to know how their members perceive them, for a successful continuum. When organizations are dependent upon members funding, they need to examine what the image of the organization is among the members. If the members have a bad image of the organization, it may lead to decreased funding from the members or in the worse case that the members will leave them.

¹ For further explanations see Appendix B.

In this study, the focus has been on organizations and its members. When the members provide the largest part in terms of funding, there is a great need to develop a professional relationship not only in terms of gathering meetings, but also to find out the motive that supports funding. Why this is interesting is to see how different members groups' image looks and why such differences occur. To have this information makes convention bureaus more aware of its image and what possible effects it might have. When convention bureaus know more about their image and effects, it can make them more efficient to enhance support to their organization. Why this is considered a problem is due to the fact that no research or data is collected from members at previous stage. What organizations might not know is that some members might be dissatisfied and do not feel their funding gives them anything back, in terms of provision of advice, support or acquiring useful contacts for them as part of being a member. If some of the members have this image, it can lead to lost funding. This study provides qualitative and quantitative methods that are being examined in order to get a clearer result. It uses interviewing to collect data as the qualitative method and to develop the results through graphs and tables through the use of quantitative method. Hence, the aim of the study is:

To explore the image of a convention bureau in order to find out the differences of images among its members

The research questions are:

What image do the members of a convention bureau have?

What are the relationships of image and identity of a convention bureau?

How can the differences in members image be interpreted?

1.3 Thesis Structure

Chapter 1	Introduction The first chapter introduces the reader to the studied problem. Furthermore, the aim is presented. Thereafter the structure of the thesis is discussed.
Chapter 2	Methodology This chapter describes the creation of the interview questionnaires. First, the different methods are described, which the questionnaire is based on. Thereafter, the questionnaires are described together with the sampling procedure and member groups. Two different interview techniques are discussed and lastly validity and reliability, processing of the data and types of scales.
Chapter 3	Theoretical Framework Describes the three different theories used in this thesis: convention bureaus, stakeholder theory and image/identity.
Chapter 4	Empirical Result In this chapter, factors, which influence the members' perceptions of convention bureaus, are identified. The two different aspects of size and location were used to study how the factors influence the image of convention bureaus among its members.
Chapter 5	Analysis This chapter analyzes the empirical information in comparison with the theories of convention bureaus, stakeholder theory and image/identity. A summary of the main findings of the study is presented.
Chapter 6	Conclusions and Recommendations In this chapter the main findings of this study are summarized. It will further be discussed the contribution of this master thesis to the areas of convention bureaus. Finally, proposals for further research recommendations will be given.
Chapter 7	References

2. METHODOLOGY

This chapter describes the creation of the interview questionnaires. First, the different methods are described, which the questionnaire is based on. Thereafter, the questionnaires are described together with the sampling procedure and member groups. Two different interview techniques are discussed and lastly validity and reliability, processing of the data and types of scales.

2.1 Qualitative & Quantitative method

A qualitative method is for example focus groups and in-depth interviews, like interviews with open-ended questions. The main reason for using qualitative methods is the chance to hear what the prospect has to say in their own words. Quantitative method is used to quantify or measure a problem. An example of quantitative method is opinion-pols where one finds out how many persons voted for a specific party.

This study is focused on one organization and is characterized as a case study. Both qualitative and quantitative methods have been used. The qualitative method was used during the interviews with 22 open-ended questions and 6 scale questions. Why so many open-ended questions were used was to involve the members more when they were able to choose answers in their own words. On the other hand, the quantitative method was used when the interview answers were divided into answer-categories and compiled into graphs and tables. The graphs and tables quantify the interview answers that make it possible to evaluate the questions.

2.2 Questionnaires

The first step was to start with the interview sheet. For approximately three weeks, questions and revision of questions were done with input from GCB, in order to find out what is most important for GCB. The interview sheet was focused on what images the members had regarding GCB. A strategy was to do some research regarding how to make an effective and straightforward question formula possible in order to find the most proper questions. After careful

consideration with revision and meetings with GCB, the question sheet was ready for the second step, two pre-test interviews.

A pre-test was made in terms of interviewing two people from different associations that are members of GCB. These pre-tests were made in order to find if the questions were exactly as clear as we thought, or if there were some more changes needed. These interviews contributed to a completion of the interview sheet and some changes were made as the last step in this pre-process. The next step was the total completion of the interview format with 28 questions and the amount of time for these pre-tests was approximately 20 minutes that fell in the expected time range-area of 15-30 minutes. When the pre-test was approved, the third step took place, the contact phase that resulted in interviewing 49 companies that are all members of GCB.

A questionnaire is a form of collecting data and it can be used to measure past behavior, attitudes and respondent characteristics. Measurement error is a disadvantage of questionnaires. How the questions are formed can influence the answers of the respondents. Are we measuring what we are supposed to measure? Hence, one has to be skilled in order to design a questionnaire, so the questions measure what they are suppose to measure (Kinnear & Taylor, 1996).

2.3 Sampling procedure

This study uses nonprobability sampling and emphasizes the researcher's judgment. It is based on a selection of a group that is chosen as a sample from the researcher. In nonprobability sampling, the factor of chance never occurs when the selection is regarded at the convenience of the researcher. As a result, it is not possible to calculate the sampling errors in this procedure since there is no known chance (Kinnear & Taylor, 1996). Convenience sampling is one of the nonprobability sampling procedures. It is used in this study and emphasizes samples that are selected at the convenience of a researcher (Kinnear & Taylor, 1996). In this study the researcher asked organizations from GCB's member-list to volunteer for interviews. In all cases, sampling unit was selected by the researcher due to convenience and easy accessibility. It is not possible when using convenience sampling to measure sampling errors since the researcher used only samples that participated in the study. On the other hand,

convenience samples can be applicable in the exploratory stage where it creates possible hypothesis. Moreover, convenience sampling is the most frequently used procedure today in the business environment with 53 percent of the businesses (Kinnear & Taylor, 1996).

The selection process is based upon my personal view in regard to what are considered to be the most valuable members for GCB. It includes members from all the different groups that are divided into six groups: Big hotel group, Göteborg-hotels, Meeting-organizer, Meeting-establishment, Restaurant/ Entertainment/ Shopping and Transport. During the selection process, the only one involved was me that made decisions regarding who of the members were selected. GCB were not involved in the selection process due to the need for a more equal and fair choice among its members.

My first step in my strategy was to look at where the different members were located. Then a decision was made to interview 49 of the total 79 members. Why 49 members were chosen was due to time limitation and the presentation of a representative selection of the whole group since it gives a total of 62 percent of the total members. When a process reaches 62 percent, the results give a correct view of the whole group in an overall perspective. After this, the next step was to divide the members into two different groups; a decision was made on the members who were to be interviewed on a personal level and the members who were to be interviewed by telephone.

In finding out the location of the members, this reflected the important aspect of who of the members to interview on a personal basis and who of the members to interview on a telephone level. The reason for why both techniques of interviewing were used was due to time limitation. The interviews were conducted through 27 personal meetings and 22 meetings via telephone. In each of the interviews, an explanation of why they were chosen was given. Members were informed they were selected due to a high level of importance to GCB. All the members that were interviewed had all a similar chance to answer the questions equally. This is due to the selection of interviewing only those from the chosen organizations who had signed the membership contract with GCB.

2.3.1 Member Groups

Big-hotel-group

In the selection process among the categories in the Big hotel group a decision was made to interview 8 of the members out of 17 possible. The amount of personal interviews in this group was 5 and the telephone interview was 3. Since this group has many members, the selection was done on a basis of the members who have the greatest influence on GCB. When some in the Big hotel group are chains, a selection amongst these chains was also done in order to have one or two representatives who represent the whole chain of the different hotels with location in Gothenburg. Another factor was the selection among the location of the hotels; a goal was to have an equal amount of hotels that are located in the city center as well as hotels that are located outside the city center, in order to reach a more representative result. A strategy was to arrange meetings with the members that were located in the city center with personal interviews and telephone interviews for the members located outside the city center of Gothenburg, in order to save time. All hotels that were selected in the Big hotel group are the ones who have the greatest impact on GCB and therefore represent an accurate view of the total group in an overall perspective.

Göteborg-hotels

In the selection regarding Göteborg (GBG) hotels, a decision was made to interview 7 of the members out of 24 possible. The amount of personal interviews in this group was 2 and the telephone interviews were 5. When this group has many members as well, a selection amongst the members who have the greatest influence on GCB was made. Another factor that was previously mentioned for the Big hotel group is the goal of interviewing an equal amount of hotels located in the city center with personal interviews and telephone interviews for the hotels located outside the city center, this in order to enhance a more representative result and be time efficient. The hotels that were chosen in the group of GBG-hotels are the ones that have the greatest impact on GCB and therefore represent a correct view of the total group in an overall perspective.

Meeting-organizer

From the members of Meeting-organizer a decision was made to interview 8 out of 9 possible members. The amount of personal interviews in this group was 2 and the telephone interviews were 6. The reason for why as many members in this group were selected was that these members is a small heterogeneous group. When these members have a greater variance and differ more from each other in comparison to the Big-hotel and the Göteborg-hotels members do, it was crucial to include as many as possible. Since 88 percent were selected of the members in this group, an equal division among where the members were located is represented as well. Regarding the Meeting-organizers, a selection was made amongst the members who have the greatest impact on GCB and therefore represents an accurate view of the total group.

Meeting-establishment

In the group of Meeting-establishment a decision was made to interview 9 out of 10 possible. The amount of personal interviews in this group was 5 and the telephone interviews were 4. The reason for as members were selected in this group is due to the small size and factors of heterogeneity. Since the members are so unlike each other but still equal in terms of importance to GCB resulted in a selection of all. In the selection among the members who were located in the city center were interviewed on a personal basis whilst the members who were located outside the city center were interviewed by telephone. When most of the members from the meeting-establishment group were included, it shows they all have great impact on GCB and as a result represent the correct view of the total group.

Restaurant/Entertainment/Shopping

In the selection regarding the Restaurant/Entertainment/Shopping group a decision to interview 11 out of 11 possible was made. The amount of personal interviews included all the 11 members and no telephone interviews were done with this group. When all these members were located in the city center, a decision was made to interview all of them on a personal level. The members contained a small and heterogeneous group; therefore they differ and have a great variance to each other. When all the members have the same impact of

importance towards GCB, a selection of all was made in order to reach the greatest representative result and the most accurate view of the total group.

Transport

From the members regarding the Transport group; a decision to interview 6 out of 8 possible was made. The amount of personal interviews included 2 and the telephone interviews were 4. An equal selection of location was presented when interviews were done with members located in the city center on a personal level and those who were located a little bit outside the city center by telephone. A desire to include all members was a fact due to the small representation, however this was not possible when two of the eight members did not have any representatives at the moment to contact. A decision to interview six members was therefore made. This group has a great variance in terms of the impact for GCB. The members who were selected in the transport group were the ones that have the greatest impact on GCB and therefore represent a correct view of the total group in an overall perspective.

2.4 Interviews

In the interview process, time limitation was a crucial aspect as previously mentioned in consideration to where the members were located. The strategy was to interview most of the members that were located within the city center of Gothenburg on a personal level. For the personal interviews, a phone call was made as the first step, in order to set up an appointment to meet with the members as the second step. Another strategy was to telephone-interview the members that were located outside the city center of Gothenburg. In this interview-process, surprisingly most members did have the time to be interviewed on the telephone right away (when one finally got in touch with the members). As a result, most of the telephone interviews were made when the first call was made.

2.4.1 Personal interview

In personal interviews, the interviewer meets with the respondents in a face-to-face situation and asks questions to at least one person or more. What the interviewer is responsible for is to contact the respondent and set up a meeting; during the interview, ask the questions and type or record what the respondent

answered. What should be taken into consideration by the interviewer is to ask all questions in a clear and focused way and record or type the answers in an accurate way (this can be done either during the interview or after). A positive aspect of personal interviews is the social relationship that is created between the interviewer and the respondent. Other advantages with personal interviews are the ability to collect more data, in comparison to telephone interviews. A reason is that personal interviews motivate respondents to more naturally spend more time with the interviewer. On the other hand, a personal interview may affect the respondent to bias answers if a desire to impress the interviewer is taking place (Kinnear & Taylor, 1996). In the case study, 27 out of 49 represented organizations were selected and conducted through personal interviews, in order to aim for as many face-to-face situations as possible.

2.4.2 Telephone interview

In telephone interviews, the interviewer makes phone calls to the respondents and asks questions through the telephone. The use of telephone interviews are by far the most common concept in the communication approach (that consists of personal interview, telephone interview and mail interview). Some positive aspects of telephone interviews are time efficiency and the possibility of reaching respondents far away (Kinnear & Taylor, 1996). In relation to the case study, the location of the members was part of the decision to interview members via telephone or to use personal interviews. However, using telephone interviews led to less social interactions between the interviewer and the respondents. Using telephone interviews makes it easier and more natural for the respondents to terminate the telephone interview since this technique is impersonal. On the other hand, telephone interviews decrease the potential for biased answers in relation to the personal interview (Kinnear & Taylor, 1996). In this case study, 22 out of the 49 represented organizations were selected and conducted through telephone interviews, in order to be time efficient and reach a wide area.

2.5 Validity & Reliability

Errors are minimized when there is a strong correlation between the numbers represented and facts being measured. When the numbers in a study represent the measurement characteristics, a concept of validity and reliability is enhanced. Therefore, “validity of a measure refers to the extent to which the measurement process is free from both systematic and random error” (Kinnear & Taylor, 1996). Validity is that we are measuring what we are supposed to measure. The concept of validity is harder than reliability since it is a broader measurement. On the other hand “reliability of a measure refers to the extent to which the measurement process is free from random errors” (Kinnear & Taylor, 1996). Reliability emphasizes in the research findings factors regarding accuracy, consistency and predictability (Kinnear & Taylor, 1996). This case study is reliable when all 49 members were interviewed in an accurate and consistent performance. This is the case since all members were interviewed in exactly the same way. Furthermore, the two pre-tests assured that the research was both reliable and valid. The pre-test interviewees were chosen experts by GCB. They made sure that the questions were clear so they could not be misunderstood (reliable). Moreover, they made sure that the questions really reflected GCB’s image (valid).

2.6 Processing of Data

When the interviews with the members were finished, a translation was done in the interview sheets from Swedish to English. Since all the members are Swedish, it would look awkward to interview them in English, therefore a decision to interview all the members in Swedish and translate it afterwards was made.

When all the data was collected from the 49 interviews, the next step was to divide all the open-ended answers into typical answer categories. Due to a wide range of answers, a decision was made to divide all the answers with open-ended questions into answer categories in all of those questions, in order to reach a more comprehensible result. In some cases there were answers that did not fit the answer categories, a solution was to have a category named “others”, which included answers that were impossible to categorize. When it is also interesting to know what the “others” category included, these answers were

quoted from the members (see empirical chapter). In the yes and no answer categories, there were cases where members developed and explained their point of view. These answers were presented among the members and quoted as a typical yes or no answer. In the empirical chapter, a division of the members into large establishments and small establishments was done. Location was the other factor of division where members' establishments were divided into city centre and outside city centre. In Appendix D, the members are divided into six different members groups, in order to keep the anonymity of the members.

The result was presented through the use of the program SPSS and the components of structured bar charts, histograms, cross tabulations and calculations of Chi-Square. In the structured bar chart, an overview of each question was made. The use of cross tabulations enhanced the findings to an exact result in terms of percentage of each member group and the total. Chi-Square was used to present the significant relationship between member groups and the questions.

A selection of 9 out of the total 28 interview questions was chosen for a deeper analysis. These questions are selected due to a high level of importance in the image of GCB among its members. To be able to understand the difference in the members' image of GCB, the size and location of the members' establishment have been related to the answers of the members (in addition to member group). To relate the answers to how much each member pays in membership fee would also have been very interesting. As this type of financial information is regarded as confidential by Göteborg Convention Bureau it was not possible to include this aspect in this thesis.

2.7 Types of Scales

Two scales of measurement were used in the case study, nominal and ordinal. The nominal scale was used in most questions in the answer sheet except questions 3c and 12a-e where the ordinal scale was used. In the nominal scale the data values represent categories with no intrinsic order (e.g. member group). Numerical values represent the distinct categories (e.g., 1 = Big hotel group, 2 = GBG hotel group, 3 = Meeting organizer, 4 =...). In the ordinal measurement the data values represent categories with some intrinsic order, e.g. strongly agree, agree, disagree, strongly disagree. In questions 3c and 12a-e, a numerical value represented the distinct categories. For example in question 3c, do you think the newsletter contains good information a 5 represented very good and 1 represented not good at all. The numbers 2-4 were somewhere between not good at all and very good. Note, a 4 is not twice as good as a 2, then the level of measurement has been a scale and not ordinal.

3. THEORETICAL FRAMEWORK

This chapter describes the three different theories used in this thesis: convention bureaus, stakeholder theory and identity/image.

3.1 Convention Bureaus

3.1.1 Structure and Funding

The segment of convention bureaus can sometimes differ in terms of the range of size from small meetings up to major conventions with several thousands of delegates. Due to this it is necessary that convention bureaus are able to search for information such as if the city has access to transportation or the number of hotel rooms available that are desired for a convention in order to fulfill the needs of the meeting delegates.

Most of the convention bureaus work independently while there are some who belong to governmental bodies. When there has been a rapid growth worldwide among convention bureaus importance in societies regarding destinations image, many bureaus have seen more flexibility in the independent market place that results in empowerment regarding the image of the destination. A strategy that is commonly used among many convention bureaus worldwide is the use of the largest convention halls and largest hotels in a city (Gartrell, 1994). Another strategy in the attractiveness regarding potential meeting cities is what meeting rooms, banquet/ballroom facilities, and numbers of hotel rooms are within walking distance. Hotels that are located within walking distance to dining and entertainment are also prioritized since most delegates only stay during the occasion of the meeting or event (Buchanan, 1995). The responsibility of the convention bureau is the “competitive bid”, where hotels, restaurants and convention facilities are used as attractive tools aimed for upcoming conventions and trade shows (Gartrell, 1994).

3.1.2 Convention Bureaus: Roles and Mission

It can be said that the mission and main task of convention bureaus worldwide is to promote and sell cities. When the convention bureaus are creating a certain image that goes well with how the city is positioned in the global community, they market destinations for upcoming events and congresses. It is crucial that

convention bureaus emphasize the concept of unity within the areas of local, political, civic, business and the people in the visitor industry into one connecting unit that is working towards the same goal, namely the result of powerful image regarding a destination (Gartrell, 1994). Those convention bureaus that have obtained this concept of unity in all these areas are the ones with absolutely the most successful output in terms of reaching a desired image for a destination.

Political climates are occurring in many businesses today, and this goes also for the people within the convention bureau industry. Due to this it is crucial that convention bureaus create and aim for a leading position of its community that leads to efficient coordination of all potential meetings with its programs (Gartrell, 1994). For convention bureaus, it is crucial to have a strong image in its host city, so the community as a result have a clear understanding of how great the importance of convention bureaus are in the visitor industry for cities today.

To work with meeting and group planners can be seen as another role convention bureaus are coordinating. This role is crucial since the convention bureau works as a central resource for example meeting planners who are in need of telephone-numbers for a certain area. Important contact names and providing the meeting planners with vital local information are one part of the many roles convention bureaus have. Another factor convention bureaus are in charge of is the reliability of sources (Gartrell, 1994). This can be service like what kind of facilities are available and prices of hotels for example.

According to Delia Chang, a president of ProMeet Inc. in Honolulu, responsiveness is one of the most important factors for convention bureaus. She says: "It's not just about being timely, although that's important, but also recognizing the particular needs and demographics of your meeting (Lenhart, 1999). Therefore it is crucial for convention bureaus to have great knowledge regarding what they are selling. This can be in terms of realizing what kind of delegates arrive and what their particular needs are of the meeting.

When convention bureaus present a bid on behalf of the community to the meeting planner, it includes responsibility for booking hotel rooms and meeting

rooms/facilities. Convention bureaus want to ease and minimize the workload for the meeting planner; hence convention bureaus work as a link between the meeting planner and the host destination with its resources (see Figure 3.1). When it comes to collecting comprehensive information regarding a city/destination, convention bureaus are by far the most efficient organization for meeting planners and host facilities when it comes to acknowledging information regarding a city with all its facilities included (Gartrell, 1994).

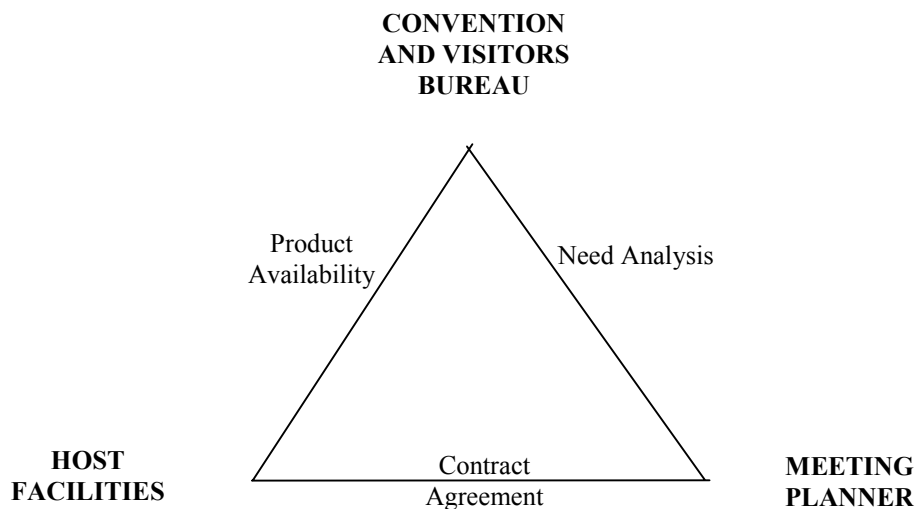


Figure 3.1 *The role of convention bureaus as the “middle-man” (Gartrell, 1994).*

Convention bureaus’ responsibility is to provide the most useful information of their city through their centers towards their visitors, meeting planner and host facilities. The information can address questions visitors may have in regard to hotels stays, restaurants, shopping and entertainment experiences (Gartrell, 1994). Another important factor convention bureaus address is the availability regarding upscale restaurants with exclusive shopping zones together with special and unique entertainment opportunities (Buchanan, 1995). The convention bureau can be seen as a center that provides the meeting planner and the host facilities with ideas and information. Since convention bureaus’ main task is to sell and promote cities, their mission is therefore:

“To solicit and service conventions and other related group business and to engage in visitor promotions which generate overnight stays for a destination, thereby enhancing and developing the economic fabric of the community” (Gartrell, 1994).

This mission can be actual through encouraging and welcoming associations to have their meetings in a city, to provide associations with coordination of their meeting that can include housing such as hotels or transportation facilities. Another factor regarding how to achieve this mission is through the combination of work with professionals in the visitor industry that can provide material when bidding for meetings in terms of conventions and trade shows.

Involvement of the members among a convention bureau is a crucial factor. There may be some members who always participate; on the other hand, there are members who only show up at the yearly meeting. However, a balance of participation at all different levels must be enhanced. When it is important to retain members, a strategy used is to include as many members as possible (Gartrell, 1994).

For organizations it is a crucial aspect to define their character and values, in order for their reputation to grow from the core values and an example could be: “We fiercely protect our members and invest in long-term friendships”. When conveying this message to its audience, it is always crucial to make it clear and to be accurate (Miller, 2002). Since many organizations are interested in if they are apprehended in the same way, as they desire their stakeholders to perceive them, it is important to develop a strong relationship with its members. According to Miller (2002), members are seen as the most significant groups for organizations, it is crucial to identify and treat each member as an individual, in order to fulfill their particular needs and interests (Miller, 2002).

If the members are satisfied, it will move the organization to further success, as a result. It is not uncommon that a few members exert most of the influence, in terms of the amount of the grant they supply an organization with (Miller, 2002). One example that is exerting great influence is the large hotel chains, as one group with significant impact.

For many organizations, it is crucial to find out where they stand today among their members. Miller (2002) emphasizes opinion research, in terms of interviews and surveys in order to find out how the key members perceive the organizations’ performance and communication, which is related to corporate values with its characteristics. To include qualitative research in terms of focus

groups and interviews can be beneficial for an organization, in order to find out more about their image. However, quantitative research like surveys and behavior measurement can also be useful if an organization feels their problem is tangible. Another factor is to decide on a strategy, which may include performance and communication for each member. The strategy can end up with what is at that time considered to be most crucial for the organization, namely communication with the members (Miller, 2002).

3.2 Stakeholder Theory

3.2.1 Stakeholders

Groups that are most critical to organizations in terms of support or action are stakeholders. Whatever task they are assigned, they are always involved in the outcome regarding a company, in terms of funds and support (Freeman, 1984). To create successful relationships is always a critical factor when it comes to the nature among an organization like convention bureaus and their stakeholders.

Examples of stakeholders are people who have a strong connection to an organization. Freeman (1984) means that stakeholders and organizations create strong impacts on each other. When people have a link to an organization, they also have a stake in it. A stakeholder is therefore “any individual or a share group who can affect or is affected by the actions, decisions, policies or goals of the organization” (Freeman, 1984). Therefore, stakeholders are perceived to be involved in organizations and have a stake regarding its policies and operations. Stakeholders usually get involved when they believe or conclude that an area is critical for them. From the perspective of the stakeholders, when things are done either in a legitimate or distorted way, it may end up as a result of gaining or losing support to an organization such as convention bureau.

According to Getz (2003), stakeholders are “those groups or individuals with whom the organization interacts or has interdependencies” including “any individual or group who can affect or is affected by the actions, decisions, policies, practices or goals of the organization” (Getz, 2003). By this Getz underlines the importance of how important stakeholders can be for organizations in terms of a strong backup and support.

The idea of stakeholder thinking is that the persons or organizations who have a stake in a firm have a strong interaction, that makes organizations operations possible, where an aim is to make the firm operate on a successful level. Stakeholder thinking can also include the values and expectations from the stakeholders who namely have a strong influence towards the company and its overall performance (Andriof, 2002 et al).

3.2.2 Power and Legitimacy

To create stakeholder partnerships and engagement makes it possible for organizations to view themselves in their own environment. In stakeholder theory, legitimacy and power are two major concepts that have great impact in terms of decision of where to invest (Argenti & Campbell, 1997). In legitimacy, organizations keep honest and ethical behavior that may not as a result anticipate an effect that will immediately be to their favor. Professional behavior within an organization that are stakeholders of an organization may be driven by ethical values and practices within the firm and therefore neglect behavior that is driven only by organizational gain (DiMaggio, 1988).

A definition of power is “the ability of those who possess power to bring about the outcomes they desire” (Pfeffer, 1981). An explanation is that the ones who have the greatest power also get what they strive for, in most cases. Pfeffer (1981) discusses when some organizations have more power than others; it may lead to differences in relationship. An example is unequal receiving of business among stakeholders. Pfeffer (1981) mentions how power is affected by the capacity organizations have. This is related to larger organizations such as hotel chains that have more power than smaller hotels due to a larger capacity.

Organizations that are stakeholders from a legitimate perspective are involved having a stake in an organization due to an enormous interest in an organization. On the other hand, from a power perspective it is crucial that the stakeholders and the organization itself create a power balance between each other. Power balance can give the organization legitimacy in front of society or relevant stakeholders. When this occurs, both the stakeholders and the organization gain in their interest and the interaction between the stakeholders and the organization may therefore be on mutual basis (Andriof et al, 2002). Below, Figure 3.2 shows the two underlying rationales for stakeholder theory.

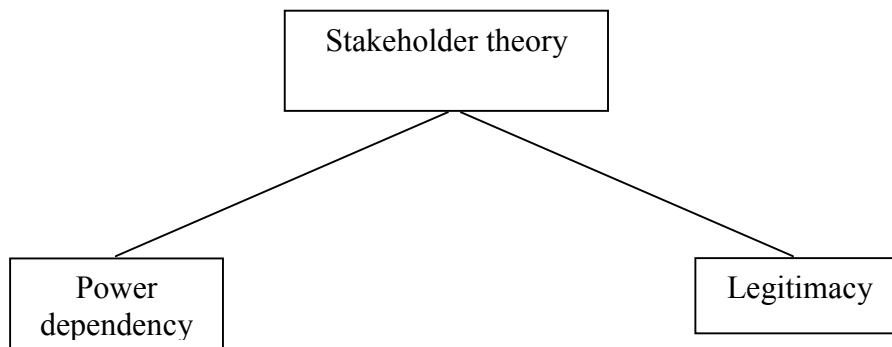


Figure 3.2 *The two underlying rationales for stakeholder theory (Andriof, et al 2002)*

The relationship between *legitimacy* and *power* are opposites factors within stakeholder theory. Pfeffer (1981) emphasizes that those who have control over resources also have a great amount of power in organizations. When this occurs it leads to differences of impact in terms of power conflicts among stakeholders. The power dependency perspective is emphasized by a power balance among the organization and its stakeholders. An important aspect is that both the organization and its stakeholders have a *mutual* dependency or equal exchange, in order for both to be *firm dominant* from the organization point of view and *stakeholder dominant* from the stakeholder's point of view (Andriof et al, 2002). Legitimacy is on the other hand when organizations' practices are in the same line as the social system (Powell & DiMaggio, 1991). This can be explained when organizations act in a moral and ethical way, they do it because they feel it would be unfair to act differently, and do it not for the sake of gaining more resources etc (DiMaggio, 1988). Legitimacy can also be when organizations sign *contracts* with stakeholders.

There is a strong correlation of the stakeholder size and how large the funding is, in relation to the amount of power it has (Carroll, 1989). Many organizations are not self-sufficient and are therefore in great need of financial support from external groups such as stakeholders. When a continued relationship is crucial, in order to fulfill the organization's need, it is not uncommon that the stakeholder expects certain favors in return. Stakeholder control may arise when an organization is dependent upon them (Pfeffer & Salancik, 1978). In cases where the interests of the organization differ from stakeholder interests,

power is one likely measurement that determines the outcome (Pfeffer, 1981). When power is a common instrument for organizations in today's environment, the theory of resource dependency provides us with information to understand power to a further extent.

3.2.2 Resource Dependency

For organizations to survive in today's market they need resources. In order to get resources needed, organizations must cooperate with those who control the resources. Those who control the resources can exert power over the organization. In order to gain more control, stakeholders try to exchange their resources and use their control to initiate actions for their own interest. For many organizations power shows up where there is critical and scarce resources. The stakeholders obtain more control over the organization when their resources are more critical and scarce for the organization (Pfeffer & Salancik, 1978).

The resource dependence theory emphasizes the dependence between organizations and stakeholder. It can be explained when one organization is supporting another organization with fundings or resources. A definition of resource dependency is: "the structurally determined potential for obtaining favored payoffs in relations where interests are opposed (Willer et al, 1997). Whenever one part is dependent on another part, it determines who is in charge and has the power. When an organization is in need of resources a possibility is created for stakeholders to exert some control over the organization (Frooman, 1999). Resource dependence theory emphasizes the amount of resources a stakeholder has. It is therefore a decisive factor that determines if stakeholders are important to organizations or not (Andriof et al, 2002).

3.2.3 Past Relationship

In order to achieve a multiple interaction between a firm and its stakeholders, it may create a relationship that changes possible expectations of the two parties. To retain a past relationship and create future expectations may have an enormous impact in terms of positive effects on the stakeholder action and behavior. A past relationship with several important and influential stakeholders may influence and enhance new stakeholders to join and shape

positive collective behavior. As a result, it is not uncommon that the rest of the stakeholders assume they will receive a portion of this benefit in a similar way, and stay with an organization (Andriof et al, 2002). Furthermore, a past relationship between an organization like a convention bureau and its stakeholders may serve as a balance in provision of new members. An example can be when a past stakeholder has left their position in a positive manner, since they received tremendous rewards from the organization due to its outstanding quality and reputation of its establishment.

3.2.4 Future Expectations

Stakeholders expectations regarding the future is crucial when it comes to reinforcing action and mutual agreement. When the “length of the shadow of the future is a strong predictor of integrative bargaining” (Pruitt, 1981). It can be explained that if a stakeholder predicts a strong economic and efficient relationship for the future, the more “open-minded” they might be in considering factors such as payment. Another explanation of the importance of stakeholders’ future expectations, is if a particular group perceives an increase in terms of dependence the organizations resources, or perceive some kind of benefit that will be offered sooner or later, could as a result end up in loyalty. (Andriof et al, 2002). This can in turn be a sole reason for the stakeholder to retain a relationship with an organization on a continuous basis.

3.3 Image/Identity

3.3.1 Identity, Profile and Image

Berg (1984) explains that profile is when organizations emphasize selected elements of their identity. These elements can be according to Salzer (1990), what organizations desire their corporate image to be. Examples of identity are organizations’ mission, purpose, values, etc that communicate their image to society (Berg, 1984). Members of an organization are more updated on how the view of an organization is apprehended in society, when it is a public concept (Morisson & Bies, 1991). An example of an organization is a convention bureau that operates in the convention market and has a close contact with its customers (meeting-organizers), and therefore must be updated with its image in society.

According to Salzer (1994), identity is the organizations' view of themselves, profile is how the identity is communicated to the public and image is how society perceives an organization to be. The relation between identity, image and profile is shown in Figure 3.3.

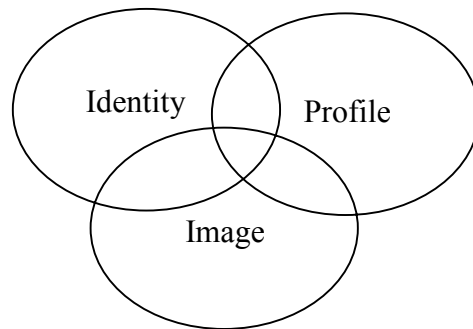


Figure 3.3 *The relationship between identity, image and profile (Salzer, 1994).*

Albert and Whetten (1985) emphasize the importance of an inter-relation between organizations corporate identity, profile and image. In Figure 3.2 above, the overlap regards the three circles, should be as great as virtually possible. If deviations occur in organizations between identity and image, an impact of a less healthy condition is possible. When an organization is said to be “schizophrenic”, it has conflicted inner and outer images (Albert & Whetten, 1985). Therefore, it is important for organizations to have an organizational identity that defines who they are and what their role is. Once organizations have obtained their identity, meaning is then created in the organizations image, which is how an organization is perceived in the eyes of the outside (externally) world (Salzer, 1994).

3.3.2 *Image*

Why is the image of such importance in today's fierce global market? According to Bernstein, (1984) image has a great effect since it is a decisive factor regarding how society, stakeholders act against organizations. The image of an organization forms the societies judgmental factors like donating money as a stakeholder to organizations like convention bureaus.

“Organization image is a factor that makes organizations well-known in the market. A positive image can be a successful tool that creates a demand for new customers, when a negative image, on the other hand can be a stop that withdraws potential customers from even regarding what an organizations marketing activities are” (Bernstein, 1984).

A definition of image may be defined as “the sum of beliefs, ideas and impressions that a person has” (Mossberg, 2002) and can be used in many organizational areas. For organizations that have a clear image leads in many cases to further success.

The concept of image can sometimes be said to be a person’s picture they have in their mind regarding a particular object. It can also heighten the importance of the communication process regarding the object. A definition of image can be: “the subjective record of sense-experience (which) is not a direct copy of actual experience, but has been “projected”, in the process of copying, into a new dimension, the more or less stable form we call a picture” (Langer, 1957 cited in Alvesson 1990). To promote an image is a way of sending meaning to a specific product through repeated image exposures (Nigel & Pritchard, 1998). Image can sometimes be seen as a sender who tries to implement an overall impression to a specific audience. Therefore, an image is always the end product seen from the communicator and from the audience, which are two different perspectives of images (Alvesson, 1990).

According to Alvesson (1990) image involves people’s impressions and attitudes towards a particular organization and is therefore extremely crucial for an organization’s survival in today’s fierce market. There is a great need to understand the importance of attitudes towards organizations when there always occurs a particular group that exerts great influence regarding a certain organization. Therefore, when an organization like a convention bureau is in need of favored opinions and attitudes, it is crucial to focus and put a lot of energy on factors like image.

An image can be enhanced through coincidental, mass media and public appearances that can be mentioned as some examples. In today’s corporate culture it is extremely important to focus on favorable attitudes towards a

company through corporate advertising as mass media. However, to create a personal contact can be more valued in comparison to mass media when it comes to the issue of creating a highly positive image of an organization. According to Boorstin (1961) an image emphasize on the importance to present truthfulness to a high extent, and a personal contact gives always a better result than mass media when it comes to the issue of persuasion. “An image is ambiguous. It floats somewhere between the imagination and the senses, between expectation and reality” (Boorstin, 1961). What Boorstin (1961) emphasizes on here is that images must not be presented as untrue and corporations must take responsibility to produce images that has righteousness factors behind their statements.

A company’s reputation can be one of the most crucial assets in today’s fierce global market. According to Miller (2002), to have a successful strong reputation may influence what the society think and says about organizations.

Tactics in image building

When an organization develops their tactics, it can be described how successful their strategy is spread out in the society. Tactics may convey changes in terms of reviewing the content of recent publications. A tactical question can be “How can we act and communicate to better convey our image?”(Miller, 2002). A factor as so simple as keeping track of documents and measuring results may enhance organization goals. In terms of creating, a written plan may emphasize goals like:

- *Convey a desired image
- *Minimize areas of misunderstanding or disagreement
- *Encourage an ongoing interest from the members

A plan may emphasize the base for measuring efforts, one example is when an organization measures what they intended and planned to measure. The results can be viewed on what kind of difference it created, and if there is a positive or negative outcome in the long run or in the short run (Miller, 2002).

When a company is dissatisfied or enough aware of how powerful an image can be, it is not uncommon that many organizations in today’s fierce market

change their image. A direction towards the rank of higher quality in terms of their products and services is not unusual, in order to compete with their competitors. In order to make a successful customer/member survey, it is crucial to focus on and emphasize the issue of quality as an important characteristic on a continuous basis (Biotech Week, 2003).

3.3.3 Identity

The economic and socio-cultural occupation in today's rapid environment provides the ground for the present development where the factors of image, profile and identity are important. The importance of image, profile and identity is heightened to a greater extent when problems with social order and disorder are arising in the global community (Alvesson, 1990). According to Kotler (1993); the identity of an organization is the picture an organization has of itself. An organization that has improved its identity most of the time results in a consistent and stable performance that improves the employee's self-confidence in terms of clearer identification of their work task. A great need of focus regarding the issue of organizations' identity arises since the identity of the individuals is based on the role of their work task (Alvesson, 1990). Therefore, there is a need to say that when organizations create a clear and professional identity, it also makes the employees heighten their identity.

Reality in interaction is created by organizations within its own environment. The combination of past, present, structure and culture are interrelated factors and make the base for organizations' identity. Once an identity is created it is the base for organizations' market position and presence (Total Identity, 2003).

Even before an organization might consider what changes regarding their image are desirable, it is crucial that it goes along with the identity (how the organization views itself) in the same direction that is viewed in society. To aim for a professional corporate identity is extremely important when it comes to successful results in the long run. A crucial factor for an organization is to create a strong identity straight at the beginning since it is easier to implement a certain identity when an organization is new (Essunger & Lövberg, 1998). However, difficulties may arise when changes are made to organization that is established since at that stage, the target audience has already a certain identity and image regarding an organization.

Organizations who realize their identity is not unified with their message might also affect their employees and customers with uncertainty. This may affect the employee's perception of their organization and lead to conflict within the firm. According to Selame & Selame, (1988) it is of crucial importance to create a unified perception of an organization that strives for a strong identity. To create a strong corporate identity at the start will pay off in the long run since it is hard to change societies' perception when organizations have gained a certain status (Selame & Selame, 1988).

4. EMPIRICAL RESULTS

In this chapter, factors, which influence the members' perceptions of convention bureaus, are identified. The two different aspects of size and location were used to study how the factors influence the image of convention bureaus among its members.

4.1 How GCB wants to be perceived by its members

To find out what the identity is among the employees at GCB, an interview was done with Göteborg Convention Bureaus Director, Henrik von Arnold and Göteborg Convention Bureaus Marketing Assistant, Ulrika Johansson, on December 22th 2003.

In the interview, when GCB was asked how they see themselves, Henrik and Ulrika felt

“GCB are a service-minded organization that works as a link between the university, the city of Göteborg and GCB's members. GCB sees itself as an easy accessible and homogenous group that has a high moral of work with honest intentions. GCB consider the customers' demand more important than members' demand and wishes for justice and neutrality”.

Further more, Henrik and Ulrika referred to their vision, mission and main strategy of GCB, which says:

GCB is a professional virtuous network that has knowledge regarding commissions, and that works as a “cash-cow” to the city of Göteborg, in terms of generating congresses and business visits for a small cost. GCB wants to be an accepted, recognized convention bureau establishment and viewed as a famous international concept. GCB wants to make the society aware of all the important members they have and are open to help them internally. They also want to be the driving force behind Göteborg as one of Europe's most attractive meeting places that is focused on association meeting and corporate event organizers (GCB Business Plan, 2003). An advantage of Göteborg is that everything is within walking distance. Many of Scandinavias top-class restaurants are located in Göteborg, some with stars in the Guide Rouge. The

members of GCB are a part that makes their work possible (GCB, 2003). Due to this, GCB wants to be perceived among its members as a competent convention bureau within a successful department of Göteborg & Co. However, they also want to be a professional, reliable and neutral link between the 79 companies that are members of GCB and the scientists of Göteborg University/Chalmers and the city of Göteborg (GCB Business plan, 2003).

An important aspect to mention according to Henrik and Ulrika was that:

“We feel that we do not make much effort in “member-maintenance”. We have not budgeted for programs to keep the members satisfied and we feel the best way to serve our members is to bring congresses to Göteborg”.

In each of the seven subjects regarding the image of GCB among its members discussed below, 4.2.1- 4.2.7, each subject starts with an explanation of how GCB wants to be perceived by its members (its identity for that subject). This makes it possible to directly compare the members' image of GCB with GCB's own identity.

4.2 The image of GCB among its members.

To find out the image of GCB among its members, 49 members were interviewed. The subjects that are represented in this chapter, each one of which is related to a specific question, are selected when they provide important aspects of GCB's image among its members. 9 out of the total 28 questions are presented in this chapter. All 9 questions are related to the size and location of the members' establishment respectively. The size of establishment is divided into large and small, where a large establishment has more than eight employees and a small one has less than eight. This relation is not valid for the hotel groups where the Big hotels are assigned the large group and the GBG-hotels the small. Totally 34 members were assigned the large establishment group and 15 members the small establishment group. City centre and outside city centre are the establishment location categories. Totally 31 members were assigned the city centre group and 18 members the outside city centre group. To be able to decide if there is a relationship, Chi-Square tests have been performed. Typically, a significance value less than 0.05 is considered “significant” in the test. All questions from the interviews are

represented in Appendix: D, where both structured bar charts and cross-tabulations are shown. The results in Appendix D is related to the member groups the members belong to, namely Big hotels, GBG hotels, Meeting organizer, Meeting establishment, Restaurant/Entertainment/Shopping and Transport respectively.

4.2.1 Member fees

“GCB considered that the member fee stands in relation to what their members get back in form of business and this includes approximately 95 percent of the members. It is difficult for the members to know if the yearly increased/decreased business is due to their membership in GCB. In the long run perhaps the membership will result in increased business”.

All the members support GCB through a yearly membership-fee. This question plays an important role in the image members have of GCB. Figure 4.1 shows the total image the members have regarding the member fees. Figures 4.2 and 4.3 show the image related to the members’ size and location of establishment respectively.

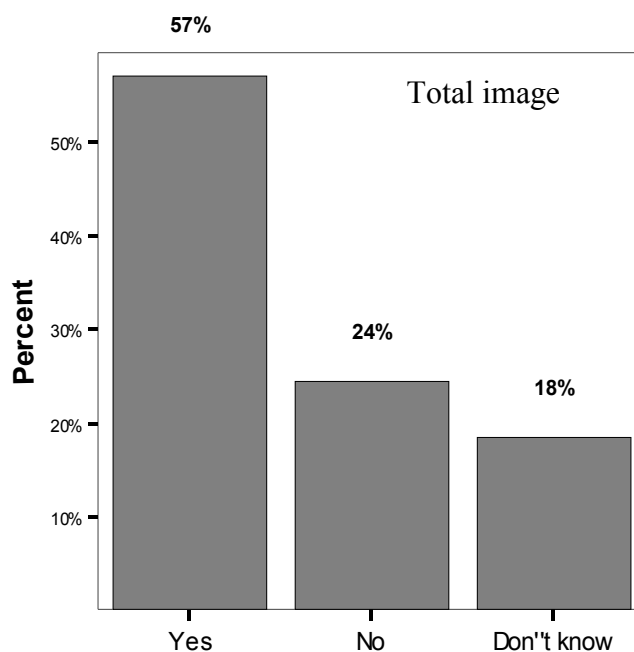
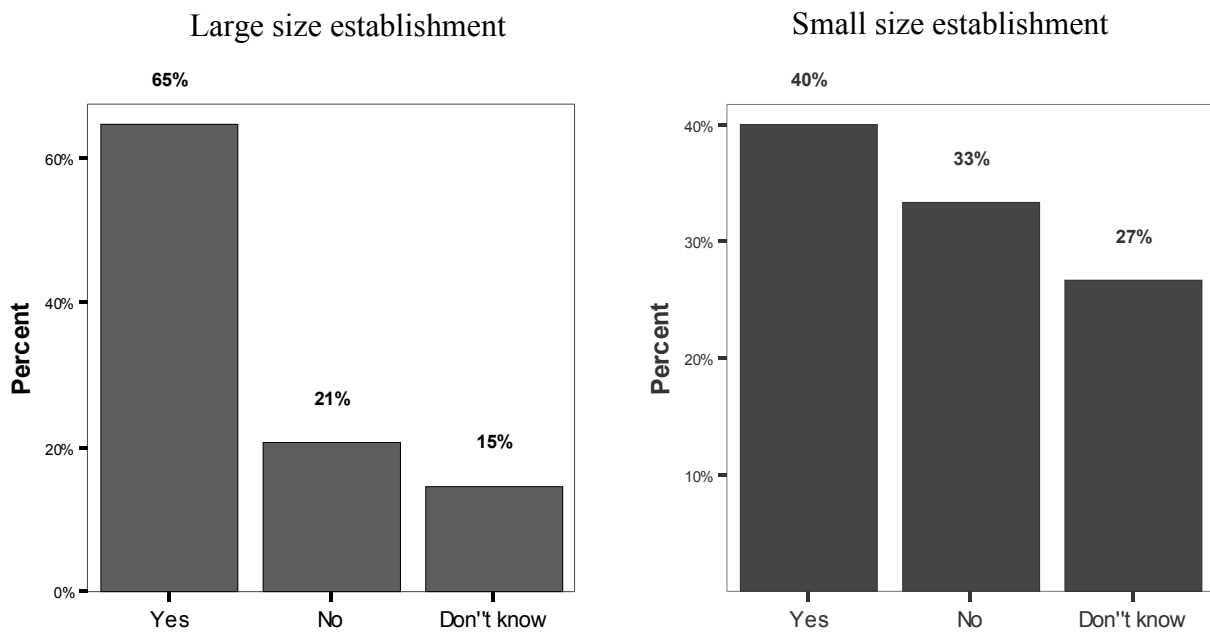
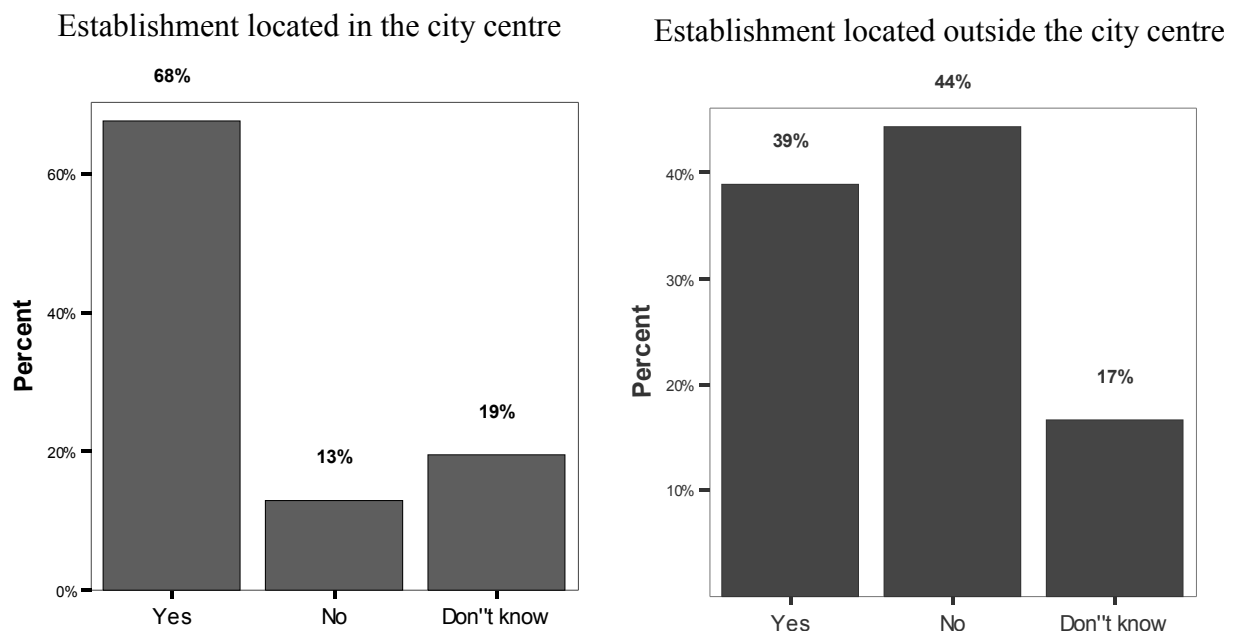


Figure 4.1 Result summary for question 2c. Does your membership-fee stand in relation to what you get back, in forms of business/information? Total image.



For the relation between size of the members' establishment and main task the significance value is 0.271 (Pearson Chi-Square, 2.613).

Figure 4.2 Result summary for question 2c. Does your membership-fee stand in relation to what you get back, in forms of business/information? Related to size of the members' establishment.



For the relation between location of the members' establishment and main task the significance value is 0.042 (Pearson Chi-Square, 6.330).

Figure 4.3 Result summary for question 2c. Does your membership-fee stand in relation to what you get back, in forms of business/information? Related to location of the members' establishment.

Most members, 57.1 percent felt their membership-fee did stand in relation to what they got in return in form of business/information. It is a sensitive question, but also an important one since it explains the relationship between the members and GCB in a clear way. Examples of typical yes answers are listed below:

- Yes, we have a good relation with GCB.
- Yes, it is necessary for Göteborg to survive.
- Yes, when we are more engaged and active, it creates a better return on the membership-fee.
- Yes, satisfied.
- Yes, get back more business than we pay in membership-fee.
- Yes, believe so, but it is hard to measure.
- Yes, but could pay more if we would have been more prioritized. We know we are in the VIP lane, but it is not always that we feel we are being treated this way.
- Yes, but still feel the membership-fee is a little too high

The below quote from one of the members in the meetings establishment group represents the strongest yes answer in this category:

“Yes, we get back more than we give”.

The members, who answered no, did not feel they got business/information in return that correlates to their membership-fees. It is of highest importance that these members are soon satisfied, in order to reach a successful co-operation in the future. Examples of typical no answers are listed below:

- No, we pay too much in membership-fee. We are located a little bit outside Göteborg city, GCB always chose us last when delegates arrive to Göteborg.
- No, we pay too much in comparison to what we get back.
- No, not at this moment, but it is up to us.

- No, not when larger non-GCB organizations takes over our travel engagements. It is hard for small organizations to survive today when large organizations can offer lower prices. We cannot compete with these “giants” and it creates problems for us to maintain the quality of our vehicles, as a large portion of our financial resources goes to paying our membership-fee.
- No, not in relation to what we pay in membership-fee. However, it is important to be a part of the GCB network.

The below quote from one of the members in the restaurant/ entertainment/ shopping group represents the strongest no answer in this category:

“ No, doubtfully, we have not decided if we will extend our contract to the next year”.

4.2.2 Establishment representation

“GCB consider they market their members’ establishment at bid, representation and site inspection along with customers/delegates’ wishes and demands”.

A bid is a description of the product Göteborg that is used as a competitive factor to get meetings to the city. The bid is also the first judgement and response in comparison to other potential meeting cities. A representation is when GCB meet with members over a lunch at their establishment. Site inspection is when GCB invite decision-makers to look at relevant hotels/restaurants and other establishments (member facilities) and what they can offer in order to make a potential meeting successful. Site inspection is the ground for a decision if the meeting place is a professional place to meet in or not. For members to have GCB visit them every now and then increases the co-operation between the members and GCB. A visit from GCB can also enhance the feeling of pride among the members; that may as previously mentioned lead to stronger co-operation. However, those members who never had any visits from GCB may feel less important in comparison to other members in the eyes of GCB. This can also result in more tension in the communication among members and GCB. Figure 4.4 shows the total image the members have

regarding the establishment representation. Figures 4.5 and 4.6 shows the image related to the members size and location of establishment respectively.

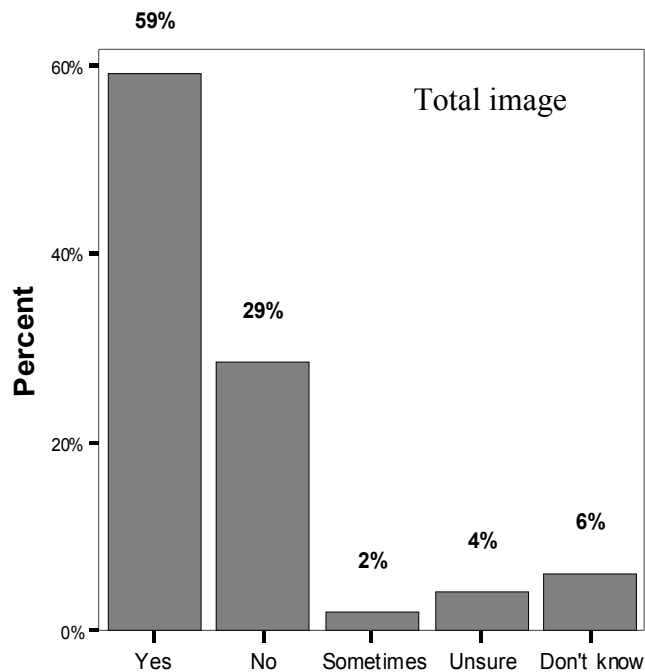
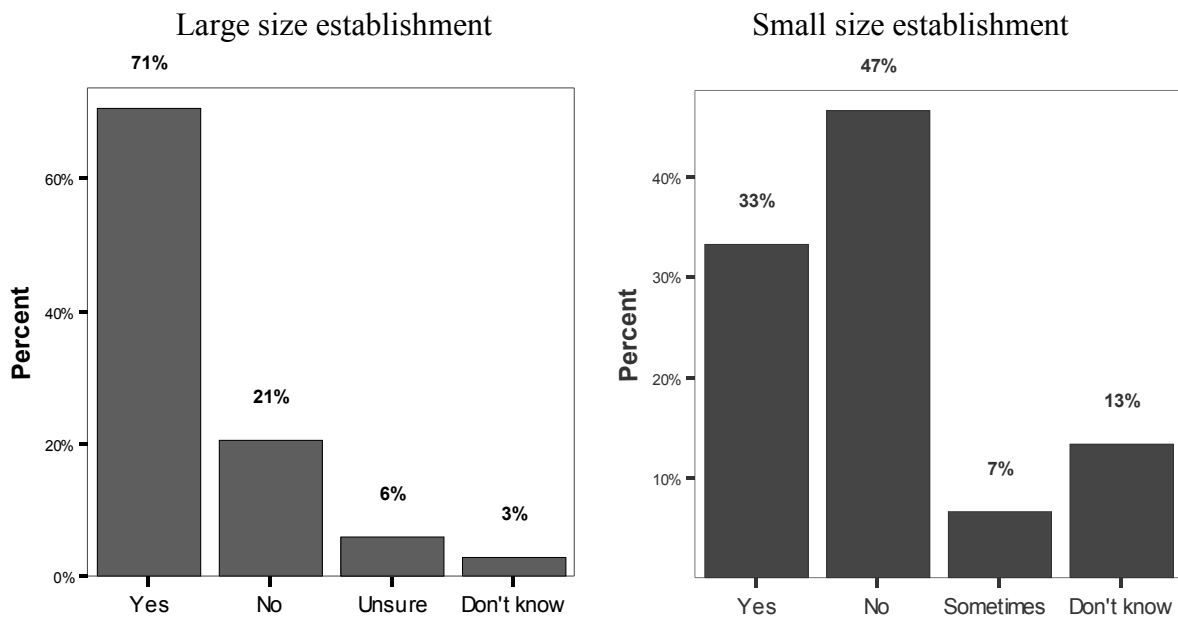
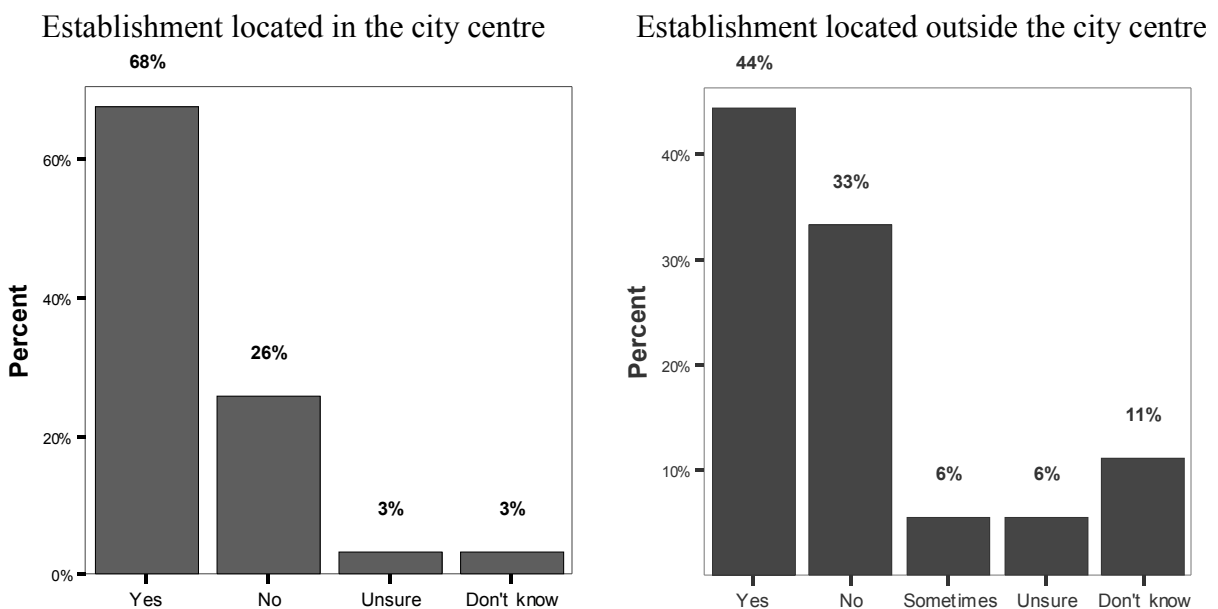


Figure 4.4 Result summary for question 5. Do you consider that GCB market your establishment at bid, representation and site inspection? Total image.



For the relation between size of the members' establishment and main task the significance value is 0.042 (Pearson Chi-Square, 9.903).

Figure 4.5 Result summary for question 5. Do you consider that GCB market your establishment at bid, representation and site inspection? Related to size of the members' establishment.



For the relation between location of the members' establishment and main task the significance value is 0.367 (Pearson Chi-Square, 4.300).

Figure 4.6 Result summary for question 5. Do you consider that GCB market your establishment at bid, representation and site inspection? Related to location of the members' establishment.

Most of the members, 59.2 percent consider that GCB market their establishment at bid, representation and site inspection. The members who consider that GCB don't market their establishment through bid; representation and site inspection may feel less important to GCB due to this.

A quote from one of the meetings establishment represents the typical yes answer in this category:

“Yes, we have good covering capacity”

A quote from one of the restaurant/entertainment/shopping represents the typical no answer in this category:

“No, not that I know of, have not had any inquiries”.

4.2.3 GCB's contribution to Göteborg

“GCB considered their contribution to Göteborg affects their members to a great extent. For example, during 2003 GCB brought almost 60 meetings with more than 200 persons to Göteborg. This resulted in a total amount of approximately 135 000 “delegate days” (amount of delegates times amount of nights the delegates stay) corresponding to revenues of more than SEK 410 000 000”.

It is important as a member to be a part of what GCB contributes to Göteborg. To experience business opportunities through GCB is vital for a successful continual development. When members are affected by GCB's work, they also feel a part of a network that as a result may influence the image among the members of GCB in a more positive perspective. Figure 4.7 shows the total image the members have regarding GCB's contribution to Göteborg. Figures 4.8 and 4.9 show the image related to the members' size and location of establishment respectively.

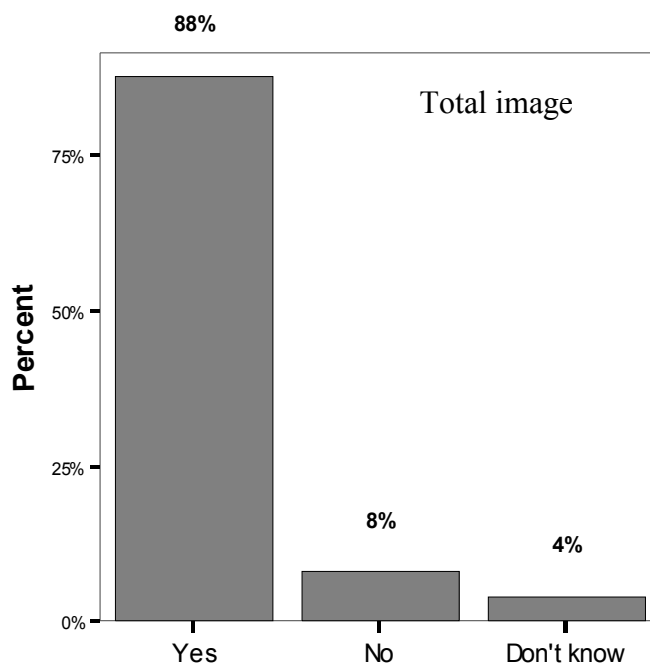
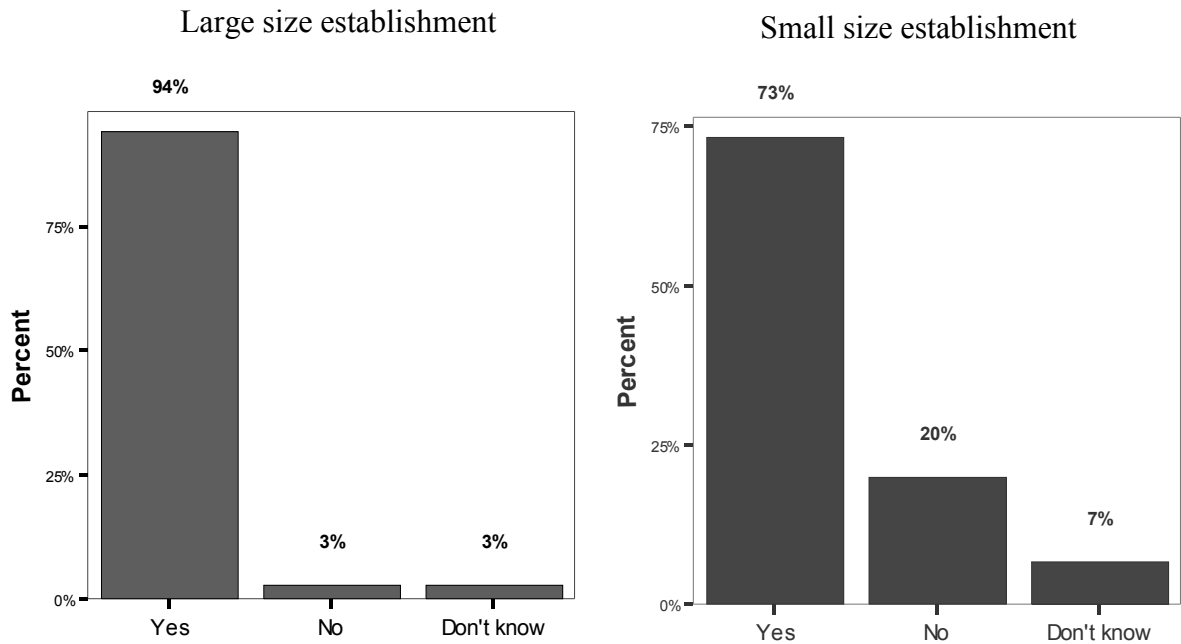
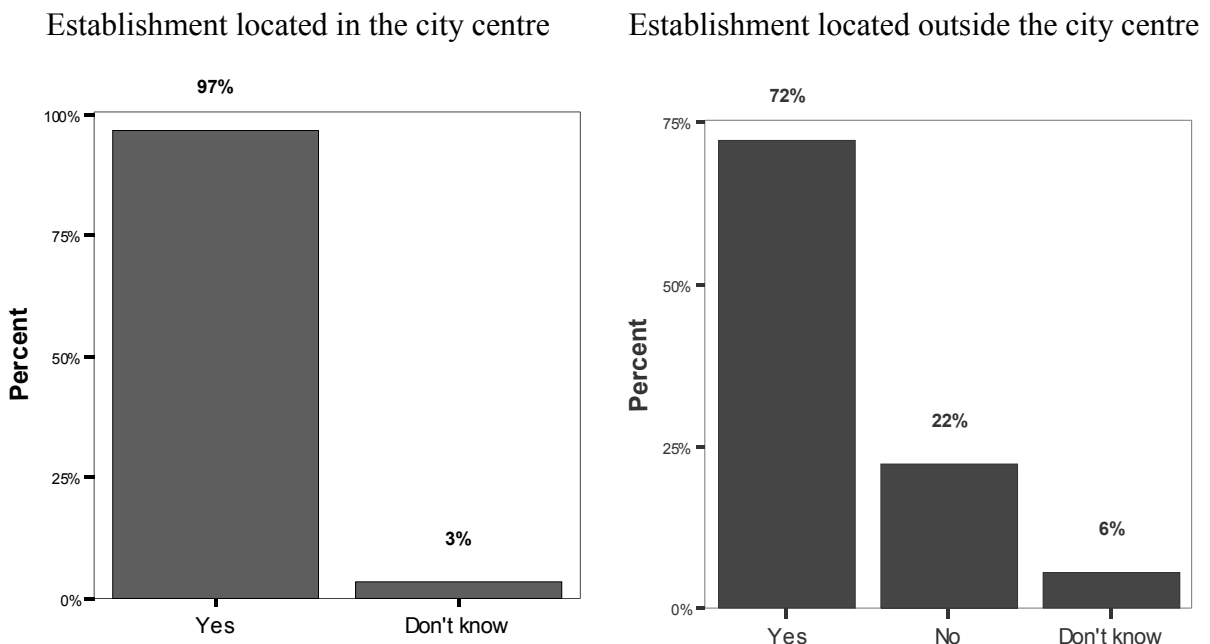


Figure 4.7 Result summary for question 9. Do you experience that GCB's contribution to Göteborg affects your company? Total image.



For the relation between size of the members' establishment and main task the significance value is 0.101 (Pearson Chi-Square, 4.577).

Figure 4.8 Result summary for question 9. Do you experience that GCB's contribution to Göteborg affects your company? Related to size of the members' establishment.



For the relation between location of the members' establishment and main task the significance value is 0.020 (Pearson Chi-Square, 7.823).

Figure 4.9 Result summary for question 9. Do you experience that GCB's contribution to Göteborg affects your company? Related to location of the members' establishment.

Most members, 87.8 percent felt GCB's contribution to Göteborg affected their organization in a positive way. When most of the members answered yes, they also explained why they felt so. A typical yes answer is as follows:

- Yes, a good result due to more business/revenue through inquiries, bookings, and guest nights via GCB when exhibitions/congresses and conferences come to Göteborg.
- Yes, since GCB are professionals when it comes to marketing new hotels and making them a part of the network.
- Yes, when all large events increase the demand for the hotel-rooms.

A quote from one of the meetings establishment represent the typical yes answer in this category:

“Yes, all large events have effects on the hotel-rooms. There are so many thousands of delegates that fill the hotel”.

When 8.2 percent of the total members felt they were not affected by GCB's contribution to Göteborg, these members also explained why they felt so. A typical no answer is therefore:

- No, does not take part of any business activities that come to Göteborg.
- No guest nights.

Members who do not experience that GCB's contribution to Göteborg affects their organizations may perceive a weaker image of GCB due to no business.

A quote from one of the GBG hotels represent the typical no answer in this category:

“No, do not have the opportunity to take part in what GCB offers. The GBG hotels get too little from what are possible offerings. Furthermore, GCB block up rooms at our hotel several years ahead and do not cancel the booking until the very last minute, which leads to lost bookings from other potential guests”.

4.2.4 Images of GCB

“GCB consider their organization to be very professional (5), neutral (5) humble (4), business oriented (4) and reliable (5). The numbers within the paranthesis are a grade on a scale from 1 to 5 where 5 is the best. GCB tries to visit as many member establishment as possible in order to spread the business-opportunities and be as neutral as possible”.

Table 4.1 shows how the total group perceive GCB as an organization. In order to make the question clearer, a scale was used, where 5 is the highest score for GCB and 1 is the lowest. For example if a member feels that GCB is a total neutral organization they give the highest score 5. On the other hand, if a member thinks that GCB is totally partial they choose the lowest grade 1. Neutral means that GCB is a neutral co-operator that does not favor some members over other members, whereas partial is when GCB totally favor some members over other. Very humble means that GCB is gentle and pay attention to their members, in comparison to not humble where GCB do not pay attention to their members. For GCB to be reliable is to hold what they promise, a good network for example, whereas not reliable is to make promises that are not kept.

12a. Very professional	5 4 3 2 1	Unprofessional
12b. Neutral	5 4 3 2 1	Partial
12c. Very humble	5 4 3 2 1	Not humble
12d. Very business-oriented	5 4 3 2 1	Not business-orient.
12e. Reliable	5 4 3 2 1	Unreliable

Table 4.1 Summary of the mean grade and standard deviation for the five questions 12a-12e.
 How do you perceive GCB as an organization?

Size of establishment		12a. How do you perceive GCB as an organization?	12b. How do you perceive GCB as an organization?	12c. How do you perceive GCB as an organization?	12d. How do you perceive GCB as an organization?	12e. How do you perceive GCB as an organization?
Large	Mean	4,35	3,31	4,03	4,42	4,47
	N	34	32	34	33	34
	Std. Deviation	,544	,931	,674	,561	,662
Small	Mean	4,20	2,87	4,20	4,20	4,33
	N	15	15	15	15	15
	Std. Deviation	,561	1,552	,775	,676	,617
Total	Mean	4,31	3,17	4,08	4,35	4,43
	N	49	47	49	48	49
	Std. Deviation	,548	1,167	,702	,601	,645

Location of establishment		12a. How do you perceive GCB as an organization?	12b. How do you perceive GCB as an organization?	12c. How do you perceive GCB as an organization?	12d. How do you perceive GCB as an organization?	12e. How do you perceive GCB as an organization?
City center	Mean	4,42	3,41	4,13	4,47	4,52
	N	31	29	31	30	31
	Std. Deviation	,502	1,086	,619	,571	,626
Outside city center	Mean	4,11	2,78	4,00	4,17	4,28
	N	18	18	18	18	18
	Std. Deviation	,583	1,215	,840	,618	,669
Total	Mean	4,31	3,17	4,08	4,35	4,43
	N	49	47	49	48	49
	Std. Deviation	,548	1,167	,702	,601	,645

Professional-Unprofessional.

Most members considered GCB to be a professional organization, 96 percent of the members gave a grade 4 or better. The total mean value for all members was 4.31.

For the relation between size of the members' establishment and main task the significance value is 0.651 (Pearson Chi-Square, 0.860). That is to say no significant relationship.

For the relation between location of the members' establishment and main task the significance value is 0.088 (Pearson Chi-Square, 4.858). That is to say no significant relationship.

Neutral-Partial.

Almost half of the members thought of GCB as a pretty neutral organization, 43 percent of the members gave a grade 4 or better. The total mean value for all

members was 3.2. An interesting observation is the GBG hotels that considered GCB to be more of a partial organization.

For the relation between size of the members' establishment and main task the significance value is 0.019 (Pearson Chi-Square, 11.797). That is to say there is a significant relationship between size of member establishment and the thought of GCB as a neutral or partial organization.

For the relation between location of the members' establishment and main task the significance value is 0.355 (Pearson Chi-Square, 4.399). That is to say no significant relationship.

Very humble-Not humble.

Most members considered GCB to be a humble organization, 84 percent of the members gave a grade 4 or better. The total mean value for all members was 4.1.

For the relation between size of the members' establishment and main task the significance value is 0.317 (Pearson Chi-Square, 3.525). That is to say no significant relationship.

For the relation between location of the members' establishment and main task the significance value is 0.551 (Pearson Chi-Square, 2.106). That is to say no significant relationship.

Very business-oriented-Not business-oriented.

Most members considered GCB to be a business oriented organization, 94 percent of the members gave a grade 4 or better. The total mean value for all members was 4.35.

For the relation between size of the members' establishment and main task the significance value is 0.346 (Pearson Chi-Square, 2.122). That is to say no significant relationship.

For the relation between location of the members' establishment and main task the significance value is 0.238 (Pearson Chi-Square, 2.837). That is to say no significant relationship.

Reliable-Not reliable.

Most members considered GCB to be a very reliable organization, 92 percent of the members gave a grade 4 or better. The total mean value for all members was 4.43.

For the relation between size of the members' establishment and main task the significance value is 0.496 (Pearson Chi-Square, 1.404). That is to say no significant relationship.

For the relation between location of the members' establishment and main task the significance value is 0.425 (Pearson Chi-Square, 1.711). That is to say no significant relationship.

4.2.5 Business-opportunities

“When GCB signs contract with their members it is made clear that GCB can not guarantee any direct business opportunities for their members. GCB deliver services and products that the customer demands, which can lead to individual members perceiving GCB as partial. Still, GCB knows that meetings in Göteborg will generate business to all their members in the long term.”

It is crucial for the members to experience equality among the business opportunities GCB offers. When member establishments are used on a continual level they experience the business opportunities among the members in a correct and proper way. Figure 4.10 shows the total image the members have regarding the business-opportunities to Göteborg. Figures 4.11 and 4.12 show the image related to the members size and location of establishment respectively.

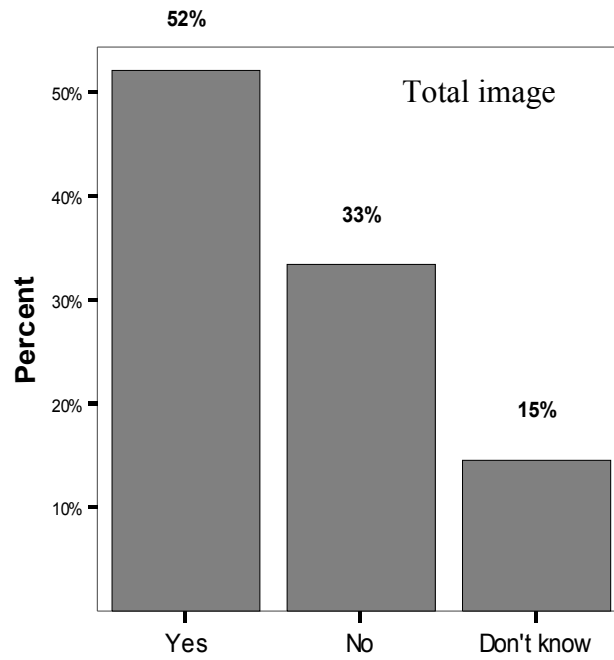
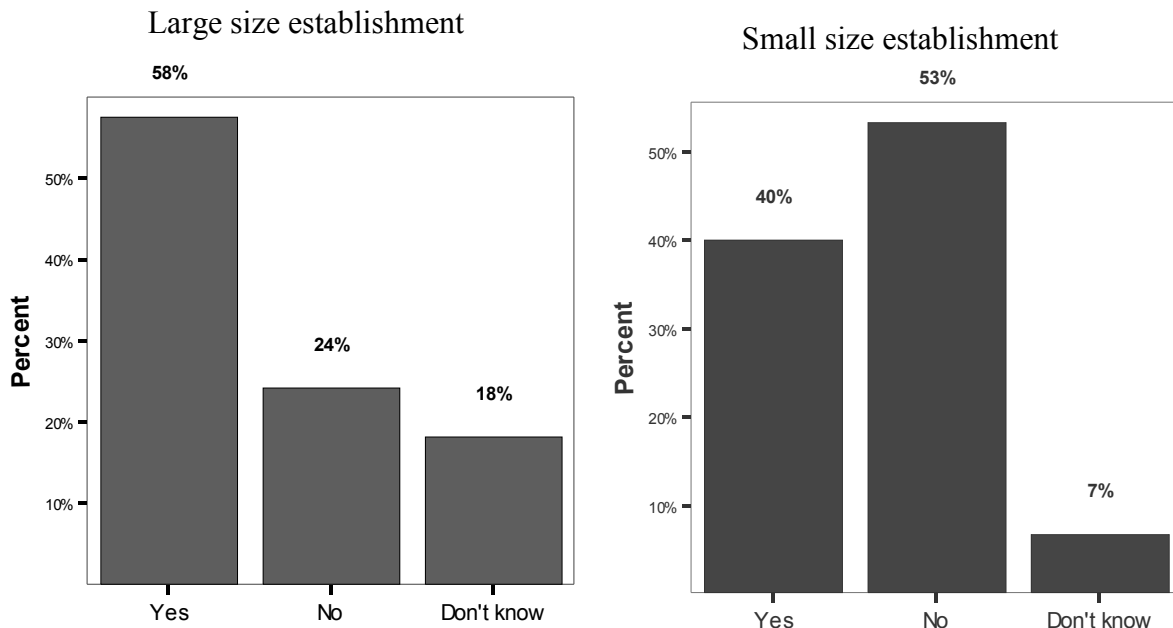
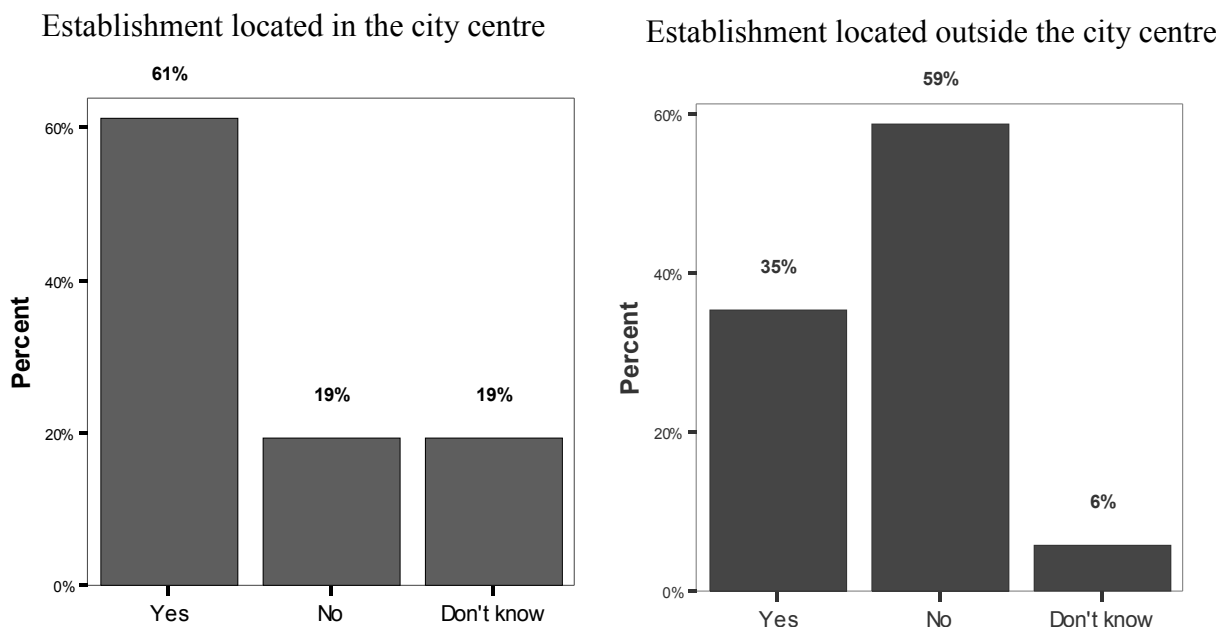


Figure 4.10 Result summary of question 13. Do you experience that GCB distribute the business-opportunities among its members in a correct and proper way? Total image.



For the relation between size of the members' establishment and main task the significance value is 0.124 (Pearson Chi-Square, 4.167).

Figure 4.11 Result summary of question 13. Do you experience that GCB distribute the business-opportunities among its members in a correct and proper way? Related to size of the members' establishment.



For the relation between location of the members' establishment and main task the significance value is 0.019 (Pearson Chi-Square, 7.922).

Figure 4.12 Result summary of question 13. Do you experience that GCB distribute the business-opportunities among its members in a correct and proper way? Related to location of the members' establishment.

Most of the members, 52.1 percent, experienced that GCB distribute the business-opportunities among the members in a correct and proper way. However, there were many in the yes category that also explained why they felt so. There were members who only answered yes, and on the other hand members who answered yes, but also explained why. Therefore the typical yes answers were as follows:

- Yes – when large event makes “waves on the water” (some extra business out of the ordinary is noticed), but otherwise all smaller events are automatically located to the closest establishments around the exhibition center.
- Yes – but Gothia has a strong position and is located too close to GCB.
- Yes – when GCB is dependent on its members, it is an impossible equation to distribute the business-opportunities equally.
- Yes – from the customers’ (delegates) point of view since the customers and the convention is always more important than fairness and equality among the members.
- Yes – but GCB could use us more and bring more customers to our establishment.
- Yes – is part of the transport group, but have not seen any inquiries yet.

From the typical yes category, one can conclude that the majority of these members agreed to the fact that GCB is partial in some way among the distribution of the business-opportunities.

A member from the big hotel group said in the typical yes category:

“Yes, but wants more, Gothia has a strong position”

33.3 percent of the members felt GCB do not distribute the business-opportunities in an equal way. There were members who only answered no and there were those who answered no with an explanation. Therefore, the typical no answers are included as follows:

- No – GCB does not show their neutrality in a sufficient way.

- No – partial towards the exhibition center, hotel Gothia and the big hotel groups.
- No – gives the customers what they want, but what about the members' wants and needs.
- No - have not seen any direct inquiries, bookings or site inspection.
- No – GCB does not know the levels of the different establishments that are part of the membership.
- No – GCB does not know our capacity, come and visit us.

Conclusion from the typical no answers are that most members felt GCB are partial towards the exhibition center. Another explanation when members feel GCB are partial is when they do not receive any inquiries at all.

A member from the restaurant/entertainment/shopping outside the city center said in the typical no category:

“No, GCB uses us as one of the attractions to get meetings to Göteborg, then when the meetings arrive in Göteborg, the restaurants that are mostly used are the exhibition restaurants”

5. ANALYSIS

This chapter analyzes the empirical information in comparison with the theories of convention bureaus, stakeholder theory and image/identity. Here a summary of the main findings of the study is presented.

In this chapter the following subjects, related to the research questions stated in the aim, will be discussed:

1. Image - *What image do the members of a convention bureau have?*
2. Image/Identity – *What are the relationships of image and identity of a convention bureau?*
3. Member differences – *How can the differences in the members' image be interpreted?*

This chapter is a total analysis with information provided from the nine selected questions in the empirical chapter.

5.1 Image

According to Bernstein (1984) image has a great effect since it is a decisive factor regarding how society, stakeholders act towards organizations. In our case the image of GCB can affect how its members act towards them. For example, if the members have a bad image of GCB, it may lead to decreased fundings from the members or in the worst case that the members will leave them. Miller (2002) means that the organizations have to find out where they stand today among their members, with help of for example interviews, in order to find out more about their image. In this study GCB's members have been interviewed in order to find out GCB's image among its members. This corresponds exactly with what Millers stated.

The interview data presented in the empirical results clearly showed that the majority of GCB's members had a positive image of GCB. Most of the members, 57 percent, felt that they got back more business from GCB then they paid in membership-fee. Furthermore, more than half of the members, 59 percent, felt that GCB did market their establishment at bid, representation and site inspection. Moreover, the members felt that GCB contributed to a good

result due to more business through inquiries, bookings and guest nights. More specifically, 87 percent experienced that GCB's contribution affected their company. Overall, the members perceived GCB as a professional, humble business-oriented and reliable organization. The mean grade was above 4 in all four categories on a scale from 1 to 5. On the other hand, many members thought GCB was treating their members partially, with a mean grade of 3.17. Finally, the members experienced that GCB distributed the business-opportunities among its members in a correct and proper way, 52 percent of the members thought so.

What can be the reason for this positive image of GCB among its members? One obvious reason can be that selection of the interviewed members included more members located in the city centre (63 percent) compared to outside the city centre (37 percent). Furthermore, there were more members interviewed from large establishments (69 percent) compared to the small ones (31 percent). A further explanation about members image related to size and location of the members' establishment will be discussed in section 5.3 "Member differences".

5.2 Identity/Image

5.2.1 Introduction

First the relationship between identity, profile and image will be briefly explained, to facilitate the understanding of the following discussion in the analysis of identity/image. According to Salzer (1994), identity is the organizations' view of themselves, profile is how the identity is communicated to the public and image is how society perceives an organization to be. The relation between identity, image and profile is shown in Figure 5.1. The profile ellipse is drawn with a dashed line, since the concept of profile is not studied in this thesis, but the concept is included in this discussion in order to get an overall picture of the identity/image concept. The overlap as regards the three circles in Figure 5.1 should be as great as is possible (Albert and Whetten, 1985). When they are totally overlapped there is a perfect match between image and identity, which is the aim for all organizations.

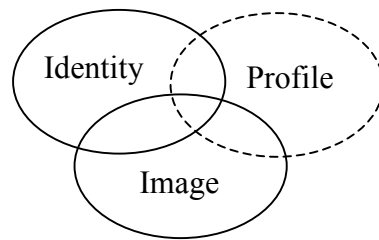


Figure 5.1 *The relationship between Identity, Image and Profile (Salzer, 1994).*

5.2.2 GCB's identity

According to Berg (1984) the organizations' mission, purpose, values etc. expresses the identity of an organization. Extracts from GCB's mission, purpose and values was stated in the empirical chapter. In that statement GCB wanted to be the driving force behind Göteborg as one of Europe's most attractive meeting places that is focused on association meeting and corporate event organizers. They also wanted to be perceived among their members as a competent convention bureau within a successful department of Göteborg & Co. Finally, GCB wanted to be a professional, reliable and neutral link between the 79 companies that are members of GCB and the scientists of Göteborg University/Chalmers and the city of Göteborg.

In each of the five areas in the empirical chapter GCB's view of itself was:

1. They considered that the membership-fee stood in relation to what their members got back.
2. They consider they market their member's establishments at bid, representation and site inspection
3. They thought their contribution to Göteborg affected their members to a great extent.
4. Regarding their image:
 - a. Professional.
 - b. Neutral.
 - c. Humble.
 - d. Business-oriented.
 - e. Reliable.
5. They felt they generate businesses to all their members in the long term.

5.2.3 Members image of GCB

The majority of GCB's members had a positive image of GCB. The total image of GCB in each of the five areas in the empirical chapter:

1. They got back more business from GCB then they paid in membership-fee.
2. GCB did market their establishment at bid, representation and site inspection.
3. GCB contributed to a good result due to more business through inquiries, bookings and guest nights.
4. GCB were:
 - a. Professional.
 - b. Both neutral and partial.
 - c. Humble.
 - d. Business-oriented.
 - e. Reliable.
5. GCB distributed the business-opportunities among its members in a correct and proper way.

5.2.4 Match between image and identity

Does the members' total image of GCB interrelate with GCB's identity? Yes, in the overall perspective, except when GCB wanted to be perceived as neutral, the members felt that they were acting more partially. For the rest of the areas the members' image of GCB more or less agreed with GCB's view of themselves. If one adapts this to Salzers model, one gets something like the picture in Figure 5.2. The profile ellipse is removed, since information about the profile is not included. In Salzer's ellipses of image and identity, she states that the overlap should be as great as virtually possible and in this case the overlap is almost as great as it virtually can be.

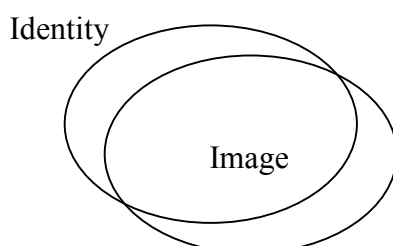


Figure 5.2: Match between image and identity of a convention bureau

One reason to the overall positive image of GCB among its members could be explained by the fact that the selection of the interviewed members included more members located in the city centre compared to outside the city centre. Furthermore, there were more members interviewed from large establishments compared to the small companies. If the division in size and location would have been more equally distributed, the image of GCB could have been weaker and therefore the discrepancy between image and identity would have been larger.

This small discrepancy between identity and image can harm the “health” of GCB according to Albert and Whetten (1985), which can create a “schizophrenic” organization where inner and outer images are in conflict. The discrepancy between GCB’s identity and image was, on one hand that GCB viewed themselves as a neutral organization and on the other hand that the members felt that they were acting more partially. This can partly be explained by the fact that GCB prioritize their customer (meeting organizer) when they deliver services and products that the customer demands, which may result in the business-opportunities being unequally distributed. This can lead to members perceiving GCB as partial. GCB is presumably aware of this fact, but perhaps not aware to a full extent that it gives a weak image. A bad image can lead to GCB losing members, which makes it more difficult for GCB to perform their work. As GCB states in the interview in the empirical result: *“The members of Göteborg Convention Bureau make our work possible”*.

A solution to this discrepancy between image and identity can be a better communication between GCB and its members. Alvesson (1990) says that creating a personal contact is important when creating a highly positive image of an organization. A personal contact is a two-way communication, where on one hand GCB can convey a clear image to its members and on the other hand the members can express GCB's imperfections (partial behaviour in this case). If GCB can convey its image clearer and improve their image in areas where they have imperfections it can lead to a perfect match between the image of GCB and its identity.

5.3 Member differences

5.3.1 Size

According to Gatrell (1994) a strategy commonly used among many convention bureaus worldwide is the use of the largest convention halls and the largest hotels in a city. As a consequence the smaller establishments have to suffer. Since the larger establishments get more business opportunities in comparison to the smaller establishments will this result in better image of the convention bureau among the larger members compared to the smaller ones?

In this study, in addition to the total image of GCB among its members, the correlation between the members' image of GCB and the members' size of the establishment has been analyzed. The total image of GCB was positive in an overall perspective, but with the differentiation to the members' size of establishment another picture arose. For example, most of the members with small establishments felt that GCB did not market their establishment at bid, representation and site inspection, whereas 47 percent felt so compared to 21 percent for the members with large establishments. Furthermore, the members with large establishments felt that GCB was treating their members more neutrally compared to the members with small establishments, average grade of 3.31 compared to 2.87. There was a significant relationship between what the members felt in these issues and size of members' establishment according to the Chi-Square test in the empirical results.

For the rest of the image areas mentioned in the empirical chapter it was clear that the large establishments had a more positive image of GCB than the small

ones, but the relationships were not significant according to the Chi-Square test. For example, 65 percent of the large establishments felt that the membership-fee stood in relation to what they got back in forms of business compared to only 40 percent of the small establishments. Moreover, as much as 94 percent of the members of the large establishments felt that GCB's contribution to Göteborg affected their company compared to 73 percent of the smaller establishments. Furthermore, the members among the large establishments perceived GCB to be a more professional, business-oriented and reliable organization compared to what the small members felt. The only area where the small establishments had a more positive image than the larger ones was when they perceived GCB to be more humble. Finally, a majority (58 percent) of the large establishment members felt that GCB distributed the business-opportunities among its members in a correct and proper way compared to a minority (40 percent) of the small establishment members.

In all areas except one, the members of the large establishments had a more positive image of GCB than the small establishments. This goes along with the strategy of convention bureaus Gartrell (1994) has; it is common that convention bureaus worldwide use the largest convention halls and largest hotels in a city. This correlation between size and image can in some way be explained by the resource dependency theory. Willer et al (1997) says that resource dependency is when one organization is supporting another organization with funding or resources. For GCB a resource can on one hand be the membership-fee from the members and on the other hand be, for example, hotel rooms, dinner seats or transportation seats. When GCB is in need of these resources a possibility is created for the members to exert some control over GCB, which goes along with the stakeholder theory of Frooman (1999). At large events these resources are scarce, which lead to even more control by these members. Or as Pfeffer (1978) discusses; for many organizations power shows up where there is critical and scarce resources. The members that exert the greatest power are the members with an extensive amount of resources that is to say the large establishment members. This corresponds with Pfeffer's (1981) statement that power is affected by the capacity organizations have. Furthermore, Caroll (1989) also emphasizes that the size of the stakeholder is in relation to the amount of power it has.

Conclusively, the discussion above shows that size of member establishment affects the exerted power on the convention bureau, which leads to differences in images of the convention bureau among its members. Members with large establishments exert greater power than the members with smaller establishments, which result in a more positive image of the convention bureau among the larger members.

5.3.2 Location

Buchanan (1995) emphasizes the attractiveness regarding potential meeting cities that have meeting rooms, banquet/ballroom facilities and hotel rooms that are within walking distance, because most delegates will only stay during the event. Since many meeting establishments are located in the city centre, within walking distance, it is the same as the establishments being located in the city centre. Will this lead to GCB using the establishments in the city centre when they are arranging an event? And if they prioritize the establishments in the city will this affect the image of GCB among its members?

In this thesis, the image of GCB among its members was also differentiated related to the location of the members' establishment, in addition to size of establishment. The members outside city centre did not feel that their membership-fee stood in relation to what they got back, in forms of business. As much as 44 percent of the members outside the city centre felt so compared to only 13 percent for the members inside the city centre. Moreover, the majority, 59 percent, of the members outside the city centre experienced that GCB did not distribute the business-opportunities among its members in a correct and proper way compared to only 19 percent for the members in the city centre. There was a significant relationship between what the members felt in these issues and location of members' establishment according to the Chi-Square test in the empirical results. An interesting point is that more of the members in the city centre thought GCB's contribution to Göteborg affected their company to a larger extent than the members outside the city centre, namely 97 percent compared to 72 percent.

In addition to the significant relationships between image and size of members establishments discussed in previous paragraph, there were evident relationships in the rest of the image areas discussed in the empirical results.

These relationships were clear but not significant according to the Chi-Square test. First, a majority, 68 percent, of the members in the city centre considered that GCB did market their establishment at bid, representation and site inspection compared to only 44 percent of the members located outside the city centre. Moreover, the members in the city centre perceived GCB to be a more professional, neutral, humble, business-oriented and reliable organization in comparison to the members outside the city centre.

The members located in the city centre had a more positive image of GCB than the members located outside the city centre for all areas discussed in the empirical results. This can be explained by the strategy of Buchanan (1995) namely, the attractiveness of a potential meeting city can be measured in the meeting rooms, banquet/ballroom facilities and number of hotel rooms that are within walking distance. When GCB market the destination Göteborg as an event city, one advantage they emphasize is:

“In Göteborg, everything is within walking distance. Hotel, excellent restaurants, superb cultural attractions and fabulous shopping are just around the corner, allowing delegates to meet and interact with ease. 5,400 of Göteborg’s 8,800 hotelrooms are less than a 20 minute-walk from the main convention centre” (GCB, 2003).

Since the convention centre is located in the city centre, GCB have to use their establishments located in the city centre to fulfil their promise. This leads to an unequal distribution of business-opportunities among their members, which can lead to differences in the image of GCB. The members in the city centre, which obtain more business-opportunities than the members outside the city centre, gain a more positive image of GCB compared to the other members.

5.3.3 Size and location

As shown in the two previous sections (5.3.1 and 5.3.2) size and location play an important role for the members' image of a GCB. This can be explained by what GCB says about distributed business-opportunities:

“When GCB signs contracts with their members it is clear that GCB will not have any obligations to generate any business opportunities for the members. GCB deliver services and products that the customer (the meeting organizer) demands, which can lead to individual members perceiving GCB as partial.”

Though, GCB prioritize what their customers demand, which is presumably the desire to have all their delegates in one place located near the exhibition centre. It would have been very inconvenient to have all the delegates spread out at many small hotels located far away from the exhibition centre located in the city centre. Therefore, GCB may use their members with large establishments located in the city centre to a further extent, which can lead to different images among their members depending on size and location of the members' establishment.

5.3.4 Other member differences

The differences in members image can also be explained by other factors than size and location namely quality and reputation. This difference can also in some way be explained by resource dependency. For GCB a resource could on one hand be hotel rooms as discussed above, but on the other hand it can also be upscale dining, shopping and entertainment since some delegates demand this. Buchanan (1995) mentions how important the availability regarding upscale restaurants with exclusive shopping zones together with special and unique entertainment possibilities are for convention bureaus. On GCB's homepage they market Göteborg as:

“A pearl for gourmets. Göteborg is home to several of Scandinavia's top class restaurants some with stars in the Guide Rouge” (GCB, 2003).

When GCB market Göteborg in this way, they show that they are dependent on these kinds of resources. When GCB is dependent, these members can exert

power on GCB. Furthermore, one member with these stars in the Guide Rouge explains in the interview that:

“GCB uses us as one of the attractions to get meetings to Göteborg”.

When they are aware of the fact that GCB uses them as a marketing tool for Göteborg, they know that GCB is dependent upon them, which gives them a better image and even more power, as previously mentioned in power theory.

5.3.5 Convention Bureaus’ role in Stakeholder theory

In this section the role of convention bureaus in stakeholder theory will be discussed to be able to explain differences in members image. In this study, GCB and its members have been used to explore the image of convention bureaus among their members. Consequently, the following discussion will emphasize GCB and its members. In Figure 5.3 GCB’s short run role in stakeholder theory is explained.

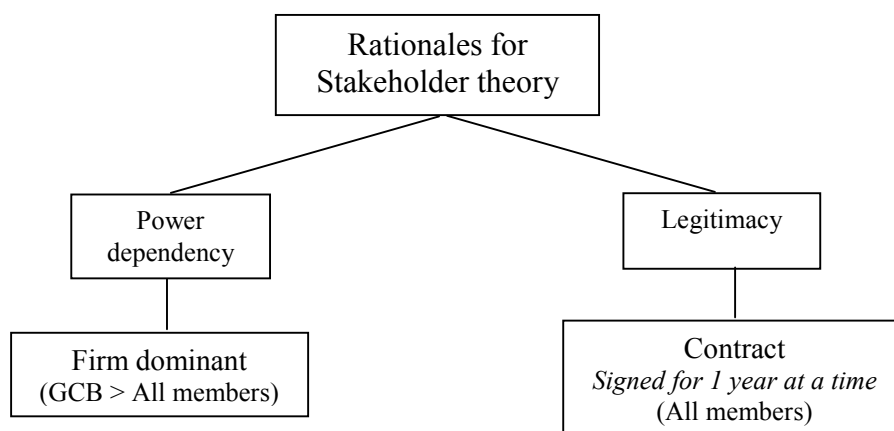


Figure 5.3 *GCB in stakeholder theory, short run (<1 year).*

Since GCB signs contracts with their members on yearly basis and that GCB do not have any obligations to generate any business opportunities for the members, GCB exert power on their members in the short run (less than 1 year). GCB deliver services and products that the customer (the meeting organizer) ask for, which can lead to that they have to reduce on individual members demands. On the other hand, the members pay a yearly membership-fee and therefore expect some kind of business back. If the members are not satisfied, they can withdraw from the membership in GCB when the contract

term has ended. Therefore, the picture in the stakeholder theory has a different view for GCB in the long run perspective (see Figure 5.4).

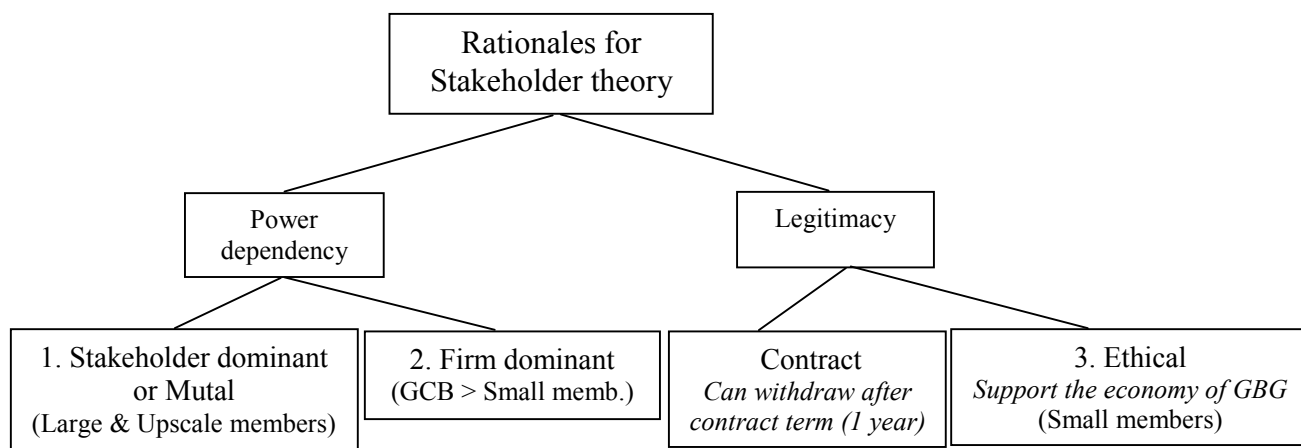


Figure 5.4 *GCB in stakeholder theory, long run (>1 year).*

1. Stakeholder dominant or mutual power dependency

In the long run, the members have the ability to leave the membership in GCB when the contract term has ended (after a year). This opens a possibility for the members to exert power on GCB. Especially for the large and upscale members, which have resources that GCB is in great need of as discussed in section 5.3.1. Therefore, GCB can be said to be dependent on these members and if GCB do not fulfil their obligations, these members can threaten to leave them when the contract term has ended. For example, when a large and upscale member from the restaurant/entertainment/shopping group was asked if their membership-fee stood in relation to what they got back, in forms of business/information they said:

“No, doubtful. We have not decided if we will extend our contract to the next year”.

In this situation the members are in a stakeholder dominant position where they can exert power on the firm (GCB) or a mutual power dependency if the member in some way is dependent on the business opportunities GCB offers. In mutual power dependency Andriof et al (2002) say that both the member and the firm gain in their interests. This goes along with what GCB states:

“We know that meetings in Göteborg will generate business to all our members in the long term”.

Hence, a mutual or stakeholder dominant power dependency will result in a positive image of GCB since the members' demands are fulfilled.

2. Firm dominant power dependency

For the members with small establishments the firm (GCB) can be dominant and exert power for the members. For example, a loyal member of the GBG hotel group explained in the interview that:

“GCB block up rooms at our hotel several years ahead and do not cancel the booking until the very last minute, which leads to lost bookings from other potential guests”.

Although GCB treats the members in this way, they are still loyal to GCB and continue the membership. This corresponds to the discussion of Andriof et al (2002) where he explains that particular groups can feel a dependency on an organization's resources or perceive some benefit that will be offered in the future, which could as a result end up in loyalty. When members are loyal to GCB in this way there is a firm dominant power dependency, which may result in a weak image of the firm (GCB) among these members.

3. Ethical-support the economy of Göteborg

Finally, the members of GCB can be a part of GCB for ethical reasons. Or as DiMaggio (1988) says, they do it because they feel it would be unfair to act differently, and do it not for the sake of gaining more resources etc. In the interview when the members were asked why they were a member of GCB, one of the members in the GBG hotel group answered:

“Support a marketing action. On a global scale, make Göteborg into a congress and exhibition city”

When a member gives this kind of answer, they probably do not have that much of an exchange with GCB and therefore have a weak image of them.

6. CONCLUSIONS & RECOMMENDATIONS

In this chapter the main findings of this study are summarized. It will further be discussed the contribution of this master thesis to the areas of convention bureaus. Finally, proposals for further research recommendations will be given.

6.1 Conclusion

In this study, the overall image of convention bureaus among its members has been studied and the results from this research indicate that *size* and *location* are two important factors that determine what image the members will have of convention bureaus. Furthermore, the image of convention bureaus has been compared to their identity, the convention bureau's view of themselves. Finally, differences in members' images have been interpreted and as a case study for this thesis, Göteborg Convention Bureau and its members have been used to find out the general image of convention bureaus.

What image do the members of a convention bureau have?

In relation to Göteborg Convention Bureau, members image of a convention bureau is overall positive. Members feel:

- They get back more business from their convention bureau than they pay in membership-fee.
- They perceive their convention bureau to market their establishment at bid, representation and site inspection.
- That its convention bureau contribution affects their company.
- The convention bureau is a professional, humble, business-oriented and reliable organization.
- That its convention bureau treats their members partially.
- Convention bureaus distribute the business-opportunities among their members in a correct and proper way.

What are the relationships of image and identity of a convention bureau?

Image is how society perceives an organization and identity is the organizations' view of themselves. In relation to the case study of Göteborg Convention Bureau, the match between a convention bureau's image and identity is almost perfect (see Figure. 6.1).

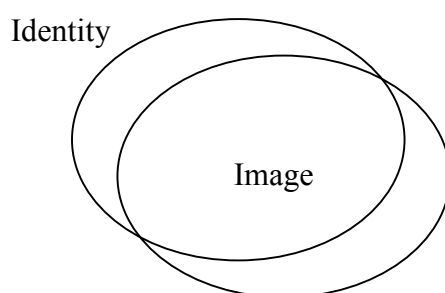


Figure 6.1, Match between image and identity of a convention bureau, in relation to Göteborg Convention Bureau.

The discrepancy between the image and identity in Göteborg Convention Bureau's case was that they viewed themselves as totally neutral, but the members on the other hand, perceived them as more partial. A better communication between the convention bureau and its members can be a solution to the problem.

How can the differences in members image be interpreted?

In this study, the difference in members image was explained by the members' size and/ location of their establishment. In relation to the case study of Göteborg Convention Bureau, in all areas except one, the members with the large establishments had a more positive image of Göteborg Convention Bureau than the members with the small establishments. When one looks at size, the members located in the city centre had a more positive image of Göteborg Convention Bureau than the members located outside the city centre for all areas. The picture of size is explained by the fact that the size of member establishment increases the exerted power on the convention bureau, which leads to a more positive image of the convention bureau among the larger members. On the other hand, the picture of location is explained by the fact that

the attractiveness of a meeting city can be measured by number of meeting establishments that are within walking distance, which in the case of Göteborg Convention Bureau is the city centre.

6.2 Thesis contribution to the area of convention bureaus

The image of convention bureaus can affect how its members act towards them, as the image can influence the size of received funding from their members. Generally, convention bureaus have not examined how they are perceived by their own members. This study has looked into the fact that even though it is crucial for convention bureaus to have a clear picture of how they are perceived by their members, it is an area that is often neglected or missed by the convention bureaus. In order for convention bureaus to work more efficient and gain support from their members, they need to be aware of their image among its supporting members.

As convention bureaus prioritize both national and international delegates, this could result in an unequal distribution of business-opportunities among the convention bureaus members. The results from this research indicate that *size* and *location* are two important factors that determine what image the members will have of convention bureaus. A common strategy among convention bureaus is to use the largest member establishments located in the city centre, within walking distance from the exhibition centre. Smaller members, located outside the city centre, had a weaker image of their convention bureau compared to the larger members located in the city centre. An explanation is the desire from convention bureaus to have all delegates in one place located near the exhibition centre. Since convention bureaus use this strategy, it can result in losing the smaller members located outside the city centre. This thesis highlights that convention bureaus should be aware of the differences in perceived image among all its members. As most convention bureaus are dependent upon funding from its members, it is important to maintain and manage the relationship with each member in a fair and equal manner to keep all members satisfied.

6.3 Recommendations for future work

In this thesis, the differences in member image have been related to size and location of member establishments. Another relevant area for future research is to investigate if the level of member funding has any impact upon how convention bureaus are perceived by their members. As this type of financial information is regarded as confidential by Göteborg Convention Bureau it was not possible to include this aspect in this thesis. Information in this area will widen the scope of the research and increase the range of factors that affects member image differences and therefore, I strongly recommend future research in this area.

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Lanner, A., (2003-09-29) A member of GCB Steering-Committee.

Lecture notes:

Getz, D., (2003-05-12) Stakeholder factors.

APPENDIX A: MEMBER LIST

Due to limitations that will include only GCB's members, a precise list of all the members is included in this appendix. The members who were selected in the interview process are selected with a star.

In the category of ***Big hotel group***

Radisson SAS Park Avenue Hotel

*Radisson SAS Scandinavia Hotel Göteborg

*Riverton Hotel

Scandic Hotel Backadal

*Scandic Hotel Crown

Scandic Hotel Europa

*Scandic Hotel Mölndal

Scandic Hotel Opalen

Scandic Hotel Rubinen

Novotel Göteborg

*Quality Panorama

*Quality Hotel 11

Quality Hotel Winn

Hotel Gothia Towers

*Elite Plaza Hotel

*Hotel Liseberg Heden

Mornington Hotel

In the category of ***Göteborgs hotels***

Hotel Mölndals Bro

Hotel Onyxen

Hotel Opera

Hotel Poseidon

*Hotel Royal

Hotel Surte

Hotel Vasa

*Hotel Örgryte

*Landvetter Airport Hotel

Maria Erikssons Pensionat

Pensionatet Styrö
Rica City Hotel
*Spar Hotel Gårda
*Spar Hotel Majorna
Tidbloms Hotel& Conference
Victors Hotel & Restaurant
*Arken Hotel & Conference
Apple Hotel
Euroway Hotel
Hotel Allén
*Hotel Eggers
Hotel Erika
Hotel Excelsior
Hotel Lorensberg

In the category of *Meeting organizer*

*Arrangörerna Väst AB
Celero Support AB
*Congrex Göteborg AB
*Easy Conference
*ExpoNova
*Grand European North
*Hansen & Partners
*Inspiro Event
*Sodexo

In the category of *Meeting establishment*

Artisten/Musikhögskolan
*Burgården Conference center
*Carlsten's Fortress
*Folkets Hus
*Gunnebo House & Gardens
*Göteborg Concert AB
*Göteborg Convention Centre
*Göteborg Opera House
*Råda Säteri

*Thorskogs Slott

In the category of ***Restaurant/Entertainment/Shopping***

- *Artium Crystal
- *Brasserie Lipp
- *Bubbles Nightclub
- *Cabaret Lorensberg
- *Casino Cosmopol
- *Grand Hotel Marstrand
- *Kajskjul 8
- *Restaurant Palace
- *Restaurant Reveljen
- *Restaurant Sjömagasinet
- *Ullevi Restaurant and Conference

In the category of ***Transport,***

- *Strömma (Börjessons)
- *First Class Limousine
- *Flygbussarna
Luftfartsverket
- *Majornas Buss
SAS
- *Scandinavian Limousine
- *SJ (Swedish Railway)

APPENDIX B: PROCESS STATEMENT OF GCB

***Research**

The research and analysis is coordinated in the planning stage and an example can be identifying decision related people followed by contacts and meetings. Whose network are the key-people engaged in and how does the network use them? Another question to ask during the research process is if crucial congresses are connected to the network? What institutions or organizations have the possibility and want to work with the congress? All these are questions to ask during the process of research.

***Preliminary booking**

This is done in order to secure what the hotel capacity and capacity of other central buildings are during an actual period. GCB is responsible for preliminary bookings of hotels and meeting-organizers. In this stage, the first offer can be requested from meeting organizers and from PCO.

***Bid**

A formal bid is produced where GCB, organizers and PCOs present adequate product description regarding Göteborg as a congress city. The bid is often turned in at a pre-rearranged time to the main-organization where a first judgment of the bid in comparison to other cities is made.

***Site-inspection**

The aim of the visit is to give the main-organization perception regarding if the hotels with organizers and social activities correspond to what the demands are. Institutions, organizations and the industry are visited during this step where discussions regarding the arrangement are typical here. GCBs role is to prepare, carry out and finance the site-inspection in cooperation with a key-figure.

***Decision**

The decision is often made on a basis where voting takes place in order to give the key-figure an opportunity to exert influence through appeal for its city. The main-organization takes the decision where to locate the congress, where Göteborg can be an example. However, GCBs work is not finished here, a PCO

is chosen who follows the process through the carry out, that may take 2-3 years in time after the decision was made.

**Carry out*

A first announcement, where a planning of a scientific program is made is one of the first steps. A crucial factor in the carry out process is the registration, the use of sponsors and exhibitors. Another factor are the lists of the entire delegates' names that should be updated to the hotels first hand. When the delegates use the registration at the place, it is of highest importance to run a check-through in a timely manner before the program starts (Göteborg & CO, 2003).

APPENDIX C: INTERVIEW QUESTIONS

1a. What is GCB`s main task?

.....

1b. How do GCB work in order to get meetings to Göteborg?

.....

2a. Why is your company a member of GCB?

.....

2b. What do you expect as a member of GCB?

.....

2c. Does your membership-fee stand in relation to what you get back, in forms of business/information?

Yes.....

No.....

3a. Are you familiar with GCB`s newsletter?

Yes.....

No.....

3b. Do you read the newsletter?

Yes.....

No.....

3c. Do you think the newsletter contains good information?

Very good 5 4 3 2 1 Not good

3d. Is there anything in the newsletter that GCB misses and can improve?

Yes.....

No.....

4a. Do you attend GCBs meetings/activities for members?

Yes.....

No.....

4b. What purpose has the member-meetings for you?

.....

4c. Have you ever made a customer-contact at GCB meetings where both representatives for GU, Chalmers and members have attended?

Yes.....

No.....

5. Do you consider that GCB market your establishment at bid, representation and site inspection?

Yes.....

No.....

6a. How often do you have contact with GCB?

.....

6b. What does the contact with GCB concern?

.....

6c. What information are you searching for at GCB?

.....

6d. Do you get the information needed?

Yes.....

No.....

7. Does your membership in GCB contribute to co-operation with other members?

Yes.....

No.....

8. Do you think GCB markets Göteborg in a good way?

Yes.....

No.....

9. Do you experience that GCBs contribution to Göteborg affects your company?

Yes.....

No.....

10. Do you as a member have any wishes or proposals how GCB can develop the relation with their members?

Yes.....

No.....

11. Do you consider that GCB is updated regarding your company?

Yes.....

No.....

12. How do you apprehend GCB as an organization?

Very professional	5 4 3 2 1	Not professional
Neutral	5 4 3 2 1	Partial
Very humble	5 4 3 2 1	Not humble
Very business-oriented	5 4 3 2 1	Not business-orient.
Reliable	5 4 3 2 1	Not reliable

13. Do you experience that GCB distributes the business-opportunities among its members in a correct and proper way?

Yes.....

No.....

14. Do you have anything else you would like me to forward and present for GCB?

.....

APPENDIX D: SURVEY RESULTS

This appendix is a general compilation of all the interview questions (1-13) regards the chosen 49 members of GCB. All the questions are ranged in order of their number in stacked bar charts, histograms and cross tabulations. Why these statistical analyses are used in this thesis is due to clarity.

Question 1a: What is GCB's main task?

This question is made to easily find out what image the members have regarding GCB's main task. As a member of GCB, it is crucial to hold a position of knowledge regarding what GCB main objectives are.

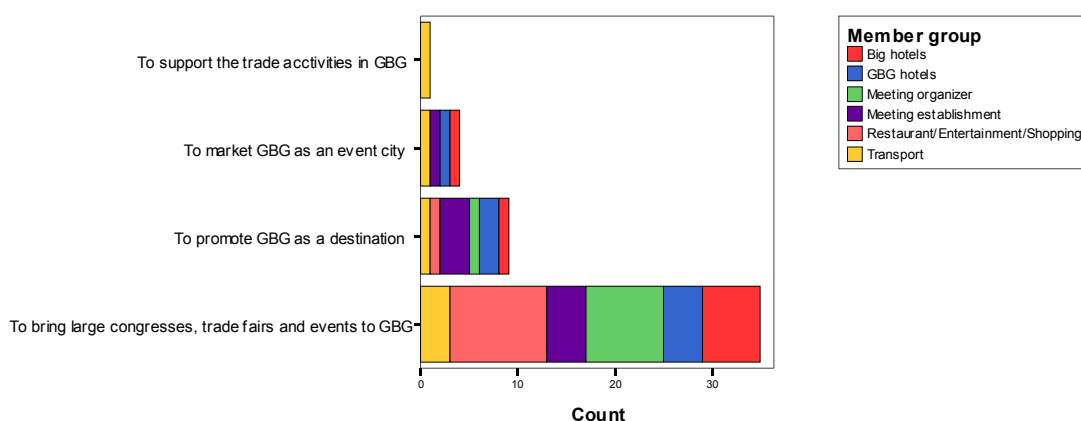


Figure D.1.1 Result summary for question 1a.

Table D.1.1 Result summary for question 1a.

			1a. What is GCB's main task?				Total
			To bring large congresses, trade fairs and events to GBG	To promote GBG as a destination	To market GBG as an event city	To support the trade activities in GBG	
Member group	Big hotels	Count	6	1	1		8
		% within Member group	75,0%	12,5%	12,5%		100,0%
	GBG hotels	Count	4	2	1		7
		% within Member group	57,1%	28,6%	14,3%		100,0%
	Meeting organizer	Count	8	1			9
		% within Member group	88,9%	11,1%			100,0%
	Meeting establishment	Count	4	3	1		8
		% within Member group	50,0%	37,5%	12,5%		100,0%
	Restaurant/Entertainment/Shopping	Count	10	1			11
		% within Member group	90,9%	9,1%			100,0%
	Transport	Count	3	1	1	1	6
		% within Member group	50,0%	16,7%	16,7%	16,7%	100,0%
Total		Count	35	9	4	1	49
		% within Member group	71,4%	18,4%	8,2%	2,0%	100,0%

In this question it seems that all the members had a similar view of what GCB's main tasks are. This also goes together with what image the members have regards GCB in its work task. When most members answered: to bring congresses, trade fairs and events to Göteborg it is considered as the typical answer of this question since it included 71.4 percent of the total group.

Question 1b: How do GCB work in order to get meetings to Göteborg?

When most members know what GCB's main tasks are, it is also important to find out if the members have the knowledge regard how GCB work in order to get meetings to Göteborg.

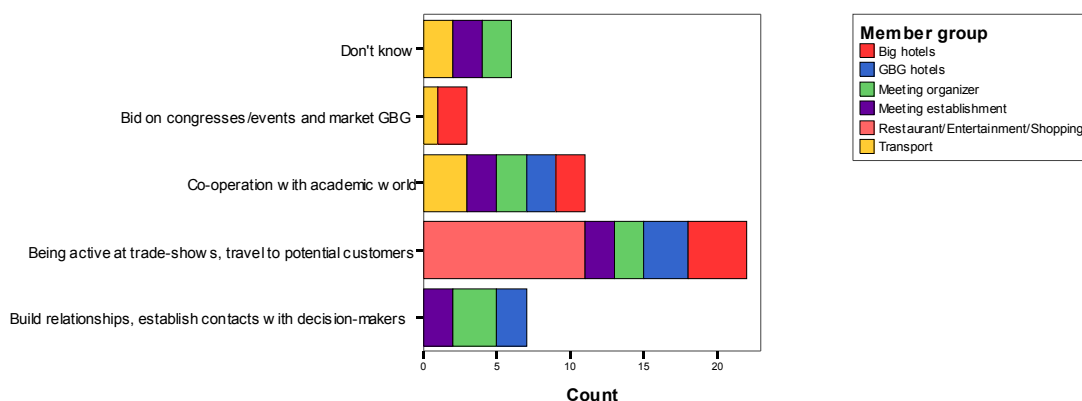


Figure D.1.2 Result summary for question 1b.

Table D.1.2 Result summary for question 1b.

			1b. How do GCB work in order to get meetings to GBG?					
			Build relationship s, establish contacts with decision-ma kers	Being active at trade-shows, travel to potential customers	Co-operation with academic world	Bid on congresses/ events and market GBG	Don't know	Total
Member group	Big hotels	Count		4	2	2		8
		% within Member group		50,0%	25,0%	25,0%		100,0%
	GBG hotels	Count	2	3	2			7
		% within Member group	28,6%	42,9%	28,6%			100,0%
	Meeting organizer	Count	3	2	2		2	9
		% within Member group	33,3%	22,2%	22,2%		22,2%	100,0%
	Meeting establishment	Count	2	2	2		2	8
		% within Member group	25,0%	25,0%	25,0%		25,0%	100,0%
	Restaurant/Entertainm ent/Shopping	Count		11				11
		% within Member group		100,0%				100,0%
	Transport	Count			3	1	2	6
		% within Member group			50,0%	16,7%	33,3%	100,0%
Total		Count	7	22	11	3	6	49
		% within Member group	14,3%	44,9%	22,4%	6,1%	12,2%	100,0%

Being active at trade-shows and travel to potential customers were the answer most members have chosen, 44.9 percent. An interesting point is the representation of 100 percent of the restaurant/entertainment/shopping group that presented a homogenous answer and had a similar image of how GCB work. All the different alternatives are quite similar, and represent an accurate view of how GCB work.

Question 2a: Why is your company a member of GCB?

To find out what motives these organizations have when being a member mirrors the image of what they expect or wish to get back. The hotels are included in groups of Big-hotels/GBG hotels, and through these groups they become members automatically. Therefore some of the hotels answered the question: why is your company a member of GCB, through Big-hotels/GBG-hotels, since the membership occurs on an automatic level when they are members of these hotel groups.

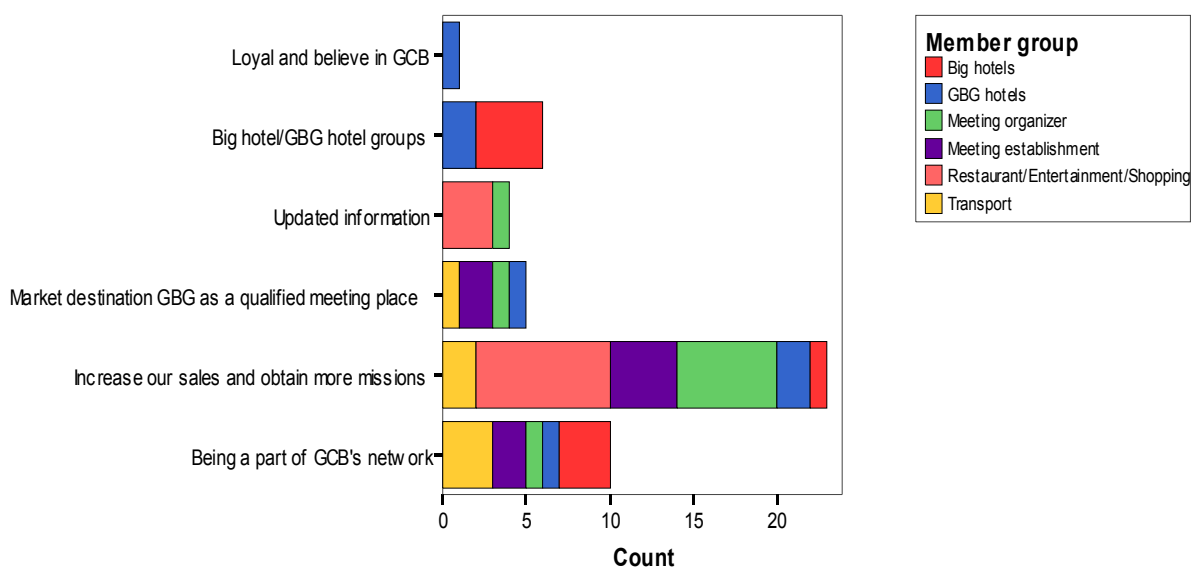


Figure D.2.1 Result summary for question 2a.

Table D.2.1 Result summary for question 2a.

			2a. Why is your company a member of GCB?					Total
			Being a part of GCB's network	Increase our sales and obtain more missions	Market destination GBG as a qualified meeting place	Updated information	Big hotel/GBG hotel groups	
Member group	Big hotels	Count	3	1			4	8
		% within Member gro	37,5%	12,5%			50,0%	100,0%
GBG hotels	Count		1	2	1		2	7
	% within Member gro		14,3%	28,6%	14,3%		28,6%	100,0%
Meeting organizer	Count		1	6	1	1		9
	% within Member gro		11,1%	66,7%	11,1%	11,1%		100,0%
Meeting establishment	Count		2	4	2			8
	% within Member gro		25,0%	50,0%	25,0%			100,0%
Restaurant/Entertainment/Shopping	Count			8		3		11
	% within Member gro			72,7%		27,3%		100,0%
Transport	Count		3	2	1			6
	% within Member gro		50,0%	33,3%	16,7%			100,0%
Total	Count		10	23	5	4	6	49
	% within Member gro		20,4%	46,9%	10,2%	8,2%	12,2%	100,0%

In 2a, the answer alternatives were quite different from each other. The reason for why most organizations are members are to “boost” their own sales, since the most common answer was to increase their sales and obtain more missions that represented 46.9 percent of the total members.

Question 2b: What do you expect as a member of GCB?

To gain information of what the members expect when they are members of GCB, is crucial for future development in the organization of GCB.

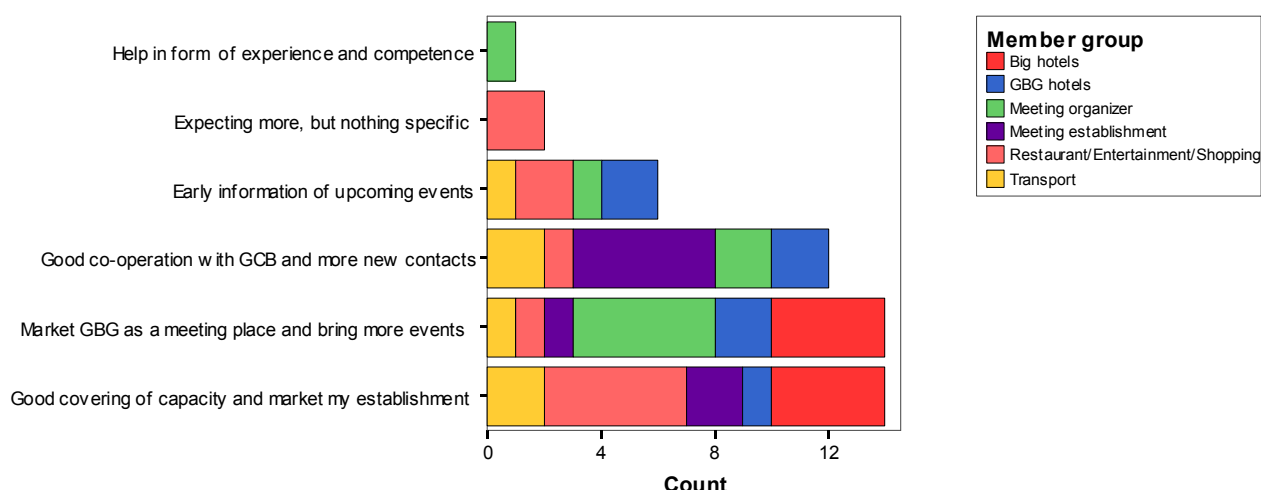


Figure D.2.2 Result summary for question 2b.

Table D.2.2 Result summary for question 2b.

			2b. What do you expect as a member of GCB?					Total
			Good covering of capacity and market my establishment	Market GBG as a meeting place and bring more events	Good co-operation with GCB and more new contacts	Early information of upcoming events	Expecting more, but nothing specific	
Member group	Big hotels	Count	4	4				8
		% within Member group	50,0%	50,0%				100,0%
	GBG hotels	Count	1	2	2	2		7
		% within Member group	14,3%	28,6%	28,6%	28,6%		100,0%
	Meeting organizer	Count		5	2	1	1	9
		% within Member group		55,6%	22,2%	11,1%	11,1%	100,0%
	Meeting establishment	Count	2	1	5			8
		% within Member group	25,0%	12,5%	62,5%			100,0%
	Restaurant/Entertainment/Shopping	Count	5	1	1	2	2	11
		% within Member group	45,5%	9,1%	9,1%	18,2%	18,2%	100,0%
	Transport	Count	2	1	2	1		6
		% within Member group	33,3%	16,7%	33,3%	16,7%		100,0%
Total		Count	14	14	12	6	2	49
		% within Member group	28,6%	28,6%	24,5%	12,2%	4,1%	2,0%

In 2b, three alternatives were chosen to represent most of the answers. The first one is: good covering of capacity and market my establishment, 28.6 percent, second: market Göteborg as a meeting place and bring more events, 28.6 percent, and third: good co-operation with Göteborg and more new contacts, 24.5 percent. These answers were what most members expected from being a member and are presented as typical answers. An interesting observation is the big-hotels that have 100 percent of the answers in the first two alternatives. A conclusion is that all big-hotels are interested in bringing more events to Göteborg that result in good covering capacity for their hotels.

Question 2c: Does your membership-fee stand in relation to what you get back, in forms of business/information?

All the members support GCB through a yearly membership-fee. This question plays an important role in the image members have of GCB.

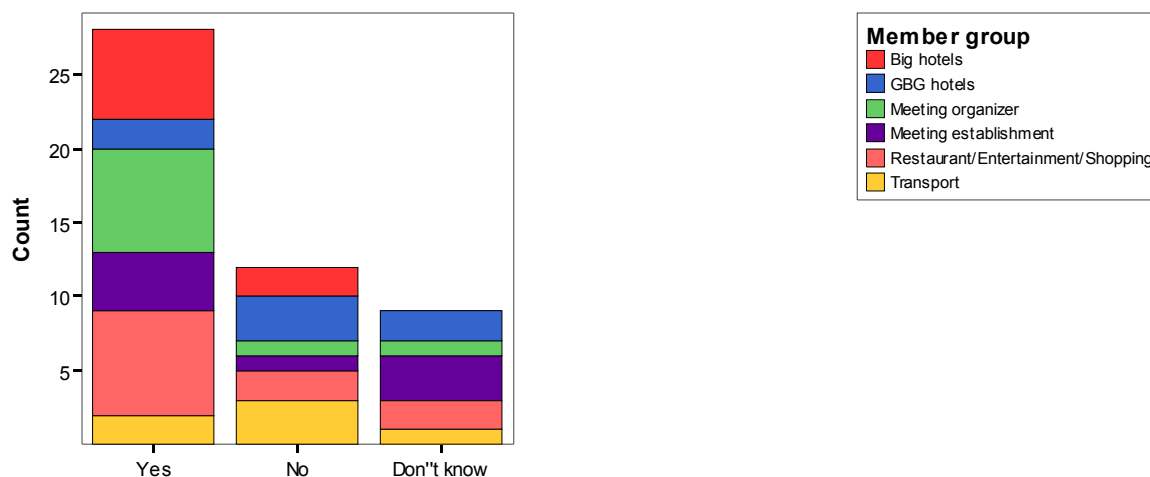


Figure D.2.3 Result summary for question 2c.

Table D.2.3 Result summary for question 2c.

			2c. Does your membership-fee stand in relation to what you get back, in forms of business/information?			Total
			Yes	No	Don't know	
Member group	Big hotels	Count	6	2		8
		% within Member group	75,0%	25,0%		100,0%
	GBG hotels	Count	2	3	2	7
		% within Member group	28,6%	42,9%	28,6%	100,0%
	Meeting organizer	Count	7	1	1	9
		% within Member group	77,8%	11,1%	11,1%	100,0%
	Meeting establishment	Count	4	1	3	8
		% within Member group	50,0%	12,5%	37,5%	100,0%
	Restaurant/Entertainment/Shopping	Count	7	2	2	11
		% within Member group	63,6%	18,2%	18,2%	100,0%
	Transport	Count	2	3	1	6
		% within Member group	33,3%	50,0%	16,7%	100,0%
Total	Count		28	12	9	49
	% within Member group		57,1%	24,5%	18,4%	100,0%

Most members, 57.1 percent felt their membership-fee did stand in relation to what they got in return in form of business/information. It is a sensitive question, but also an important one since it explains the relationship between the members and GCB in a clear way. Examples of typical yes answers are listed below:

- Yes, we have a good relation with GCB.
- Yes, it is necessary for Göteborg to survive.
- Yes, when we are more engaged and active, it creates a better return on the membership-fee.
- Yes, satisfied.
- Yes, get back more business than we pay in membership-fee.
- Yes, believe so, but it is hard to measure.
- Yes, but could pay more if we would have been more prioritized. We know we are in the VIP lane, but it is not always that we feel we are being treated this way.
- Yes, but still feel the membership-fee is a little too high.

The below quote from one of the members in the meetings establishment group represents the strongest yes answer in this category:

“Yes, we get back more than we give”.

The members, who answered no, did not feel they got business/information in return that correlates to their membership-fees. It is of highest importance that these members are soon satisfied, in order to reach a successful co-operation in the future. Examples of typical no answers are listed below:

- No, we pay too much in membership-fee. We are located a little bit outside Göteborg city, GCB always chose us last when delegates arrive to Göteborg.
- No, we pay too much in comparison to what we get back.
- No, not at this moment, but it is up to us.

- No, not when larger non-GCB organizations takes over our travel engagements. It is hard for small organizations to survive today when large organizations can offer lower prices. We cannot compete with these “giants” and it creates problems for us to maintain the quality of our vehicles, as a large portion of our financial resources goes to paying our membership-fee.
- No, not in relation to what we pay in membership-fee. However, it is important to be a part of the GCB network.

The below quote from one of the members in the restaurant/ entertainment/ shopping group represents the strongest no answer in this category:

“ No, doubtfully, we have not decided if we will extend our contract to the next year”.

Question 3a: Are you familiar with GCB`s newsletter?

The newsletter is sent out to the members through e-mail approximately 4 times every year. GCB have structured the newsletter to the four seasons, so one newsletter every season, in order to hold a continual contact and to keep their members updated.

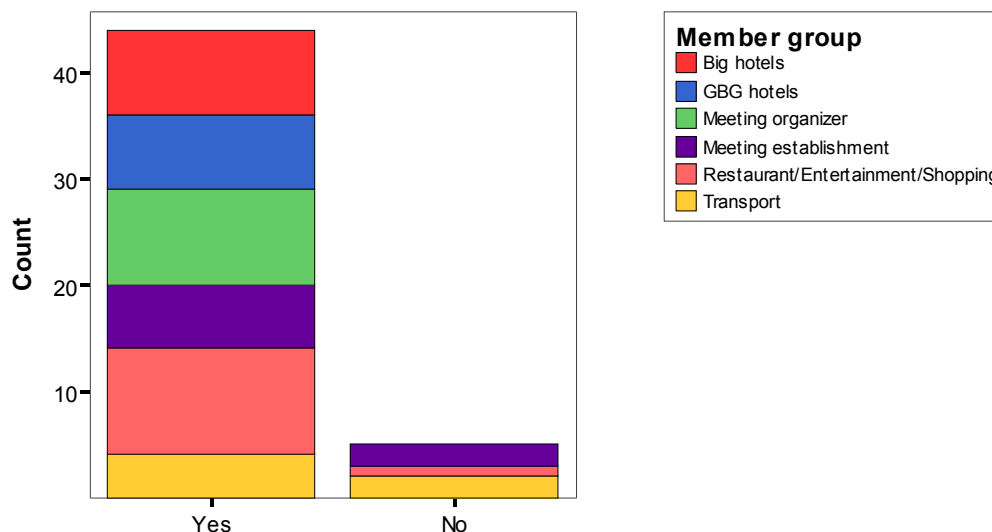


Figure D.3.1 Result summary for question 3a.

Table D.3.1 Result summary for question 3a.

			3a. Are you well familiar with GCB's newsletter?		Total
			Yes	No	
Member group	Big hotels	Count	8		8
		% within Member group	100,0%		100,0%
	GBG hotels	Count	7		7
		% within Member group	100,0%		100,0%
	Meeting organizer	Count	9		9
		% within Member group	100,0%		100,0%
	Meeting establishment	Count	6	2	8
		% within Member group	75,0%	25,0%	100,0%
	Restaurant/Entertainment/Shopping	Count	10	1	11
		% within Member group	90,9%	9,1%	100,0%
	Transport	Count	4	2	6
		% within Member group	66,7%	33,3%	100,0%
Total	Count	44	5	49	
	% within Member group	89,8%	10,2%	100,0%	

The newsletter GCB sends out to its members is one communication channel that enhances GCB image in either a positive or negative way. An overwhelming yes is represented, namely 89.8 percent, and a conclusion is that most of the members have a familiarity with the newsletter. The members who answered no were 10.2 percent, were not able to answer the following questions: 3b, 3c and 3d, and are therefore not represented in the following structured bar charts or cross tabulations.

Question 3b: Do you read the newsletter?

When most members were familiar with the newsletter, it was also important to find out if they read it. According to previous question, 3a, the members who were not familiar with the newsletter were not included as missing data in the structured bar chart or the cross tabulations in this question.

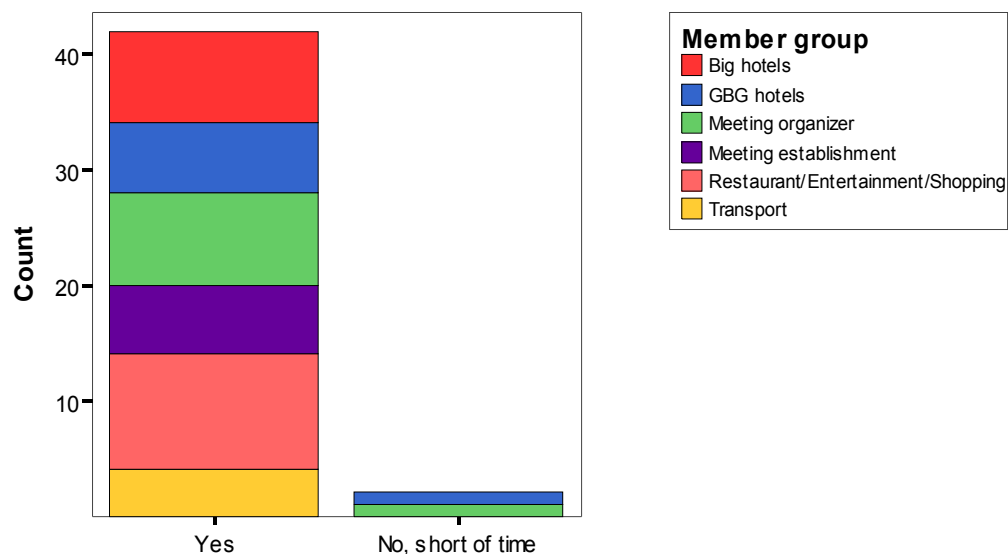


Figure D.3.2 Result summary for question 3b.

Table D.3.2 Result summary for question 3b.

			3b. Do you read the newsletter?		Total
			Yes	No, short of time	
Member group	Big hotels	Count	8		8
		% within Member group	100,0%		100,0%
	GBG hotels	Count	6	1	7
		% within Member group	85,7%	14,3%	100,0%
	Meeting organizer	Count	8	1	9
		% within Member group	88,9%	11,1%	100,0%
	Meeting establishment	Count	6		6
		% within Member group	100,0%		100,0%
	Restaurant/Entertainment/Shopping	Count	10		10
		% within Member group	100,0%		100,0%
	Transport	Count	4		4
		% within Member group	100,0%		100,0%
Total		Count	42	2	44
		% within Member group	95,5%	4,5%	100,0%

Most of the members who were familiar with the newsletter, also read it. An overwhelming yes was represented, 95.5 percent. In regard to the no answers the typical answers were: no due to lack of time, which accounted for 4.5 percent. When most members took part of the information GCB sent out, this enhanced GCB's image among their members through a closer contact.

Question 3c: Do you think the newsletter contains good information?

When most members read the newsletter, it was also important to find out if the members felt the newsletter contained useful information. The members who were not familiar with the newsletter or did not read it, were not included in this question in the structured bar chart, nor the cross tabulations. In this kind of question, it is crucial to get an exact picture of how the members respond, therefore a scale from 1-5 was used in order to receive clear data, where 1 was not good and 5 was considered as very good. In the evaluation of the results below the scale was change from 1-5 to 1-10, because some members gave a grade 3.5. This resulted in the fact that a 2 became a 4, a 3 became a 6, a 3.5 a 7 etc.

Table D.3.3 Summary of the mean grade and standard deviation for question 3c.

Member group	Mean	N	Std. Deviation
Big hotels	7,88	8	,354
GBG hotels	8,00	6	1,265
Meeting organizer	8,00	8	,926
Meeting establishment	7,50	6	1,975
Restaurant/Entertainment/Shopping	8,00	10	1,333
Transport	8,00	4	1,633
Total	7,90	42	1,206

Table D.3.4 Result summary for question 3c.

			3c. Do you think the newsletter contains good information?					Total
			4	6	7	8	10	
Member group	Big hotels	Count			1	7		8
		% within Member group			12,5%	87,5%		100,0%
	GBG hotels	Count		1		4	1	6
		% within Member group		16,7%		66,7%	16,7%	100,0%
	Meeting organizer	Count			2	5	1	8
		% within Member group			25,0%	62,5%	12,5%	100,0%
	Meeting establishment	Count	1		1	3	1	6
		% within Member group	16,7%		16,7%	50,0%	16,7%	100,0%
	Restaurant/Entertainment/Shopping	Count		2		6	2	10
		% within Member group		20,0%		60,0%	20,0%	100,0%
	Transport	Count		1		2	1	4
		% within Member group		25,0%		50,0%	25,0%	100,0%
Total		Count	1	4	4	27	6	42
		% within Member group	2,4%	9,5%	9,5%	64,3%	14,3%	100,0%

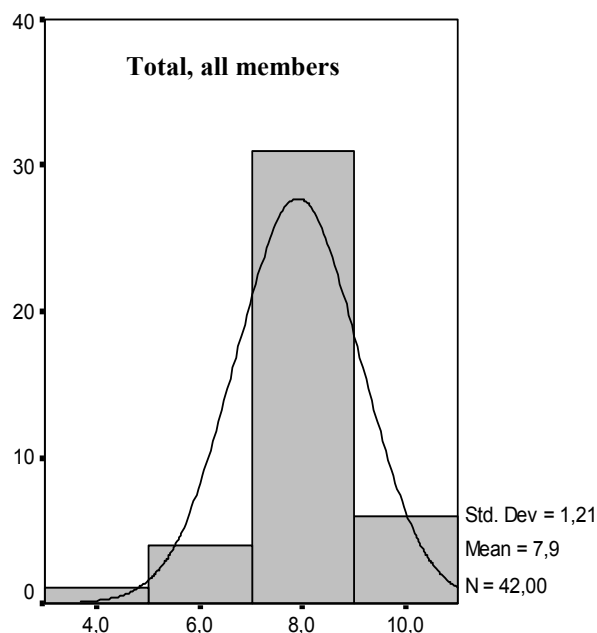


Figure D.3.3 Result summary for question 3c.

Most of the members felt the newsletter contained useful information and chose number 8, which is the next highest score and includes 64.3 percent of the total. When most members thought the newsletter was good, improvements could still be done and therefore chose number 8 as their alternative. When many members felt “if we choose the highest score, number 10, GCB will probably not make any improvements regarding the newsletter, therefore we choose next best, number 8”, since there is always room for improvements.

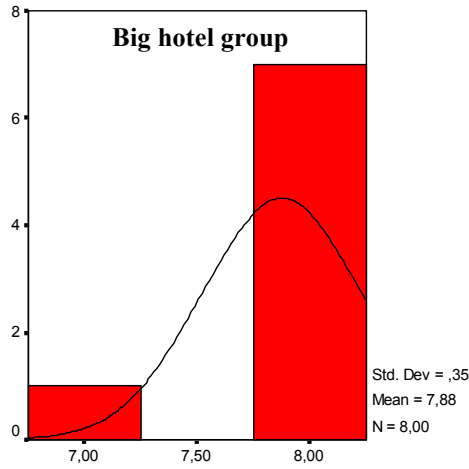


Figure D.3.4 Big hotel group.

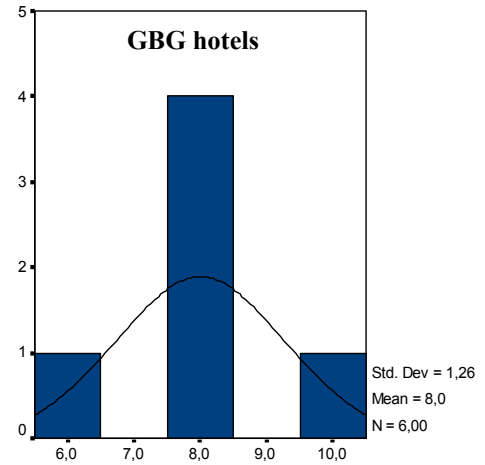


Figure D.3.5 GBG hotels.

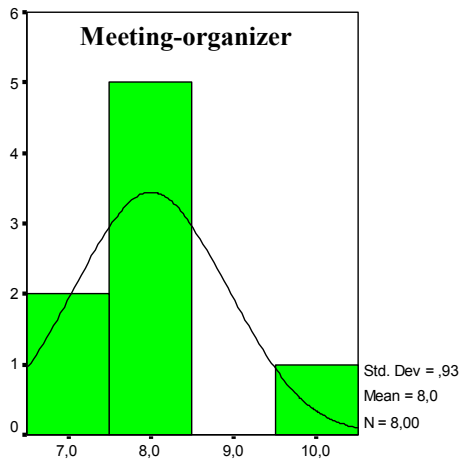


Figure D.3.6 Meeting-organizer.

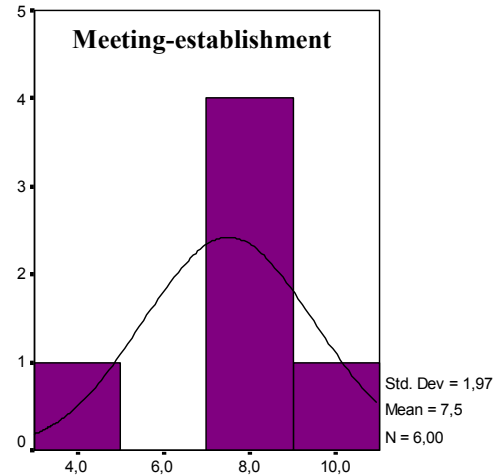


Figure D.3.7 Meeting-establishment.

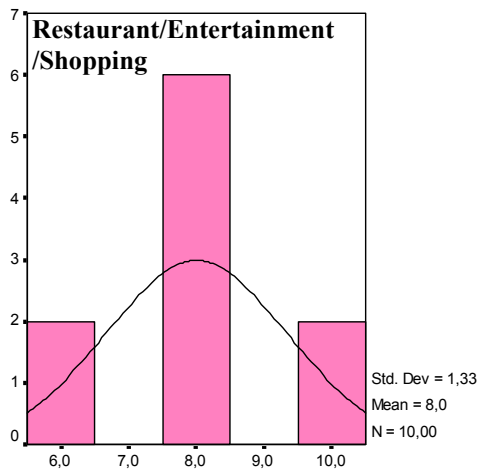


Figure D.3.8 Restaurant/Entertainment/Shopping.

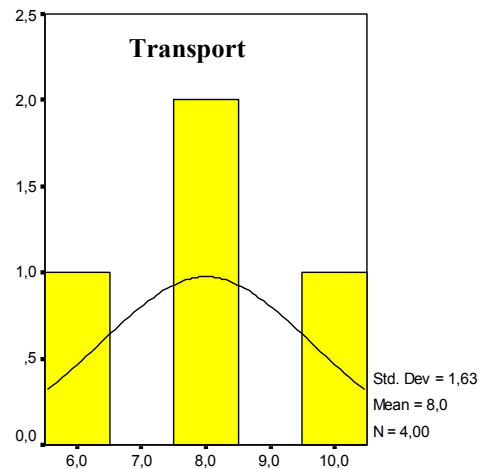


Figure D.3.9 Transport.

3d. Is there anything in the newsletter that GCB misses and can improve?

Since the newsletter is one of the communication-channels for the members of GCB, it is crucial to get responses if there is anything that can be improved. When there were members who were not familiar with the newsletter (3a) or did not read it (3b) can therefore not evaluate the newsletter either.

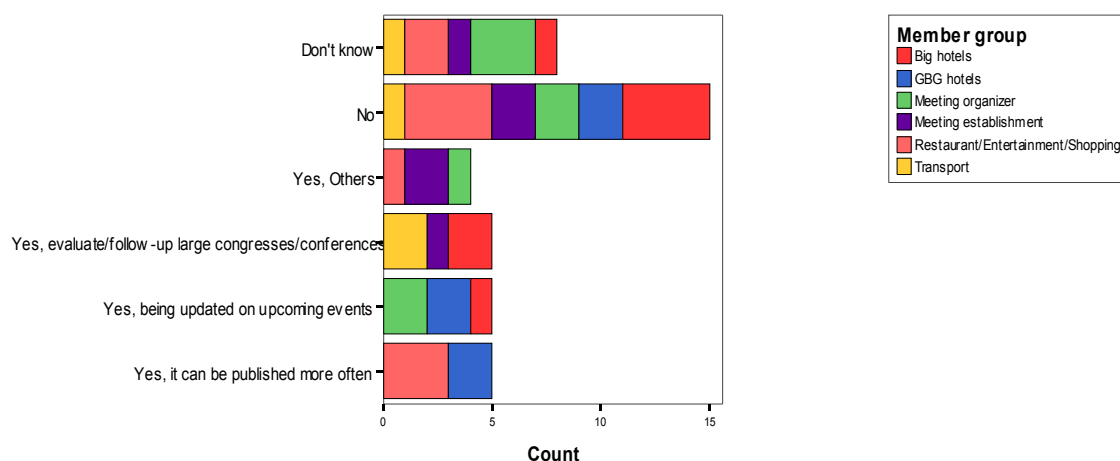


Figure D.3.10 Result summary for question 3d.

Table D.3.5 Result summary for question 3d.

		3d. Is there anything in the newsletter that GCB misses and can improve?					Total	
		Yes, it can be published more often	Yes, being updated on upcoming events	Yes, evaluate/follow-up large congresses/conferences	Yes, Others	No		Don't know
Member group	Big hotels	Count	1	2		4	1	8
	% within Member group		12,5%	25,0%		50,0%	12,5%	100,0%
GBG hotels	Count	2	2			2		6
	% within Member group	33,3%	33,3%			33,3%		100,0%
Meeting organizer	Count		2		1	2	3	8
	% within Member group		25,0%		12,5%	25,0%	37,5%	100,0%
Meeting establishment	Count			1	2	2	1	6
	% within Member group			16,7%	33,3%	33,3%	16,7%	100,0%
Restaurant/Entertainment/Shopping	Count	3			1	4	2	10
	% within Member group	30,0%			10,0%	40,0%	20,0%	100,0%
Transport	Count			2		1	1	4
	% within Member group			50,0%		25,0%	25,0%	100,0%
Total	Count	5	5	5	4	15	8	42
	% within Member group	11,9%	11,9%	11,9%	9,5%	35,7%	19,0%	100,0%

Most members felt the newsletter was good but in need of improvements. 45.2 percent of the total group had ideas of improvements regarding the newsletter.

There were three typical yes-answers; whereas the first was the newsletter could be published more often, second, to be more updated on upcoming events and the third typical answer was to evaluate/bid on large congresses/events. In the yes-other category, the typical answers were: The local market should be more involved, to include municipalities outside the district of Göteborg and to have an event calender for all up-comming events. The category of no, improvements regarding the newsletter was represented by 35.7 percent and these members felt the newsletter included useful information and as a result, no improvements were needed at this point.

Question 4a: Do you attend GCB`s meetings/activities for members?

The meetings take place once to twice every year. When the members attend the meetings on a regular basis, they obtain useful information and embrace their communication-channel. What can be seen as a correlation is those members who attend the meetings on a regular basis also have a better image of GCB`s organization, in comparison to those members who do not attend.

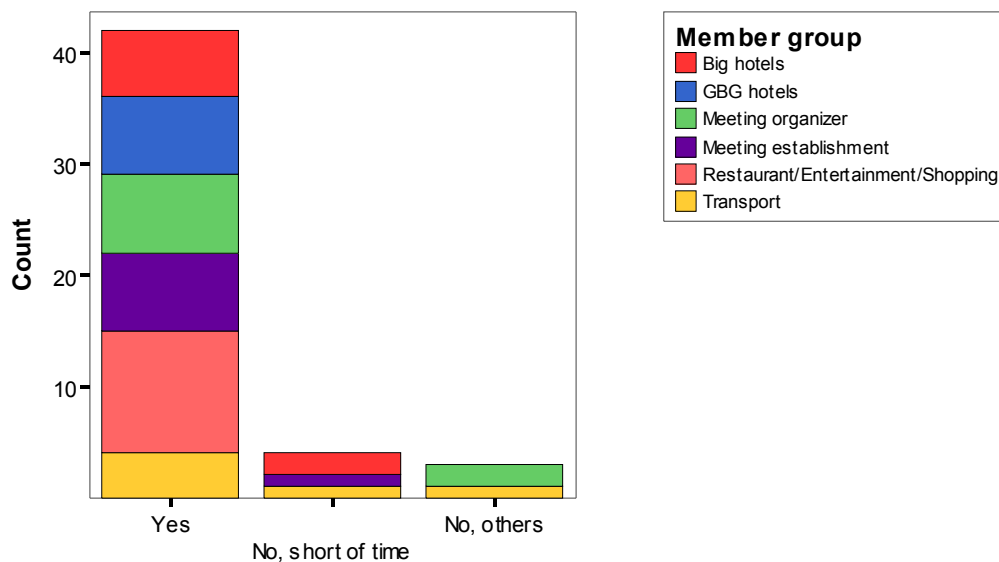


Figure D.4.1 Result summary for question 4a.

Table D.4.1 Result summary for question 4a.

			4a. Do you attend GCB's meetings/activities for members?			Total
			Yes	No, short of time	No, others	
Member group	Big hotels	Count	6	2		8
		% within Member group	75,0%	25,0%		100,0%
	GBG hotels	Count	7			7
		% within Member group	100,0%			100,0%
	Meeting organizer	Count	7		2	9
		% within Member group	77,8%		22,2%	100,0%
	Meeting establishment	Count	7	1		8
		% within Member group	87,5%	12,5%		100,0%
	Restaurant/Entertainment/Shopping	Count	11			11
		% within Member group	100,0%			100,0%
	Transport	Count	4	1	1	6
		% within Member group	66,7%	16,7%	16,7%	100,0%
Total		Count	42	4	3	49
		% within Member group	85,7%	8,2%	6,1%	100,0%

The chart shows an overrepresentation that most members attend GCB's meeting/activities, 85.7 percent. When most of the members attend GCB's meetings, great interest and enthusiasm is shown. Those members who answered no explained further they were short of time, 8.2 percent. In the "no, others" category, typical answers were: no engagement and no explanation, 6.1 percent.

Question 4b: What purpose has the member meetings for you?

When members attend these meetings it is important that the meetings has a purpose that justifies the reason for attending. Those who answered in 4a, do not attend GCB's meetings, cannot answer this question and is not included as missing data in the structured bar chart or the cross tabulations.

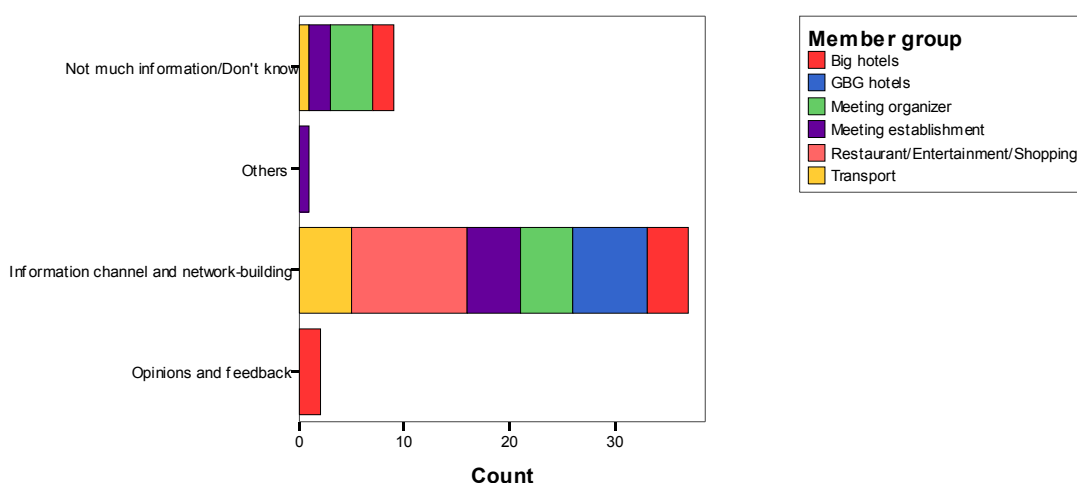


Figure D.4.2 Result summary for question 4b.

Table D.4.2 Result summary for question 4b.

			4b. What purpose has the member-meetings for you?				Total
			Opinions and feedback	Information channel and network-building	Others	Not much information/Don't know	
Member group	Big hotels	Count	2	4		2	8
		% within Member group	25,0%	50,0%		25,0%	100,0%
	GBG hotels	Count		7			7
		% within Member group		100,0%			100,0%
	Meeting organizer	Count		5		4	9
		% within Member group		55,6%		44,4%	100,0%
	Meeting establishment	Count		5	1	2	8
		% within Member group		62,5%	12,5%	25,0%	100,0%
	Restaurant/Entertainment/Shopping	Count		11			11
		% within Member group		100,0%			100,0%
	Transport	Count		5		1	6
		% within Member group		83,3%		16,7%	100,0%
Total		Count	2	37	1	9	49
		% within Member group	4,1%	75,5%	2,0%	18,4%	100,0%

Most members saw the meetings as a way of getting information and enlarging their network, 75.5 percent. This can be in terms of meeting with different members and with GCB. Those members who felt the member-meetings did not give much information or simply did not know were counted as 18.4

percent of the total result. In the category group of others, the typical answer was: To show engagement.

Question 4c: Have you ever made a customer contact at GCB meetings where both representatives for Göteborg University, Chalmers and members have attended?

To make customer contact at meetings is one important aspect in the meeting world. Those who did not attend the member-meetings (4a) could neither answer what purpose the meetings had (4b), therefore this group is not included as missing data in the structured bar chart or the cross tabulations in question 4c.

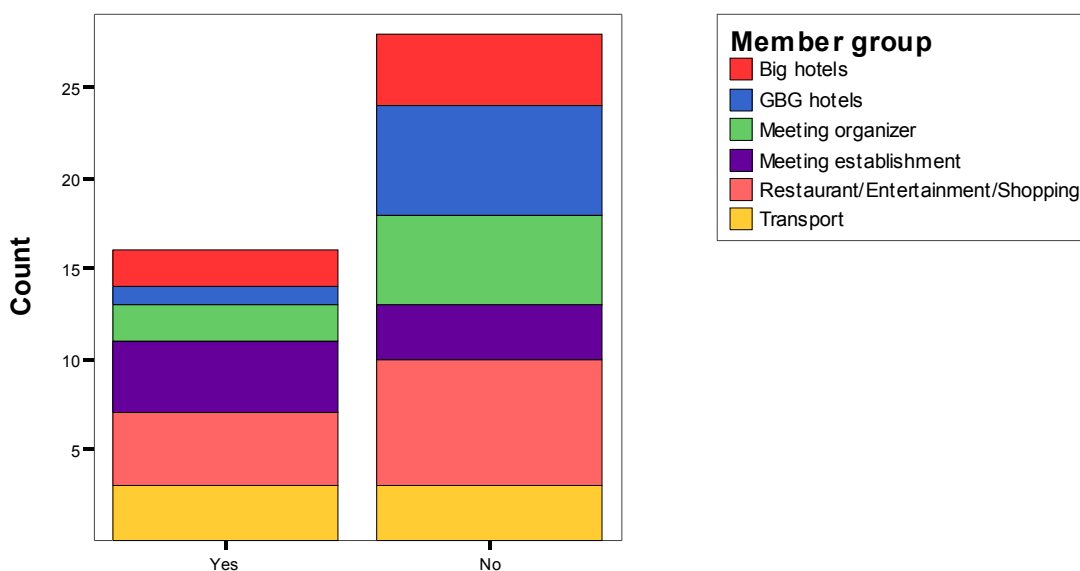


Figure D.4.3 Result summary for question 4c.

Table D.4.3 Result summary for question 4c.

			4c. Have you ever made a customer-contact at GCB meetings where both representatives for GU, Chalmers and members have attended?		Total
			Yes	No	
Member group	Big hotels	Count	2	4	6
		% within Member group	33,3%	66,7%	100,0%
	GBG hotels	Count	1	6	7
		% within Member group	14,3%	85,7%	100,0%
	Meeting organizer	Count	2	5	7
		% within Member group	28,6%	71,4%	100,0%
	Meeting establishment	Count	4	3	7
		% within Member group	57,1%	42,9%	100,0%
	Restaurant/Entertainment/Shopping	Count	4	7	11
		% within Member group	36,4%	63,6%	100,0%
	Transport	Count	3	3	6
		% within Member group	50,0%	50,0%	100,0%
Total		Count	16	28	44
		% within Member group	36,4%	63,6%	100,0%

A significant representation, 63.6 percent of the members have never made any customer-contacts at GCB meetings where both Göteborg University and Chalmers have attended. To make customer contacts can be one of the strongest reasons for attending meetings. When as many as 63.6 percent of the members never made any contacts at these meetings is a drawback. In the transportation group, an interesting result of 50 percent said they made customer-contacts at these meetings. Those members who did make contacts at these meetings included 36.4 percent of the total group.

Question 5: Do you consider that GCB market your establishment at bid, representation and site inspection?

A bid is a description of the product Göteborg that is used as a competitive factor to get meetings to the city. The bid is also the first judgement and response in comparison to other potential meeting cities. A representation is when GCB meet with members over a lunch at their establishment. Site inspection is when GCB invite decision-makers to look at relevant hotels/restaurants and other establishments (member facilities) and what they can offer in order to make a potential meeting successful. Site inspection is the ground for a decision if the meeting place is a professional place to meet in or not. For members to have GCB visit them every now and then increases the co-operation between the members and GCB. A visit from GCB can also enhance the feeling of pride among the members; that may as previously mentioned lead to stronger co-operation. However, those members who never had any visits from GCB may feel less important in comparison to other members in the eyes of GCB. This can also result in more tension in the communication among members and GCB.

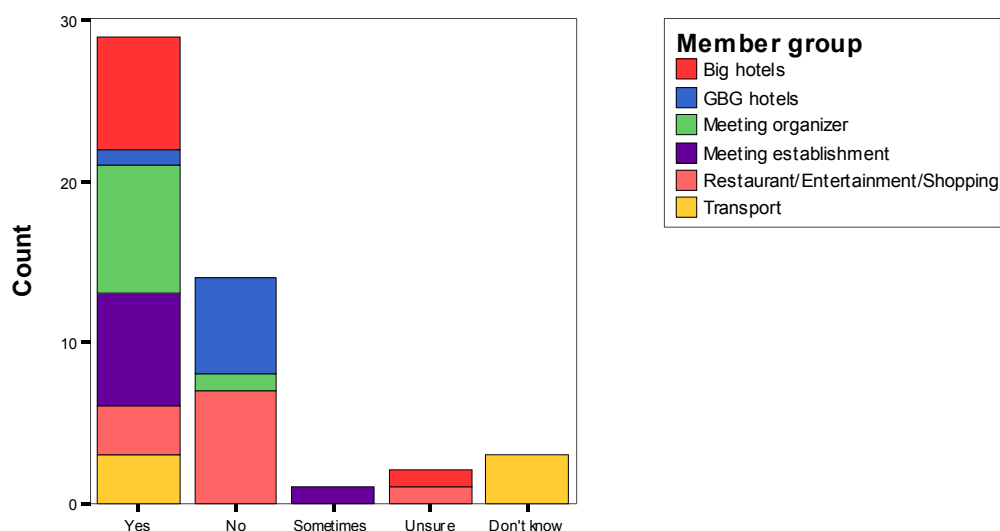


Figure D.5.1 Result summary for question 5.

Table D.5.1 Result summary for question 5.

			5. Do you consider that GCB market your establishment at bid, representation and site inspection?					Total
			Yes	No	Sometimes	Unsure	Don't know	
Member group	Big hotels	Count	7			1		8
		% within Member group	87,5%			12,5%		100,0%
	GBG hotels	Count	1	6				7
		% within Member group	14,3%	85,7%				100,0%
	Meeting organizer	Count	8	1				9
		% within Member group	88,9%	11,1%				100,0%
	Meeting establishment	Count	7		1			8
		% within Member group	87,5%		12,5%			100,0%
	Restaurant/Entertainment/Shopping	Count	3	7		1		11
		% within Member group	27,3%	63,6%		9,1%		100,0%
	Transport	Count	3				3	6
		% within Member group	50,0%				50,0%	100,0%
Total		Count	29	14	1	2	3	49
		% within Member group	59,2%	28,6%	2,0%	4,1%	6,1%	100,0%

Most of the members consider that GCB markets their establishment at bid, representation and site inspection, 59.2 percent. An interesting observation was how the larger hotels felt GCB markets their establishment and therefore had most answers in the yes category. Whereas the smaller hotels had most answers in the no category, 85.7 percent, and did not feel GCB market their establishment since most of them never had GCB visited their hotels. The members who consider that GCB don't market their establishment through bid; representation and site inspection may feel less important to GCB due to this.

Question 6a: How often do you have contact with GCB?

Successful communication is enhanced through a continuous, honest and straight response. To have contact on a running level makes the members more updated and part of GCB's information network. In the first answer category it says 1 time/year -, this means that members have contact with GCB 1 time per year or less. In the fourth answer category it says 12 times/year -, and this means that members have contact with GCB 12 times per year or more.

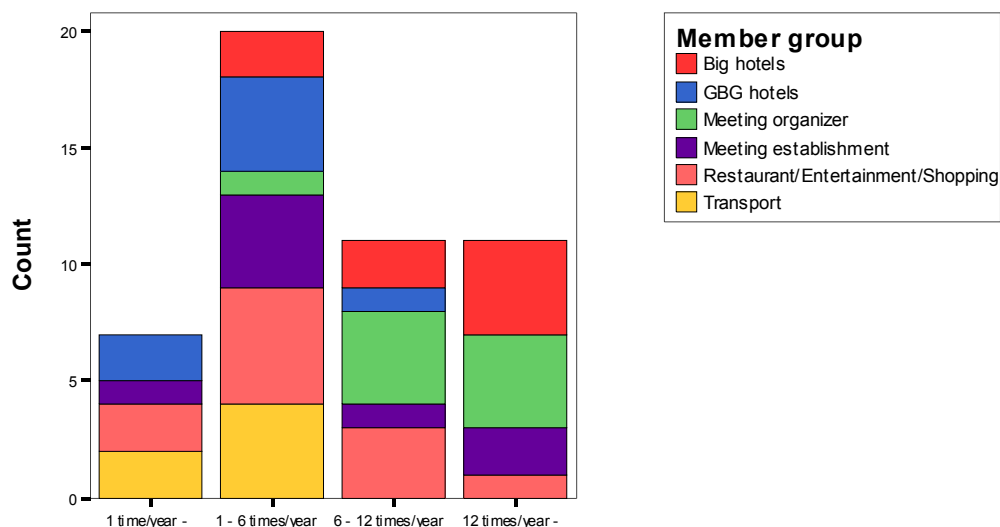


Figure D.6.1 Result summary for question 6a.

Table D.6.1 Result summary for question 6a.

			6a. How often do you have contact with GCB?				Total
			1 time/year -	1 - 6 times/year	6 - 12 times/year	12 times/year -	
Member group	Big hotels	Count		2	2	4	8
		% within Member group		25,0%	25,0%	50,0%	100,0%
	GBG hotels	Count	2	4	1		7
		% within Member group	28,6%	57,1%	14,3%		100,0%
	Meeting organizer	Count		1	4	4	9
		% within Member group		11,1%	44,4%	44,4%	100,0%
	Meeting establishment	Count	1	4	1	2	8
		% within Member group	12,5%	50,0%	12,5%	25,0%	100,0%
	Restaurant/Entertainment/Shopping	Count	2	5	3	1	11
		% within Member group	18,2%	45,5%	27,3%	9,1%	100,0%
	Transport	Count	2	4			6
		% within Member group	33,3%	66,7%			100,0%
Total		Count	7	20	11	11	49
		% within Member group	14,3%	40,8%	22,4%	22,4%	100,0%

Most members answered they have contact with GCB 1 – 6 times per year, and this included 40.8 percent of the total group. Once again it shows clearly that larger organizations have more contact with GCB than the smaller organizations, and this is an important decisive factor in the question of GCB’s image among its members.

Question 6b: What does the contact with GCB concern?

To know that the contact concern goes together with what the members expect their contact to be. For the members, their contact with GCB can also influence potential business at their establishment. Therefore, it is crucial for the members to have a useful contact with GCB for present and future business development.

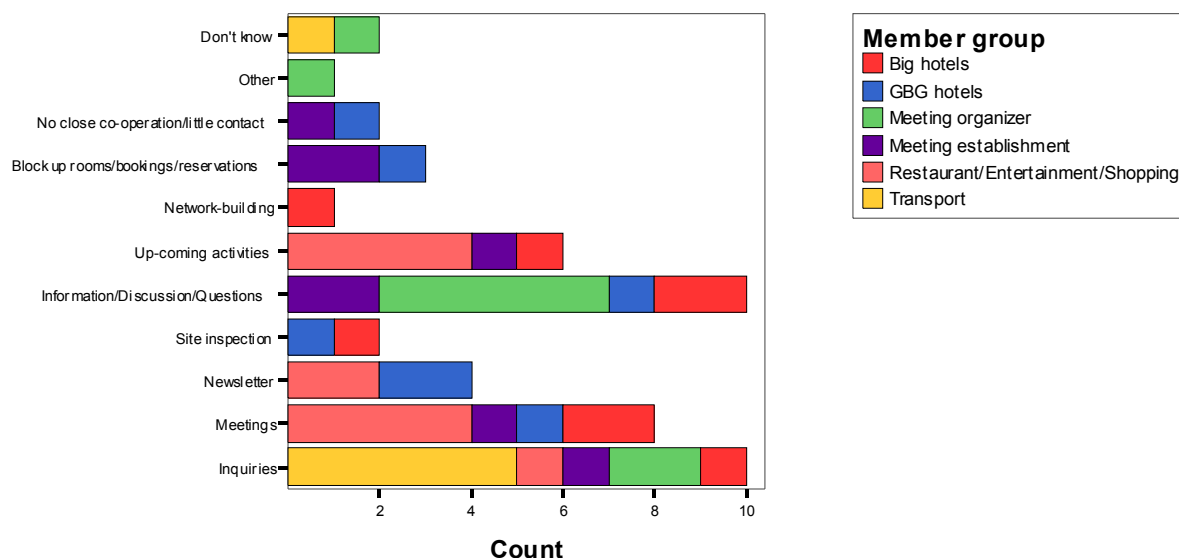


Figure D.6.2 Result summary for question 6b.

Table D.6.2 Result summary for question 6b.

		6b. What does the contact with GCB concern?										Total			
		Inquiries	Meetings	Newsletter	Site inspection	Information/Discussion/Questions	Up-coming activities	Network-building	Block up rooms/bookings/reservations	No close co-operation/little contact	Other		Don't know		
Member group	Big hotels	Count	1	2		1	2	1	1						8
	% within Member group		12,5%	25,0%		12,5%	25,0%	12,5%	12,5%						100,0%
GBG hotels	Count		1	2	1	1			1	1				7	
	% within Member group		14,3%	28,6%	14,3%	14,3%			14,3%	14,3%				100,0%	
Meeting organizer	Count	2				5					1	1		9	
	% within Member group	22,2%				55,6%				11,1%	11,1%			100,0%	
Meeting establishment	Count	1	1			2	1		2	1				8	
	% within Member group	12,5%	12,5%			25,0%	12,5%		25,0%	12,5%				100,0%	
Restaurant/Entertainment/Shopping	Count	1	4	2			4							11	
	% within Member group	9,1%	36,4%	18,2%			36,4%							100,0%	
Transport	Count	5											1	6	
	% within Member group	83,3%											16,7%	100,0%	
Total	Count	10	8	4	2	10	6	1	3	2	1	2		49	
	% within Member group	20,4%	16,3%	8,2%	4,1%	20,4%	12,2%	2,0%	6,1%	4,1%	2,0%	4,1%		100,0%	

There were many different answers to this question, however the most common ones members felt their contact concerned were inquiries 20.4 percent and information/discussions/ questions 20.4 percent. As previously mentioned, members felt a useful contact were inquiries that can lead to business in some

form or to receive useful information. An interesting observation was the groups of meeting-organizer and transport who had most of their answers in these typical answer groups.

Question 6c: What information are you searching for at GCB?

To make the contact useful, it is important to know what kind of information one is searching for. Information that always is considered to be useful is one that brings something in return. For members who take part in for example what upcoming events are headed for Göteborg, can prepare at an early stage and result in business. This can be due to the right search for information.

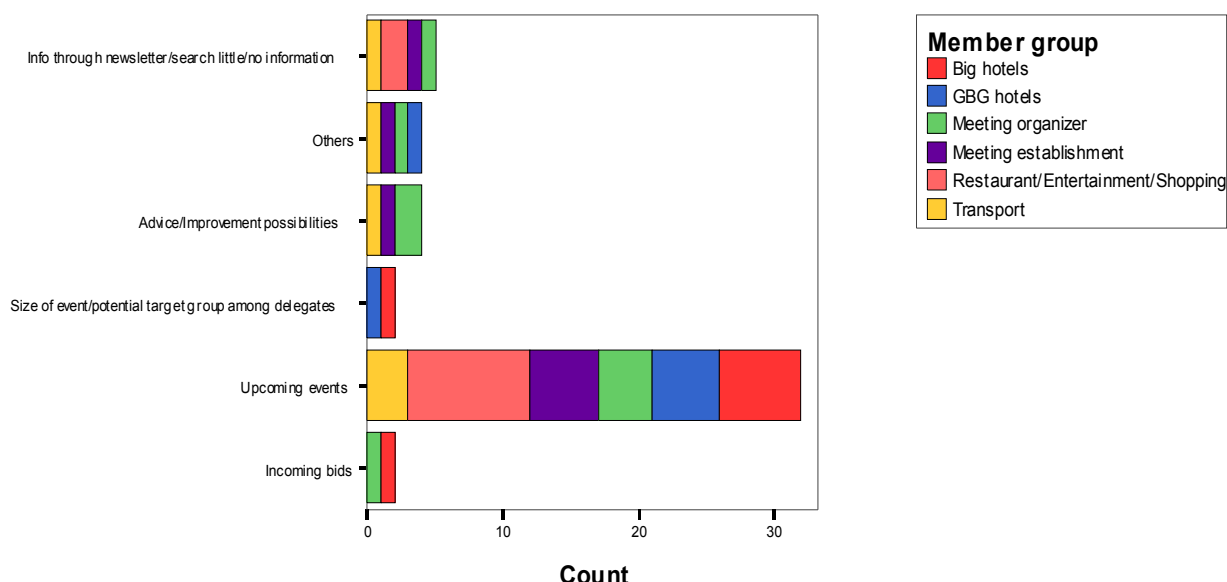


Figure D.6.3 Result summary for question 6c.

Table D.6.3 Result summary for question 6c.

			6c. What information are you searching for at GCB?						
			Incoming bids	Upcoming events	Size of event/potential target group among delegates	Advice/Improvement possibilities	Others	Info through newsletter/search little/no information	Total
Member group	Big hotels	Count	1	6	1				8
		% within Member group	12,5%	75,0%	12,5%				100,0%
	GBG hotels	Count		5	1		1		7
		% within Member group		71,4%	14,3%		14,3%		100,0%
	Meeting organizer	Count	1	4		2	1	1	9
		% within Member group	11,1%	44,4%		22,2%	11,1%	11,1%	100,0%
	Meeting establishment	Count		5		1	1	1	8
		% within Member group		62,5%		12,5%	12,5%	12,5%	100,0%
	Restaurant/Entertainment/Shopping	Count		9				2	11
		% within Member group		81,8%				18,2%	100,0%
	Transport	Count		3		1	1	1	6
		% within Member group		50,0%		16,7%	16,7%	16,7%	100,0%
Total		Count	2	32	2	4	4	5	49
		% within Member group	4,1%	65,3%	4,1%	8,2%	8,2%	10,2%	100,0%

Most members searched for the information regarding upcoming events, 65.3 percent of the total group. When upcoming events can mean potential business for the different member groups, not surprisingly most members searched for this information to increase their business. In the group of others, the typical information these members searched for were: info about potential customers, Göteborg info, co-operation possibilities and what their images are.

Question 6d: Do you get the information needed?

To get the information one needs enhances the co-operation between the members and GCB. When members receive the information they need, their willingness to co-operate increases. What it also can bring about is a satisfaction of the information flow that can be related to potential business opportunities.

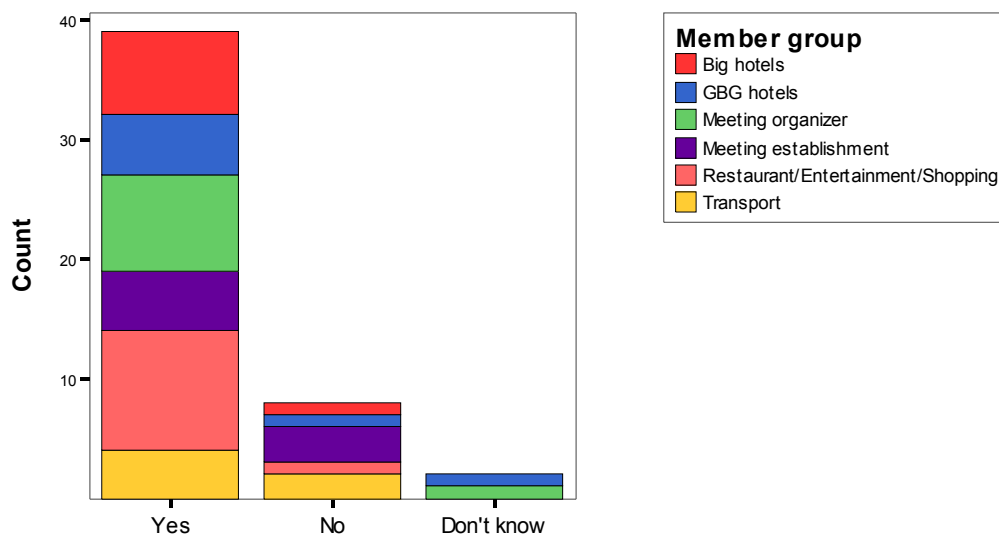


Figure D.6.4 Result summary for question 6d.

Table D.6.4 Result summary for question 6d.

			6d. Do you get the information needed?			Total
			Yes	No	Don't know	
Member group	Big hotels	Count	7	1		8
		% within Member group	87,5%	12,5%		100,0%
	GBG hotels	Count	5	1	1	7
		% within Member group	71,4%	14,3%	14,3%	100,0%
	Meeting organizer	Count	8		1	9
		% within Member group	88,9%		11,1%	100,0%
	Meeting establishment	Count	5	3		8
		% within Member group	62,5%	37,5%		100,0%
	Restaurant/Entertainment/Shopping	Count	10	1		11
		% within Member group	90,9%	9,1%		100,0%
	Transport	Count	4	2		6
		% within Member group	66,7%	33,3%		100,0%
Total		Count	39	8	2	49
		% within Member group	79,6%	16,3%	4,1%	100,0%

In the yes-category, an over-representation of the members, 79.6 percent felt they received the information they needed from GCB. When members get the right information it makes them satisfied and is the base for a continual successful co-operation. However, 16.3 percent of the total members felt they did not get the information they needed. A conclusion drawn from the result is these members are not satisfied with the co-operation they have with GCB, since they do not get the useful information they need. When the members answered no, they also made explanations of why they felt so.

The typical no answers were as follows:

- No – the information does not come automatically.
- No – does not know how events are distributed among the members.
- No – information should be more accessible/updated not only through e-mail.
- No – do not need that much information.
- No – want to offer more guest nights,
- No – want to increase the pressure.
- No – want to know if we are right or wrongly positioned.
- No – does not receive any newsletter.

Question 7: Does your membership in GCB contribute to co-operation with other members?

To be a member of GCB's network can enhance the co-operation with other members in terms of support, giving tips, suggestions and business opportunities as examples. The value of a membership rises when it leads to co-operation with other members and it also influences the amount of effort each member put in.

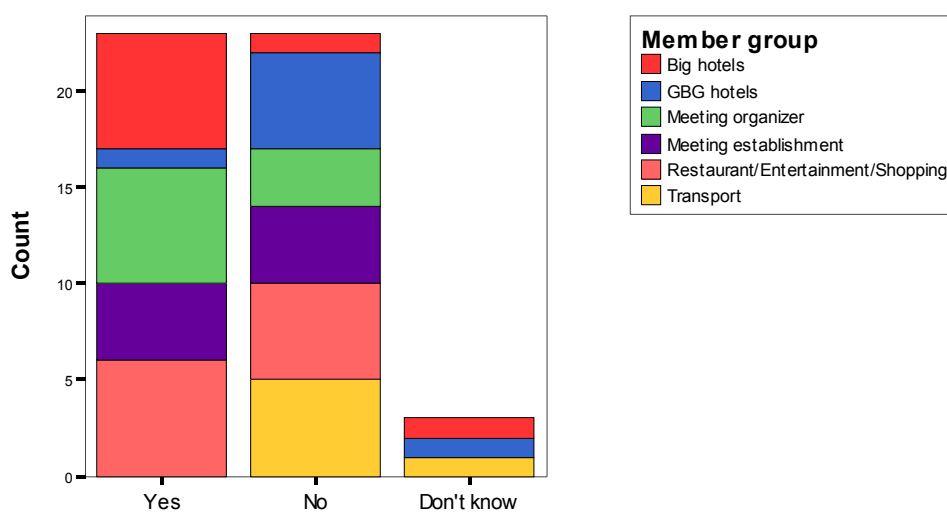


Figure D.7.1 Result summary for question 7.

Table D.7.1 Result summary for question 7.

			7. Does your membership in GCB contribute to a co-operation with other members?			Total
			Yes	No	Don't know	
Member group	Big hotels	Count	6	1	1	8
		% within Member group	75,0%	12,5%	12,5%	100,0%
	GBG hotels	Count	1	5	1	7
		% within Member group	14,3%	71,4%	14,3%	100,0%
	Meeting organizer	Count	6	3		9
		% within Member group	66,7%	33,3%		100,0%
	Meeting establishment	Count	4	4		8
		% within Member group	50,0%	50,0%		100,0%
	Restaurant/Entertainment/Shopping	Count	6	5		11
		% within Member group	54,5%	45,5%		100,0%
	Transport	Count		5	1	6
		% within Member group		83,3%	16,7%	100,0%
Total		Count	23	23	3	49
		% within Member group	46,9%	46,9%	6,1%	100,0%

In this diagram, the yes and no choices are identical in percentages of the total group. The members who felt their membership contributed to a co-operation with other members were 46.9 percent, and members who felt it did not contribute to co-operation were also 46.9 percent of the total group. An interesting observation is the differences among the big-hotel group and the GBG hotels. In the big-hotel group most members felt their membership contributed to co-operation with other members, whereas most GBG hotels felt their membership did not contribute to a co-operation with other members. A conclusion is that most big-hotels have a greater exchange with members than GBG hotels has.

Question 8: Do you think GCB market Göteborg in a proper way?

To market Göteborg in a proper way is a decisive factor for the image of the destination. If the society perceives Göteborg as an excellent meeting place, more meetings may arise as a result and more business can involve the members.

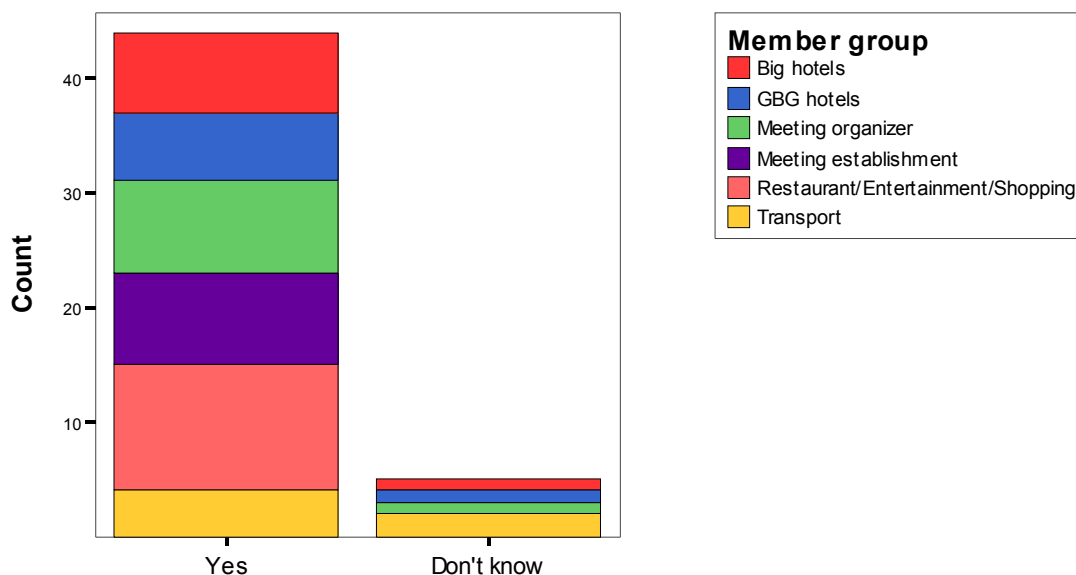


Figure D.8.1 Result summary for question 8.

Table D.8.1 Result summary for question 8.

			8. Do you think GCB market GBG in a proper way?		Total
			Yes	Don't know	
Member group	Big hotels	Count	7	1	8
		% within Member group	87,5%	12,5%	100,0%
	GBG hotels	Count	6	1	7
		% within Member group	85,7%	14,3%	100,0%
	Meeting organizer	Count	8	1	9
		% within Member group	88,9%	11,1%	100,0%
	Meeting establishment	Count	8		8
		% within Member group	100,0%		100,0%
	Restaurant/Entertainment/Shopping	Count	11		11
		% within Member group	100,0%		100,0%
	Transport	Count	4	2	6
		% within Member group	66,7%	33,3%	100,0%
Total		Count	44	5	49
		% within Member group	89,8%	10,2%	100,0%

Most members, 89.8 percent felt GCB market Göteborg in a proper way. The typical yes answer included:

- Yes, GCB is a professional and a successful organization with nice employees that do a good job.
- Yes, GCB is active in the area of selling Göteborg and attract large events/congresses to the city.
- Yes, GCB has received great events to Göteborg that result in good public relations.
- Yes, GCB show an enormous responsibility towards the city of Göteborg.
- Yes, GCB market the image of the city in a professional and successful way.

An interesting observation was the groups of meeting-establishment and restaurant/entertainment/shopping that both felt GCB market Göteborg in a proper way, since they both had 100 percent in the yes category.

Question 9: Do you experience that GCB's contribution to Göteborg affects your company?

It is important as a member to be a part of what GCB contributes to Göteborg. To experience business opportunities through GCB is vital for a successful continual development. When members are affected by GCB's work, they also feel a part of a network that as a result may influence the image among the members of GCB in a more positive perspective.

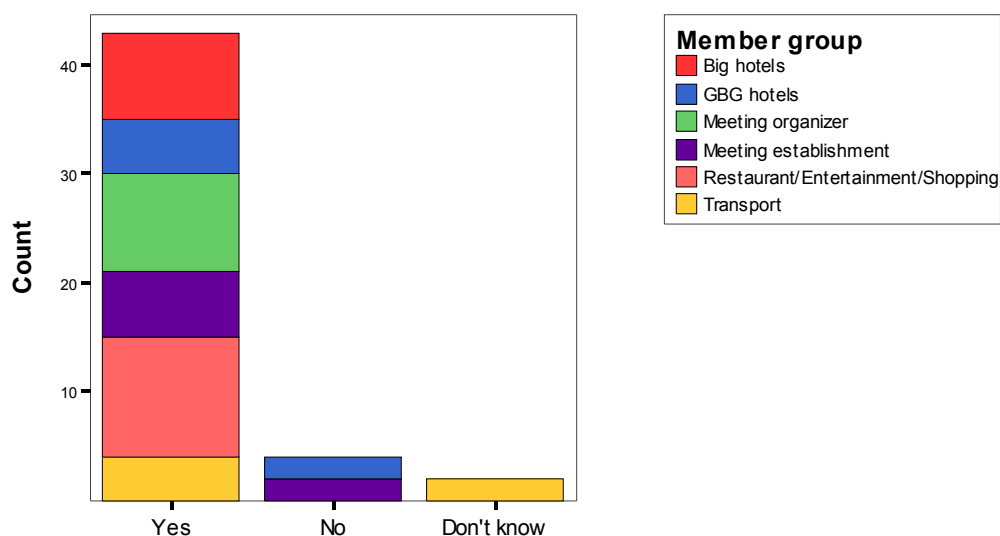


Figure D.9.1 Result summary for question 9.

Table D.9.1 Result summary for question 9.

			9. Do you experience that GCB's contribution to GBG affects your company?			Total
			Yes	No	Don't know	
Member group	Big hotels	Count	8			8
		% within Member group	100,0%			100,0%
	GBG hotels	Count	5	2		7
		% within Member group	71,4%	28,6%		100,0%
	Meeting organizer	Count	9			9
		% within Member group	100,0%			100,0%
	Meeting establishment	Count	6	2		8
		% within Member group	75,0%	25,0%		100,0%
	Restaurant/Entertainment/Shopping	Count	11			11
		% within Member group	100,0%			100,0%
	Transport	Count	4		2	6
		% within Member group	66,7%		33,3%	100,0%
Total		Count	43	4	2	49
		% within Member group	87,8%	8,2%	4,1%	100,0%

Most members, 87.8 percent felt GCB's contribution to Göteborg affected their organization in a positive way. When most of the members answered yes, they also explained why they felt so. A typical yes answer is as follows:

- Yes, a good result due to more business/revenue through inquiries, bookings, and guest nights via GCB when exhibitions/congresses and conferences come to Göteborg.
- Yes, since GCB are professionals when it comes to market new hotels and make them a part of the network.
- Yes, when all large events increase the demand on the hotel-rooms.

In the yes category of members, the big-hotel group, meeting-organizer and restaurant/entertainment/shopping all agreed that GCB's contribution to Göteborg affected their organizations in a positive way with more business since they all had 100 percent. When 8.2 percent of the total members felt they were not affected by GCB's contribution to Göteborg, these members also explained why they felt so. A typical no answer is therefore:

- No, does not take part in any business activities that come to Göteborg.
- No guest nights.

Question 10: Do you as a member have any wishes or proposals regarding how GCB can develop the relation with their members?

A member that has wishes or proposals regarding how GCB can develop and improve the relation is of high maintenance since it may strengthen the relationship and co-operation between GCB and its members. A better relation can also lead to more unique and professional business opportunities for both parties. When there were many different wishes and proposals, a decision of division was made among 3 typical yes answers and one yes others category. Members who answered no did not have any suggestions of how GCB can improve their relationship with their members.

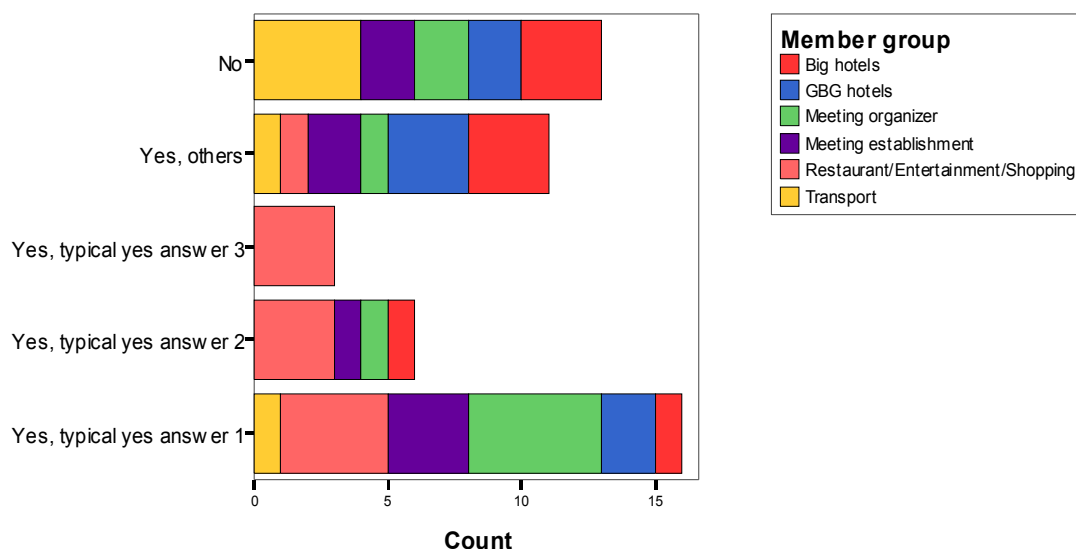


Figure D.10.1 Result summary for question 10.

Table D.10.1 Result summary for question 10.

			Do you as a member have any wishes or proposals regard how GCB can develop the relation with their members?					
			Yes, typical yes answer 1	Yes, typical yes answer 2	Yes, typical yes answer 3	Yes, others	No	Total
Member group	Big hotels	Count	1	1		3	3	8
		% within Member group	12,5%	12,5%		37,5%	37,5%	100,0%
	GBG hotels	Count	2			3	2	7
		% within Member group	28,6%			42,9%	28,6%	100,0%
	Meeting organizer	Count	5	1		1	2	9
		% within Member group	55,6%	11,1%		11,1%	22,2%	100,0%
	Meeting establishment	Count	3	1		2	2	8
		% within Member group	37,5%	12,5%		25,0%	25,0%	100,0%
	Restaurant/Entertainment/Shopping	Count	4	3	3	1		11
		% within Member group	36,4%	27,3%	27,3%	9,1%		100,0%
	Transport	Count	1			1	4	6
		% within Member group	16,7%			16,7%	66,7%	100,0%
Total		Count	16	6	3	11	13	49
		% within Member group	32,7%	12,2%	6,1%	22,4%	26,5%	100,0%

The *first typical yes answer* included 32.7 percent of the members and follows as:

- Yes - more meetings/dialogue, yes – GCB can hire more people.
- Yes – receive information of the whole member-group market plan.
- Yes – in regard to events/meetings: who are the target group and from what cities they come from.

- Yes – information on shorter and longer strategies (for 2004 & 2007) as an example.
- Yes – two pre-decided meetings every year (a network meeting).
- Yes – to mix organizers with members.

In the *second typical yes answer*, 12.2 percent of the members were included and are:

- Yes – have us more updated on a continual level.
- Yes – the newsletter should be published more often.
- Yes – more information of upcoming events could be included in the newsletter.

In the *third typical yes answer*, 6.1 percent of the members were included and follows as:

- Yes, make use of us more through inquiries, site inspections and showings.

In *other* answer category, 22.4 percent was included and follows as:

- Yes – be more neutral and show equality of distribution among members.
- Yes – if some members have contacts abroad, they could share the customer contact with the members.
- Yes – do not only see GBG hotels as a way of solving accommodations, a focus on more events and conferences.
- Yes – GCB makes too much late cancellations on the smaller hotels regarding the rooms that already are “blocked”.
- Yes – GCB could spontaneously join the meetings GBG hotels arrange every month.
- Yes – GCB must take into consideration and learn from the information this master thesis offers.
- Yes- members could give GCB knowledge and ideas regarding actual events.

- Yes – GCB should spend more time to be updated regarding the different products members offer.
- Yes – the main sponsors (top of the line) should be in more favor than today.

Question 11: Do you consider that GCB is updated regarding your company?

To feel that GCB is updated regarding one’s company enhances a feeling among the members of essentiality and pride. It is an important step towards a successful communication spirit. For those members who did not experience that GCB was updated regarding their company, do as a result feel less a part of the network GCB offers.

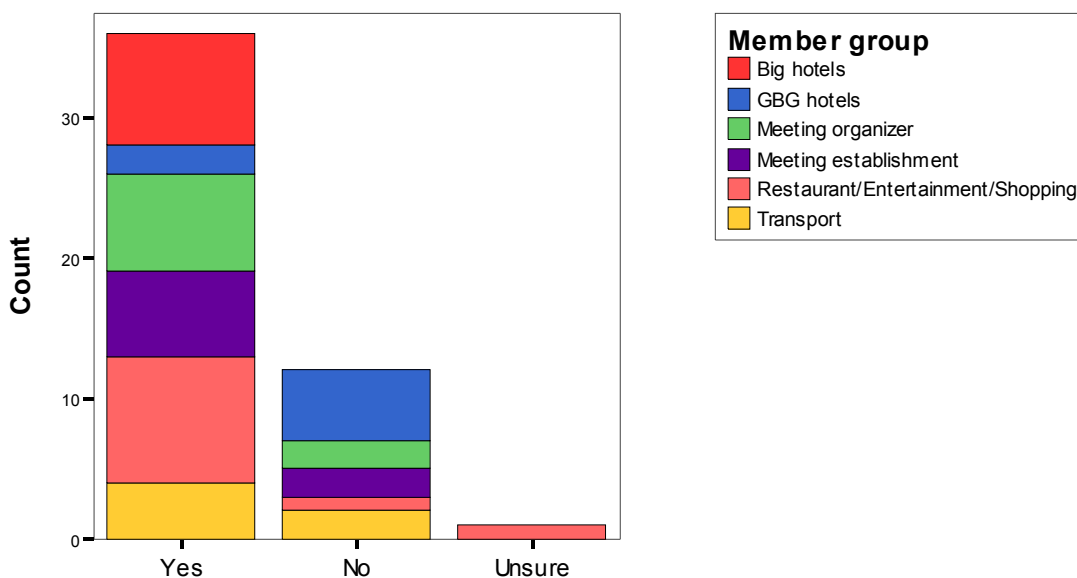


Figure D.11.1 Result summary for question 11.

Table D.11.1 Result summary for question 11.

			11. Do you consider that GCB is updated regarding your company?			Total
			Yes	No	Unsure	
Member group	Big hotels	Count	8			8
		% within Member group	100,0%			100,0%
	GBG hotels	Count	2	5		7
		% within Member group	28,6%	71,4%		100,0%
	Meeting organizer	Count	7	2		9
		% within Member group	77,8%	22,2%		100,0%
	Meeting establishment	Count	6	2		8
		% within Member group	75,0%	25,0%		100,0%
	Restaurant/Entertainment/Shopping	Count	9	1	1	11
		% within Member group	81,8%	9,1%	9,1%	100,0%
	Transport	Count	4	2		6
		% within Member group	66,7%	33,3%		100,0%
Total	Count		36	12	1	49
	% within Member group		73,5%	24,5%	2,0%	100,0%

Most of the members, 73.5 percent considered that GCB was updated regarding their firm. As mentioned earlier in this question is how crucial it is to feel important as a member of GCB. Those members who felt GCB was updated regarding their company are also more satisfied, and this leads to a better co-operation as a result. An interesting observation is the big hotel group with 100 percent in the yes category, whereas the GBG hotels only had 28.6 percent. Once again it shows how big hotels have a successful co-operation with GCB where an awareness of essentiality is of great importance. In comparison to GBG hotels, where 71.4 percent considered that GCB is not updated regarding their hotels, this leads us to a less successful co-operation with GCB.

Question 12: How do you perceive GCB as an organization?

This graph shows how the total group perceive GCB as an organization. In order to make the question clearer, a scale was used, where 5 is the highest score for GCB and 1 is the lowest. For example if a member feels that GCB is a total neutral organization they give the highest score 5. On the other hand, if a member thinks that GCB is totally partial they choose the lowest grade 1. Neutral means that GCB is a neutral co-operator that does not favor some members over other members, whereas partial is when GCB totally favors some members over others. Very humble means that GCB is gentle and pay attention to their members, in comparison to not humble where GCB do not pay attention to their members. For GCB to be reliable is to hold what they

promise, a good network for example, whereas not reliable is to make promises that are not kept.

12a. Very professional	5 4 3 2 1	Not professional
12b. Neutral	5 4 3 2 1	Partial
12c. Very humble	5 4 3 2 1	Not humble
12d. Very business-oriented	5 4 3 2 1	Not business-orient.
12e. Reliable	5 4 3 2 1	Not reliable

Table D.12.1 Summary of the mean grade and standard deviation for the five questions 12a-12e.

Member group		12a. How do you perceive GCB as an organization?	12b. How do you perceive GCB as an organization?	12c. How do you perceive GCB as an organization?	12d. How do you perceive GCB as an organization?	12e. How do you perceive GCB as an organization?
Big hotels	Mean	4,25	3,25	4,25	4,38	4,25
	N	8	8	8	8	8
	Std. Deviation	,707	1,035	,463	,518	,886
GBG hotels	Mean	4,00	1,71	3,86	3,86	4,00
	N	7	7	7	7	7
	Std. Deviation	,577	1,113	,900	,378	,577
Meeting organizer	Mean	4,44	3,78	3,78	4,44	4,78
	N	9	9	9	9	9
	Std. Deviation	,527	,972	,972	,726	,441
Meeting establishment	Mean	4,25	3,43	4,38	4,29	4,50
	N	8	7	8	7	8
	Std. Deviation	,463	1,134	,744	,756	,535
Restaurant/Entertainment/Shopping	Mean	4,36	3,27	4,09	4,55	4,36
	N	11	11	11	11	11
	Std. Deviation	,505	,905	,302	,522	,674
Transport	Mean	4,50	3,40	4,17	4,50	4,67
	N	6	5	6	6	6
	Std. Deviation	,548	1,140	,753	,548	,516
Total	Mean	4,31	3,17	4,08	4,35	4,43
	N	49	47	49	48	49
	Std. Deviation	,548	1,167	,702	,601	,645

Question 12a: Very professional/Non-professional.

Table D.12.2 Result summary of question 12a.

			12a. How do you perceive GCB as an organization?			Total
			3	4	5-Very professional	
Member group	Big hotels	Count	1	4	3	8
		% within Member group	12,5%	50,0%	37,5%	100,0%
	GBG hotels	Count	1	5	1	7
		% within Member group	14,3%	71,4%	14,3%	100,0%
	Meeting organizer	Count		5	4	9
		% within Member group		55,6%	44,4%	100,0%
	Meeting establishment	Count		6	2	8
		% within Member group		75,0%	25,0%	100,0%
	Restaurant/Entertainment/Shopping	Count		7	4	11
		% within Member group		63,6%	36,4%	100,0%
	Transport	Count		3	3	6
		% within Member group		50,0%	50,0%	100,0%
Total		Count	2	30	17	49
		% within Member group	4,1%	61,2%	34,7%	100,0%

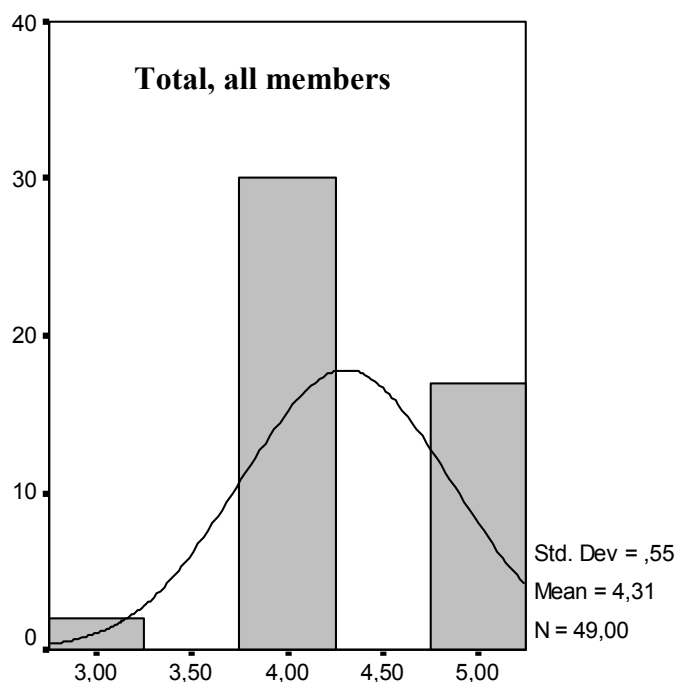


Figure D.12.1 Result summary of question 12a, all members.

Most members, 61.2 percent considered GCB to be a professional organization. The mean value is 4.31 out of 5 possible and a total of what most members' perceived GCB to be, in terms of professionalism.

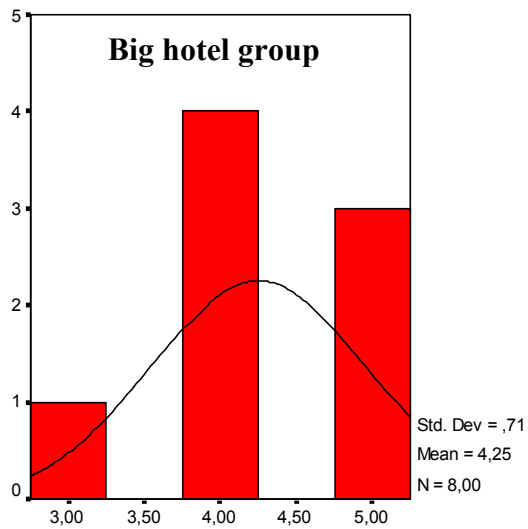


Figure D.12.2 Big hotel group.

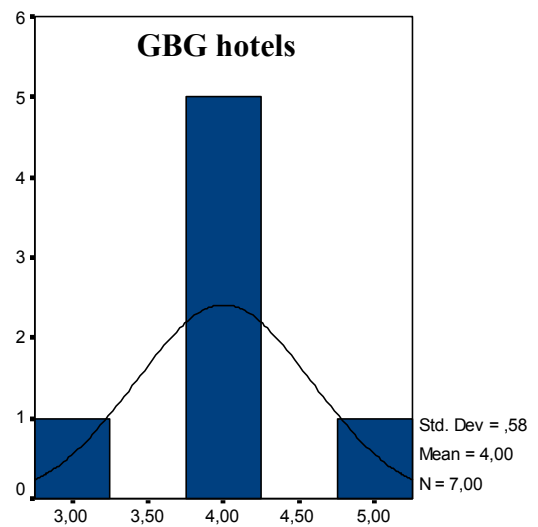


Figure D.12.3 GBG hotels.

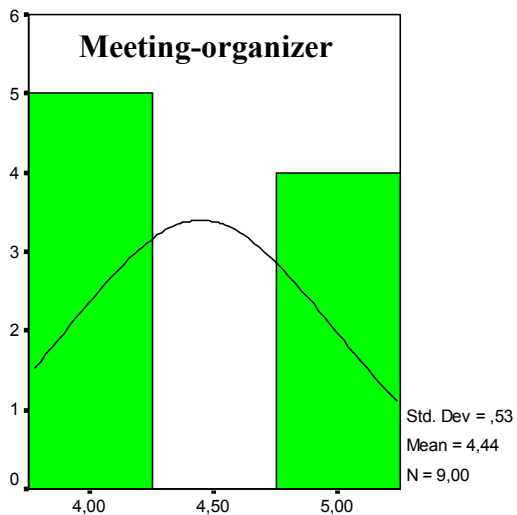


Figure D.12.4 Meeting-organizer.

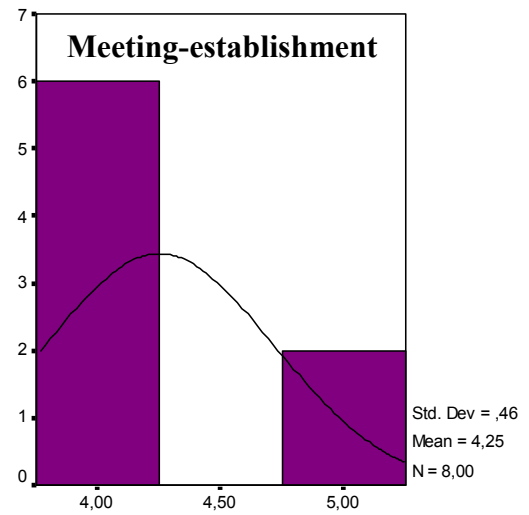


Figure D.12.5 Meeting-establishment.

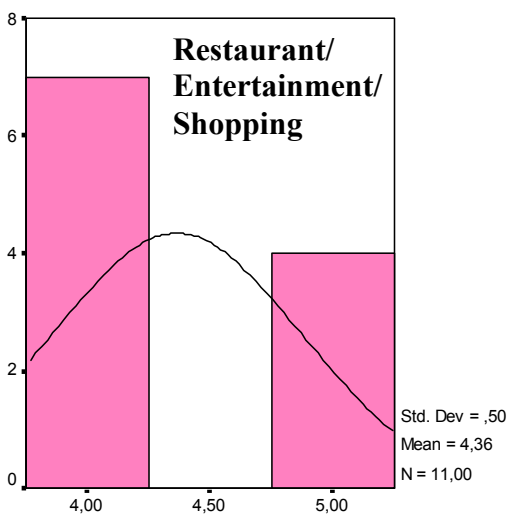


Figure D.12.5 Restaurant/Entertainment/Shopping.

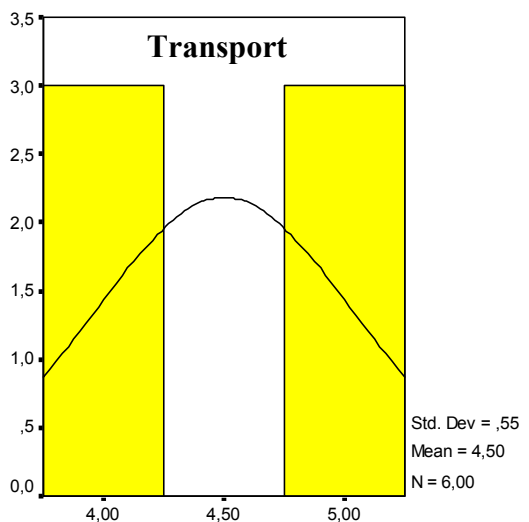


Figure D.12.6 Transport.

Question 12b: Neutral-Partial.

Table D.12.3 Result summary of question 12b.

			12b. How do you perceive GCB as an organization?					Total
			1-Partial	2	3	4	5-Neutral	
Member group	Big hotels	Count		2	3	2	1	8
		% within Member group		25,0%	37,5%	25,0%	12,5%	100,0%
	GBG hotels	Count	4	2		1		7
		% within Member group	57,1%	28,6%		14,3%		100,0%
	Meeting organizer	Count		1	2	4	2	9
		% within Member group		11,1%	22,2%	44,4%	22,2%	100,0%
	Meeting establishment	Count		2	1	3	1	7
		% within Member group		28,6%	14,3%	42,9%	14,3%	100,0%
	Restaurant/Entertainment/Shopping	Count		2	5	3	1	11
		% within Member group		18,2%	45,5%	27,3%	9,1%	100,0%
	Transport	Count		1	2	1	1	5
		% within Member group		20,0%	40,0%	20,0%	20,0%	100,0%
Total		Count	4	10	13	14	6	47
		% within Member group	8,5%	21,3%	27,7%	29,8%	12,8%	100,0%

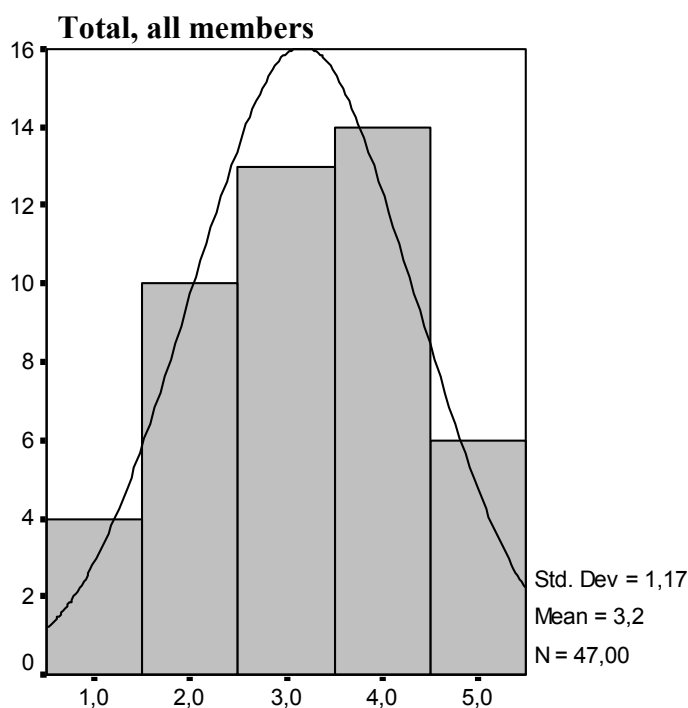


Figure D.12.7 Result summary of question 12b, all members.

Most members, 29.8 percent thought of GCB as a pretty neutral organization. The mean value is 3.2 out of a total of 5 possible. An interesting observation is the GBG hotels that considered GCB to be more of a partial organization.

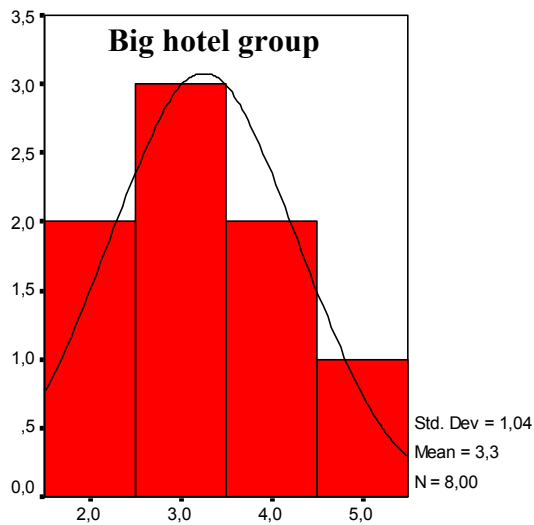


Figure D.12.8 Big hotel group.

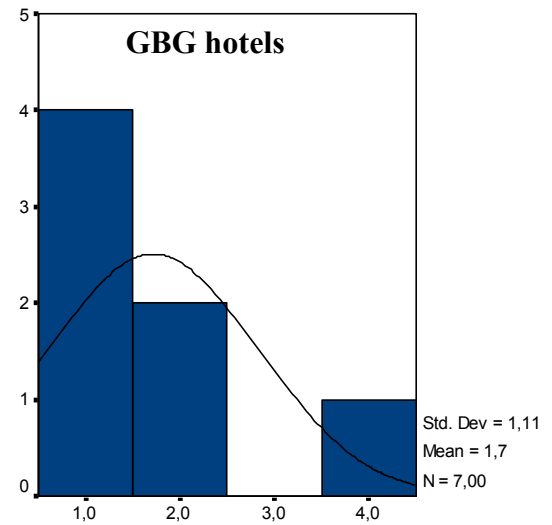


Figure D.12.9 GBG hotels.

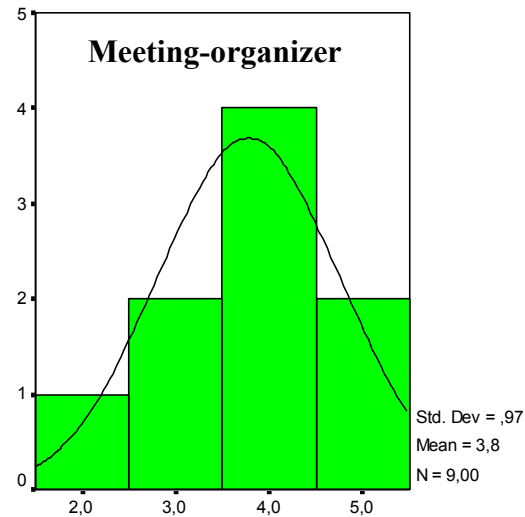


Figure D.12.10 Meeting-organizer.

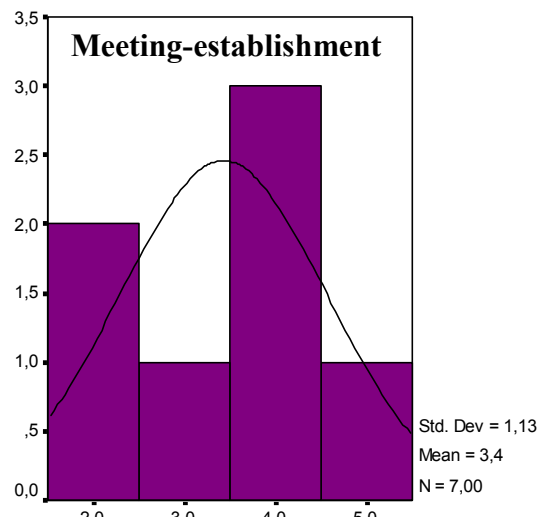


Figure D.12.11 Meeting-establishment.

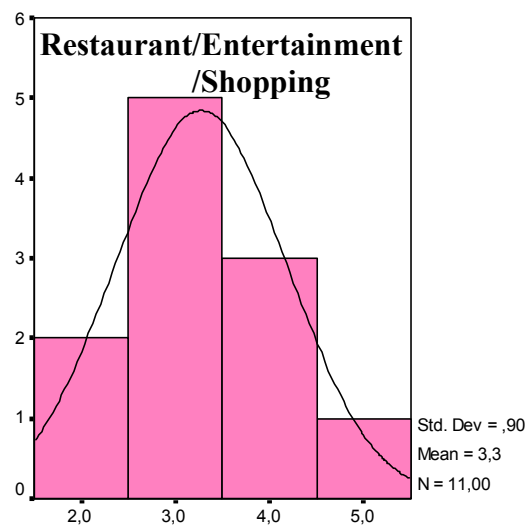


Figure D.12.12 Restaurant/Entertainment/Shopping.

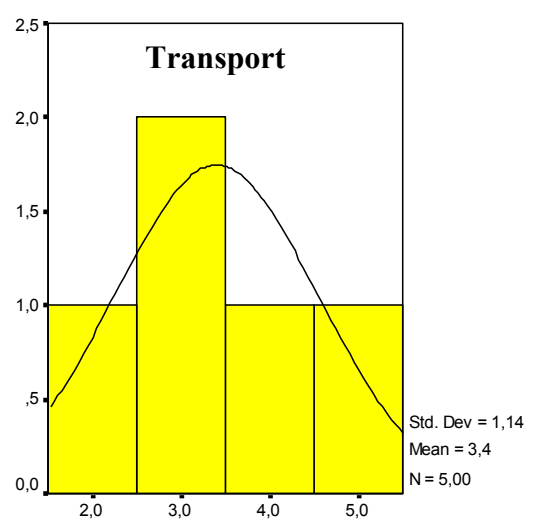


Figure D.12.13 Transport.

Question 12c: Very humble-Not humble.

Table D.12.4 Result summary of question 12c.

			12c. How do you perceive GCB as an organization?				Total
			2	3	4	5-Very humble	
Member group	Big hotels	Count			6	2	8
		% within Member group			75,0%	25,0%	100,0%
	GBG hotels	Count		3	2	2	7
		% within Member group		42,9%	28,6%	28,6%	100,0%
	Meeting organizer	Count	1	2	4	2	9
		% within Member group	11,1%	22,2%	44,4%	22,2%	100,0%
	Meeting establishment	Count		1	3	4	8
		% within Member group		12,5%	37,5%	50,0%	100,0%
	Restaurant/Entertainment/Shopping	Count			10	1	11
		% within Member group			90,9%	9,1%	100,0%
	Transport	Count		1	3	2	6
		% within Member group		16,7%	50,0%	33,3%	100,0%
Total		Count	1	7	28	13	49
		% within Member group	2,0%	14,3%	57,1%	26,5%	100,0%

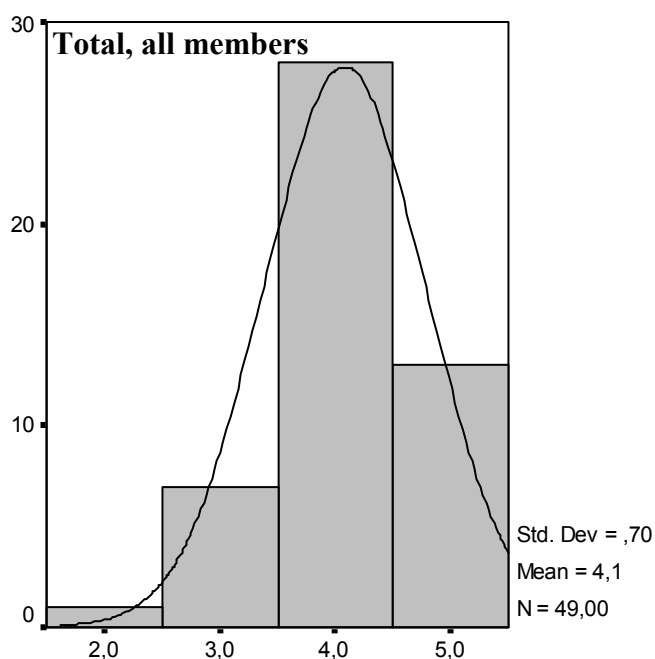


Figure D.12.14 Result summary of question 12c, all members.

Most members, 57.1 percent thought of GCB as a humble organization. The mean value is 4.1 out of 5 possible.

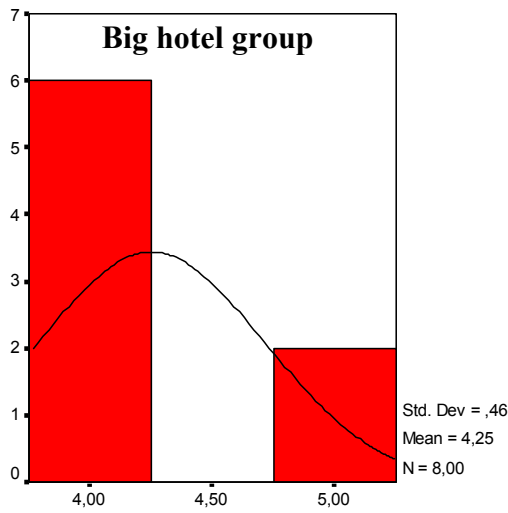


Figure D.12.15 Big hotel group.

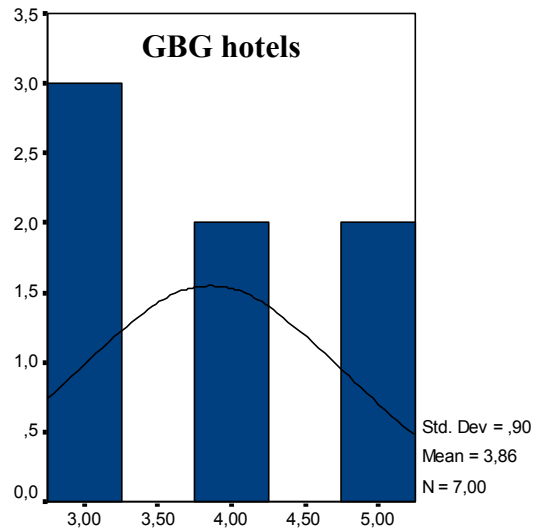


Figure D.12.16 GBG hotels.

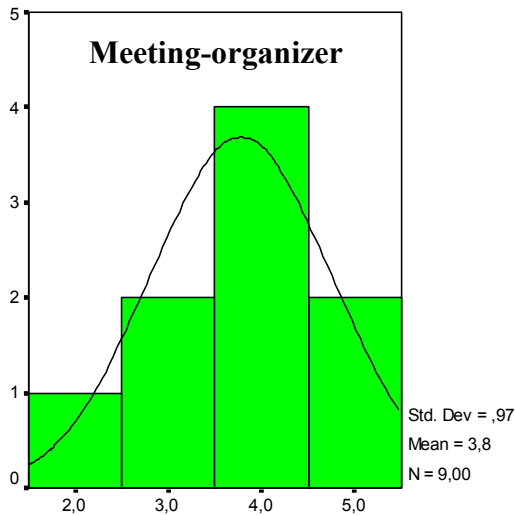


Figure D.12.17 Meeting-organizer.

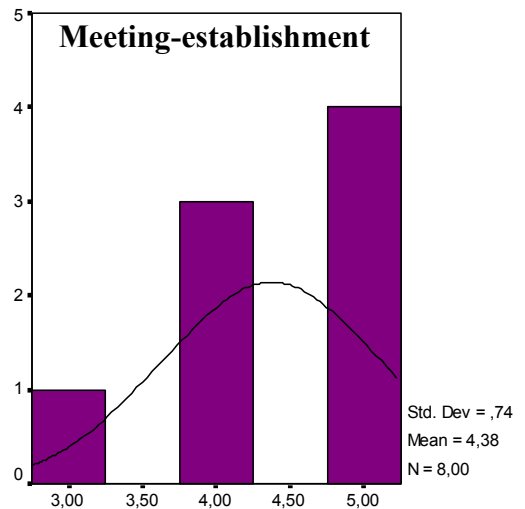


Figure D.12.18 Meeting-establishment.

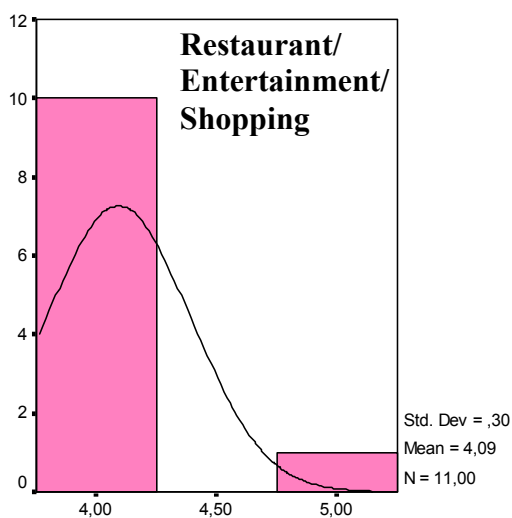


Figure D.12.19 Restaurant/Entertainment/Shopping.

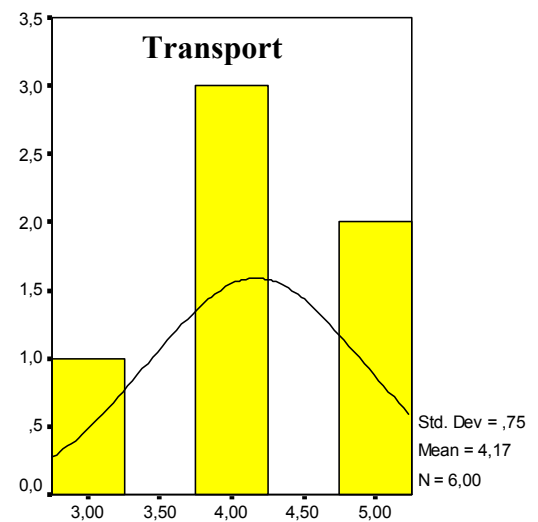


Figure D.12.20 Transport.

Question 12d: Very business-oriented/Not business-oriented.

Table D.12.5 Result summary of question 12d.

			12d. How do you perceive GCB as an organization?			Total
			3	4	5-Very business-oriented	
Member group	Big hotels	Count		5	3	8
		% within Member group		62,5%	37,5%	100,0%
	GBG hotels	Count	1	6		7
		% within Member group	14,3%	85,7%		100,0%
	Meeting organizer	Count	1	3	5	9
		% within Member group	11,1%	33,3%	55,6%	100,0%
	Meeting establishment	Count	1	3	3	7
		% within Member group	14,3%	42,9%	42,9%	100,0%
	Restaurant/Entertainment/Shopping	Count		5	6	11
		% within Member group		45,5%	54,5%	100,0%
	Transport	Count		3	3	6
		% within Member group		50,0%	50,0%	100,0%
Total		Count	3	25	20	48
		% within Member group	6,3%	52,1%	41,7%	100,0%

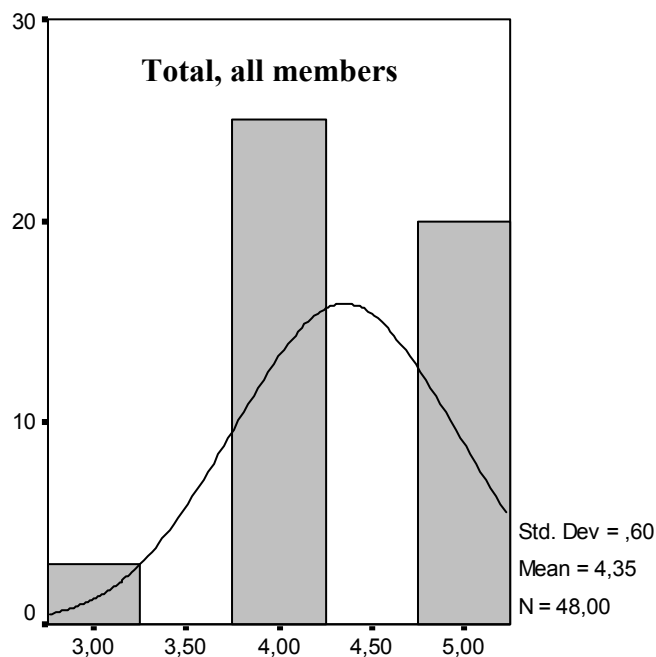


Figure D.12.21 Result summary of question 12d, all members.

Most members, 52.1 percent, considered GCB as a business oriented organization. The mean value is 4.35 out of 5 possible.

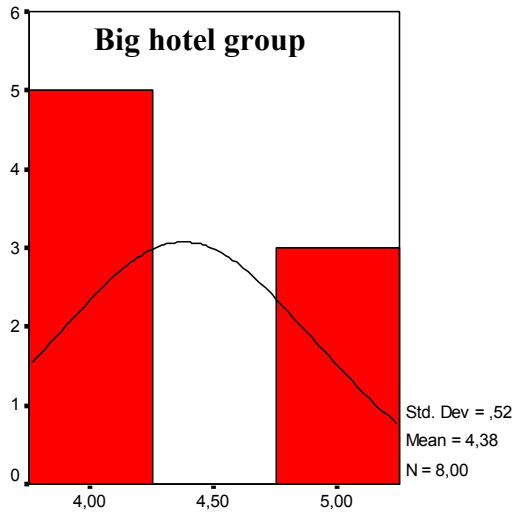


Figure D.12.22 Big hotel group.

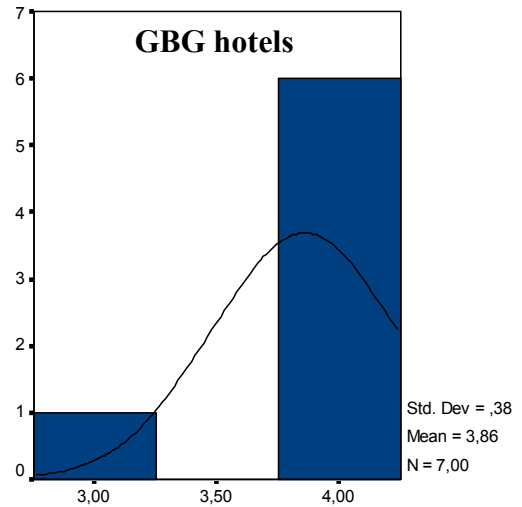


Figure D.12.23 GBG hotels.

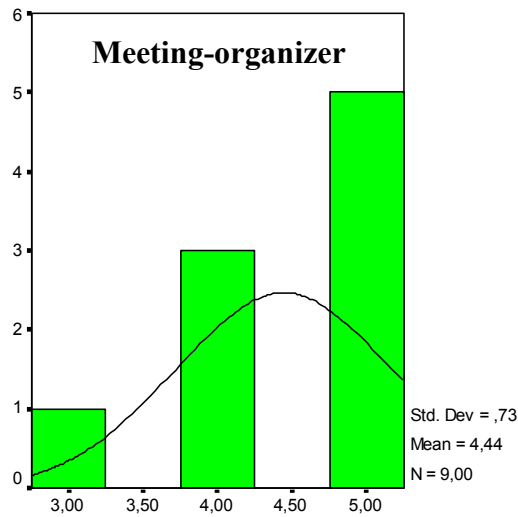


Figure D.12.24 Meeting-organizer.

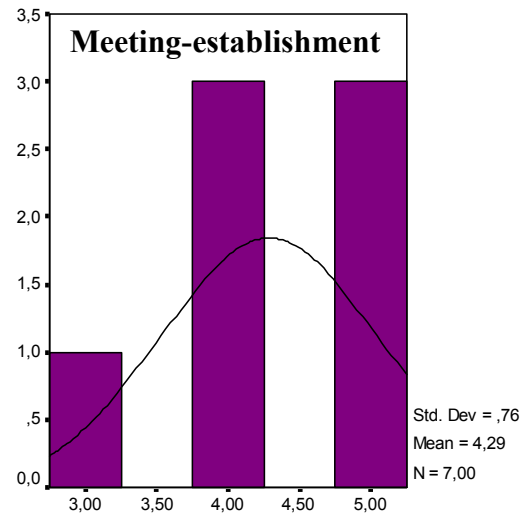


Figure D.12.25 Meeting-establishment.

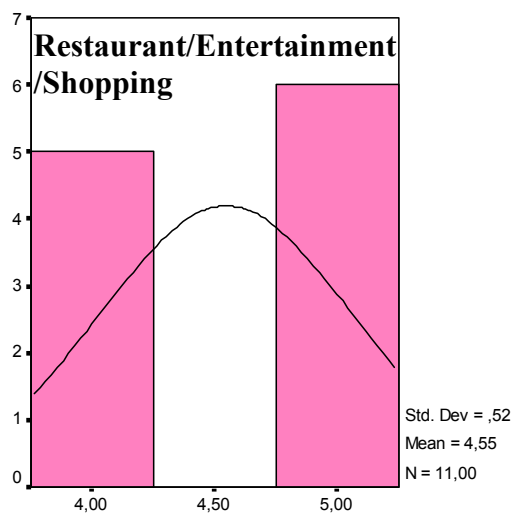


Figure D.12.26 Restaurant/Entertainment/Shopping.

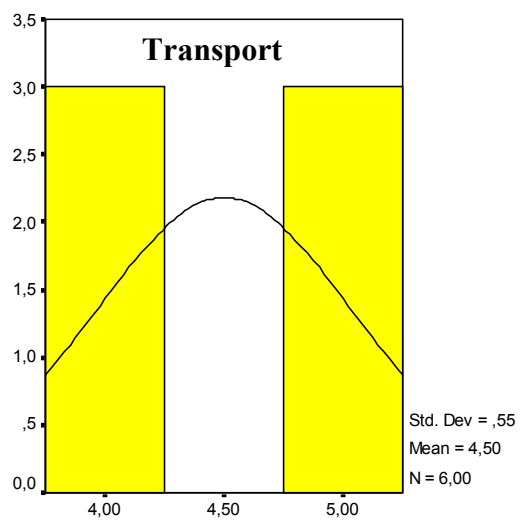


Figure D.12.27 Transport.

Question 12e: Reliable-Not reliable.

Table D.12.6 Result summary of question 12e.

			12e. How do you perceive GCB as an organization?			Total
			3	4	5-Reliable	
Member group	Big hotels	Count	2	2	4	8
		% within Member group	25,0%	25,0%	50,0%	100,0%
	GBG hotels	Count	1	5	1	7
		% within Member group	14,3%	71,4%	14,3%	100,0%
	Meeting organizer	Count		2	7	9
		% within Member group		22,2%	77,8%	100,0%
	Meeting establishment	Count		4	4	8
		% within Member group		50,0%	50,0%	100,0%
	Restaurant/Entertainment/Shopping	Count	1	5	5	11
		% within Member group	9,1%	45,5%	45,5%	100,0%
	Transport	Count		2	4	6
		% within Member group		33,3%	66,7%	100,0%
Total		Count	4	20	25	49
		% within Member group	8,2%	40,8%	51,0%	100,0%

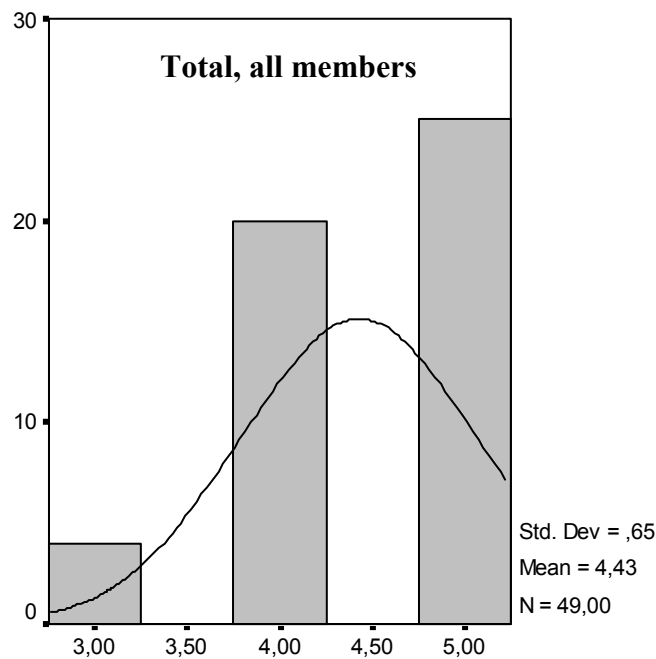


Figure D.12.28 Result summary of question 12e, all members.

Most members, 51.0 percent considered GCB to be a very reliable organization. The mean value is 4.43 out of 5 possible.

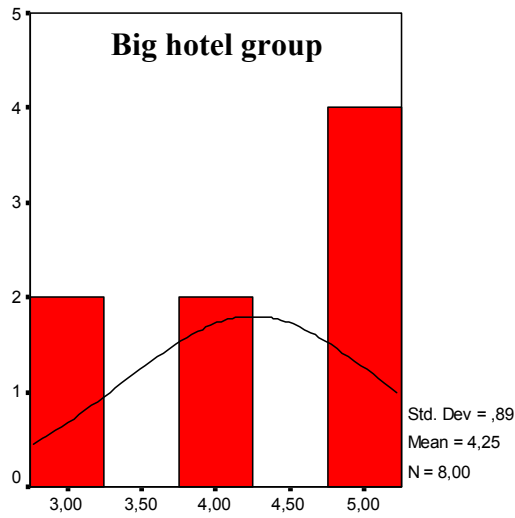


Figure D.12.29 Big hotel group.

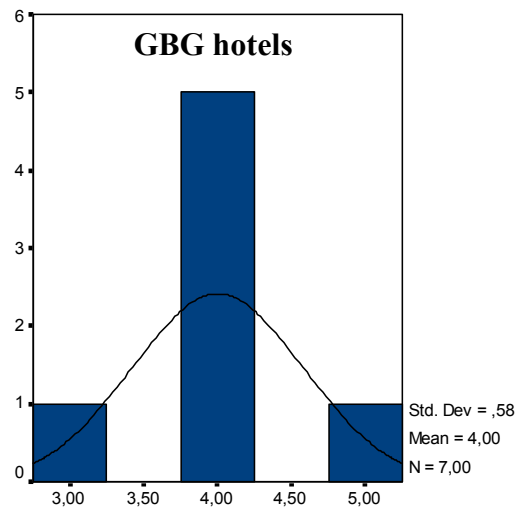


Figure D.12.30 GBG hotels.

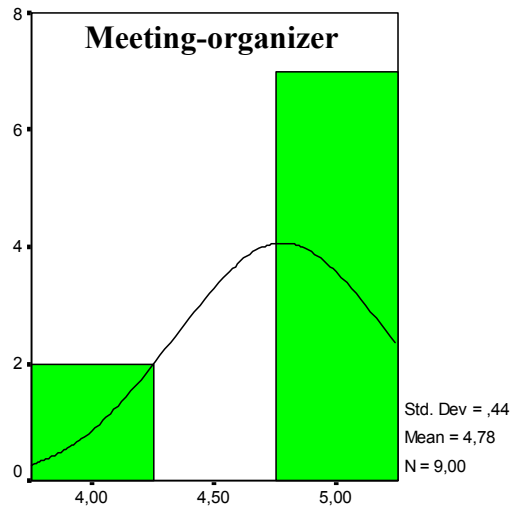


Figure D.12.31 Meeting-organizer.

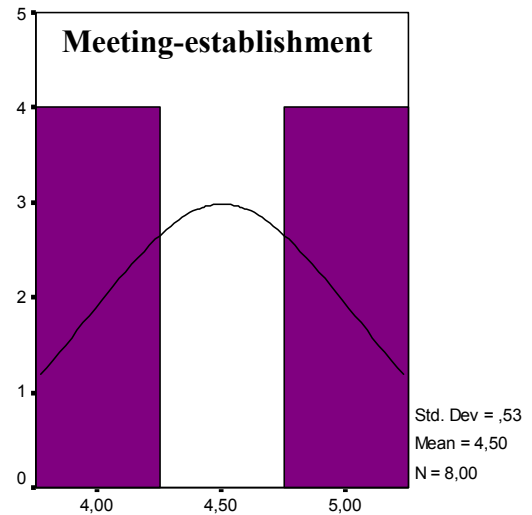


Figure D.12.32 Meeting-establishment.

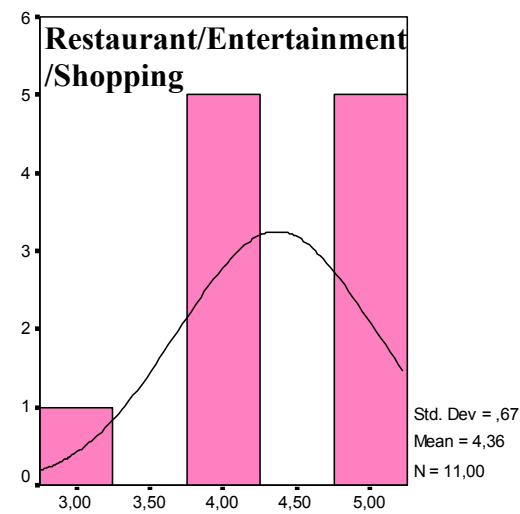


Figure D.12.33 Restaurant/Entertainment/Shopping.

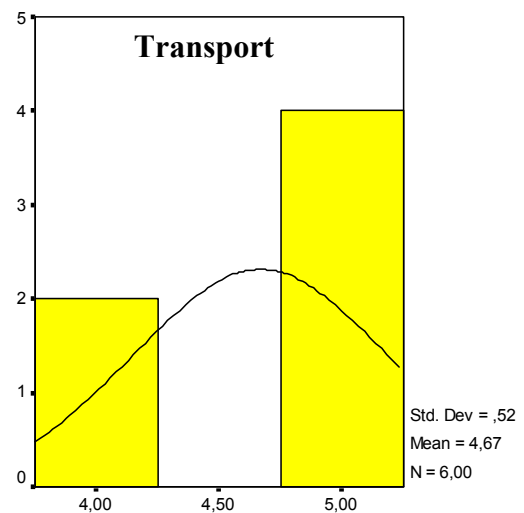


Figure D.12.34 Transport.

Question 13: Do you experience that GCB distribute the business-opportunities among its members in a correct and proper way?

It is crucial for the members to experience equality among the business opportunities GCB offers. When member establishments are used on a continual level they experience the business opportunities among the members in a correct and proper way.

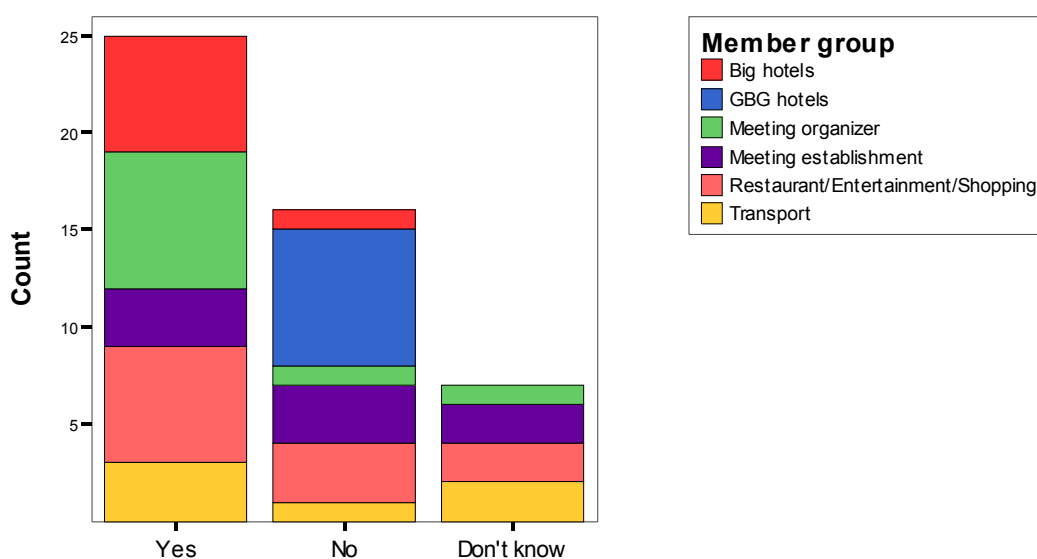


Figure D.13.1 Result summary of question 13.

Table D.13.1 Result summary of question 13.

			13. Do you experience that GCB distribute the business-opportunities among its members in a correct and proper way?			Total
			Yes	No	Don't know	
Member group	Big hotels	Count	6	1		7
		% within Member group	85,7%	14,3%		100,0%
	GBG hotels	Count		7		7
		% within Member group		100,0%		100,0%
	Meeting organizer	Count	7	1	1	9
		% within Member group	77,8%	11,1%	11,1%	100,0%
	Meeting establishment	Count	3	3	2	8
		% within Member group	37,5%	37,5%	25,0%	100,0%
	Restaurant/Entertainment/Shopping	Count	6	3	2	11
		% within Member group	54,5%	27,3%	18,2%	100,0%
	Transport	Count	3	1	2	6
		% within Member group	50,0%	16,7%	33,3%	100,0%
Total		Count	25	16	7	48
		% within Member group	52,1%	33,3%	14,6%	100,0%

Most of the members, 52.1 percent, experienced that GCB distribute the business-opportunities among the members in a correct and proper way. However, there were many in the yes category that also explained why they felt so. There were members who only answered yes, and on the other hand members who answered yes, but also explained why. Therefore the typical yes answers were as follows:

- Yes – when large event makes “waves on the water” (some extra business out of the ordinary is noticed), but otherwise all smaller events are automatically located to the closest establishments around the exhibition center.
- Yes – but Gothia has a strong position and is located too close to GCB.
- Yes – when GCB is dependent on its members, it is an impossible equation to distribute the business-opportunities equally.
- Yes – from the customers (delegates) point of view since the customers and the convention is always more important than fairness and equality among the members.
- Yes – but GCB could use us more and bring more customers to our establishment.
- Yes – is part of the transport group, but have not seen any inquiries yet.

From the typical yes category, one can conclude that the majority of these members agreed to the fact that GCB is partial in some way among the distribution of the business-opportunities.

33.3 percent of the members felt GCB do not distribute the business-opportunities in an equal way. There were members who only answered no and there were those who answered no with an explanation. Therefore, the typical no answers are included as follows:

- No – GCB does not show their neutrality in a sufficient way.
- No – partial towards the exhibition center, hotel Gothia and the big hotel group.
- No – gives the customers what they want, but what about the members’ wants and needs.

- No - have not seen any direct inquiries, bookings or site inspection.
- No – GCB does not know the levels on the different establishments that are part of the membership.
- No – GCB does not know our capacity, come and visit us.

Conclusion from the typical no answers are that most members felt GCB are partial towards the exhibition center. Another explanation when members feel GCB are partial is when they do not receive any inquiries at all.

Once again it is shown that big hotels are satisfied with GCB's work and feel the distribution among business-opportunities are equal, with 85.7 percent in the yes category. On the other hand, the GBG hotels do not consider that GCB distribute the business-opportunities in an equal way since 100 percent was located in the no category. There is a strong correlation among the size and number of inquiries with the satisfaction and equality of the two hotel groups.