

COPENHAGEN AS A CREATIVE CHINESE DESTINATION

*An explorative study of city branding and
independent Chinese travellers*

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ABSTRACT

Branding of nations and cities has become crucial today, as global tourism has become much more competitive. Therefore, national tourism strategies must differentiate and offer some unique attributes in order to target the world's tourists. The purpose of this research erupts from the Danish Growth Strategy (2014b) published by the Ministry of business and growth, which introduced some fundamental efforts toward Danish tourism. The strategy highlights the new initiatives of Danish tourism toward 2020, which includes three fundamental efforts, which are concerned with a new and improved cooperation in Danish tourism, a boost of the Danish service level through improved services and experiences, and a new and improved focus toward Chinese tourism. Thus, the aim of this thesis is to investigate what Danish stakeholders have done in order to obtain a higher experience level, and how they have allocated resources toward the independent Chinese travellers to ensure an international competitive position.

Today, the Chinese market is the fastest growing market in Europe, and as for Denmark, it has become the most important market, if we do not include the neighboring countries. However, many considerations and efforts have been done in order to target the Chinese market, and still a lot needs to be considered as the Chinese traveller's desires and needs are changing. Today, the Chinese travellers are independent, they are much younger, better educated and request adventures, authenticity and local specialties beyond the beaten track, in order to experience the local culture. To deal with these more demanding and modern tourists a new and innovative strategy has been implemented in Copenhagen that provides localhood for everyone and encourages interaction between the global (the tourists) and the locals (the citizens). Moreover, in order to deliver value-for-money two innovative projects has been executed in the Danish service and tourism industry. First, the NICE 2.0 project has introduced a new and innovative way of thinking the service encounter, which encourage interaction and conversation, while the Chinavia+ project are more concerned with the Chinese culture and aims to improve the experiences and the functional services toward the Chinese tourists. Findings from this research show that there is still a lot to consider, when targeting the independent Chinese travellers. Thus, Danish stakeholders need to consider the cooperation and efforts in term of services and experiences toward this demanding market, as the number of Chinese visitors, at the moment, is higher in Sweden and Norway.

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1.

INTRODUCTION

1. INTRODUCTION

In a time with increased focus on globalization and international competition, branding of nations and cities has become an essential of marketing and strategy (Dinnie, 2008: 23; Anholt, 2007: 1). This massive international competition makes considerable demands on the country in relation to innovation, differentiation, and market of its destination (Anholt, 2007: 2). This is in particular expressed in many Danish tourist strategies, which seek to differentiate themselves from classic leisure- and holiday tourism plans. Every year tourism and experience economy contribute as a major source of income and an important driver for economic growth, making it one of the most crucial drivers for Danish success in global competition (evm, 2014b: 12; evm, 2013: 6). In Denmark, the market of tourism creates around 120.000 full time jobs and billions in revenue (evm, 2014b: 7; evm, 2014a: 1; Chinavia, 2013a: 15). Therefore, to ensure a part in the growth of global tourism, Danish stakeholders have to understand and identify the important segments and their needs, seeing international tourism is constantly evolving.

Meanwhile, the market of Chinese tourism has developed rapidly with over 122 million Chinese travellers worldwide in 2016, who spent more than \$109 billion on travel destinations (World Travel Online, 2017). Chinese tourism is rapidly changing due to economic and cultural development of the country, and findings have shown that the market of Chinese tourists has become more sophisticated and fragmented than ever (WOCO, 2015a: 2). The middle class Chinese travellers have changed travel patterns toward independent rather than group tourism, which means they settle with less cities than previously and therefore stay in the country for a longer period (Skift Trends Report, 2013: 4-5). Even though Chinese group travel still dominates Danish tourism, the new and modern independent traveller market is growing and it is fundamental in term of international competition that the Danish tourism- and service industries have an understanding of this growing market in order to allocate the appropriate resources. This new market of Chinese tourists arises from a growing Chinese middle class that increasingly is able to afford to travel for experiences, and thus is expecting higher quality of service products (ibid: 24). This challenges the Danish service industry as findings have shown that price and quality in Denmark are inconsistent (ibid: 13). Tourists expect value for money, however, the link between Danish service and price are below the average compared to other European countries (Nice Live, 2015: 10-11). This is leading to the outcome that several Chinese tourists do not choose Denmark as a travel destination, as it is seen as one of the most expensive tourist destinations in Europe.

In 2009, the Danish tourism industry agreed to a new and shared strategy across the industry. Based on this, many new initiatives and strategies have been developed including a new growth strategy towards 2020 by the Danish ministry of Business and Growth (EVM), which aims to attract Chinese tourists through increased focus on quality and service level (evm, 2014b: 14-15). The strategy by evm aims to establish initiatives to ensure the competitiveness of Denmark toward the Chinese tourism market. Based on strategies executed from the Growth Strategy two projects have been developed, the Chinavia Projects and the New Innovative Customer Experience Project (NICE Project), which will be the two cases analysed and discussed in this thesis. Also the new strategy for tourism in Copenhagen 'End of Tourism as we know it' will be discussed in order to see if Copenhagen is a creative destination. Further, theories on national and city branding, culture, service and experience have applied in the analysis and discussion.

To sum up the above, the tourism industry is complex, and thus all measures have to work together to achieve overall success in the international competition. It is this exact complexity of the industry and the development and implementation of strategies, despite everything, that constitute the basis and relevance for this research. Further, it is of my personal interest to explore this new common focus toward outstanding service experiences in the tourism industry, which requires the involvement and cooperation amongst a large proportion of Danish service corporations. Therefore, this research aims at firstly to gain insight in the complex world of Danish tourism and how the relevant agents cooperate, and secondly, explore the strategies and their priorities toward Chinese tourism and Quality service, and finally, study the efforts toward the Independent Chinese tourism market in Copenhagen and to come up with comments and recommendations for improvement.

2.

***RESEARCH
QUESTION***

2. RESEARCH QUESTION

Based on the development and expectations of Chinese tourists and the Danish Government's ambitions toward a high quality and service experience level in Denmark, the research question of this project will look for a solution to the following question:

“What have Danish Stakeholders done to obtain a higher experience level, and how can they allocate resources toward individual Chinese tourism to ensure an international competitive position?”

To answer the overall research question, the following subordinate research questions will be answered:

1. How is Danish tourism structured and prioritized toward Chinese tourism?
2. What characterizes a Chinese tourist in Copenhagen?
3. What has Danish stakeholders done to make Copenhagen a creative destination?
4. What opportunities does increased focus on service and experience offer a destination?
5. How has Copenhagen allocated resources to attract Chinese tourists?
6. To what extent should Danish stakeholders make use of services and experiences to achieve growth regarding the Chinese market?

2.1 PROBLEM OUTLINED

The overall research questions entail a theoretical and methodological enquiry, as it first requires the theoretical aspects of place branding and stakeholder engagement as well as an understanding of the importance of service and experiences, and secondly includes a methodological discussion of qualitative data from interviews in order to identify what Danish tourism has done to ensure a competitive position toward Independent Chinese tourism.

First, place branding has been investigated to understand which elements are important in order to design and establish the nation brand as well as the Copenhagen brand toward a Chinese audience. Next, theory that is concerned with service and experiences has been outlined, as it is important to the future analysis. Finally, as the research will look into the Chinese consumers, a section introducing cultural theory is crucial for this research. Moving on, multiple reports and strategies on Danish tourism and Chinese consumer behaviour have been included and discussed in order to understand the cooperation of the industry and to obtain knowledge about the new Chinese consumer. These reports and strategies are also the foundation when selecting appropriate informants for the qualitative interviews and when designing the interview guides. Each interview guide has been tailored for

each informant to gain the most from it as the interviews have been with experts and researchers in the fields of Danish- and Chinese tourism as well as the Danish service and experience industry.

Three interviews have been executed in order to answer the research question. First, an interview with the Project Manager of the NICE project, Eva Rehling (Rehling), has been conducted. This interview focuses on how Denmark will put more effort toward experiences and services in the near future. Next interview was with Philip Wenzel Kyhl (Kyhl), who manages the strategic China efforts at WOCO. This interview is looking at what efforts and strategic actions have been done for Chinese tourists mainly in Copenhagen. Finally, an interview with researcher Sarah Holst Kjær (Holst) was conducted, as Holst has specialized in Chinese tourist behaviour in Scandinavia. The interview with Holst gives a complete picture of Chinese travellers' behaviour, and what needs to be done in order to target them in the future. Based on these interviews, an analysis and discussion on important findings will be established in order to give a specific set of recommendations as to how Danish stakeholders can work in future with Quality Tourism and experiences to position themselves in relation to the independent Chinese tourists.

To answer the overall research question, this thesis will mainly focus on three elements illustrated in figure 1.0, and how they affect and strengthen each other: (1) Nation- and City Branding, (2) Service and Experiences, and (3) Culture and Independent Chinese Tourism. Therefore, the main focus of this thesis will be to investigate these phenomena and their interaction in Danish tourism.

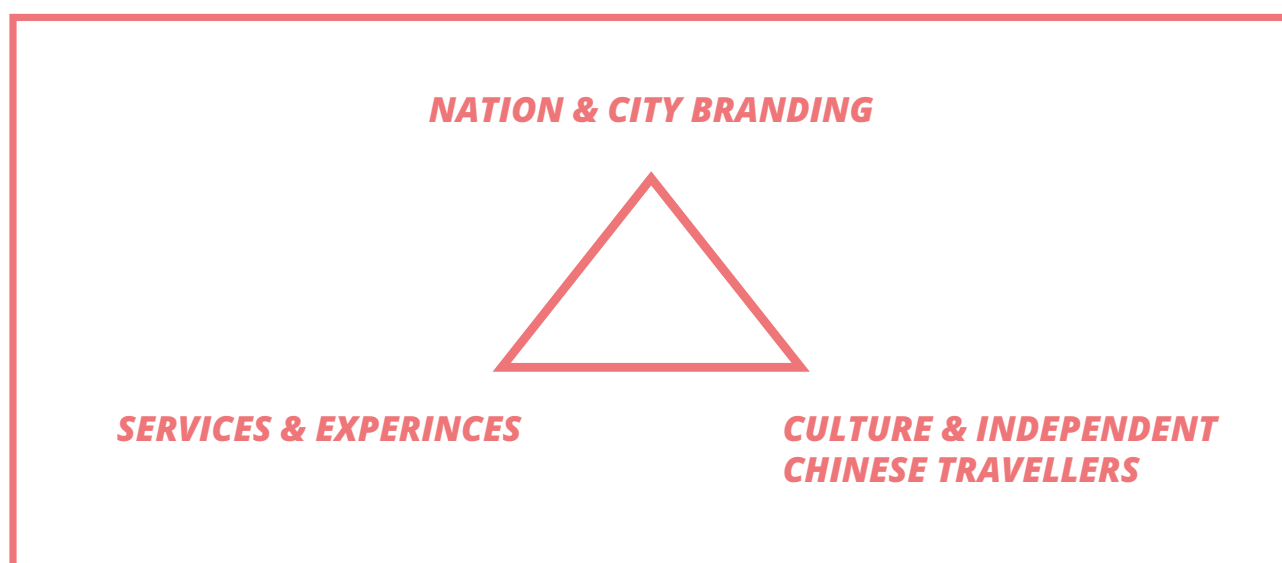


Figure 1.0 - The Three Elements

2.2. LIMITATION

In order to select which target group to focus on, this project solely focuses on independent Chinese tourists, who travel to Denmark for leisure- and/or city holidays (Urban Tourism). Group tourists as well as B2B tourists from China could also have been explored, as they are equally important. However, seeing that the independent Chinese market is growing, it is a much more relevant market to do the research on. Further, independent tourists are a much more developed market, which makes them much more demanding in the field of services and experiences and, therefore, an interesting topic to explore.

Further, the time and area for this project has been limited. Seeing the newest growth strategy by evm was announced in 2014 and set to 2020, this research will focus on what the service industry has done so far in order to attract Chinese tourists, and what they should do for the independent travellers from now until 2020. Initiatives and actions toward increased services and experiences was still at an experimental level when the interview with Rehling was conducted in 2016, therefore, she could only mention a few experiments, which were focused only on the metropolitan area. Also, Denmark is a relatively small destination on a worldwide scale; therefore, in some research, certain foreign countries still compare it to 'the North' and see it in a mixture of Sweden, Norway, and Finland. Therefore, the main focus in term of area of this thesis will be in the capital Region of Denmark, as Copenhagen.

Looking at the research strategy many considerations were taken. The approach applied is inductive as it wishes to investigate and explore the Danish tourism market toward the Independent Chinese traveller. Thus, this research will only apply theory that is relevant to the topics, and which has been specified after executing the interviews. As for the research method the qualitative interview was used, why most of the empirical data in this project will be drawn from qualitative data. As the project looks at the Danish tourism industry from a strategic perspective, it has only been experts working within the fields, who have been interviewed. However, tons of research and reports focusing on Danish tourism and Chinese tourists have been drawn from reliable sources including VisitDenmark, WOCO, McKinsey and EVM. Thus, some knowledge and important findings have also been drawn from secondary sources in order to limit the research process. Before performing the interview with Rehling, the plan was to develop a minor survey research of all members of the NICE project. The survey was not supposed to be constructed from the qualitative research or either a complement to the qualitative research, instead the aim of the survey was to explore the attention that the participants in the NICE project have given to Chinese Tourism, and specifically the individual Chinese traveller. However, seeing that the interview with Rehling proved that they did not have a cultural aspect at all, an examination of these corporations would unfortunately have been unnecessary.

3.

***LITERATURE
REVIEW***

3. LITERATURE REVIEW

This chapter will outline a critical review of existing literature that is important and relevant to this thesis. This section is essential for the further examination and discussion, as it establishes key theories, concepts and ideas, as well as issues and debates in the field of Danish tourism (Saunders, Lewis & Thornhill, 2012: 71).

This review represents a variety of theories that are all relevant in order to go into depth with the subjects and research questions. It was possible to use some of the theories to supplement for one another seeing topics within place branding as well as service and experience economy are complex and a lot of material has been conceived in the fields. Therefore, by processing and applying more than one theory, a much more comprehensive understanding can be achieved. First, the term 'Place Branding' will be explored with emphasis on 'Nation and City branding'. Next, the importance of "Experience Economy" and "Service Management" from a Place Branding perspective will be outlined, and finally, as this thesis examines Chinese tourism, a section on "Cultural theory" is also called for.

3.1. PLACE BRANDING

Places, including countries, cities and tourist attractions, are experiencing increased competition in order to attract tourists (Moilanen et al, 2009: 3). Therefore, branding has become crucial in order to stand out from the increased competition (ibid). In order to identify and differentiate a destination from others, branding of nations and cities has become essential for countries. Both nation and city branding will be introduced with emphasis on Dinnie's work (2008), which was published with contributions from other theoreticians, of which, selected articles relevant for this project will be included. In supplement to Nation Branding, Anholt's (2007) theory on 'Competitive Identity' will be implemented, followed by the next section on city branding, which will introduce theory by Baker (2012) as well as Morgan, Pritchard and Pride (2011), who all have theoretical and practical experience in the field of tourism and city branding.

3.1.1. NATION BRANDING

Nation branding is a relatively new topic, which as its name implies, concerns the reputation and branding of a country, a state or a specific nation (Dinnie, 2008: 15). The main purpose of nation branding is to attract potential tourists, investors, and consumers as well as new talents such as students and employees, however, it also aims at stimulating investors and boost export to the country (ibid: 17). Today, the world is one big market place where each country, city, and region competes with one another to attract tourists (Chernatony, 2008: 17; Anholt, 2007: 1). Because of the increased global competition, the phenomenon is growing, making nation branding a crucial marketing effort for places by providing competitive advantage and differentiation (Chernatony, 2008: 18-19).

Knowing that nation branding is a relatively new phenomenon, an increasing number of articles has been published in the field. Though, these articles are putting the attention to the same topic, many different definitions appear about nation branding. Anholt (2007: 3) calls the approach Competitive Identity, Dinnie (2008: 15) defines it as a Nation Brand, while others look at it as country- or destination branding (Fetscherin, 2010; Morgan, Pritchard, & Pride, 2011: 4). However, the ideas are very

close to each other and are all concerned place reputation and, therefore, have the same beliefs about the phenomenon. The definition of branding in this research will be viewed as Anholt (2007: 4) describes it: "... branding is the process of designing, planning and communicating the name and the identity, in order to build or manage the reputation". Thus, this research will look at the approach as a branding method in order to build or manage reputations of destinations. Nation branding is complex and includes brand identity, image, and positioning. According to Dinnie (2008: 15) nation branding is "the unique, multi-dimensional blend of elements that provide the nation with culturally grounded differentiation and relevance for all of its target audiences." It is therefore vital for places to create a brand that differs from others, as it makes it more relevant, distinctive, and believable, which Dinnie (2008: 52) refers to as National Brand Positioning. Brand positioning is defined as the attributes history, attractions and culture that differentiates one country from others, but to make sure that other countries cannot surpass and abuse it, these attributes should be unique (Blain, Levy, & Ritchie, 2005). Therefore, they will be referred to as Unique Selling Proposition (USP). Anholt (2008: 23) argues that what really makes a difference on other nations' perceptions is when countries are "... dedicated to developing new ideas, policies, laws, products, services, companies, buildings, art and science." Furthermore, he argues that these dedications can move a reputation, create a buzz, and change peoples' minds on the nation (ibid).

National brand image gives an understanding of how the country is seen by other nations (ZAD Group, 2008: 37), which Dinnie (2008: 47) explains as the mental representations that other nations have on a specific country. Further, Kotler and Gertner (2011: 37) explain that country images "are likely to influence people's decisions related to purchasing, investing, changing residence, or traveling". Therefore, it is important to consider this image as it can be affected by personal experiences of a country, word-of-mouth (WOM), but also by national stereotypes or components of national identity, such as history or political regime of the country (Dinnie, 2011: 50; Kotler & Gertner, 2011: 37). The latter can also affect the country-of-origin (COO), which Dinnie (2008: 84), Freire (2008: 92) and Kotler and Gertner (2011: 36) point out as important, seeing it can have an impact on peoples' attitudes toward a country's services and/or products. An effective country image or tone has to be close to reality, believable, appealing, but at the same time still simple for tourist to understand (ibid: 42).

Overall, branding of a country is very complex and requires the fulfilment of several elements including trust of the people, consistency, as well as a long-term commitment (ZAD Group, 2008: 39). Anholt (2008: 23) believes that the nation-brand will become much more powerful if it is implemented in the way the country runs, instead of just a part of a communication strategy. Therefore, to achieve most success with the brand it is crucial to include the government, but also key stakeholders in order to work together on the nation-brand and its reputation (ibid: 40; Chernatony, 2008: 16). More on stakeholder engagement is introduced in section 3.1.3.

3.1.2. CITY BRANDING

Like nation branding, the concepts of branding of destinations and cities have become equally important (Dinnie, 2011: 3). City branding has much in common with nation branding, seeing they are both associated with place branding, and, therefore, both focusing on building a reputation of the destination. Today, the reputation of a place is crucial in order to manage its image, thus, in accordance with nation branding, city branding is a tool to accentuate the uniqueness of the city, in order to stand out and differentiate it from other destinations (Ooi, 2011: 57). Moreover, it is a technique to attract all kinds of prospects; from inbound investment and tourism to future residents (Dinnie, 2011: 3-4). Baker (2012: 27) defines a place brand as "... the totality of thoughts, feelings, and expectations

that people hold about a location”, further he points out that branding a city can be challenging as it requires both innovation, passion, and commitment from all entities, and as nobody really owns the city, it requires a collaborative environment.

Baker (2012: 26-27) argues that place branding in some aspects could be compared with product branding as both methods concerns the questions about what they want to be known for, and how they want to differentiate from others. Kotler and Gertner (2011: 36) agree with Baker saying that a destination's brand have helped consumers evaluate in the purchase decision. However, branding of cities and nations are much more complex and time-consuming to work with, seeing products usually have one purpose and utility whereas cities have many. Further, as Baker (2012: 39) explains, a destination's reputation is shaped over many years, whereas the reputation of a product can be shaped overnight. Therefore, in order to maintain the market-share of the city it is essential for them to differentiate themselves from the competitors through a solid and strong brand as well as USPs.

3.1.3. THE NETWORK APPROACH

Several theoreticians including Dinnie (2011: 5), Gelder (2011: 36), Baker (2007: 27-28), Houghton and Stevens (2011: 45) settle that stakeholder engagement is the key to a functional and successful place brand. Furthermore, they agree that one of the biggest advantages with partnership is the opportunity to communicate and establish a broader target group. Like nation branding, a long-term collaborative approach between key stakeholders of the destination will create the most effective brand (Dinnie, 2011: 5-6; Gelder, 2011: 36; Blain, Levy & Ritchie, 2005) as Houghton and Stevens (2011: 47) propose "... the more people are involved in effective and productive city branding initiatives, the better informed the discipline as a whole." However, avoiding to do so will weaken the brand, and in some cases even destine it to fail (Middleton, 2011: 15; Houghton et al, 2011: 46).

Gelder (2011: 39-42) has set a number of proposals to avoid failure of city branding. First, he advises that all key stakeholders should work together towards a clear vision. To this, he mentions that it is important to invite new members to contribute, as individual visions will confuse the coherent view of the future city brand (ibid: 39-40). Furthermore, Gelder emphasises on consensus amongst stakeholders, seeing a successful city brand requires long-term commitment of both internal and external audiences and most importantly, trust amongst them (ibid: 40). A coherent brand strategy is essential as it is the element of how the story of the city is told, and here it is important to note that no stakeholder has the ability or capacity to communicate it on his or her own own (ibid: 38). Therefore, it is important to have in mind that each stakeholder has his or her own way of working, their own agenda, and various reasons of motivation (ibid: 44). Teamwork, negotiation and strategic leadership are therefore an essential key toward a successful city brand.

3.1.4. HOW TO BECOME A CREATIVE DESTINATION

As outlined, the world has changed with globalization and so has the tourists. Today, cities can either emphasize material factors such as special buildings, infrastructure, economic, products and events, or highlight more soft and immaterial aspects such as local citizens, services and traditions, as well as unique storytelling, or slogans (ibid: 17-18; Hospers, 2011: 27). However, according to Morgan et al (2011: 9-10) it has become increasingly difficult for cities to differentiate themselves solely on material factors, which puts pressure on cities to think more about innovation and creativity. In order to understand how tourists evaluate a destination, this section will take its point of departure in the 'Virtuous Circle of Destination Reputation' by Morgan et al (2011: 11-16) that outlines six important

elements when the reputation of a city is created, which concerns “Tone”, “Traditions”, “Tolerance”, “Talents”, “Transformability”, and “Testimonies” of the destination. These six T’s will be introduced with supplementary theory below.

First part concerns the ‘tone’ of voice of the destination, which looks at how the story of the destination is effectively managed and communicated through both online and offline channels (Morgan et al, 2011: 12). Hospers (2011: 32) argues that it can be hard for a city without imaginable features or other highlights to be associated with. Agreeing, Jensen (2006: 12) explains that the modern consumer has a more emotional purchase behaviour, which is driven by the story of the product (ibid: 65). One method in order to visualize the city is through storytelling, which can be done through local story, products, or people. According to Ooi (2011: 55) the storytelling “... highlight the uniqueness of the city and also provide frameworks to understand these cities”, further he claims that it can affect our interpretation and reflection of the destination compared to others (ibid: 59). Furthermore, Fog et al (2010:22) claim that storytelling helps individuals to define themselves, as it helps them communicate who they are. The story communicates values and drives the emotional bond between the brand and the consumer (ibid: 23-24). One of the techniques of storytelling is to associate the destination with a famous or historical person, even if this person is not exclusively linked with the destination (Hospers, 2011: 30-31). The storytelling must be strong, distinctive, and told through the same tone of voice when engaging with target audience. Further, Ooi (2011: 55) explains city slogan as a way to describe and portray the city.

Moving on to the next T, which Morgan et al (2011: 12-13) call ‘tradition’, as it focuses on the recognition of the unique culture and history that a place can offer its visitors. According to Hoppers (2011: 27), tourists travel to certain places to gain a visual experience that they cannot experience at home. When travelling, many tourists visit the so-called tourist attractions, which they have been manipulated to see through modern media (ibid: 28). Thus, most destinations still choose to use material attractions as their USPs (Morgan et al, 2011: 12), as an example Hospers (2011: 28) explains sightseeing as a typical USP, where visitors are introduced to particular famous features, which has already been organized by a tourist organization. However, this is no longer a demand, as tourism is changing from a collective mind-set into a more individualistic one, and therefore searching for the real and authentic part of a destination (Morgan et al, 2011: 12; Hospers, 2001: 28). Hoppers describes the individual tourist as “looking for adventure and follow insider tips” (Hoppers, 2001: 28). Further, Morgan et al (2011: 12) explains that combining the authentic and real with tone and/or traditions is a vital ingredient that many destinations should build their reputations upon.

The section ‘tolerance’ concerns openness to differences, new ideas, and lifestyles. Morgan et al (2011: 13) explain this as places that are open to other races, religion, backgrounds as well as sexual persuasion. Also ‘talent’ is a concern when evaluating a destination, as it is the international success a country is known for, which Ooi (2011: 55) describes as activities that one country or city is better at. Moreover, services and products that are concerned with tourism can also have a significant influence on how others perceive the destination. This is when customers are concerned with the COO effect or ‘made in label’, which Kotler and Gertner (2011: 34) explain as “the foremost criterion to speculate about the quality of given products”. One product category that has always concerned the COO effect - and which Tellström (2011: 63) links to experience economy - is the food culture of a country. As tourism has developed into a more individualistic mind-set, seeking authentic experiences, food tourism is an increasingly important market (ibid: 65). Tellström (2011: 67-69) claims that branding a destination based on food does not have to include the correct historical facts, as long as it feels authentic for the tourists and it creates a story.

The last two elements that should be considered when evaluating a destination are 'transformability' and 'testimonies'. First mentioned is the capacity of the destination to think differently and to go into unknown markets in order to gain content, to socialize and interact (Morgan et al, 2011: 15). Examples of these elements are the capability to engage and success with new technology, as well as adapting to environmental trends such as eco-living, carbon neutral etc. (ibid). Finally, testimonies refer to the stories and feedback that are communicated by visitors. In combination with all elements, this one will add the real brand equity to the reputation of the destination (ibid: 16). Despite all marketing tools available today, WOM is still the most valuable and trusted source of communication amongst tourists, and with the evolution of digital and social media, the power of WOM and testimony have become extremely powerful (ibid: 16). Further, Morgan et al (2011: 16) claim that the power of feedback from friends and relatives is the number one influence on peoples' choice of destination. Thus, opinion leaders have become an important marketing tool in order to influence and change attitudes of individuals (ibid).

3.2. SERVICE AND EXPERIENCE ECONOMY IN TOURISM

This next section will outline and introduce relevant service and experience theory within tourism. First the definition of service will be outlined, followed by the importance of experience economy in the tourism industry. These theories are important to look at as the perceived service level and overall travel experience are important elements when tourists evaluate a destination. Further, differentiation has been discussed repeatedly in the previous section 3.1 'Place branding theory'. Therefore, this chapter will look at differentiation through experiences and services, and how to use it in order to become a creative destination. Both phenomena are complex and have gained a lot of theoretical attention in previous year, thus, only relevant theory and theorists has been included. The first section emphasis on theory by Richard Normann (1998) (Normann) introducing the service perspective, as Normann was one of the first theorists highlighting the differences associated with managing service products. Thus, his work has become a classic in them of service management (Schneider & Chung, 1993). Moving from a service approach toward an experience encounters, important theory by Jantzen, Vetner and Couchet (2011), and ideas by Sørensen and Jensen (2014) have been explained.

3.2.1. THE SERVICE PERSPECTIVE

The term service product will be seen as a solution or performance that concern solving problems or needs in a specific marked (Christensen & Jespersen, 2007: 23; Sørensen & Jensen, 2014). The service product is the performance that can be combined with a psychical object such as the food in a restaurant or the psychical ticket for your flight. On the other hand, the service product concerns the process on how the food was ordered or how you bought the ticket, and most often several service products are combined in one purchase (ibid: 24-27). You can say that a service product has four main characteristics including intangibility, inseparability, variability, and perishability, seeing most service products are intangible actions or performances, which means that it cannot be touched or felt (ibid: 29-31; Wilson et. al, 2012: 16-18). Also it is a unique and heterogenic performance that cannot be copied, as it is performed by people, and therefore never truly alike. And when the performance of the service product is completed, it is inseparable, as it was constructed in a live performance and, therefore, hard to recreate. Also, the service product is perishable as it cannot be stored for later use or saved, resold or returned.

Both Normann (1998: 87) and Sørensen & Jensen (2014) highlight that most firms do not concern themselves enough with educating and supporting their service providers, as they consider it as an

expense instead of an investment. In addition to this, Normann (1998: 35) came up with the expression 'The moment of truth' which is a metaphor for the situation where the service provider performs the service product facing the customer. The expression has become very famous and has been implemented by many service organisations in their everyday language, as it refers to how important the service providers are in the interaction with the customer, and that no one, except the service provider, can influence or instruct what will happen while the service product is performed. Sørensen & Jensen (2014) agree with Normann on this and indicate that service organisations focusing on tourism mainly support functional attributes. Thus, it is important that service organisations are aware of educating and developing their staff in order to achieve motivation through the right practical skills and know-how, so they are capable to manage crisis and deliver the ideal service to the customer (Normann, 1998: 103; Christensen & Jespersen, 2007: 50; Sørensen & Jensen, 2014).

3.2.2. FROM SERVICE TOWARD EXPERIENCES

Due to change in society, customers are better educated and have more money than before. Also, access to information has become more available, why customers have become more aware of their needs and demands (Normann, 1998: 53). Today, the modern customer wants quality of life, and thus seeks self-expression and experiences through service products (Jantzen, Vetner, & Couchet, 2011: 24; Sørensen & Jensen, 2014). Thus, a standardized service product is not enough in order to impress and excite modern customers (Christensen & Jespersen, 2007: 37). Danish futurist, Rolf Jensen, describes the modern customer as a prospect moving away from the Information Society and toward the Dream Society (Jensen, 2006: 11). Today, consumers purchase more with their heart than their brain (ibid: 12), and consequently, it is not the materialistic aspect that drives the buy but instead strive for the experiences dimension in both products and services (ibid: 15).

A service becomes unique when the customer achieves an involvement or performance that they did not expect (Jantzen et al, 2011: 18-19), and when the characteristics and features of the service stands out from other performances and they are too challenging for competitors to copy (Christensen & Jespersen: 21). This is when the encounter moves from being a service toward an experience. Further, Sørensen & Jensen (2014) describe the service encounter as a standardized and rigid one-way engagement with the customer. Experience encounters, on the other hand, encourage the consumer to engage and co-create, and meanwhile it has been proven that it increases the value for tourists and new knowledge creation for the service providers. Also, Jantzen et al (2011: 41) claims that experiences change people, as they cause the pulse to rise and fall, they touch the senses, encourage emotions, and they distract the customer from everything around them. The most memorable experiences generate involvement and learning, and they can change something for the customer's self-understanding and make new preferences, behaviours, and habits (ibid: 26).

Different theorists have discussed the experiences economy ever since Pine & Gilmore (1998, 2009: 145) introduced the term in 1998, where they described the preparation of an experience as a theatre metaphor, where the firm as the theatre squad creates the experience on stage, while the audience acts passively. However, recent theorists including Jantzen et al (2011: 43) do not believe in the assumption where experience economy is about selling a service product toward a hungry audience seeking experiences. Instead they believe that the customer participates in the experience, and that each individual is motivated by certain experiences and stimuli (ibid: 46). Therefore, understanding the customer is an important dimension as the value of services and experiences depends on the individual person (Christensen & Jespersen, 2007: 38; Sørensen & Jensen, 2014; Jantzen et al, 2011: 40).

3.3. THE CULTURAL ASPECT

This section will introduce Cultural theory, which is important to acknowledge in a context where branding of a country involves a culture very different from the Western societies. Throughout time, societies have shifted from a traditional society to a modern one, and further toward a society with postmaterialist values, which means that societies have changed from emphasizing on survival through economic and physical security toward a focus on self-expression and quality of life (Inglehart, 1997: 4; Inglehart & Baker, 2000). The link between society, socioeconomic, culture, norms, and economic growth is in this project expressed by sociologist and political scientist, Ronald Inglehart (1997) (Inglehart), in his work 'Modernization and Postmodernization – cultural, economic and political change in 43 societies', Inglehart shares the interest for cultural, economic and political change with both researchers Max Weber (Weber) and Karl Marx (Marx), however, the idea on how these elements influence culture and economy is different according to the three researchers. Both Weber and Marx claim that economic, cultural, and political change go together in coherent patterns, which changes the world in predictable ways, whereas Inglehart during his research on 43 societies found evidence that change has moved in new fundamental directions (ibid: 10). Marx introduced the term Modernization, which is concerned with a society moving from being poor to being rich (ibid: 5). Marx claims that the technological level of societies shapes its economic system, and after, the economic determine culture and politics (ibid: 9). Weber on the other hand emphasize on the impact of culture, and see it as an important factor, which can shape economic behaviour or as well be shaped by it (ibid). Though, Marx's version tends toward economic determinism, and Weber believes in cultural determinism, they both believe that change tends to take predictable rather than a random path. Inglehart, on the other hand, believes that the relationship between economics, culture, and politics are mutually supportive, and a system with one over the other will not survive in societies today (ibid: 10-11). It is important for the understanding of Chinese traveller to obtain an understanding of culture, and how it can differ from country to country - especially in this project, an understanding of culture is essential, as it operates with Chinese tourist with a culture very different from the Western norms and values.

The term 'Society' refers to a group of individuals that are organized politically into a nation, who share language and nationality, as well as socio-economic, historic, and geographic characteristics (Browaays & Price, 2011: 9). Further, these groups share meanings that hold them together such as functional relations, norms and culture, and according to Inglehart (1997: 15), the concept of 'Culture' refers to "... the subjective aspect of a society's institutions: the beliefs, values, knowledge, and skills that have been internalized by the people of a given society". In other words, culture is a system of attitude, values, and knowledge that has been shared in a society from generation to generation, and it is not something that can be changed overnight (ibid: 19). In general, it will take many years just to change basic aspect of the culture, and when it occurs, it will take place amongst the younger generation and result in indifference generations (ibid). In Inglehart's culture analysis he discusses the shift from Traditionalist, Materialist, and Postmaterialist values and the different types of societies: The Traditional society, The Modern society, and the Postmodern society. Inglehart based two hypotheses on the priorities of generations to either economic and physical security or priorities to self-expression and quality of life, called: (1) The Scarcity Hypothesis, and (2) The Socialization Hypothesis (Inglehart, 2000). These two hypotheses can explain what happens when a society goes from a Modern society toward a Postmodern one and thereby changes its priorities and values.

The Scarcity Hypothesis assume that an individual in a society that experiences economic scarcity, ascribe subjective value on things that are hard to get to (Inglehart, 2000; Inglehart, 1997: 33). Inglehart

compare his theory to Abraham Maslow's hierarchy of needs, which is concerned with people and their priorities of needs (Maslow, 1943). Maslow's theory explains that people would prioritize physiological needs such as food, drinks and shelter, over the postmodern values such as self-expression, and social, intellectual, or aesthetic needs (Inglehart, 1997: 33). In other words, does the Scarcity Hypothesis imply that prosperity is the condition to spread Post materialism and its values. However, today most people do not live under conditions of hunger, which has led to a gradual shift in needs for belonging, esteem, and intellectual (ibid: 34). The Socialization Hypothesis is a complement to the Scarcity Hypothesis, however, this Socialization Hypothesis reflects the values of the individual and the conditions that they were raised under (ibid: 34-35). In a society that experience rapidly increased prospect, the generation that was raised under scarce conditions will have more materialistic values, while the generation that only have experienced prosperity will develop postmaterialist values (ibid: 35). Therefore, an individual's values or the values of a society cannot change from one day to the other, instead the fundamental values change when a younger generation replace the older one (ibid: 34).

3.3.1. POSTMATERIALIST VALUES

According to Inglehart (1997: 5-8) postmaterialist values are concerned with a variety of societal changes, new worldviews and a shift in what people wants out of life and their basic norms in regard to politics, work, religion, family, and sexual behaviour. Through history, survival has been uncertain for most societies, however during the twenty-century the remarkable economic growth and the rise of the welfare state have introduced new conditions for advanced societies and assured security for survival (Inglehart, 2007). The postmaterialist individual does not see economic and physical security lead to happiness, instead, they highly prioritize self-expression and quality of life (Inglehart, 1997: 35-40). An individual emphasize on the postmaterialist values after he or she has attained material security, therefore, a collapse of economic and physical security would lead to a gradual shift back toward materialist priorities (ibid; Inglehart, 1997: 40). The postmaterialist values erupt from the Postmodern society, which is characterized by the decline of hierarchical institutions and rigid social norms, as well as the expansion of the realm of individual choice and mass participation (ibid: 30). As individuals' values and desires change through time, so will the way that people interact with one another. With more postmaterialist values, individuals are becoming more self-oriented and hereby more individualistic.

4.

METHODOLOGY

4. METHODOLOGY

Based on the problem statement and the previous sections, this methodology framework will outline the processes in order to answer the research question. An exploratory study will be required, as the project aims to seek an insight in the Danish tourism industry and what Danish stakeholder do in order to target the Independent Chinese tourist in Copenhagen. The following section will explain the decisions in term of research design, empirical data, methodological, and structure.

4.1. RESEARCH DESIGN

According to Saunders, Lewis and Thornhill (2012: 159) it is crucial to make important decisions and guidelines before carrying out your research. Therefore, the purpose of this section is to explain the plan and all the important choices on the path to answer the research questions. Seeing the market of tourism is constantly evolving there is a large amount of empirical data that can be accessed. Therefore, the research strategy of this thesis will be inductive and start with the collection of data (Blaikie, 2010: 18-19), as it is the most suitable approach. The inductive strategy is known to be seen from the researcher point of view (ibid: 83-84), therefore, to avoid a specific direction or narrow point of view affected by other academics, the intention of this thesis is to gather secondary and primary empirical data for a preliminary analysis before settling for the theoretical framework. First, secondary data will be applied to gain insight about the topic and the industry, additionally this data will affect the choice of informants. Next, primary data will be collected through qualitative research using personal interviews of key informants within the Danish tourism and service- and experience industry. This information is used in order to achieve the most valuable understanding, which makes the qualitative methods the main source to primary data in this research.

The aim of this thesis is to explore the Danish tourism industry in order to see how Copenhagen has allocated resources, services and experiences toward the independent Chinese travellers. Therefore, when exploring this phenomenon, it has been important to consider what approach to apply in order to gather meaning and understanding. According to Saunders et al (2012: 140-141) a paradigm is "... a way of examining social phenomena from which particular understandings of these phenomena can be gained and explanations attempted", meaning that the choice of paradigm will influence the way the research is carried out. Seeing this research is based on qualitative data, the approach applied in this thesis is associated with social constructionism and interpretivism, as the researcher needs to make sense of the phenomena being studied (ibid: 163). This approach is based on the idea that knowledge is socially constructed, which means that knowledge is created in the social interaction between researcher and interviewees (ibid: 137). Therefore, it has been important to have in mind that situations can be perceived differently depending on the individuals, their positions and their interpretations of the situation, meaning, there is no absolute truth as variables can change depending on the person interviewed as well as the quality of the researcher (ibid: 131; Justesen & Mik-Meyer, 2010: 28). Thus, the researcher in this thesis tends to accept diversity and multiple interpretations in order to understand the subjective reality of each informant.

4.1.1. CHOICE OF EMPIRICAL DATA

The tourism industry is complex, which is why a big amount of data has been executed. The secondary empirical data exists from a number of strategies and reports developed by Danish tourism organisations including VisitDenmark and WOCO, as well as reports by the government and EVM. EVM has in cooperation with the government implemented concrete initiatives toward Danish growth in 2020, and this Growth Strategy 'Denmark in work: Growth strategy for Danish tourism' will be the main driver for this research. Furthermore, initiatives conducted from the Growth Strategy will be discussed including 'Chinavia+' and 'The NICE project'. Furthermore, as the thesis are concerned with Copenhagen, the two new strategies 'Greater Copenhagen' by the government and 'End of Tourism as we know it' by WOCO will be the main drivers in order to analyse if Copenhagen is a creative destination. Moving on, an understanding of the Chinese travellers in Scandinavia has been drawn from multiple reports and strategies on Chinese consumer behaviour and China's environment and economic position, as well as findings conducted from the interviews.

4.2. THE QUALITATIVE METHOD

As mentioned in section 4.1 'Research Design' it is the qualitative research that will be the main source to primary data. According to Kvale and Brinkmann (2009: 17) the qualitative research-interview tries to understand the reality from the interviewee's point of view, and it helps to describe and explain social phenomena seen from the inside of one individual. The qualitative interview is based on a professional conversation between researcher and interviewee where knowledge is developed in the interaction between them (Kvale et al, 2009: 18). This in particular makes it the most appropriate method for this thesis, which seeks an explorative approach.

In the interaction it is important to remember that both interviewee and researcher can affect the process, which can influence the answers that are given. Therefore, the quality of the researcher is crucial for the strength of the interview. Kvale and Brinkmann (2009: 100-105) describe quality of research to be not only knowledge and understanding of the interview topic, but also how the researcher masters the skill to listen patiently and to follow up on the interviewee's answers. Furthermore, it is important to acknowledge who the informants are and what positions they are possessing in order to have the right appearance and speak in a proper tone of voice (ibid: 118). More on this topic will be explained in the next section 4.2.2 'The Expert Interview'.

The overall experience with the three informants was successful. During the interviews there were a good mood and atmosphere amongst the informants and a great enthusiasm to share relevant information as well as personal experiences. Kvale & Brinkmann (2015: 185) state that it can be hard for interviewee to open up for the aim of the interview, therefore, the purpose for doing the interviews was shared before executing, which turned out to stimulate their interest to participate. While performing the interview, the researcher was paying attention to the informants' emotional aspects, thus, the researcher tried not to make statements in order to challenge their positions, but instead used the opportunity to listen to another point of view, as it was very clear that they all had an emotional attachment for each of their own projects. As an example, Rehling did not focus on culture when tailoring services toward tourists, whereas Kyhl and Holst outlined culture as the fundamental aspect working with the Chinese travellers. The qualitative interview has been the most relevant method for this thesis, as it enters the interviewee's lifeworld, know-how, and attitude toward a topic with their own words.

4.2.1. THE INTERVIEW GUIDE

The three interview guides are semi-structured script that allows a natural and continuous process between questions and answers. The semi-structured script makes it possible for the researcher to understand reasons for decisions as well as considerations and attitude toward the chosen subject (Kvale et al, 2015: 189). This can be related to the exploratory study that aims to seek insight and understanding (Saunders et al, 2012: 377-378), which the semi-structured interview allows as the researcher can step outside the script and elaborate a response or reaction, which could turn out to be significant for the overall understanding and analysis. Furthermore, asking for clarification on an answer also gives the interviewee the feeling that the researcher actually listens and pay attention (Kvale et al, 2015: 188-189).

Although it was natural to keep the conversation going, the script was used as a guide so all points were discussed. Based on Kvale & Brinkmann's (2015: 190-191) recommendations on interview questions, all interviews began with an opening question in order to clarify the projects and position of the interviewee. Furthermore, the researcher used a combination of research- and interview questions that seek to explore and explain the phenomena and how they work together. Each interview guide was customized to the informant as they have different approaches to the subjects. Also, the questions were modified to the interviewees' vocabularies and backgrounds (Kvale et al, 2009: 155). The semi-structured approach has shown to be qualifying in the three performed interviews, which can be characterised by great contribution from informants including valuable information as well as personal opinions on the topic.

One classic question that arises using qualitative research is when the amount of interviews is enough. A too small amount of interviews can make it difficult for the researcher to generalize while a too big amount will be time-consuming and too expensive for the research. Kvale and Brinkmann (2009: 133-134) claim that it is not the amount of interviews that are essential but the purpose of the interview. Therefore, it is much more on how the researcher choose to apply and process the interviews that are essential than the amount of interviews. Though, Kvale and Brinkmann (2009, 134) still claim that a common interview-research includes 5 or more. However, usually, for a student project fewer interviews are more common since students should use more time on preparing and analysing the data. For this research 3 in-depth interviews have been executed as it makes it a solid base of empirical data to carry out the analysis and discussion. Using the expert interview as a research method has made the process of gathering data and results less time-consuming, seeing the expert holds insider knowledge developed amongst several individuals in the industry (Bogner et al, 2009: 2).

4.2.2. INTERVIEWING EXPERTS

In order to obtain suitable knowledge about the strategies as well as their underlying considerations, it was important to gain access to the right stakeholders. The definition of 'right stakeholders' is in this case informants, who have been involved in parts or the entire development of the strategy, they are knowledgeable as they have researched in the field and, therefore, experts in their areas.

The research consists of three interviews in which all are categorized as elite interviews. The first interview conducted was with Philip Kyhl, who was suggested to me by WOCO. Kyhl works in WOCO where he manages the strategic China efforts in Copenhagen as well as implementing the idea of Chinavia+. The next interview performed was with Eva Rehling from HORESTA. When interviewing Rehling, she was relatively new in her position as a project manager for the NICE project. In the position

her main focus was to implement the idea of NICE both inside and outside of Copenhagen. Finally, the last interview was with Sarah Holst, who has investigated Chinese tourism behaviour in connection with the Chinavia II. Holst was introduced to me while reading secondary data, as she had written a project about becoming China-ready in Scandinavia.

4.2.3. THE INFORMANTS

All interviews have been performed face-to-face to ensure social interaction between researcher and interviewee. This method allows the researcher to observe the nonverbal communication, which is not possible to indicate using a computer interview or when interviewing over the phone. All interviews have been transcribed and attached as appendix in the back of this thesis. Following, Figure 2.0 presents the three informants and short explanation of each of the experts

PHILIP WENZEL KYHL

In text reference: Kyhl (2016: time section)

Kyhl works at the strategic Chinese effort team at WOCO as a Project Manager. Kyhl runs all strategies on destination development in Copenhagen for the Chinese market, and has been part of the Chinavia project since it was introduced in 2012.

EVA REHLING

In text reference: Rehling (2016: time section)

Rehling is a project manager at the NICE project version 2.0. Eva's main focus is to expand the Copenhagen model, and to implement it on a national level.

SARAH HOLST KJÆR

In text reference: Holst (2016: time section)

Sarah is PHD and senior researcher working with experience economy and ethnology in the department of Culture Industries at Agderforskning. In 2014, she wrote the report "Scandinavian Things and Chinese Taste – Becoming China-ready in the Regional Tourism Industry", which was a part of the Chinavia II project on making Sørlandet attractive to the Chinese tourists.

Figure 2.0 – The three informants

4.3. THE STRUCTURE

Figure 3.0 on the next page illustrates the essential structure of this thesis, and how the different chapters influence each other. As demonstrated the theory from chapter 3 will be applied on the empirical data outlined in chapter 5 and 6, and analysed and discussed in chapter 7. The theoretical framework will be applied in order to analyse and discuss the Danish strategies and the independent Chinese travellers. Also, in order to understand why experiences and services are important, an analysis and discussion on the two cases Chinavia+ and the NICE project will be examined. Finally, this analysis and discussion will come up with recommendations in order to improve the services and experiences toward the independent Chinese travellers, and a conclusion on this behalf.

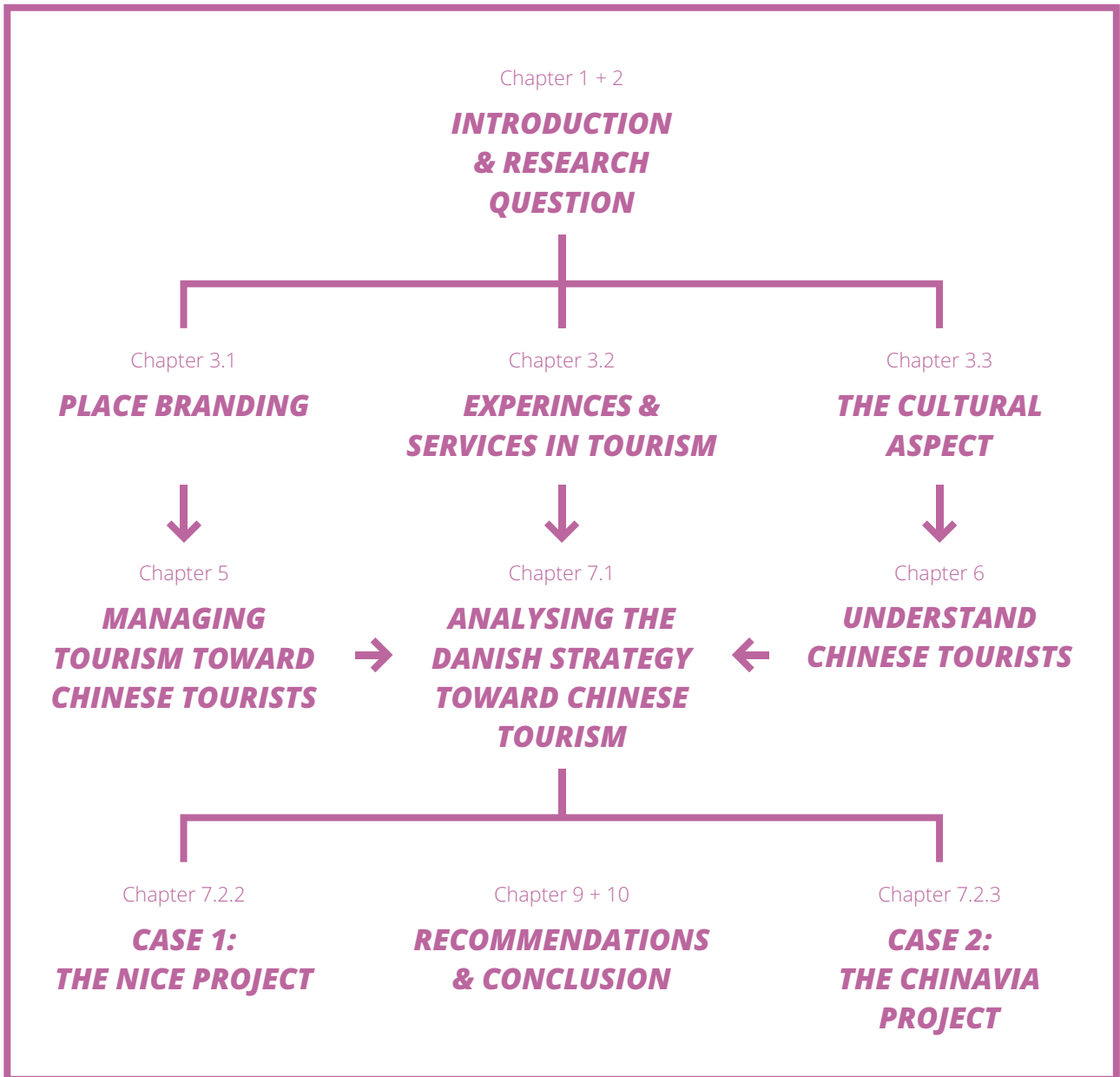


Figure 3.0 – The essential structure

5.

***MANAGING
DANISH TOURISM
TOWARD CHINESE
TOURISTS***

5. MANAGING DANISH TOURISM TOWARD CHINESE TOURISTS

The aim of this chapter is to outline why tourism is so important, what the Danish tourism industry are working toward as well as exploring, how the many tourist organisations and stakeholders work and cooperate. An insight into the world of Danish tourism is essential for the analysis and discussion in order to understand why Danish stakeholders should allocate resources toward the independent Chinese travellers, and how they should act and prioritize it in the future. In order to identify the main objectives of Danish tourism, a wide range of reports and strategies have been mapped and explained in Table 1.0. This chapter will start explaining why we should focus on tourism through an economic overview, and then go through the most vital from the strategies.

5.1. WHY IS TOURISM SO IMPORTANT?

During the last 10 years, the global growth of tourism has increased with around 4% each year and the number will continue to increase (evm, 2014a: 1; WOCO, 2016: 4). In 2016, the number reached almost 1.2 billion tourists arrivals around the world, which makes Global tourism an international growth market and an enormous potential for Denmark in term of turnover and employment (evm, 2016: 5). Each year, tourism creates jobs, build politically, culturally and economically relations, and it connect companies, universities, governments and, most importantly, people (WOCO, 2013a: 3). Tourism already plays a crucial part of growth in Denmark, and in 2015 turnover increased with 97.5 billion, and creates more than 118,000 fulltime jobs across the country (VisitDenmark, 2017d: 1; VisitDenmark, 2017: 5-6). Service and tourists corporations cover most of the jobs in the tourism industry; these jobs include service encounters in hotels, conference centres, camping, travel agencies and restaurants, but also the Danish transport, retail and experience industry have grown with the increase of tourists (ibid; evm, 2014b: 11). During the years, there has been a significant increase of visits and accommodations across the country with the biggest one so far in 2016 with a progress on 4.7% (VisitDenmark, 2017c: 5) reaching over 51 million accommodations including urban, business and coast tourism (ibid: 8). Still, the battle of the tourists is not easy, and countries are investing heavily on research in order to understand the tourists' shifting needs and constantly changing behaviour (VisitDenmark, A2).

The increase of accommodations goes across the country and has especially been visible in the biggest cities of Denmark, including Aarhus, Odense and Copenhagen. Especially the capital of Denmark has increased over the years and in 2016, Copenhagen employed 32,800 fulltime jobs (VisitDenmark, 2017c: 22) and managed almost 9 million accommodations, whereas 65% was urban tourists and 35% business tourists (ibid: 15). If you look beyond neighbouring countries, which include Germany, Norway, Sweden and the Nederland, research by VisitDenmark (2017c: 10) shows a significant increase of Chinese accommodations since 2011 making China the most attractive market for Denmark. In 2016, the number of Chinese accommodations reached 221,000 across the country and

153,000 solely in Copenhagen (ibid: 24). However, much investment and research have been done since 2008 in order to target the Chinese tourists, and seeing the Chinese travel market continues to grow, there is still much more to be considered.

5.2. AN OVERVIEW OF THE DANISH STRATEGIES

In order to understand the complex world of Danish tourism many articles and strategies have been investigated. As this thesis want to investigate the Danish service industry and the efforts toward the Chinese market and services and experiences, this chapter will solely look at the strategies that are concerned with this. Figure 4.0 below gives an overview of these strategies. These strategies will be outlined in the next section, followed by an analysis and discussion later in this thesis. Moreover, a quick overview on each strategy and its main objectives is introduced on the next page in table 1.0.

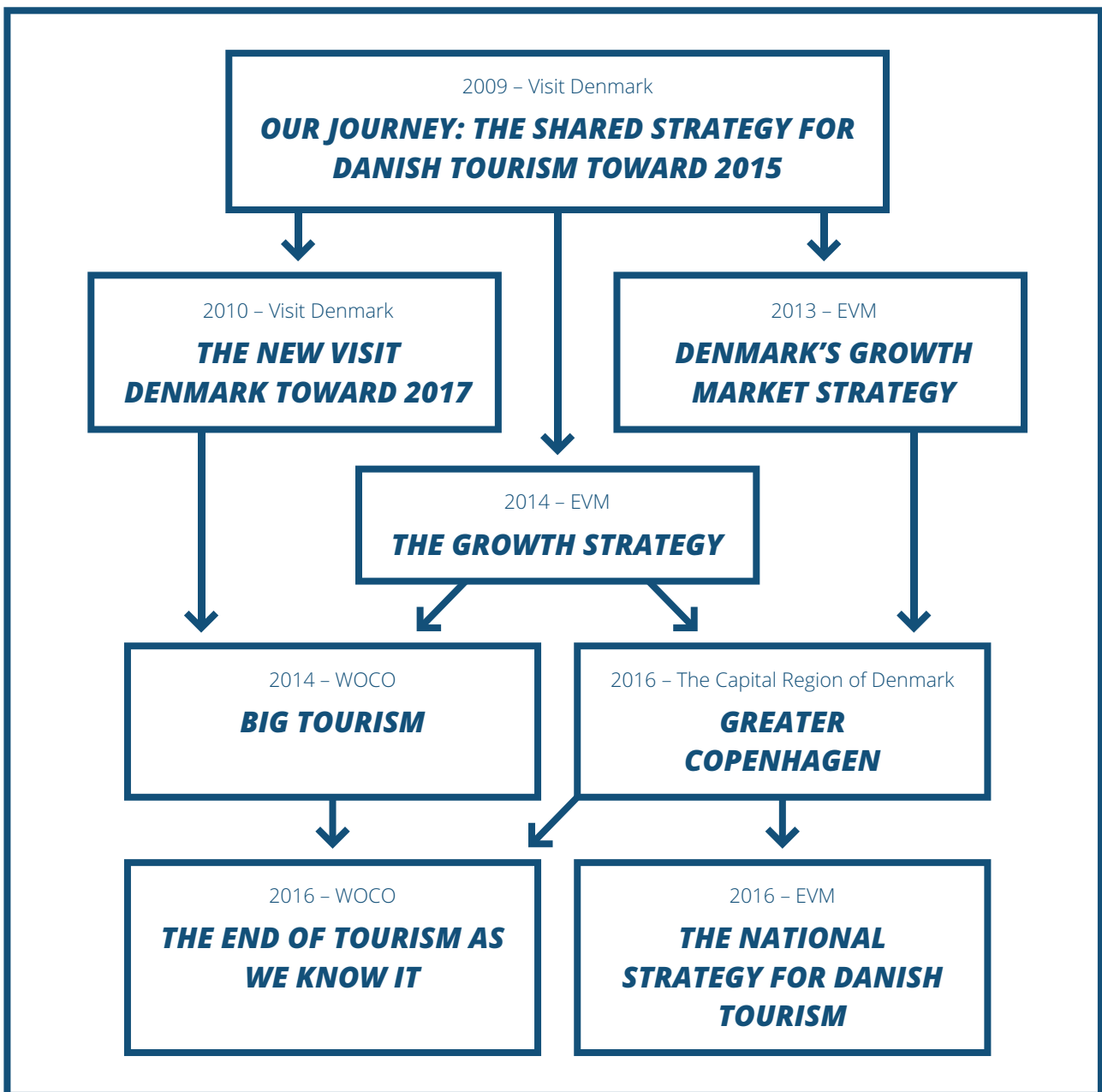


Figure 4.0 – An Overview of the Danish Strategies

YEAR + TITLE	MAIN OBJECTIVES
<p><i>January 2009</i></p> <p>VisitDenmark Our Journey: The shared strategy for Danish tourism toward 2015</p>	<ul style="list-style-type: none"> • The shared strategy with common ambitions, directions and guidelines to the Danish tourism industry • Wants to make Denmark more international competitive. • More focus on increasing abroad tourism • An upgrade of hosting skills and education in the Danish service industry • Success rate measured on turnover and added value
<p><i>May 2010</i></p> <p>VisitDenmark The new Visit Denmark toward 2017</p>	<ul style="list-style-type: none"> • Cut down on projects that do not have an international focus • Monitor opportunities on new and potential markets (Asia) • Better partnerships working toward international marketing. • VisitDenmark working as the marketing-organization setting the guidelines.
<p><i>May 2012</i></p> <p>EVM Denmark's Growth Market Strategy</p>	<ul style="list-style-type: none"> • Denmark should take part in the changes of economic growth • More focus toward innovation cooperation, entertainment and research • Attract holiday tourists from growth markets with more flight connections and review on visa applications • More awareness of the Danish culture and competences in the growth markets. • Reduce barriers between growth markets and Denmark.
<p><i>January 2014</i></p> <p>EVM The Growth Strategy</p>	<ul style="list-style-type: none"> • Ensure growth in urban and meeting tourism • An increase of tourists from China and Russia • Boost service and quality toward Quality-tourism • Establishment of a stronger and better organization toward a common national strategy and tourist promotion efforts • WOCO as the key player of Danish urban tourism
<p><i>January 2009</i></p> <p>WOCO BIG Tourism</p>	<ul style="list-style-type: none"> • Vision: 'Make Copenhagen the city of the world' • More efforts to the Chinavia project • Strengthen international PR on markets where knowledge of Denmark or Copenhagen is relatively low through a redesigned brand campaign • Boost of the service and hosting level through new concepts of service educations and service innovation
<p><i>Januray 2016</i></p> <p>The Capital Region of Denmark Greater Copenhagen</p>	<ul style="list-style-type: none"> • A safe society that are concerned with welfare, quality-of-life and trust • Shared values toward green growth, clean water and sustainability • A well-developed society with high education and workforce • A food mecca with unique, organic and quality products • The intersection to Scandinavia and Europe • An attractive tourism destination with a variety of options
<p><i>September 2016</i></p> <p>EVM The National strategy for Danish tourism</p>	<ul style="list-style-type: none"> • Stronger cooperation and involvement of Danish companies and citizens. • VisitDenmark will adapt new digital opportunities • Improve new Danish destinations, make attractive accommodations, better dinner opportunities and a wider range of experiences in Danish tourism • Better tourist experiences and services with higher quality • Workforces with the right competences
<p><i>2016</i></p> <p>WOCO The End of tourism as we know it</p>	<ul style="list-style-type: none"> • More stakeholder engagement; mostly tech-driven newcomers • More sense of localhood and authentic emotional experiences. • Ensure the interaction between visitor and local citizens • Less broad communication and instead focus on personal stories • Follow online behavior and activities to ensure new potential trends, actual visitor behavior, and adapt to the change.

Table 1.0 – The Main Objectives of the Danish Strategies

5.3. OUR JOURNEY BY VISITDENMARK: THE SHARED STRATEGY IN DANISH TOURISM

In 2009, VisitDenmark took an initiative to gather all stakeholders in the tourism industry with the aim to regain lost market share (VisitDenmark, 2009: 2). This became the beginning toward the first shared tourism strategy in Denmark, which was expressed and performed by hundreds of dedicated and skilled participants linked to the Danish tourism industry and experience economy (ibid: 79). The report 'Our Journey – a shared strategy for Danish tourism toward 2015' (Our Journey) was introduced with the aim to set a common direction for the entire Danish tourism industry, and it has since been the springboard for many tourism strategies including the Growth Strategy by EVM as well as WOCO's Chinavia and NICE projects.

At first, the strategy was established because of lost market share, but quickly it became an important tool in the global crisis in order to establish and maintain a strong and competitive destination (VisitDenmark, 2009: 2). Our Journey differs as it suggests measuring the success rate on turnover and added value instead of number of accommodations (ibid: 4). To increase both turnover and added value its ambition is to create more international focus and success through better innovation and development in Denmark, as well as educated staff in the service industry (ibid: 75-77). Also, the ambition that more than 80% of tourists would think Denmark as an innovative and friendly country, has set an effort toward a more qualified and educated workforce in the industry, as well as an upgrade of hosting skills in the Danish service business (ibid: 77). This will give Denmark better chances for both national- as well as international investors, who have the capacity and appetite to invest in experiences that would make Denmark a more attractive destination for future tourists (ibid: 4). Our Journey highlights four areas that will be the main driver toward change, which aim to go (VisitDenmark, 2009: 9):

- From 'something for everyone' > 'much for selected'
- From 'own development' > 'international beacons',
- From, 'owning the tourist' > 'sharing the tourist'
- From 'invisible profession' > 'visible and recognized profession'

Previous findings have shown that Danish tourism has failed trying to be something for everyone and instead made the country almost invisible (ibid: 4). Therefore, five clear and value-added target groups have been defined in order to be 'much for selected': (1) Coast, urban and countryside vacation, (2) Urban vacation, (3) Specialized travel, (4) International round trips, and (5) 'Meetings' (ibid: 54-55). These five defined groups will be the main drivers for long-term investments to increase the Danish quality on attractions, develop new special experiences, as well as strengthening the Danish service level and hosting (ibid: 4).

To market and make Danish experiences visible for the global markets, cooperation between stakeholders is essential to success (VisitDenmark, 2009: 5). It is not possible to succeed if the stakeholders are standing alone seeing the majority of Danish attractions are not strong enough on its own. Therefore, in the big picture, the point 'sharing the tourist' will benefit all stakeholders as it opens for multiples of experiences. Thus, it has become a common responsibility to attract the tourists as well

as keeping them in the country in order to let them achieve the overall travel experience of Denmark. In term of leading the process, the tourism industry will function as the core operator; however, it is individual across corporations, organizations and industries how they wish to cooperate as long as they are creating experiences and products in accordance with the strategy and follow the coherent picture of Denmark and the clear brand guide (ibid: 68-69).

5.4. THE NEW VISITDENMARK TOWARD 2017

VisitDenmark is one of the key drivers of the implementation of Our Journey. So shortly after the release of the shared strategy, they announced their own strategy based on the guidelines of Our Journey. VisitDenmark's strategy 'The new VisitDenmark – Strategy toward 2017' (New VisitDenmark) was launched in 2010 in order to set the new direction for a new VisitDenmark toward change and improvement. The aim of the strategy is to "attract more international and value-added guest to Denmark" (VisitDenmark, 2010: 3-4) and in particular the international markets toward Leisure and Business tourism (ibid: 7).

The New VisitDenmark strategy mainly focuses on three changes: (1) More focus on value-added target groups across markets, (2) Closer cooperative relations, and, (3) Focused marketing-organization. Seeing this strategy is a contribution to Our Journey the objectives are almost similar and both concerned with growth in Danish tourism (ibid: 5). The report introduces a number of initiatives toward growth based on the three focus areas (ibid: 10-11). Amongst them, the strategy aims to increase resources toward international campaigns by cutting down on projects that do not have an international focus. Further, they want to prioritize the meeting market and, monitor opportunities on new and potential markets in Asia and South America. More resources will be added towards international press, while competences within online communication and social media will be strengthened, as well as more market research will be executed with special emphasis on the prioritized target groups. Finally, VisitDenmark wants to develop an international brand concept in order to strengthen the image of Denmark as a travel destination, seeing quality and price do not meet the expectations of the tourists. Finally, based on features, products and force of attraction, the Danish beacons will appear as the central attractions in future marketing of Denmark.

The five target groups that were determined in Our Journey will be the basis of New VisitDenmark and will be processed across markets in order to accommodate the change 'something for everyone' to 'much for selected' (VisitDenmark, 2010: 12). As VisitDenmark works as a marketing-organization, they do not focus on sale of specific tourist products; instead, they are responsible for the decisions that shall point toward sale of Danish tourism services, experiences and products (ibid: 15). Thus, it is the stakeholders in the service and tourism industry that are responsible of sales. The role of VisitDenmark is to contribute with a clearer and more effective cooperation between stakeholders by establishing a long-term business partnership that focuses on the five target groups.

5.5. THE NEW STRUCTURE AND PRIORITIES OF DANISH TOURISM

Similar to VisitDenmark, the Danish government has also been aware of implementing the ideas and guidelines from Our Journey into their own strategy 'Denmark's Growth Market Strategy', which was launched in 2012 (see Table 1 for main objectives). This strategy is concerned with the global economic changes, including the expanding economy of Asian, which they want Denmark to be a part of (evm, 2013: 3). Amongst some of the solutions toward economic growth, the strategy by EVM wants more focus on innovative cooperation and experience economy, as well as more focus on holiday-

and business tourists from the growth markets (ibid: 13-14). To attract the growth markets the strategy suggests securing better flight connections, rethink visa applications (ibid: 13-14) and more research on culture in order to generate communication on cultural barriers (ibid: 16). However, while most of Europe experienced a progress in abroad tourism, Denmark was stuck in its development (evm, 2014b: 7). Therefore, two years later in 2014, EVM and the Government released the strategy 'Denmark at work' (the Growth Strategy) as the new and common strategy for Danish growth toward 2020 (evm, 2014a; evm, 2014b). The aims of the Growth Strategy are to ensure growth in urban- and meeting tourism, and to attract more tourists from growth markets including China and Russia.

According to the Growth Strategy, the Danish service industry is challenged on price, seeing Denmark will not compromise on price, quality and working conditions like in Thailand or Bulgaria (evm, 2014b: 7). And as price on services and products are known to be relatively high in Denmark, the Danish service industry needs to increase its service level, improve experiences and an overall maintain a high quality in order to accommodate the international competition (evm, 2014a: 2). Therefore, the Growth Strategy further aims to boost service and quality by delivering Quality-tourism. It is in the government's interest to succeed with these objectives, as they want tourists to get value-for-money when they visit Denmark. Therefore, in order to succeed, the government wants to establish a strong and better organisation toward a common national strategy and tourism promotion efforts (evm, 2014b: 7). The Growth Strategy highlights a couple of measures that have already been implemented in order to make business in Denmark more attractive, which include less expensive corporate taxes, improvement of wireless network, increase of VAT deduction of hotel accommodation for business travellers, and, the process to apply for corporate and/or tourist visa has become much more flexible, which will increase the competitiveness of Danish tourism (ibid: 8). To sum up, the strategy aims to follow four arguments in order to improve Danish tourism: (1) Tourism promotional efforts should be organised better, (2) Growth in Urban- and Business tourism in new markets including China and Russia (3) Danish tourism should be Quality-tourism, and (4) Coast- and Nature tourism should be developed and improved (ibid: 8).

5.5.1. THE NEW ORGANISATION OF DANISH TOURISM

The Growth Strategy has established a new and more effective organisation in the Danish tourism industry (evm, 2014a: 3). Before this establishment, the public tourism efforts were spread over a number of stakeholders with no common purpose, coordination or goal, and each year 500 - 600 million kr. were spent on promoting Danish tourism, while it never reached its desired effect. Therefore, the government decided to establish a better organisation for the 'Nation Tourism Forum', which includes three regional Development Corporations within (1) Danish Coast- and Nature tourism, (2) Danish Business- and Meeting tourism and, (3) Danish Urban Tourism (VisitDenmark, 2014; evm, 2014b: 39). These three corporations will be responsible for the development and growth of Danish Tourism in their respective categories, which is illustrated in Figure 5.0 (evm, 2014a: 13) on the following page.

At the top, the 'National Tourism Forum' is responsible for the common strategy of Danish tourism as well as managing the public, regional and governmental tourism promotion efforts across Denmark (evm, 2014a: 4). The National Tourism Forum aims to ensure consistency between the public activities that are managed by the three Development Corporations, and the international promotion and communication of Denmark, which VisitDenmark is responsible for. Concerning the three Development Corporations, it is the regional and locale stakeholders that are responsible for managing and putting together the independent boards (evm, 2014b: 38). As Figure 5 proves the 'Danish Urban

tourism' is handled by WOCO with the aim to attract more tourists from potential growth markets including China and Russia.

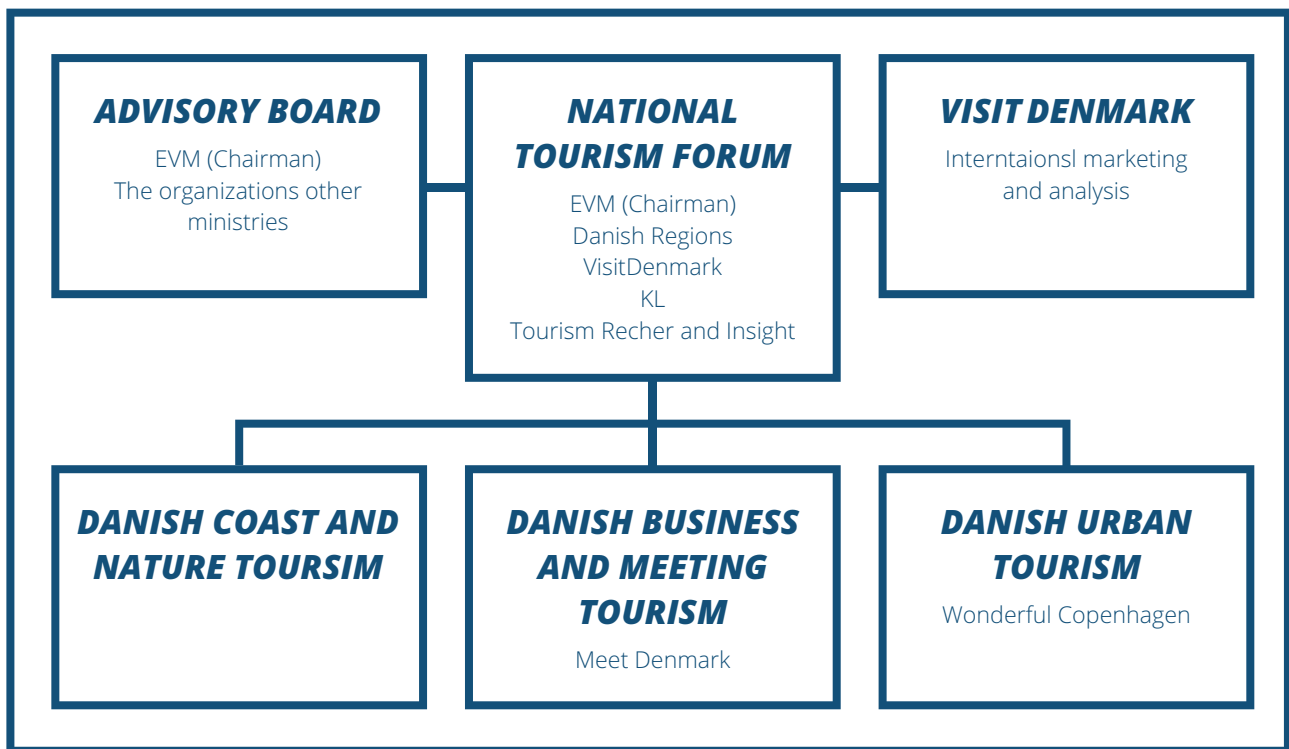


Figure 5.0 – The New Organisation of Danish Tourism

5.5.2. NEW FOCUS IN URBAN CHINESE TOURISM IN DENMARK

Like the strategy New VisitDenmark aims to attract more international and value-added guests to Denmark, the same applies to the Growth Strategy that wants to increase urban tourism in Denmark. In order to do so, the ambition is to make Danish's forces more visible in order to utilize the potential of new markets in Asia (evm, 2014a: 2). The Danish tourism industry is experiencing a rising demand from the population of growth countries including China and Russia that now have the resources to travel more (evm, 2014b: 24). According to the Growth Strategy (2014b: 15), China will become one of the 5-10 most important markets in Danish tourism and in the Danish experience economy. These new Chinese tourists are discerning and demanding, and wants services and products of high quality within hotel accommodations, restaurants, culture, shopping, as well as travel experiences (ibid: 24-25). But with high expectations follow great consumption, which makes the Chinese tourists an attractive market for Danish Urban Tourism. Therefore, it is important to make the Danish service products attractive for this market, why the strategy suggests a more in-depth understanding of the Chinese culture in order to target the service products toward the Chinese customers (ibid: 9).

In a global scale, Denmark is a relatively small destination why awareness of Denmark in China is relatively limited (evm, 2014b: 13). Therefore, a better publicity and mention of Denmark is crucial in order to get noticed on abroad markets, which will be executed through international events and on-line presence (ibid: 9). Findings show that international media visits to Denmark increase the positive awareness of Denmark and help create a more trustworthy and attractive picture of Denmark as a

travel destination (ibid: 25). However, language barriers need to be evaluated as Chinese tourists require that a good and understandable guidance and information are available when they visit attractions. Therefore, the Growth Strategy aims to establish a Mandarin information platform for Chinese tourists (ibid: 25). One of the highlights from Our Journey focused on going from 'own development' toward 'international beacons', meaning instead of each stakeholder focuses on development and storytelling of own service products, the tourism industry should work together to emphasize on existing Danish beacons and let the strongest ones appear in the central promotion of Denmark toward the Chinese market (VisitDenmark, 2010: 10). According to the Growth Strategy, H.C. Andersen is one of the Danish beacons that should be marketed toward the Chinese market seeing his fairytales enjoy major international popularity in Asia (evm, 2014b: 25).

5.5.3. DANISH TOURISM TOWARD QUALITY TOURISM

According to the strategy, Our Journey, an increase in Danish turnover and added value would be achieved through innovation, development and educated staff in the service industry. Therefore, the Growth Strategy aims to make Danish tourism into Quality-tourism, and make Denmark famous for high quality and services (evm, 2014b: 18). At the moment, Denmark is one of the most expensive countries in Europe to travel in, and consequently, evaluated low compared to other destinations in term of value for money (evm, 2014b: 13). According to the Growth Strategy, the Danish tourism industry needs a significant boost in its service- and quality level, if it wants to attract more international tourists to Denmark (evm, 2014a: 6). Findings have shown that price and quality in Denmark are inconsistent, and as the Danish government is not willing to compete on price, instead, the quality of service products must contribute to revitalise and boost Danish tourism (ibid: 9). Therefore, based on the government's ambitions to make Danish service outstanding and internationally known, the Growth strategy wants to establish a standard for Quality-tourism (ibid: 18). Quality-tourism contains of both emotional and functional elements, as it entails the personal meeting with the tourist, the service experience, the accommodation facilities, the food experience, as well as covers for tourism information, language barriers, guidance and directions (evm, 2014b: 14).

As Our Journey highlights, an upgrade of hosting skills, through research and education, is necessary. Therefore, the government aims to give more competences and skills to the employees in the service industry (evm, 2014b: 20). In average, 57% of the employees in the tourism industry are uneducated or new Danes (ibid: 11), therefore, focused training programs are necessary. These programs will be established based on competences and skills from their job within service and tourism management and experience economy (ibid: 20). Thus, an increase of education and competence level in the service business will help increase growth and innovation in the whole industry (ibid: 9).

5.6. WOCO AS THE KEY PLAYER OF URBAN TOURISM

In 2014, WOCO published the strategy BIG TOURISM toward 2016 based on the Growth Strategy. The vision of this strategy is to 'Make Copenhagen the city of the world' by making it more international, inspiring and relevant for tourists (WOCO, 2014: 2). The Strategy aims to make tourism in the metropolitan area bigger and more strategic through 6 efforts.

First, 'Strategy and business development' will look into the growth markets and the Chinese tourists (ibid: 3). This effort is concerned with putting more energy into the China-friendly project, Chinavia, which aims to increase Chinese tourism across the country. Second effort is concerned with 'Market communication and PR' as the strategy claims that digital- and social media has taken over tradition-

al destination marketing. Therefore, the strategy wants to strengthen international PR on markets where knowledge of Denmark or Copenhagen is relatively low. Likewise, effort three, 'Event management' will boost the promotion on Danish mega-events including Distortion, Copenhagen Cooking, The Jazz Festival etc. (ibid: 4-5). Jumping to effort five 'Boost of Service and Hosting', the strategy is concerned with the Danish service- and hosting level. As mentioned in previous section, findings have shown that Danish price and quality are inconsistent; therefore, the Growth Strategy wants Danish tourism to become Quality-tourism. In order to be competitive, it is necessary to increase the service quality within detail, hotel and restaurants as well as the Danish transport system, culture life and hosting (ibid: 6). The new ambitious NICE project will be introduced in corporation with HORESTA, 3F, Copenhagen Business Academy and the University of Roskilde. This project will introduce new concepts of service educations and service innovation. Finally, effort six 'Local marketing' aims to get the tourists out of the hotel room in order to pursue experiences and attractions.

Moreover, the BIG TOURISM strategy proposes more promotion in the hotels, more out door-media, and more event- and festival communication on posters or on other sales points such as digital information stands. Also, WOCO intends to increase sales of the Copenhagen Card and deliver it in a mobile application as well (ibid: 7).

5.6.1. THE END OF TOURISM AS WE KNOW IT

In 2016, WOCO launched the new strategy of Copenhagen tourism called 'The End of Tourism as we know it' (End of Tourism) toward 2020. The strategy looks toward a new era of tourism that are more concerned with localhood and less concerned with the glossy perfect advertising picture of Copenhagen (WOCO, 2016: 3). According to the End of Tourism strategy (2016: 4) it is the shared sense of localhood of the city that differentiate it from other cities and which pull people together, and as the strategy claims: "Rather than promoting to others, we need to promote through others". The citizens are no longer just the sideshows that follow with tourism; instead they will act as the major attraction of the destination (ibid: 5). Therefore, in order to succeed with this new direction, the strategy is concerned with eight key actions that will outline the new big picture of Danish tourism.

The first and second movements are concerned with the localhood and the locals as they can bring out emotions and authenticity, and give the travellers unique experiences that they cannot get elsewhere (ibid: 5). Therefore, it is important for WOCO to ensure support from the locals in order to create a truthful interaction between the travellers and the citizens. Also branding and marketing are important, which the next two actions are concerned with. The destination marketing efforts have changed and it is no longer marketing that leads to the brand, but instead, what people say and how it makes people feel. Interaction and recommendations are more important than ever before, and travellers look to friends, family and to their social circle for recommendations when chosen a destination (ibid: 13). Therefore, more personal brand stories, which are shared by the right people, are required, instead of mass communication. Overall, WOCO needs to communicate a shared strategic brand and engage more people, develop the right kind of experiences, and tell the right stories at the right time, if they want to succeed with this strategy. And when communicating personal stories, it is important to know the traveller. Therefore, the fifth and sixth movements are concerned with the individual traveller, and what kind of human he or she is, which WOCO (2016: 5) describes as "... we need to see the Airbus 380 with 615 passengers as a large group of individuals or micro segments". Meaning, that a group of Chinese travellers are not all alike, as each of the traveller has their own motivation, history and background, which makes each of them unique. Further, digitalization is no longer a question, as almost all tourists use the Internet before, during and/or after travelling. Thus, a

big amount of data is available online, which is the concern of the two last actions (ibid: 6). This information is crucial for destinations to collect if they want to understand new potential tourism trends and to make innovation.

Thus, it is the people, including travellers and citizens, who are the asset of the End of Tourism strategy. In term of citizens, it is important that the locals are proud of their hometown so they feel encouraged to share it with the travellers (WOCO, 2016: 7). To make local citizens proud of Copenhagen, a close cooperation has been established between communes and regions in Skåne and East Denmark, in order to create the strategy 'Greater Copenhagen' (Greater Copenhagen, 2016: 6). Greater Copenhagen is a growth and development strategy that works toward a common agenda that focus on eight specific areas that will make Copenhagen greater. According to Greater Copenhagen (ibid: 8-9), the capital will be a well-developed environment with high level of education and workforce, and it will be the intersection between Scandinavia and Europe. Also, Greater Copenhagen will be know as a food mecca with unique and organic quality products, and an environment that are concerned with green growth and green transport as well as clean water and sustainability. And for the citizen in Greater Copenhagen, it will be a secure society to live in as it is concerned with welfare, good public services, high quality-of-life and trust to each other. The aim of the Greater Copenhagen strategy has been to bring numerous of stakeholders and partners together in order to communicate the Copenhagen brand, which rely on people, culture and belonging (WOCO, 2016: 8).

As the Development Corporation of Danish Urban travel, WOCO has taken the leading role toward the ambitions of a Greater Copenhagen and set the guidelines toward a stronger future of the capital. With the End of Tourism strategy and the vision 'Localhood for everyone', WOCO wants to share the sense of localhood and belonging across regions and destinations (9-10). Instead of traditional branding and marketing efforts, the strategy will focus on innovation and storytelling through five core stories (ibid: 8): (1) 'Design and architecture', (2)'Gastronomy' through the New Nordic cuisine, (3) 'Sustainability' as something Copenhagen live and share with one another, (4) 'A pocket-sized fairy tale' with the modern royal family and H.C. Andersen and, finally, (5) 'Tolerance and diversity' with trust and open street parties for everybody. Today, everyone creates information, therefore, it is WOCO responsibility to follow and monitor both visitors and locals in order to capture the right stories to tell. In order to do so, WOCO will encourage citizens and local ambassadors to share their most unique and positive experiences and recommendations about Copenhagen as a destination on SoMe (ibid: 11). Thus, it is the most authentic and local stories with that will lead the brand strategy of Copenhagen (ibid: 13).

5.7. PARTIAL CONCLUSION

To sum up on this chapter, many considerations have been done in order to increase international tourism in Denmark. Since the shared strategy was introduced in 2009, it has been the springboard of many Danish tourism strategies and initiatives in order to make Denmark a competitive destination. Two of the most important findings that have appeared through the strategies are: (1) The increased focus toward Chinese tourism, and (2) a boost of the service and experience level in Denmark. The attention toward international tourism has been important to Denmark, and in particular, the improved focus toward the Chinese market. The Chinese market is today the most potential market in Denmark, and therefore also mentioned through all the strategies. Much research and improvements have been done in order to understand this potential growth market, and new strategies have been developed and implemented in order to accommodate their needs and desires. However, there is still much to learn about Chinese tourists and their changing behavior. In addition to this, one

of the major challenges of Danish tourism, which also have been highlighted through all the strategies, is the inconsistent between prices and quality of Danish services and experiences. Tourists expect value-for-money, however, Danish tourism strategies still claim that the experiences with Danish service products are still very poor. Meanwhile, the world of tourism is changing, and digitalization is no longer a question. Today, all tourists appear on the Internet, where they participate in discussions, read recommendations and share information. Thus, branding of destination has changed, and it is no longer marketing that generates the brand but the information and recommendations by peer, family and the social circle. In order to accommodate the global changes of tourism, WOCO has released the new End of Tourism strategy toward a new Copenhagen brand that will be concerned with people, including citizens and travellers, and Localhood for everyone.

6.

***UNDERSTANDING
CHINESE TOURISTS***

6. UNDERSTANDING CHINESE TOURISTS

Based on surveys executed in 2012 and 2014, WOCO has released several reports in order to get a better insight of the Chinese travellers. These reports were based on the Chinavia pilot project and the Chinavia II. Latest survey was performed in 2016 and it has been the largest survey of Chinese travellers carried out in Scandinavia. All three reports look at the Chinese tourists, their behaviour and travel habits when travelling in the North (Sweden, Finland, Norway and Copenhagen). These three surveys aim to inform and guide Danish corporations toward the growing market of Chinese tourists, and they will be the main drivers of this chapter including Culture theory introduced in section 3.3. First, this Chapter will shortly introduce a historical perspective of China and its culture, in order to see how it has influenced the Chinese society. Moving on, a description of the new Chinese tourist will be outlined in order to understand the new independent Chinese traveller.

6.1. CHINA AND ITS ECONOMIC TRANSFORMATION

China was under Mao Zedong's (Mao) time characterised as a communism country (Gerth, 2010: 15). In 1949, Mao established the People's Republic of China, which was concern with as little integration as possible and with limited availability to consumer goods in order to restrict the Chinese opportunities to buy (ibid: 5). However, in 1978, after Mao's death, the country decided to open for international trade in order to keep up with technology and economic development (ibid). Ever since, China has had to gradually cede more control over its foreign and domestic trade policies, and with the country's decision to join the World Trade Organization in 2001, China had to provide international companies greater access to potential Chinese consumers (ibid: 7). Today, the consumption pattern of the newly middle-class urban Chinese consumers is closing in on consumption in Europe, as Chinese consumers understand 'how to spend', and what has taken Europe decades to learn, only took Chinese consumers a few years (ibid: 3-4).

As China has experienced an enormous growth over the past decades, they have become the world's largest consumer and an important market to target with services and products (Gerth, 2010: 8; IHG, 2015: 8). Today, China has a crucial position in the global economy, and according to the World Bank Group (2016) China is the second largest economy with a population of more than 1.3 billion people. This phenomenal growth has contributed to an increase of average income of the Chinese population and an expansion of the Chinese upper and middle class; and as the growth of the country continues to rise, so will the average income (IHG, 2015: 8). To put this number in a perspective, the number of Chinese middle class households were in 2010 about a third of the population, which in numbers corresponded to almost 430 million Chinese consumers (Gerth, 2010: 14). A rise of the Chinese middle class means that their income has increased, and that they are now able to afford more leisure activities, experiences, and in particular international travel products, which has affected their desires and requirements (Gerth, 2010: 14; Bughin et al, 2016: 54). And while average income has increased and desires have changed, the Chinese are increasingly interested in abroad travel (Bughin et al, 2016: 10). Currently, the outbound travel market of China has developed explosively, and is today the fastest growing source market in European City Tourism (Chinavia, 2013b: 3-5). In 2014, McK-

insey and the InterContinental Hotel Group (IHG) expected the number of Chinese travellers to reach 100 million worldwide in 2020-2023 (IHG, 2015: 2; Bughin et al, 2016: 10), however according to the UNWTO World Tourism Barometer (UNWTO, 2017) the number of outbound travellers has already reached 135 million in 2016 making China the number one source market in the world. This extreme growth of travellers has also affected the Danish tourism industry with an impressive increase in turnover from Chinese tourists. Each year, Chinese tourism increases in Denmark, and a recent study by VisitDenmark (2017a: 3) shows that the number of Chinese accommodations across the country has reach 221,000 in 2016, which is a rise of 11,8% since 2015. And 70% of the accommodations, corresponding to around 153,000 Chinese accommodations, were carried out in Copenhagen (ibid: 15).

6.2. THE CHINESE CULTURAL PERSPECTIVE

One of the most vital cultures in China, that many Chinese traditions are build upon, is Confucian (Browaeys et al, 2011: 31). A philosopher and political figure in China established Confucianism more than 2,500 years ago, and it is a state of orderliness, which builds on traditional values, rituals and wisdom of Chinese forefathers. The philosophy of Confucian emphasizes on respect, trust, relationship and family traditions, but also on the hierarchical relationship between people when it comes to the elderly in the family, or between wife and husband or parent vs. child relations (ibid: 74-77). The welfare system in Denmark has raised a population with high levels of social security and with both individualist and postmaterialistic values (Inglehart, 1997: 260-261). In contrast, the individual Chinese's interaction emphasizes on the Confucian philosophy and are much more collectivist, as reputation and self-conscious are very important.

Ever since Mao's death in 1978 the country has experiences an economic transformation and internationalization. In an economic perspective this means that the Chinese population has obtained more money, and the upper middle-class has increased. However, on a society level this means that the economic prosperity has moved from traditionally values to more modern and postmaterialist once, including the need for self-esteem and value of life. The link between culture, societies, values and the socio-economic change will be described with main emphasis on Inglehart, who characterizes the former communist China with people having survival values and with strong emphasis on state authority (Inglehart, 1997: 96). As Inglehart describes in the Scarcity Hypothesis, individuals that live in a society that experiences economic scarcity, will ascribe to subjective values that are hard to get to. For the people living in a communist China it has not always been easy to achieve their most basic needs, thus, physiological desires and traditionally values characterized the generation of China during the era of Mao. Even 20 years after Mao's death the consumption of goods in China remained sparse. The reason why Chinese consumers continued being cautious, instead of using money, can be described from Inglehart's Socialization Hypothesis, which is looking at an individual's values depending on the conditions he or she is raised under. The Chinese generation that was raised and lived during Mao's era have traditionally values and are still aware of survival and thrift. However, the generation raised after the time of Mao has achieved more modern and postmaterialist values, why China today is the world's third biggest consumer country. According to Inglehart (1997: 86), a shift toward a postmaterialist development has shown to change the individual's needs of economic gains toward maximizing subjective well-being. This means that people raised in a Postmodern society tend to express higher level of satisfaction with their lives and see themselves in a good health. According to report by McKinsey the Chinese population in the age between 15-59 years will by 2030 have lived their whole lives in a post-reform China (Bughin et al, 2016: 54).

6.3 THE NEW ERA OF CHINESE TRAVELLERS

Still a big part of the Chinese population is living in the countryside working with farming, but as the country has developed and more and more Chinese have been raised under better and richer conditions, more Chinese citizens move into the cities (IHG, 2015: 10). As the scarcity hypothesis by Inglehart assumed, while the Chinese achieved more money and prosperity, they are no longer concerned with the physiological needs, instead, they search for social interaction and more intellectual desires, which they can find in the cities. Thus, the values that were characterized by survival in the Traditional society have, according to Inglehart's theory, been replaced by more modern values. It is in particular the younger Chinese, who are influenced by the modern values, as it can be harder for an older generation to change cognitive structures the longer they have been accustomed to some specific cultural values (Inglehart, 1997: 15). Thus, the urban Chinese citizens have more postmaterialistic needs, they search for self-expression and experiences, and it is in particular this educated and middle to upper-income urban citizen that this thesis will be concerned with, as they are the once travelling outside China (VisitDenmark, 2017a: 4).

Previous findings from the first Chinavia pilot project showed that convenience is what makes a destination successful toward the Chinese market, and which can be obtained through three important factors including Direct Flights, Information in Chinese and, Hassle-free visa process (Chinavia, 2013c: 7). Today, visa access for Chinese visitors has become much easier and new direct flight connections from multiple parts of China have been established (Chinavia, 2016: 9). And as the market is rapidly changing, so are the Chinese travellers needs, so as the convenience parameters are still crucial for some Chinese travellers, other emotional desires have become more important to others (VisitDenmark, 2017a: 4). Due to the economic changes in China, and the permission to travel outboard, two very significant and various target groups have emerged including the independent traveller and the group traveller, which will be outlined below. In the first survey, that was executed from the Chinavia pilot project in 2012, results showed that 82% of Chinese tourists that travelled in groups, however, this number has declined as the number was down to 46% in the 2016-survey, while the number of independent travellers increased from 18% in 2012 to 54% in 2016 (Chinavia, 2016; 17). And in an international perspective the number of independent Chinese travellers has increased to 70% worldwide (ibid). The next section will look into this exiting market of independent travellers in order to understand their needs and desires.

6.3.1. FROM GROUP TO INDEPENDENT TRAVELLING

In general the differences between the group- and independent travellers are the age difference and their frequency of travelling. However, there are more behaviour traits that separates them seeing the typical group traveller in Europe is visiting for the first time, they are 45+ and an inexperienced traveller, whereas, the independent traveller segment are much younger, they are more adventurous and has travelled more frequently (Chinavia, 2016: 6). As the group travellers are older they preference more conveniences factors including Chinese language information, availability of Chinese-speaking service staff as well as materialistic amenities in hotels including kettle, slippers, bathrobe etc. (ibid: 29). According to Inglehart's socialization Hypothesis, the desire for materialistic values reflect the conditions that the older generation was raised under, and seeing the elderly generation of China was raised during the time of Mao and under limited conditions, they will subscribed to more materialistic needs. Opposite the group traveller, the independent traveller finds it less important to have Chinese-speaking staff and information in Chinese (ibid: 29), and according to Kyhl (2016: 15.56-20.41) the behaviour of the younger Chinese traveller reminds him more of the Danish

consumers: "They become more international consumers, both in term of trying something local, and taste the local food". Also research by Chinavia (2016: 35) shows that over half the visitors found it easy to communicate with locales. As language barrier is not the biggest issue for independent traveller, they are more likely to choose alternative options of accommodations, and compared to the group travellers, where 93% stayed at hotels during their stay in Copenhagen, it was only 57% of the independent travellers, who did; instead they stayed in Airbnb, hostels or at friends/families (ibid: 20). Kyhl (2016: 15.56-20.41) explains this tendency as: "The young millions are more ready ... they seek the mood and atmosphere, and the special feeling here. It is the special feeling of Scandinavia, to see our way-of-life, and how we do things".

Today, the frequent Chinese traveller is much younger, they priorities leisure travel, emotional benefit, personalization, better services and more in-depth experiences (Chinavia, 2013c: 7; Bughin et al, 2016: 62). Additional, Holst (2016: 11.15-16.00) describes the individual travellers as "... a highly market-driven market, an urban market in China, and a very well-developed market", and in order to target them Holst (ibid) says: "... we had to start building the market for technical visitors, which mean people who go to university or work or someone who already has a contact to the Nordic region, it was a demanding customer that we had to deal with." An explanation to the big contrast between the independent traveller and the group traveller could be explained by Inglehart, who claimed that the fundamental values of one generation only could change when a younger generation replaced the older one. Also, both Holst and Bughin et al (2016: 54) describe the younger independent traveller as more demanding, better educated and more willing to spend than the previous generation. These observations are in accordance with Inglehart's (1997: 18) description of the postmodern society, which are known by urbanization, high level of education, higher standards of material welfare as well as achieving social status rather than getting it recognized by their family name. Thus, the independent travellers are more optimistic when it comes to their financial future, and they want more than just convenience for their money. Instead, they prefer to spend it on superior services and better consumer experiences (Bughin et al, 2016: 62)

The Chinese travellers see Denmark as a unique destination as it is a happy, healthy and environmental conscious country, which they describe with sentences like 'clean air' and 'blue sky' (VisitDenmark, 2017a: 4; Chinavia, 2016: 42). Further, Denmark has an exiting history and culture, which the Chinese travellers appreciate including royal experiences and the stories of H.C. Andersen. According to the 2016-survey the Independent travellers would have liked to do more cultural and local activities including attending concerts, visiting the theatre or renting a bike, however, because of lack of information and accessibility they did not experience it while visiting (Chinavia, 2016: 10). One of the experiences that the independent Chinese travellers were really satisfied by was the food experience of local restaurants (ibid: 40). Previous surveys from 2012 and 2014 showed a much higher demand on Chinese food, but as the percentage of independent travellers has increased so has the demand on local food at less touristy restaurants (ibid: 10).

When researching for a destination, the Internet has become the main source of information, before, during and after visiting the destination (Chinavia, 2016: 9). Therefore, available Wi-Fi is one of the services that Chinese travellers rate as very important when travelling abroad (ibid: 7). In the 2012-survey it was only 46% of the Chinese travellers, who used the Internet in order to search for information about accommodations and flights. However, this number has increased significant as 94% of all Chinese travellers today search the Internet for travel information about destinations, accommodation, as well as local culture and activities (ibid: 36). Also social media (SoMe) has become much more crucial in the process of decision-making and almost 85% of the Chinese travellers posts

information, experiences and news on SoMe (ibid: 36-37). With more than 390 million monthly users, Weibo is the most used SoMe channels in China (ibid: 31), however, research by Chinavia (2016: 37) showed that only 20% of the visitors used Weibo during their journey, and it was mainly used by group travellers. Instead, WeChat has surpassed, and research showed that it was used by 70% of the visitors during their journey. Also Instagram and Facebook were popular amongst Independent travellers under 45, although these two medias are inaccessible in China. Also the online platforms, Matenqwo and Qyer, are popular amongst the independent travellers, as they contain user-generated travel information. These platforms are especially visited when deciding on a destination (ibid: 36). Kyhl (2016: 31.21-35.55) also adds: " Also $\frac{3}{4}$ of the tourists in Denmark says that they use SoMe ... and the majority of them share their experiences online". Sharing the experiences are important, as personal recommendations by friends and family are the key influencer when Chinese travellers decide on destination and when planning their journey. And 45% of the visitors in the North decided on destination based on recommendations (Chinavia, 2016: 7)

6.4 PARTIAL CONCLUSION

To sum up on above, this new and younger and Independent traveller is an interesting individual to target, and much more have to be considered with services and experiences than folklore orientations. This new market is much younger, better educated and they travel more frequent and seek value-for-money through experiences rather than convinces and safety. They are more willing to spend, as they are more optimistic when it comes to their financial future, but also more demanding and with higher expectations and standards, as they expect to receive value-for-money. In term of services and experiences, the independent travellers are adventurous and request authenticity and local specialities beyond the beaten track where they can experience the local culture, try local restaurants, attend concerts and visit theatres. Further, they want to live with local citizens using Airbnb and would really appreciate to ride a bike through the streets of Copenhagen. And seeing they are better educated, they find it easier to communicate and interact with local citizens, why they do not put as much emphasize on Chinese-speaking staff and information. Instead they value Wi-Fi, as SoMe is very important amongst Independent travellers. Especially the Chinese platform WeChat is popular in order to share pictures and updates while travelling, but also Facebook and Instagram are trendy although they are inaccessible in China. Moreover, the independent traveller value Chinese user-generated sites including Matenqwo and Qyer, as they can read others recommendations on activities and destinations both before, during, but also after their journey as they like to share their own recommendations of the destination.

7.

***ANALYSIS AND
DISCUSSION***

7. ANALYSIS AND DISCUSSION

As outlined in figure 1.0, the analysis will be divided into three parts that are concerned with branding, services and experiences and, finally, culture and independent Chinese tourism. Based on previous theory, methodology and empirical chapters, this will analyze and discuss Copenhagen tourism in relation to these three outlined aspects. The aim of this analysis is to investigate what opportunities services and experiences offer a destination, and how Danish stakeholders in the tourism industry have utilized these resources toward the Chinese tourists. The first section is concerned with the national branding and the stakeholder engagement. Also, in concern of city branding, an analysis and discussion on the capital will be executed in order to evaluate if Copenhagen is a creative destination. The examination will continue with an examination of the two cases NICE and Chinavia+ in order to investigate the service and experience level in Danish tourism toward Chinese tourists. Finally, as the other sections have been on a higher and more strategic level, this last section will look more into the independent Chinese tourists and introduce some suggestions to target them based on the interviews.

Based on this analysis and discussion, the research seeks to come up with proposals and approaches to how resources could be optimized in order to achieve growth in Chinese tourism. The recommendations and strategic actions are concerned with a cooperation and network approach and experiences tailored the independent Chinese travellers.

7.1. DANISH TOURISM AND COOPERATION

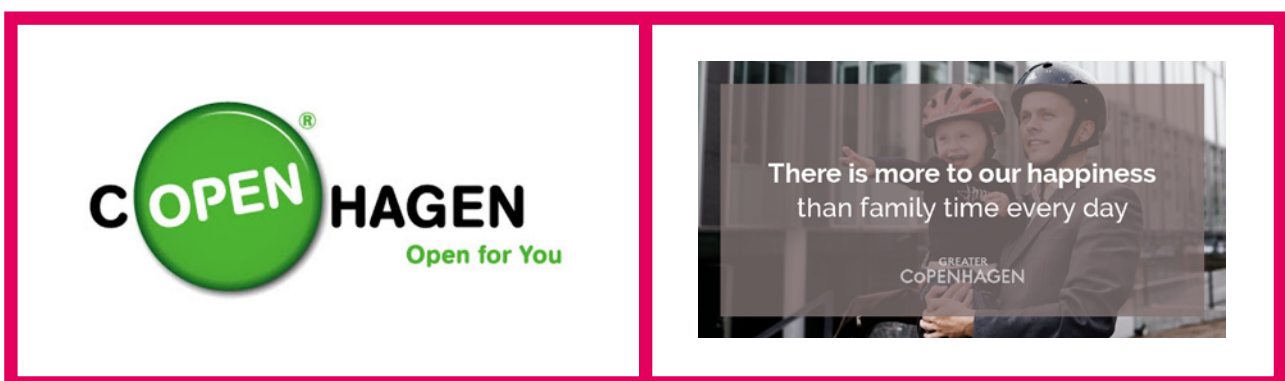
This section will analyze and discuss the Danish tourism strategies and actions toward a more international and competitive position in global tourism. This will be done with great emphasis on theory from section 3.1. Place Branding. Starting out this section will have a national perspective, which will narrow down to look at Copenhagen and the strategies 'Greater Copenhagen' and the new strategy by WOCO 'End of Tourism as we know it' and finally discuss if Copenhagen really is a creative destination.

Throughout the project it has been cleared out how important it is to stand out in a rough and competitive industry. Tourism is today a potential growth opportunity for countries and the competition for the tourists is more aggressive than ever before. It can be discussed if the decision to shift from a national toward an international mindset of Danish tourism can be called innovation; instead it was an important and necessary choice if Denmark wanted to compete in the global competition of international tourism. However, one of the efforts that could be seen as a tool toward innovation is the new and improved concern to gather all stakeholders toward a shared strategy and closer cooperation in the Danish industry. Like the international mindset has been consistent through the newer strategies so has the extreme attention on a network approach, which was discussed as the key to a successful destination brand in section 3.1.3.

In the development of Our Journey over 600 people participated from both national, regional and local organizations, as well as knowledge institutions, the ministers of culture and environment, and people from 33 different municipalities across the country (VisitDenmark, 2009: 1-2). In 2009, this was one of the biggest contributions toward a common direction in Danish tourism. This involvement showed the increased commitment that stakeholders in the tourism industry had in concern of the global crisis. And it is this exact participation that has continued ever since the shared strategy was introduced, and seeing how tourism has increased, this is in particular one of the efforts that has strengthen Danish tourism across the country. Branding expert Anholt (section 3.1.1.) believes that a strong cooperation between key stakeholders is the most powerful way to implement a national brand, and that it should be implemented in how the country runs and not just a part of a common communication. Going through the different strategies that were introduced in Table 1.0, despite the organization, they are all concerned with the same objectives toward growth of Danish tourism, strengthen international competitiveness, stronger partnerships and cooperation, boost of the Danish service and experience level, and finally, an increase of growth markets, in particular, China. Thus, it is not just one organization that wants to improve above objectives, instead it is the whole country that works toward a common purpose and seeks to succeed. Further, it is notable that each strategy is based on previous researches, why crucial information and findings are shared between stakeholders. This is the case as a new law was established in 2010, introducing VisitDenmark's role in the National tourism efforts. This announcement introduces VisitDenmark's responsibility in order to gather and publish information across the tourism industry, and to make sure that planned and current activities and strategies that are related to either international marketing or branding of Denmark follow the common guidelines (Ministry of Economic and Business Affairs, 2010).

7.1.1. A MUCH GREATER COPENHAGEN

It was a vital decision to make one organization responsible for the brand of Copenhagen, as the brand of the capital says a lot about the whole nation of Denmark. As Figure 5.0 illustrates, WOCO is today the Development Corporation of Urban tourism in Denmark and, therefore, responsible for a continuous communication, and that guidelines are followed in the largest cities of Denmark. While travellers' expectations and needs are changing, so is the theory and thoughts toward branding of cities. In 2008, the well-known green logo OPEN COPENHAGEN (see box below) was introduced along with the shared strategy Our Journey in order to make Copenhagen more attractive and open for international tourism (WOCO, 2013b).



The OPEN-brand did participate in strong international political debates, and positioned the nation as an open and tolerance country in term of ethic minorities and homosexuals. However, as mentioned in previous section, it is not innovation just because a nation becomes more open to interna-

tionalization, why the OPEN-brand did not have enough impact and could not differentiate Copenhagen enough from competitors. Also, with the aim to increase tourism toward new and potential growth markets, the brand of Copenhagen had to reach broader. Thus, the OPEN-communication and logo was withdrawn in 2013 and a new strategy introduced by WOCO in 2014 called BIG TOURISM (WOCO, 2015c). As the BIG TOURISM strategy was developed, WOCO was in a close cooperation for 12 months with 100 of stakeholders that cooperated and co-created the strategy together (WOCO, 2014: 2). The strategy is based on the Growth Strategy with the aim to speak broader and to 'Make Copenhagen a city of the world; a city that has relevance and reach global'. As a part of this BIG TOURISM one very important outcome was introduced in order to boost the service and hosting level in Danish tourism. An ambitious and long-term commitment toward New Innovative Customer Experiences, the NICE project, was established by WOCO with the aim to start a new Danish service evolution and innovation prepared by a long-term commitment and a close cooperation amongst key stakeholders.

Today, the most recent growth and development strategy Greater Copenhagen is concerned with changing the global perception of the Danish capital. According to the branding expert Anholt (section 3.1.1.), the perception of a country can be changed if the nation is willing to change their policies, laws and development of companies in order to make an international statement. This is most defiantly the case of the Greater Copenhagen strategy, which is focusing on sustainability, climate adaptations and an overall green growth. The communication of a greater Copenhagen is much more environmental concerned and has political opinions on how new corporations in the capital should invest in green growth, be aware of the groundwater of the region, and put more concerned toward waste and recycling (evm, 2016: 31). Though, the strategy has not only been on a company level, but is also concerned with the wellbeing of the citizens and locals, and wants to ensure that the city is safe and secure for citizens to live in. This is not just a strategy but also a new way of thinking and living the city, and it is a way of communicating that the city is stronger together than as individuals, which complies with the driver from Our Journey about 'sharing the tourist' instead of 'owning the tourist'. Results have shown, that implementing this approach has changed the reputation of Copenhagen and thereby strengthen the image and brand of the country in an international perspective. In 2017, the Greater Copenhagen strategy won the Place Brand of the Year with the digital campaign case *'There is more to our happiness...'* (see box above), which used the soft values including happiness, quality-of-life and liberty, as the city's USP and to differentiate from competitors (citynationplace, 2017). These soft Scandinavian values have given the local citizens a new understanding of who they are, and what they can be proud of in concern of the city.

Based on the mindset of Greater Copenhagen, WOCO has developed a new and very different strategy if you compare it with previous once. This new strategy is called 'End of tourism as we know it' as they want to leave behind traditional branding and marketing, and instead embark a future where they want to connect the global (the guests) with the locals (the citizens). Thus, the two strategies Greater Copenhagen and End of Tourism are working toward a common goal that will only succeed if they support each other. With the End of Tourism strategy, WOCO expects that over 80% of citizens will support visitor growth (WOCO, 2016: 24), and in order to accomplish, the locals need to recognize what Copenhagen is about, and what to be proud of, in order to contribute.

7.1.2. IS COPENHAGEN A CREATIVE DESTINATION?

As the destination expert Hospers (section 3.1.4) explains, destinations can either emphasize on material factor such as buildings and attractions or positioning itself through more soft and immaterial

aspects such as the citizens or a specific service that the city offers. As mentioned in previous section (7.1.1.) it is the soft Scandinavian values that are highlighted in the current strategies of Copenhagen including freedom, welfare and safety. Also, according to Bjarke Hjort (Hjort), Head of digital marketing at WOCO (2017: 13.58-14.10) it is also the attraction of the atmosphere of Copenhagen, that needs to be market and communicated. Emphasizing on immaterial aspects are necessary according to Morgan et al (section 3.1.4) if a city wants to think more in innovation and creativity. In order to establish a creative reputation of a destination six important elements was introduced in section 3.1.4, which will be elaborated below.

In order to create the tone of voice of a city, storytelling is an important marketing tool. With the mission to 'enable our destination to be shared more' the End of tourism strategy encourage the locals to share their own stories of localhood by sharing pictures, stories and recommendations of their favorite destinations of Copenhagen. This thinking differs from traditional marketing, as it is often the Destination Marketing Organization (DMO) that shares the content and stories about the city. However, this is an old way of thinking claims Hjort from WOCO (2017: 5.40-6.20) as DMOs often work with campaigns that are introduced to travellers just before a holiday season, while a traveller's mind is constantly thinking about travel and always planning their next trip. Therefore in order to enabling, Hjort (WOCO, 2017: 11.16-11.40) acknowledge that WOCO will no longer acts as the broadcaster of Copenhagen, but instead encourage local influencer, with more followers and reach, to share their stories. Likewise, he will encourage other DMOs, including airlines and travel agencies, to do the same and use local influencer to create the tone of voice of Copenhagen through SoMe and online platforms. Thus, the centerpiece of communication will be concerned with the vision of 'Localhood for everyone' through valid and authentic stories, and make the locals the real attractions of the city. Moving on, in term of traditions, the strategy aims to reduce the distance between travellers and locals. According to Morgan et al (section 3.1.4) a city should build their reputation on a combination of authentic and truth with the tone and traditions of the city. Therefore, it will no longer be the typical sightseeing places that should encourage tourists to visit, but instead the insider tips by citizens where they introduce local and authentic attractions. These unique attractions will also be used as the USPs of the city, which will reduce the distance between travellers and locals, and instead make the tourist a temporary citizen.

In term of tolerance, previous section explained how the OPEN-branding has made Denmark well-known in the debate about ethnic minorities as well as homosexuals. Likewise, the Greater Copenhagen strategy is concerned with communicating these issues, which is illustrated in the 'I am Greater Copenhagen' official YouTube video (Greater Copenhagen, 2017: 0.40-0.55) that says: "Come; feel the freedom to live and the space to be human. Come; see the sights I am proud of, places where differences and diversity are an asset". And while quoting this, the video displays pictures of a happy ethnical family at the Copenhagen harbor, and continues to pictures from the pride parade showing the characteristic rainbow flags. With this statement, the strategy communicates that not only Copenhagen, but Denmark, is an open-minded country that tolerant different lifestyles and cultures, and are open to other religions, backgrounds and sexual persuasion. Also, heavy investment on research has been executed in order to reduce the cultural barriers between the Danish market and the growth countries. In particular research on the Chinese market has been investigated, from where the strategy Chinavia+ has been executed.

Looking at talents, Denmark seeks to be known for quality tourism through an increased service and experience level. Also, the Greater Copenhagen strategy is cornered with creating a highly skilled workforce, and to make the capital the leading research city, with education for everyone and highly

specialized hospitals and welfare (Greater Copenhagen, 2016: 22). Furthermore, Tellström (section 3.1.4.) links the food culture as an important experience in term of country talent and mentions, that the food culture does not have to include the correct historical facts as long as it feels authentic to the tourists. In addition to this, WOCO established in 2004 the concept Copenhagen Cooking, which today is one of the biggest festivals in Copenhagen (WOCO, 2015d). The Copenhagen Cooking & Food Festival has introduced the Nordic cuisine to the world and made Copenhagen international famous on the gastronomic world map. Also, the Greater Copenhagen strategy aims to make Copenhagen a food mecca with unique quality products served directly from the Danish farms.

Moving on, the next element is concerned with transformability and the capacity of the city to think differently. As mentioned in section 5.6.1, the Greater Copenhagen strategy is concerned with green growth, clean water and sustainability, and it aims to work toward a fossil free energy and transport system by 2050 (Greater Copenhagen, 2016: 28). In addition to a green transport system, the city is known for its impressive bicycle culture, and the government has even supported this eco-living culture with bridges and streets solely for pedestrians and cyclists. Also one of the key efforts of the End of Tourism strategy is to learn from new tech-driven and digital start-ups in order to change fast as well as fail fast through experiments (WOCO, 2017: 10.15- 10.36). In this way WOCO can learn faster and adapt new technology sooner, which is crucial in a constantly changing environment. Like the End of Tourism strategy has encourages the locals to share their stories, it is also important that the tourists share and recommend the destination. In term of evaluating the creativity of a city, the testimonies are important. As explained in section 3.1.4, the testimonies are the stories and feedback that are communicated by influencer and visitors, which will add the real brand equity to the reputation of the city. Therefore, the DMOs will set up platforms and hash tags that allow the tourists to share pictures and stories with others.

Overall, we can agree that with these new strategies a whole new era of tourism has arrived. Branding of cities is today about relations, and according to the End of Tourism strategy, branding is all about the human connection. With this renewed and improved focus on the people and the vision to make Localhood for everyone, the word 'Localhood' is concerned with both sustainability and livability (WOCO, 2017: 19.25-22.50). Copenhagen should be livable for everyone, both the temporary locals, who are the travellers, as well as the real local citizens. Localhood should be designed for life by making the city available all year around with lots of activities that supports both livability and sustainability. Also, it should be what both locals and tourists share, and not just the obvious point of interests such as attractions and restaurants, but instead, localhood should be what we share of the city life and its atmosphere. So to sum up on above, the combination of the Greater Copenhagen and the End of Tourism strategies are heading toward an innovative and creative development of the destination. By supporting all of the six elements, the strategies have been properly thought out, and if the implementation is successful, it will be a way for Copenhagen to differentiate and be competitive.

7.2. CASE 1: THE NICE PROJECT

In order to boost the Danish service level the NICE 1.0 pilot project was established by WOCO in 2013. They were six business partners who introduced the project, amongst HORESTA and WOCO, and in 2017 three newcomers joined the team (NICE, A1). In 2016, the NICE 2.0 was introduced, and as for the differences Rehling (2016: 0.38-4.22) explains:

“The pilot project was centered around Copenhagen, and focused on getting this new kind of thinking established and tested;. So it was concentrated around nearby corporations, also because WOCO was the DMO that embraced it and had the project management so far. And now it is HORESTA that lead the 2.0 version. And it is because the 2.0 has two important paragraphs, which is to expand the Copenhagen model, make it bigger and include more in this area, and then we want to expand across the country”

Thus, the NICE 2.0 version is addressed to the whole nation and applies to service corporations and organizations in the biggest cities of Denmark. Since NICE 2.0 was introduced, Rehling explains that many corporations across the country has applied and showed interest in the NICE thinking. This has given a lot of learning and testing, which has helped generate knowledge to NICE and to the service sector. NICE stands for New Innovative Customer Experiences, and is a specific way of thinking and working with services (Rehling, 2016: 4.23-9.17). Knowledge is created through hand-on projects, which is executed by consultants, and to this Rehling adds (2016: 13.17-19.18): “It is not academic knee bends, as it would not work, and that is not what it is about”. What she is referring to is that NICE is not about being the smartest in term of academic title and knowledge, instead it is about relations and the hands-on situations and to find the good in people, which Rehling (ibid) explains to as:

“It is about that people actually want to like each other, and actually wants to be concerned and present. And thereby give a better experience. It gives something both ways, and that drive, desire, and motivation is in everyone of us, and that is what we are trying to give the opportunity to activate”.

What Rehling refers to in this quote, is that NICE is a dedication and something that each individual has to live up to. NICE is the knowledge that are generated amongst the employees in the front line, and it is about gathering this knowledge and provide tomorrow's and the future's employees with this type of service (Rehling, 2016: 0:38-4.22). However, NICE is not about creating specialized and out-of-the-box knowledge, instead it seeks to highlight the extreme amount of information that already exists at the workplace. It attempts to release this unnoticed data, which according to Rehling (2016: 51.14-55.14) is hidden, as “... it does not always get around as Ulla, who sits in the reception never speaks with Svend, who serves in the bar, and Svend does not speak with the security ...”. Thus, crucial information is lost and never shared between staff members, despite each of them have their own way of dealing with customers, their own knowledge as well as know-hows to share.

7.2.1. WHY SERVICES ARE IMPORTANT TO A DESTINATION

As mentioned in the Growth Strategy (section 5.5.) the Danish service industry is challenged on prices, as services and products are known to be relatively high in Denmark. Also research from NICE (2015: 11) claims that Copenhagen is expensive when it comes to services and experiences, and the research showed that quality and services are rated only as average in Denmark, while price and products are rated below. Thus, the tourists do not feel that they receive value for money, when they visit Copenhagen. This is especially a problem, when we look at the Chinese travellers, as they consider value-for-money the most important parameter when chosen a destination (Chinavia, 2016: 32).

And according to the survey by Chinavia (2016: 39) the Chinese tourists find the Nordic regions very expensive, and they do consider the price level a negative experience while travelling in the North.

According to Table 1.0, the ambitions toward innovation and an upgrade of hosting skills in the Danish service industry were already introduced in 2009 in Our Journey. These ambitions have continued through the strategies and as mentioned in section 7.1.1, the NICE project was introduced as one of the efforts in the BIG TOURISM strategy in order to reach broader and to make growth countries interested in Denmark. The NICE Project aims to give Denmark and its service industry a significant boost, and to raise the service level of the country toward Quality service (Nice live, 2015: 2). Before the NICE way of thinking, the travellers could expect a traditional and functional service experience, which was standardized and identical for everyone. However, this is no longer the way, as the service industry needs to be better at innovation, and it needs to be better at adapting the experiences to the individual guest's desires and expectations (Nice, 2015: 6). Also as mentioned in section 3.2.2, each individual is motivated by certain experiences and stimuli. Therefore, seeing the tourist as an individual is the most important dimension in order to increase the value of the service or experience.

In section 3.2.1, the moment of truth was introduced, in order to understand how significant the interaction between the service provider and customer is. Seeing that just one bad service encounter can change the whole perception of a destination, it is important to consider the whole customer journey. Therefore, it is crucial that all service stakeholders are adapting the NICE thinking, which Rehling (2016: 36.15-41.34) explains as "... we have the whole value chain of the tourist with us in this project, as we consider the destination", and with the whole value chain she refers to:

"... as they arrive at the central station from Copenhagen airport, it is the way that they experienced the employees in the train or in the taxi, or in this case, in the hotel or restaurant or later at the music spot..."

Thus, it is not just about improving the service experiences of one Service Corporation, or implementing NICE to the way service corporations run in Copenhagen; instead the NICE thinking must be a way the country runs, and be implemented across the nation.

"It is important, when you need to be innovative, that you get beyond a troubleshooter culture, which exists everywhere, not only in this industry, but everywhere. There is a tendency that you want to find faults, why people do not dare to be innovative, because in innovation you will always make mistakes. Therefore, you will need courage, and of course the guests should not receive a bad experience, why you should be prepared to pick it up afterwards or tune the situation"

7.2.2. HOW EXPERIENCES OCCUR FROM INNOVATION

In order to gathering knowledge for the NICE project, Rehling (2016: 13.17-19.18) explains that the staff is asked to reflect on their own practices, their own experiences with services and they are asked when they have received a different and memorable service experience. Next, they are placed in groups where they discuss different situations, and what each of them could have done differently.

Thus, ideas and knowledge are generated together, and it is different from test to test how big the brainstorm can be, however, the most important part of the brainstorm is to go out afterward and test it in different live situations. And keeping in mind that failing is a big part of innovation, Rehling (2016: 19.19-25.24) explains the process as:

Thus, the actual interaction between service provider and customer is how innovation and knowledge is created. These live situations need to be evaluated afterwards, and something will work, something will need to be adjusted, and something can be implemented right away.

What makes an experience encounter more unique than a service encounter is, that the experience should stand out and be challenging for competitors to reproduce. Also, Sørensen & Jensen (section 3.2.2.) explains that an experience encounter encourage the costumer to engage, it boosts co-creation and has proven to increase the value for tourists and new knowledge creation. Rehling (2016: 4.23-9.17) explains that the knowledge and data in NICE are gathered and created through a certain type of involvement approach from the experience economy called co-creation, and the way that they work with co-creation has Rehling (ibid) described as:

“Co-creation is about having the customers inside and to develop experiences, that you can pull them into. Which mean that it is about preparing the staff, as they are the once in the frontline, so when they address the customer, they can meet the person exactly where they are, and participate in the exact experience of Copenhagen, the restaurants, at the Zoo or what ever...”

As explained in section 3.3.1, the new consumers have more postmaterialist values which mean that they priorities self-expression and quality of life. The customers are more self-oriented and want to be seen, heard and understood, why the co-creation approach is about understanding the customer and educate the staff, so they know how to interact, how to deal in crises as well as see each tourist as an individual instead of a group of tourists.

7.2.3. THE NETWORK AND COOPERATION OF NICE

The cooperation of NICE has been based on a long-term commitment between key stakeholders that wanted to create innovation by introducing new services and ideas to the service industry. The partners' motivation for joining NICE has Rehling (2016: 19.19-25.24) explained as following:

“HORESTA's interest lays in it as employer, and the part about gathering knowledge is insanely important to the educational institutions. That is also the reason that 3F Private Service has agreed to it, as they see the importance of developing skill to the staff. And you can say that it is the same agenda HORESTA has, just from the employer's point-of-view, but then it is also insanely important that the staff is talented and skilled otherwise my business will not work. My business is my employees, and epically when you work in service”

Thus, the condition for this development has been based on confidence and motivations amongst partners as well as a common and meaningful shared vision, which according to Gelder is crucial in order to avoid failure (section 3.1.3.). There is a common agreement amongst the stakeholder of the NICE project, as they are all participating with a natural drive. Each of the stakeholders is contributing

on their own initiative and motivated by various reasons, however, all with the same goal, which is to create service innovation and to improve the Danish service and tourism industry.

According to service expert Normann (1998: 106) it is impossible to contain motivation and great service between service provider and customer, if the environment and tone between staff and leader does not share the same values. It will create an ambiguous situation for the staff, which will form poor service, less motivation and result in dissatisfied customers. Therefore, Rehling (2016: 19.19-25.24) explains that, "it is clear that with the corporations that we bring along, the leadership has committed themselves to it, as they think it is a good idea", so although the NICE project are testing and co-creating with the service staff, it is still an agreement and partnership that NICE has made with the CEO of a corporation and next with the daily leaders. Therefore, NICE is also about tolerant of new internal processes in the corporations, as every experiment is based on commitment, which requires a clear understanding of failure, as the employees' tests new initiatives and they might fail trying.

Normann (1998: 104-105) also explains that the interaction between customer and service provider is essential, why the service providers need to be taught how to interact with the customer. Therefore, he suggests education and courses, as well as creative thinking and crisis management offered to the employees, in order to deal with difficult and demanding customers. Also experience specialists Sørensen & Jensen (ibid) claim that the staff need to be included in the knowledge development, need to be listen to, and must be skilled and educated in order to deliver the most memorable experiences to the tourists. This thinking is already applied to the NICE project, and as Rehling claims above, the business is the employees, when you are dealing with service products and service encounters. Therefore, instead of delivering a defined and standardized service to the customer, Sørensen & Jensen (2014) suggest that the interaction between customer and service provider should be the moment that creates value. This value should be created through conversation, and allow the staff to deliver a flexible and personal conversation that can identify the needs and desires of each customer. Thus, tourists can expect an individual, unique and value-added service encounter that encourage interaction and conversation, which hopefully will change their opinions on the high prices on services in Denmark (NICE, 2015: 30).

7.3. CASE 2: THE CHINAVIA PROJECT

The Chinavia pilot project was established by WOCO in 2012 with partners from Sweden, Norway and Finland (The North), as the countries discovered a lost market share of Chinese tourists in favour for other European countries (Kyhl, 2016:24.05-27.27). It started out as a pilot project that aimed to gain a better understanding of the Chinese market, and come up with some findings and recommendations. A number of surveys were executed during 2012 and five important reports were established in 2013, which contributed with new and crucial knowledge and insights in order to target the Chinese consumer. Seeing the Chinavia pilot project was only concerned with investigating and understanding, a new agenda and project was established called Chinavia II. This new approach was supported by the Government and took its starting point in the results from the pilot project, but was more concerned with making the North ready for the Chinese consumers (WOCO, A4). Thus, the Chinavia project grew from investigating and understanding the Chinese market toward implementing and allocating resources to the Chinese consumers. In the year between 2013-2014, various China efforts were developed an implemented in the North, as it was believed that the Chinese market would continue to grow. Today, the project is founded by different partners, which Kyhl (2016: 27.28-31.20) explains as following:

"... you are putting money into the pool, and then you can join the cooperation. So you can contribute with more or less, so if you for example have 7 partners and 3 of them really wants an online campaign ... and then we all go along with it, and in term of the partners, who felt that this project did not create value for them or did not have the budget, they can skip this one and instead join other activities."

This new project is called Chinavia+ and is managed by WOCO, as the lead partner, cooperating with other partners from the tourism industry. The concern of this project is to put the efforts from the Chinavia II to use, and promote and market them toward companies (WOCO, A7). Thus, the Chinavia project has moved from being concerned with the overall communication, to be more specific and project oriented and on a company level.

7.3.1. SERVICE EFFORTS TO MAKE COPENHAGEN CHINA-READY

The 2012-survey from the Chinavia pilot project showed some significant insights about the Chinese consumers, and the challenges that the North was faced with in term of targeting and serving the Chinese consumers (WOCO, A3; WOCO, A5: 2). First, findings showed that the North was almost invisible on online platforms in China, and therefore also invisible to Chinese consumers (Chinavia, 2013c: 7; WOCO, A3). Second, the Danish service experience was considered poor in term of inaccessible, inconvenient and the lack of information in Chinese. And as mentioned in previous section 7.2.1, one poor service experience can affect the entire travel experience of the traveller. And seeing the North was not ready to receive the Chinese consumers, the Government allocated money toward Chinavia II, which according to Kyhl (2016: 24.05-27.27) was used to improve the chances and service experience toward the Chinese market:

"It became a EU project, Chinavia II, as you referred to, where we received a lot of money to develop various platforms including the common Scandinavian homepage, where all partners participate, we got a media-tour out of the money, which led to a special issue on 80 pages, which you can compare with a magazine ... So we achieved a lot for the money, including 16-17 destination development courses for the industry".

As Kyhl explains, a lot of resources were allocated to the Chinese market, first in term of education with China Ready Crash Courses in order to improve the service encounters, as well as online training and an online kit to become China Ready (WOCO, A1; WOCO, 2014a). Also, in order to make appearance of the North on the Chinese Internet, a shared Scandinavian homepage 'Copenhagen.cn' was established, as well as destination profiles on Chinese SoMe. Also information about the North was translated into Chinese as well as the development of a new tailored Chinese city map that is concerned with local knowledge, history and lifestyle, as well as designed and quality matching the Chinese traveller (WOCO, 2014b). Thus, stakeholders in the service industry started to implement the China-ready approach, and one example that Kyhl (2016: 12.21-15.51) highlights as a good case is the Tivoli Hotel that has translated information to Chinese, hired a Chinese-speaking receptionist, and even placed cup noodles, slippers and kettles in their room. Further in concern of the culturally difference Kyhl explains: "An in term of allocating the room for the 8th floor, 'uh that is not good', and the number 4 means death, so they will actually go and ask for at new room". As for the language bar-

riers Kyhl (2016: 31.21-35.55) explains that the Chinese are limited in term of using other languages, such as English, in their daily use, and therefore, more comfortable with using Chinese. As a result of these new China efforts, the number of Chinese traveller increased, and according to online Chinese travel agency, Ctrip, Copenhagen was ranked as 'Top 10 best potential Travel destination' in 2014 (WOCO, 2015c).

However, in the latest surveys conducted in 2014 and 2016, new Chinese preferences and patterns have been identified, as the new Chinese travellers are more experienced, they are younger, and they travel individual instead of arriving in groups (section 6.3.1). These new travellers stay significantly longer than the group travellers, why new and innovative approaches have to be considered in order to make them stay. Findings from the 2014-survey show that many of the Chinese travellers associates Copenhagen, and Denmark, with H.C. Andersen, and thus, there is an expectation of a fairy-tale experience when they visit Copenhagen. Also, insights from both surveys surveys show that the independent Chinese traveller expects more than Chinese speaking staff and information, as they want authentic experiences in a fresh and clean environment (ibid: 18). Moreover, the Chinese travellers expect the citizens of Copenhagen to be friendly, educated and well-organized when approaching them. So in order to create value-for-money, the current Chinavia+ project aims to improve the experiences through China Ready Crash Courses for service organizations tailored to the Chinese travellers, as well as being visible on Chinese SoMe (WOCO, A7)

7.3.2. THE NETWORK AND COOPERATION OF CHINAVIA

As mentioned above, Chinavia, which the name also explains 'China + Scandinavia', was established in a North-cooperation in order to offer more to the Chinese consumers, and to compete with other European destinations. Seeing there is a long travel distance from China to Copenhagen, Denmark was just not big enough to reach the Chinese consumers alone. Therefore, it made sense to offer a North product in order to give the Chinese travellers value-for-money (Holst, 2016: 20.27-25.11). Thus, the whole North-cooperation has strengthen the position of Denmark, and all the countries have had the opportunity to use each others strengths, and as Sarah (2016: 20.27-25.11) claims: "The whole North is H.C. Andersen, seeing they do not know much about us, yet". However, as the Chinese travellers have developed from group tourist toward independent travellers, it has been notable that they settled with fewer countries than before. Today, the independent Chinese traveller stays in the North for 7 to 10 days, and according to Kyhl (2016: 2.35-5.24) they stay longer in each Scandinavian country. Thus, the independent travellers do not have the same urge to see as many countries as possible but instead they stay longer at the current destination.

In term of stakeholder engagement, the interviews clearly highlight that a close and personal cooperation exist between stakeholders, as they all know one another by first name. Also, they are well informed about the different initiatives, and like Kyhl works on the China efforts in Copenhagen, similarly, Holst was hired to improve the China efforts in Sørlandet in Norway (Holst, 2016: 6.18-11.14). During her work in Norway, WOCO arrived in order to preform the Chinese crash course, which Holst (2016: 16.01-20.26) describes as: "We had WOCO there to give this crash-course, which they offer all corporations that has participated in the Chinavia project, which is a crash-course in 'the dos and dont's' in term of Chinese tourists". It is clear that Holst does not share the same enthusiasm toward the Chinavia project, and do not agree in the way the crash-courses works. As Gelder (section 3.1.3) proposed it is important that all stakeholders work toward a common vision, as individual vision will confuse the coherent view of the Nation. Therefore, in term of the Chinavia crash-course, Holst (2016: 16.01-20.26) states:

"It is fine to have a consciousness on the customer encounter, as it is the service encounter that WOCO is very focused on with this crash-course, which deals with folklore orientations such as never give a Chinese the room number 888, as it means death and destruction ... but as we experienced they are deathly afraid to be bitten by a mosquito, as they think mosquitos are lethal".

Thus, according to Holst, understanding the new independent Chinese traveller is not just about knowing the intercultural differences in term of norms, values and old beliefs. She thinks, that there are more to cultural differences, which do not concern the correct room number at a hotel, or adjusting the breakfast buffet. Instead she says that it is about gaining a true understanding of this new Chinese traveller and to identify the differences, such as the primitive fear of mosquitos, when visiting the North, or the fear of meeting a bear in the forest. Therefore, in the case about Tivoli Hotel, which Kyhl highlighted as a great case of Chinavia, Holst (2016: 33.14-38.11) adds:

"Yes maybe Tivoli Hotel did a good job, but when Philip highlights this, surely he refers to a Chinese corner at the breakfast buffet, which offers some soup and hot water for breakfast. It is about this functional service encounter, which is what Chinavia+ is about, but on a more symbolic level and in order to make sense of it, they are not there yet".

When Holst means by 'Tivoli Hotel is not there yet', she draws a parallel to the adventure park, Tivoli. Holst (2016: 38.12-43.26) explains, that the China Town in Tivoli has misunderstood the Chinese culture completely with the wrong symbols and items from Chines public offices, which is repulsive to the Chinese. So the Tivoli Hotel might get it on a functional level, which has been introduced by Chinavia+, but when the Chinese tourists visit Tivoli, they will fell estranged and maybe even offended, which will reflect on the whole experience. To this Holst (ibid) adds:

"Can Seng Ooi writes about the world exhibition, and the concept about us and the others. Where we believe that nobody discover that we did not get familiarized with it. But we will be discovered in this case with Tivoli, this is 'caught in the act'".

Thus, this case is a good example on how one stakeholder's actions can reflect on the whole nation, because as Holst explains, this experience will make the Chinese travellers feel misunderstood, and it will reflect on the whole experience when visiting Copenhagen. Therefore, it is important to notice, that the two China experts do not agree on the best and worst China-effort, and what really works, when Stakeholder work with the Chinese travellers. Thus, a coherent agreement should be the first effort to work with.

7.4. THE CHINESE TRAVELLERS

As previous sections outlined many initiatives and efforts have been done in order to attract the Chinese travellers to Denmark. In 2014, when the Growth Strategy was introduced, the growth of

Chinese tourists increased with 12% annual, and thereby, evm (2014: 15) aimed to reach 240,000 Chinese accommodations by 2020. However, an increase of 23.3% in 2015 raised the number significant, and the number of Chinese accommodations had already reached 221,000 in 2016 (section 5.1.). Thereby, the annual growth has reached 18.9% and the number continues to rise. And with this increase of Chinese accommodations, Denmark can expect to surpass the expectations settled in the Growth Strategy with over 260,000 Chinese travellers visiting Denmark in 2017 (VisitDenmark, 2017b; VisitDenmark, 2017a: 7).

As for the Danish national China strategy, VisitDenmark wants more Chinese to choose Denmark as a travel destination, and want them to stay for a longer period (VisitDenmark, 2017b). Until now, the China efforts in Denmark have been in a close cooperation with Scandinavia, as it was noticed that Chinese tourists preferred other European countries instead. Also, according to Kyhl (2016: 2016: 5.25-8.48) Copenhagen is not strong enough to market itself as a destination because of the distance, the jetlag and all it requires, instead Kyhl (2016: 8.49-12.20) explains:

"... it makes great sense to travel to Scandinavia. There are also many other nationalities, which give a cultural and linguistic community in Scandinavia. Therefore there is many similarities as well as differences, but mostly similarities, why more or less, you compare us as one unit.."

Thus, as mentioned in section 7.3, a Scandinavian cooperation was established introducing the Scandinavia project and promoting it as the North. However, recent research by the Innovation Fund (2016) has shown that the number of Chinese travellers visiting Sweden and Norway are higher than the visitors to Denmark, although Copenhagen is a strong destination with lots to offer the Chinese travellers. Therefore, a better understanding and more efforts must be executed in order to increase Chinese visits to Copenhagen. The following sections will look deeper into these efforts, and subsequently come up with recommendations on how Copenhagen can make use of services and experiences to increase the number of independent Chinese travellers.

7.4.1. COPENHAGEN TOWARD A CHINAHAGEN

According to innovation and experience specialist Jensen (section 3.2.2) a Dream Society are concerned with modern customers that purchase with their heart instead of their brain, and strive for the experience dimension in both products and services. In 2006 Jensen wrote that the Chinese customers was far from a dream society, and would first reach the European mindset by 2050 (Jensen, 2006: 26). However, this is far from the reality, and as explained in section 6.3.1, the Chinese consumer has become independent, they seek more authentic and personalized experiences, and as Kyhl explains the Chinese consumers are starting to look more like the Scandinavians.

As discussed in section 7.1.2, Copenhagen is heading toward an innovative and creative destination. In order to create the tone of voice of Copenhagen toward the Chinese market, Holst (2016: 20.27-25.11) suggest storytelling: "If we look at the Danish market, we could deliver something ells. This could maybe be this whole fairytale world that are our strength in Denmark". In order to use storytelling, Holst suggests to tell the fairytales of H.C. Andersen and adds an example called 'In the ruts of H.C. Andersen', which she would recommend: "... you can travel to the different castles and manors, where H.C. Andersen came and entertained, had dinner and stayed the night." She adds that this kind of experiences would be amazing in order to target the Chinese travellers, as it offers history and

fairytale. Especially the fact that they can stay in a castle would be a significant experience for the independent Chinese travellers. Additionally Kyhl (2016: 15.56-20.41) explains that in case of VisitDenmark, they use H.C. Andersen as a key character when branding Denmark. Also, Kyhl (ibid) agrees that H.C. Andersen is a reasonable element: "... but H.C. Andersen is also fine, as he covers a big part of the city, as well as Odense, which is his hometown, but also Kronborg, where Holger Danske is", and as for Copenhagen he mentions Nyhavn. Thus, there are a lot of areas where H.C. Andersen can be combined, and his story can be extended across the country. Yet, using H.C. Andersen as one of the Danish beacons was also one of the aims of the Growth Strategy (section 5.5.2.), however, according to recent studies, it has not been as easy as expected to use him as an international beacon, as the Chinese do not know that H.C. Andersen is a Danish trademark (VisitDenmark, 2017b). Holst did also suggest this, when she explained that H.C. Andersen is the whole North to the Chinese visitors (section 7.3.2). Findings from the 2016-survey also highlighted that the independent Chinese travellers wanted a royal experience and the stories of H.C. Andersen, but at the same time, they also want adventure, clean air and local activities (section 6.3.1). Therefore, WOCO should encourage communication that combines the storytelling of H.C. Andersen with local outside activities.

In terms of traditions, one of the ambitions of the End of Tourism strategy is to reduce the distance between traveller and local through authentic and true experiences. As for the travel habits of the independent Chinese tourist, Kyhl (2016: 2.35-5.24) explains:

"It is a completely different approach to travel, so it is no longer this 'Tick-the-box-tour' where you have four pages, where everything needs to be photographed, and then done. They have moved from seeing the destination to experiencing the destination".

Thus, Kyhl explains that the independent Chinese tourists want to experience the destination and what it offers of authentic experiences. Also, the strategy wants the locals to share the stories of Copenhagen, as it aims to make the stories more authentic and valid. So in the communication targeted toward the Chinese travellers, it is essential to share more than just the obvious pictures, instead it needs to be built on a story and perhaps even with a fairytale theme without losing the authentic in the storytelling. Also, the independent Chinese travellers want to experience more local activities including bike riding, attending concerts and theater or visiting a local restaurant (section 6.3.1.). These cultural experiences should, therefore, be included in the communication toward the independent Chinese tourists.

One of the major efforts of the End of Tourism strategy is the way it looks at the tourists in a new perspective. Today the travellers are not a group of people divided by age or culture, instead the tourists are all kinds of different people with different sensibilities and different interests (WOCO, 2017: 14.16-14.48). Therefore, in terms of tolerance and talent, many researches and experiments have been developed and executed in order to increase knowledge about Chinese encounters and the service experience. Within section 7.2.1. 'Why services are important to a destination' innovation and improvements were introduced in order to increase the skills of the Danish service industry. One of the key findings addressed the development of the service industry in order to create experiences adapted to the individual visitor's desires and expectations. The idea is to gather the important knowledge about the service encounter, in order to make it an experiences encounter. According to Sørensen & Jensen (section 3.2.2.) an experience encounter encourages the visitor to engage, which will increase the value of the interaction between service staff and tourist. Therefore, as the NICE thinking has

been applied in the service industry, each Chinese visitor can expect an increased service experience and more tolerance toward culture and differences in the interaction with the service staff. Moreover, the Chinavia+ project (section 7.3.1) has helped corporations in Copenhagen to understand the functional needs of the Chinese consumers in order to adapt the appropriate resources. As for the End of Tourism strategy, it wants to increase the interaction between the locals and the Chinese travellers. However, like it is important to educate the staff in the service industry, it is also vital that the locals are well informed and skilled in order to increase the experiences of the independent Chinese travellers. A good experience is crucial in concern of testimonies, as one bad experience can reflect on the entire travel experience. As mentioned in section 6.3.1, the independent Chinese travellers are happy to share their recommendations and experiences online. Thus, it is important to establish the appropriate resources and platforms to encourage sharing of experiences, pictures and recommendations both during and after their travel in Copenhagen.

7.4.2. DANISH EFFORTS TOWARD THE INDEPENDENT CHINESE TRAVELLERS

Moreover, as mentioned in the beginning of this chapter, Denmark has fewer Chinese visitors than Sweden and Norway (section 7.4). Therefore, the National strategy wants more Chinese to visit Denmark, and meanwhile stay longer. In order to make the Chinese visitors stay longer Kyhl (2016: 15.56-20.41) suggests making Northern Zealand a destination of Denmark:

"If we could make them visit Northern Zealand, where they can see Kronborg, and then drive back to Copenhagen. And at the moment we are trying to make them stay and experience the Maritime Museum, which is less visible, as it is placed under the ground ... so in general, how can we make them perceive Northern Zealand as a destination."

In cooperation with Northern Zealand, Kyhl is trying to make the attraction of Northern Zealand more visible, as driving up north for one day would mean one more day in Denmark, and one more accommodation in Copenhagen. Likewise Kyhl (2016: 20.42-24.04) suggests Odense as a destination for a one-day trip, which would result in the same outcome. In order to extend the Chinese travellers' stay in Denmark, Kyhl (2016: 2.35-5.24) suggests Deep Travel:

"... maybe they will visit 2 countries; so ten days in Denmark, and then in Sweden. And some of the travel could be a steady bike trip to Ven ... and just use several days riding a bike along the coastline."

Kyhl (2016: 8.49-12.20) explains that the Deep Travel product can be experienced for both group and independent traveller. The group travellers can join a semi-organized trip, that allows them to see something they could not visit on their own. And as for the independent traveller, they want to travel on their own and between countries, and in order to serve them Kyhl (ibid) explains: "... we have a strong focus on B2C, by communication directly with the consumers on our SoMe, homepages, and other platforms where we can interact directly and deliver the information needed for them to travel across Scandinavia on their own". And as for the basic elements, Holst (2016: 25.12-28.36) suggests that the infrastructure should work all the way down to the GPS coordinates, the Internet must work

appropriate and it should be cheap to use. As for the independent Chinese traveller, the Deep Travel product will give them an unique experience that offer values as clean air and the sight of the blue sky, which according to section 6.3.1, is what independent Chinese travellers connect with happiness and being healthy.

Last proposal, toward the independent Chinese traveller, is in concern of local and cultural activities including visiting the local theaters and concert locations, as well as authentic local restaurants. As outlined in section 7.1.2, the food culture is an important experience and one of the many talents of Denmark. As for the independent Chinese tourists, they want to experience the food culture of Copenhagen, and want to visit small local restaurant, that brings out an authentic feeling. Thus, the communication toward the independent Chinese travellers should introduce the Copenhagen Cooking & Food Festival, and share videos from small authentic and local places in Copenhagen.

8.

RECOMMENDATIONS

8.

RECOMMENDATIONS

The above analysis and discussion have given an understanding on how stakeholders have allocated resources toward the Chinese travellers. Moreover, it has presented how important it is to focus on services and experiences, and how crucial the strategies and cooperation amongst stakeholders is, as well as their commitment. Also, the analysis has highlighted that some of the efforts toward the Chinese travellers could be improved, as well as the stakeholder engagement in term of common goals and understanding. The recommendations will introduce improvements in term of cooperation and stakeholder engagement, as well as experiences tailored directly to the independent traveller.

8.1. COOPERATION AND NETWORK CREATES A COHERENT BRANDING

The significant of stakeholder engagement has been analyzed and discussed in the sections, 7.1, 'Danish tourism and cooperation', the section 7.2.3, 'The network and cooperation of NICE' and 7.3.2 'The network and cooperation of Chinavia'. These sections have outlined how important it is to gather all stakeholders in the tourism industry in order to work together toward a common vision and to ensure a coherent communication to the tourists visiting Denmark.

8.1.1. A STEP TOWARD A NICCE PROJECT

This recommendation is only a suggestion, as it is based on observations and assumptions when analyzing the interviews. Therefore, it must be reminded that nothing has been said directly by any of the interviewees.

A really strong and committed stakeholder engagement is what characterized the Danish tourism industry, as they have all been truly engaged in making Denmark an international destination ever since the share strategy in 2009. To improve the Danish position, much data has been collected and many researches and surveys have been executed in order to make an essential understanding of the issues in term of Chinese tourists, and to improve the Danish service level. Today, two crucial strategies have been implemented in the Danish service industry including the NICE project, which aims to improve the Danish service level, and Chinavia+ that wants to ensure Danish service and tourism corporations are ready to serve the Chinese consumers. As for the interviewees in this thesis, Holst and Kyhl have both been a part of the development of Chinavia+, while Rehling works as the project manager of the NICE project. While interviewing the two China experts, a significant observation was done, as Kyhl and Holst did not agree on the best and worst implementation of Chinavia+. When interviewing, Kyhl highlighted the functional aspects in term of becoming China-ready and suggested 'dos and dont's' in term of superstition, cup-noodles and kettles in the room, while Holst, on the other hand, was more concerned about the difference and misunderstanding, that occurs when visiting Denmark; such as the fear of deadly mosquitos, which could keep the Chinese from leaving the cities. Thus, it is a problematic situation in term of implementing the Chinavia efforts if two experts have different opinions on the matter, and also different attitude toward the project. Moreover,

while interviewing Rehling it was clear that there was no cultural aspect or adjustment of the NICE thinking, which Rehling (2016: 41.36-46.04) clarified: "There is nothing with China specific. But either is there anything American or Russian or Italian. So it is just NICE regardless where the tourists come from". Thus, there is not a current or any future plan, which is concerned with adapting a cultural aspect into the NICE project. Additionally, Rehling (2016: 46.05-51.13) adds that the China focus is more a functional effort that is placed in each industry and not in the NICE thinking.

So this is a big worry, as the Chinese culture and its history is so different to ours, which was also settled in chapter 6. As for the NICE way of thinking, knowledge is based on the service staffs' experiences and interaction with the customers. However, it can be very difficult to discuss a Chinese tourist's behavior, if you do not understand their history or background, and do not understand what could cause a specific reaction. And the reason, for not making a closer connection and cooperation between Chinavia and NICE is not easy to understand. On one hand, Rehling (2016: 41.36-46.04) says that NICE is committed with a worldwide perspective, but on the other hand, she mentions that they could facilitate a workshop that only worked with Chinese issues (Rehling, 2016: 46.05-51.13). Thus, there is only a big question mark to this question, and no good answer. However, as both strategies are working with the same stakeholders, and both working on improving the service level in Denmark for tourists, there is no good reason not to make a shared strategy. According to Holst, the Chinavia project needs adjustments and through co-creation new ideas and New Innovative Chinese Customer Environments could be tested and implemented to a NICCE project.

8.2. EXPERIENCES TAILORED THE INDEPENDENT CHINESE TRAVELLER

There is still a lot to consider when targeting the independent Chinese travellers, and still a lot for Copenhagen to consider. Also, it is important to remember, that although the Chinese market is changing and more independent traveller is arriving, still almost half of the Chinese travellers visiting the North are inexperienced group travellers. Therefore, the functional aspect from the China-ready crash course by Chinavia+ is still important to implement in the service industry, while more improvements toward the independent Chinese traveller must be considered. With the efforts and thought that was introduced in the End of Tourism strategy, Copenhagen are going in the right direction, especially as it focus on areas including experiences, authentic, localhood, sharing and a overall caring about the city and its visitors. Also, it includes the local citizens and makes them the main drivers of communication and branding, which is important in order to create a true and authentic experience of the city.

8.2.1. STORYTELLING TO IMPROVE THE CITY EXPERIENCE

As mentioned in section 7.4.1, the independent Chinese travellers expect fairy-tales and stories when they visit Copenhagen, and the city should figure out how to adapt this idea into the End of Tourism strategy. One place to begin could be the most obvious places including Tivoli, which by rumor is associated with a Danish version of Disney Land. According to the End of Tourism strategy, there should be localhood for everyone, and the city should be designed to live in all year around. Tivoli is one of the places that are accessible all year around and always introducing new activities and events no matter the season. Also, one thing that Tivoli should consider, which was discussed in section 7.3.2, is to redesign the China-town area. According to Holst, the Chinese travellers will feel misunderstood and estranged walking through this area. Instead, as Holst (2016: 33.14-38.11) suggests, Copenha-

gen should use this area to communicate with the travellers, and make them feel home. At the moment the look of China-town in Tivoli is influenced by prejudices about an old China, with dragons, items and symbols that have been placed without any thoughts. Instead, this area should be used to connect with the Chinese travellers, as it could work as a small communication platform. Also, changing the symbols and items would not affect other tourists or locals, as they just see Chinese symbols. But speaking with the Chinese traveller through symbols and items in this area would create a bond, make them feel understood and create localhood for Chinese travellers with shareable moments, which would be in accordance with the End of Tourism strategy. As mentioned before “changing the symbols and items would not affect other tourists or locals, as they just see Chinese symbols”. This is also something that should be considered by WOCO, as Danish locals still perceive the Chinese tourists with the characteristics of a group traveller. And as the End of Tourism strategy encourage more interaction between the Chinese travellers and the locals, more information and education about the independent Chinese travellers should be shared with the citizens.

8.2.2. USE OF SHARING ECONOMY TO CREATE AN AUTHENTIC EXPERIENCE

According to the End of Tourism strategy, much more interaction should be created between local and traveller. Seeing, the independent Chinese traveller search for more authentic and cultural experiences, they are searching for something else than the traditional hotels and restaurants. They want to experience Danish culture, and what is more Danish culture than ‘hygge’? But how can we deliver true Danish hygge through products or service products?

A recommendation on this behalf would be to establish collaborations with Danish ambassadors, who want to share their home and share hygge with independent Chinese travellers. WOCO are already cooperating with Danish bloggers and influencers, who share their own Danish experiences on SoMe. But why not have ambassadors, who can give the Chinese travellers their own experiences, which would also give them something to share online. The strategy Greater Copenhagen suggests much more attention toward innovation and sharing economy. Unfortunately, the government have banished Uber and put strong regulations on Airbnb in order to save the hotel industry. However, sharing economy creates so many opportunities for Localhood, so instead of prohibit and regulations they should see these services as openings toward innovation. In order to do so, this recommendations would be to make arrangements with Danish Airbnb users, look at their recommendations, find the most cozy and authentic Danish apartments or houses, and give these citizens a reason to become an ambassador, and a reason to be proud of being an ambassador of Copenhagen. And like other service encounters, these ambassadors need to gain the right education and knowledge in order to serve these independent Chinese travellers, and in order to understand their culture. Therefore, the ambassadors should receive a new and updated China crash course from the NICCE project. These ambassadors will afterwards discuss their experiences, share knowledge, make new experiments, and like it was outlined in section 7.2.2 on ‘how experiences occur from innovation’ something will work, something will need to be adjusted, and something can be implemented right away.

Also, instead of delivering a China kit like Chinavia+ suggests for hotels, the Airbnb ambassadors will receive a Danish-kit, based on different Danish brands, for the Chinese-visit. This Danish-kit should be like a delivery from Årstiderne, so it has a fresh, clean and organic touch to it. Because one of the things that makes Danish citizens unique is, that we really enjoy being home, staying home, eating home and have friends and family over. We enjoy being hosts in our own home, and we buy expensive decorations and furniture and collect expensive and unique porcelain and cutlery to make our

home more likeable. So give Danish locals a reason to become an ambassador for Chinese independent travellers, and this would be the most effective result in order to give them an authentic experience and bring out Localhood.

9.

FUTURE STUDY

9. *FUTURE STUDY*

This thesis has been on an explorative level in order to understand the Danish tourism industry, and to look at what efforts that have been done toward Chinese tourism. However, as the tourism industry is a really complex area, there are a lot of research and reports available, therefore, in term of limitations this thesis has only been concerned with the capital region, and in particular Copenhagen. Also, as the Chinese traveller is changing, the independent Chinese traveller has been the key subject of this project, why recommendations are concerned with this particular traveller.

However, for a future project a single-case study applying the recommendations from this thesis could be interesting in order to see how it would work in a live situation. First, it could be really interesting to see how NICE and Chinavia+ could be combined, and see how it would actually work. Second, in term of sharing economy, interviews should be conducted with Airbnb hosts in order to see, if there could be an interest in becoming a Chinese ambassador. Also interviews with Airbnb hosts, who have already been hosting for Chinese visitors, should be executed, in order to gain their experiences with the independent Chinese travellers, as well as crucial information on how to make the experiences even better.

As for this thesis, knowledge about the independent Chinese tourists came from either primary data or from expert interviews. However it could have been interesting to actually interview individual Chinese tourists visiting Scandinavia, and make a renewed examination on what experiences they want, what they expect when visiting Copenhagen, and their overall satisfaction, and examine if it is in accordance with the data in this study. As the Chinese tourists are an important market to put attention to, more research and data are being executed. At the moment, a new project called 'Understanding Mindsets across Markets, Internationally (UMAMI)' hosted by CBS Competitiveness Platform, is examine how Denmark can attract more of the Chinese tourists visiting the North. As described in this research, more Chinese travellers visit Sweden and Norway instead of Denmark. Therefore, it would also have been interesting to conduct an interview with the responsible of UMAMI in order to see which findings they had done so far, and to see if the findings corresponded with the once in this thesis.

10.

CONCLUSION

10. CONCLUSION

The aim of this project has been to investigate how Denmark has obtained a higher experience level, and how Danish stakeholders have allocated resources in term of experiences and services toward the independent Chinese tourists in Copenhagen. In order to answer the research question, an examination of the Danish tourism industry and how it is structured toward Chinese tourists has been essential, as well, as an understanding of the Chinese culture. Based on these sections, it can be settled, that ever since the shared tourism strategy was established in 2009, international tourism has been the main focus of each strategy and many efforts toward Chinese tourism has been executed. Moreover, findings from the strategies highlighted an inconsistent between price and quality of Danish services, why several strategies and initiatives have been developed in order to boost the service level in the Danish service and tourism industry. Today, the Chinese tourist is characterized as an independent traveller, who seeks adventures and want value-for-money from the experiences they receive rather than convince and safety. The independent Chinese tourists are much younger, better educated and they request authenticity and local specialties beyond the beaten track in order to experience the local culture.

With the new strategies, Copenhagen has become a creative and innovative destination that is concerned with environmental issues, as well as the well being of its citizens. In term of international branding, Copenhagen is positioning itself through soft values such as happiness, quality of life and liberty. Traditional branding and marketing have been abandoned, and instead local influencer will share true and authentic stories of the city and its destinations. This new approach will encourage localhood for everyone and embark a future where the global (the tourists) connects with the locals (the citizens). Copenhagen will be a destination that tolerant diversity and differences so it is livable for everyone, and available all year around. Also partnerships and stakeholder engagement plays a major factor for the Copenhagen brand. Therefore, it has been noticed that cooperation are established across industries and corporations in order, to reach main objectives of the Danish tourism strategies. In spite of this, there is still some elementary areas, where the cooperation between stakeholders faces some fundamental differences. This is exposed through the cooperative approach of Chinavia+, as key stakeholder have different opinions on the key objectives of the strategy, and how to allocate resources toward the Chinese travellers. This is against the city brand theory as different visions and efforts can ruin the reputation and city brand.

In order to attract tourists and give them value-for-money, the use of services and experiences is vital. Therefore, the NICE 2.0 project has introduced a new and innovative way of thinking the service encounter, which encourage interaction and conversation. Through interaction the tourist can expect an individual, unique and value-added service encounter, that has been adapted the individual guest's desires and expectations. Likewise, with the Chinavia II a number of functional service efforts have been allocated to the Danish industry in order, to increase the Chinese understanding, as well as the interaction with the Chinese travellers. As the Chinese behavior has changed with the patterns of the new independent Chinese tourist, new and adjusted efforts from the Chinavia+ project will aim to improve the experiences tailored toward this new traveller. As for the Chinavia project, a northern cooperation was established promoting Scandinavia as one unit called the North. In the beginning, the cooperation was favorable, and increased the number of Chinese visitors across the countries. However finding show that more Chinese travellers visit Sweden and Norway, instead of Denmark, why more efforts should be put into account in order to promote Denmark as it own unit. Thus, the

new national strategies aim to get more Chinese visitors to Denmark, and make them stay longer. In order to do so, Deep Travel opportunities and new destinations including Odense and Northern Zealand should be highlighted, as it would extend the visit in Denmark and include extra accommodations in Copenhagen.

Based on the conclusions above, a number of recommendations have been developed, which will clarify where the issues appear, and what resources that should be allocated toward the independent Chinese travellers. As for this thesis, it recommends that the Chinavia+ and NICE works together toward a common and renewed strategy, that will make synergy between the efforts that have been executed and developed toward services and the Chinese market. There is also more to consider and changes to be made in Copenhagen in order to target the Chinese consumers. Many suggestion was made toward H.C. Andersen, however, findings showed that it had not been easy as expected to use him as an international beacon, as the Chinese do not know that he is a Danish trademark. Therefore, more efforts should be considered in term of storytelling and Danish attributes, as the independent Chinese travellers expects a fairytale when visiting Denmark. Moreover, it has also been noticed that many of the independent traveller use Airbnb as accommodations, while staying in Copenhagen, as they find it easier to communicate and interact with the locals. Therefore, more attention should be considered in order to make skilled Chinese ambassadors that can serve the independent Chinese travellers that choose Airbnb.

11.

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APPENDIX

***1.0 INTERVIEW WITH
EVA REHLING***

***2.0 INTERVIEW WITH
PHILLIP KYHL***

***3.0 INTERVIEW WITH
SARAH HOLST***

1.0

INTERVIEW WITH EVA REHLING

Transcribing of interview with Eva Rehling, who is the Project Manager of the NICE project

E = Eva Rehling

I = Interviewer

Language: Danish

Duration: 57.36 minutes

INTERVIEW GUIDE:

0.38 – 4.22

E: Jeg har kun været her i 2 måneder

I: Så du først lige startet?

E: Ja jeg er først lige startet på den her del af NICE projektet på den version de kalder 2,0, som er hovedprojektet. Det har været et pilot projekt kaldet 1,0, og nu er er det så gået over i hovedprojektet.

I: Du må rigtig gerne fortælle lidt mere om det projekt.

E: Om det og forskellen? Jamen pilotprojektet har været centreret omkring København, og centreret om overhovedet at få det op og stå, og den her type tænkning, samt at prøve det af. Så man har koncentreret sig meget omkring de her virksomheder, som er i området, også fordi at Wonderful Copenhagen har været den destinationsenhed, der har favnet den og som har haft projektledelsen indtil nu. Og nu er det så Horesta, der er vært for projektet i 2,0 versionen. Og det er fordi 2,0 har 2 vigtige paragraffer. Det er at udvide Københavner modellen, gøre den endnu større og få endnu flere med i den, end dem som allerede har været med, til at udbrede den til dels her, og så er der faktisk en hel national udbredelse også, som er, at vi kører ud i hele landet med den, efterhånden som folk har lyst til at være med. Og vi er så heldige, at vi får henvendelser fra folk selv, og når jeg siger folk, så er det endda de store organisationer, fordi vi kan jo ikke rende rundt 1 til 1. Og projektet som sådan er jo en større tænkning, som har uddannelses institutter med, og det er jo klart, så skal man jo ikke lægge der som ene virksomhed. Og selvfølgelig så er de stadig velkommen til at arbejde med god

service og sin serviceoplevelse, det jo ikke det, men det der er NICE projektets tænkning, det er, at den viden, der genereres ude blandt medarbejdere i frontlinjen, den bliver opsamlet og gjort til del i den uddannelse, som er til den her sektor og de her fag, så man der også får gearet morgendagens og fremtidens medarbejder i forhold til den her type service.

I: Jeg kan se i magasinet og på jeres hjemmeside, at I har været ret mange samarbejdspartner om det indtil videre. Er det så samarbejdspartnerne i pilot 1,0? Har det ligesom været aktørerne, der har været med til at udvikle ideer og afprøvet ideerne, og nu kommer der så nogle andre samarbejdspartner til at eksekvere?

E: Det kommer an på hvem du mener med samarbejdspartnere?

I: Alle virksomhederne.

E: Ja fordi når jeg siger samarbejdspartnerne, så mener jeg de 5, der har projektet, som er HORESTA, Wonderful Copenhagen, 3F Privat, Copenhagen Business og Roskilde Universitet. De 5 er partnerne. De andre det er virksomheder, der deltager i det (NICE projektet), det er dem, som du har set inde på hjemmesiden med de ca. 40 virksomheder. Så det er de deltagere, der er, i den Københavnske udgave.

I: Og det er dem, som du siger, der har været ret opsøgende i forhold til at være med?

E: Ja dem, som jeg nævnte før (de deltagende virksomheder), det er faktisk dem, der kommer fra landet, som kommer med henvendelser. For eksempel Århus, som ringer os op og siger: "Jamen hvornår kommer I og laver NICE herovre?", jamen uhhh, det er jo også rigtig, nu er vi lige kommet i gang med den nationale model, så vi kommer nu. Så den mail kom 1 uge efter, at jeg var blevet ansat, og det var ikke fordi, at jeg kendte nogen, som kendte nogen, den kom helt af sig selv fordi de skal være kulturby i 2017, så de begynder at have fokus på, at det vil de gerne gøre på en helt særlig måde og virkelig gøre en forskel, og så havde de hørt om det her projekt til et møde, hvor nogen havde fortalt, at de var med i det og synes, at det var spændende.

4.23 – 9.17

I: Ja jeg synes også at projektet er blevet mere udbredt, så selvfølgelig ved Visit Århus også, at det eksisterer.

E: Vi kan jo også se, at vi bliver inviteret ud på CBS og undervise i det. Så pludselig så kommer der rigtig meget interesse. Så budskabet kravler rundt på en eller anden måde. Det er rigtig fint.

I: Jeg tænker, i det her samarbejde, hvad er vigtigt for jer at tage med, når I er ude og kommunikere? Når I er ude og få nye samarbejdspartner, er det så vigtigt at have den samme ide og tankegang med, når I fx skal til Århus?

E: Det kommer an på, hvad du mener med ny ide. For NICE er en type tænkning, som ikke er til diskussion, så det er på den måde en model netop med de 5 samarbejdspartnere og den måde som det er konstrueret på er ikke til diskussion. Der inde i ligger de her forum, og de her eksperimenter, og de her jo forskellige, eksperimenterne. Forummet det er der, hvor du samler virksomhederne, og hvor de mødes og videndeler og skaber ny viden, og så er der eksperimenterne, som skal køre ude i de enkelte virksomheder. Og det er jo forskelligt, da det er kontekst afhængigt, for hvad er det lige,

som er vigtigt hos os. Nogen har fokus på hotelmorgenmads situationen, nogen har fokus på modtagelsen af nye gæster, og nogen har fokus på andet, så det er meget forskelligt, hvad de ligesom har arbejdet med. Så de cases er forskellige for hver gang, men det, der er vigtigt for os er, at det gøres inden for denne type tænkning, som er co-creation, som man arbejder ud fra.

I: Så I har den samme vision for hver gang I starter et projekt op? Så der er en overordnet vision og tankegang, som I implementerer hver gang, der er et nyt eksperiment, eller er der en ny tankegang hver gang?

E: Det er det samme. Fordi det er en måde at tænke service på og arbejdet med service på, som er NICE. Så hvis du vil bryste dig af at være en del af NICE, så er du jo nødt til at gøre det på NICE måden, for ellers er det andre metoder til serviceudvikling, du laver. Og det er virksomheder selvfølgelig velkomne til, men så er det jo bare dét i stedet for det, du gør, og ikke NICE. Så vi prøver lidt at være opmærksomme på, at NICE er en måde at arbejde og tænke på, som er noget, som dem, der er med, skal leve op til.

I: Kan du kort give en beskrivelse af, hvad det er, man skal tænke på?

E: Jamen det er co-creation, som disciplin og den type tænkning, som ligger inden for det. Det er en bestemt type involveringstilgang, som ligger i oplevelsesøkonomien, og som jeg har arbejdet en del med, da jeg kommer fra et oplevelsesøkonomisk perspektiv. Og co-creation handler om, at du har gæsterne med inde og udvikle oplevelsen, og at man trækker dem med ind i det. Så det vil sige, at her handler det om at klæde medarbejderne på, da det er dem, der står på frontlinjen, til at når de møder en gæst, så kan de møde vedkommende der, hvor de er og være med til at gøre lige netop din oplevelse af København, restauranten, zoologisk have eller hvad det nu er, at gøre det vedkommende og nærværende. Det er et skift i typen af behov som gæsterne lægger vægt på, altså den nye type forbruger eller gæster, som du helt sikkert har haft noget med at gøre, der ligesom gerne vil være unikke og se, høres og forstås. Det er det der med at gøre en oplevelse personlig, så man går i det her projekt fra at have fokus på den funktionelle service, som der er fokus på helt naturligt, men vi bygger oven på den, da vi tænker, at den er der snor i og styr på, og den kører, så vi bygger oven på den med det, der hedder relationel serviceoplevelse. Men det nytter jo selvfølgelig ikke at have en relation, hvis ikke den funktionelle fungerer. Men det er dét, der er hele fidusen, og det er hele tænkningen ud fra nogle benchmarks undersøgelser; og det er jo ikke fordi, at Danmark er dårlig til service i sig selv, men man kunne se, at hvis man måler på den oplevede værdi, af den betaling, du har givet for oplevelsen altså servicen, så synes man ikke at den stod i mål med. Men det er fordi at vores prisniveau er så højt her, og vi kan jo ikke skrue både på vores overenskomst og vores moms og alt mulig andet, så det man kan gå ind og skrue på, det er oplevelsen, altså af den oplevede værdi svarende til det, som man har betalt for. Og det kan man se, at det kan man faktisk gøre i andre lande, som også er dyre, så som Schweiz for eksempel, som vi kan sammenligne os med i det her tilfælde. Så det er deraf den er kommet at have fokus på at have den der personlige oplevelse i serviceydelsen.

9.18 – 13.16

I: Jeg tænkte på, du nævner selv den her benchmarks undersøgelse omkring value-for-money, som også er med i magasinet, er den bundet op på interviews af turister?

E: Altså den er en stor europæiske undersøgelse, som Wonderful Copenhagen er koblet på, og jeg ved ikke ret meget om den. Men det er et spørgsmål om, at man har spurgt nogle gæster om noget, men jeg kender ikke de specifikke spørgsmål.

I: Jeg tænkte, om undersøgelsen har været kultur baseret, eller om det bare har været en generel og overordnet turistundersøgelse?

E: Det har været all around, fordi man har ønsket at give et billede af oplevelsen i Europa, som destination. Og de kan benchmark internt, så de har både spurgt amerikanere, kinesere, europæere og alle mulige. Så de har spurgt overordnet turister, og sikkert også egne interne turister. Jeg så nogle tal her denne uge herindefra HORESTA, som beviser ud fra størrelsesforhold, at hvis udenlandske turister lægger for 27 millioner, så er intern turisme oppe på 46 millioner. Så man skal ikke glemme den interne kunde så som jyden, der kommer til København eller Københavneren, der tager til Lyngstrup eller hvad det nu måtte være i Århus. Der er rigtig mange penge i dem også.

I: Og også forretningskunder, men går de ind under her?

E: Ja det gør de.

I: Nu siger du, at der er en del aktører, som har haft kontaktet jer inkl. CBS, hvad tænker du er årsagen til, at de motiveres til at blive en del af det?

E: Jeg tænker, at de måtte have hørt historier. Jeg tænker, at det er to ting. Jeg tror for det første, så kan de se behovet, at de selv oplever et behov for at gøre noget på en anden måde. Og det er nødvendigvis ikke en brændende platform, det kan også bare være en virksomhed, der gerne vil løfte sig yderligere via den gode energi i stedet for panik energien. Så jeg har ikke oplevet det som en brændende platform, men i stedet som en lyst og et behov, og så at folk har hørt, om det her, og at det bliver nemt forskellige steder. Derudover så har vækst forummet også nævnt det med et par linjer. Så lige pludselig, så kommer den ud, hvor dansk industri henvender sig for at spørge: "Hvad er det I har gang i?", så dem ligger jeg fx i dialog med, fordi de er nysgerrige på det. Så lige pludselig, så kommer budskabet rundt. Så jeg tror, at det er en blanding mellem ude fra områderne, der er noget andet end dansk industri, men ude fra områderne, der er det lyst, fx i Århus, der har de lyst til, at den der, den skal bare være noget særligt. Og så er der nogen, som har hørt om det her projekt og siger: "Det her, det er da lige os". Så ringer de lige og siger: "kom lige og lav det projekt", og så tænker man, når man er ny projektleder, uh det er spændende det her, for nu har alle i projektet siddet og gjort det her i 2 år, og nu vil de tjuhaj bummelum bare lige have en model. Så det er det, som jeg sidder og prøver at gøre. At tage alle de her erfaringer, som man har haft, og lave det om til nogle modeller og noget visuelt, som de kan tage afsæt i. Fordi det skal stadig være lokalt tilpasset, da det skal give lokalt mening. Det nytter jo ikke noget, at vi laver en Københavner model i Århus eller Aalborg, fordi vi kører den ud efter de største destinationsbyer, som så er dem, der kører det videre ud lokalt via deres område.

13.17 – 19.18

I: Jeg tænker, når I er ude og snakke om NICE, er I så på ledelses- og strategisk niveau, eller tager I kommunikationen til den enkelte servicemedarbejdere?

E: Altså når jeg har været med ude og snakke om NICE, så er det på det strategiske niveau.

I: Og så skal de ud og formidle det til deres medarbejdere?

E: Faktisk til den del, som har med medarbejdere at gøre, der er vi ude og hyre eksterne konsulenter,

som kender NICE tankegangen og som kører de processer og eksperimenter. Om det så er eksperimenter, som man laver med hele eller halve temadage, eller det er en peptalk inden, at folk skal ud og lave noget andet, også fordi der skal ske en videns opsamling i det. Så det er ikke os, som har hands on på den. Jeg tror i styregruppen, der er der enkelte af de medlemmer, der er der, som har været med ude og lave en enkelt ting selv.

I: Ja for der tænker jeg også, at det er ret vigtigt, at der bliver udviklet nogle modeller og figurer i og med at medarbejdere på hoteller og generelt servicebranchen er et ikke så uddannet marked. Så der tænker jeg også, at det er vigtigt at få udviklet nogle redskaber, så de kan forstå det, så det ikke kommer op på et teoretisk niveau

E: Ja det er derfor vi gør det meget hands on, og derfor er de konsulenter, som vi hiver fat i, det er hands on processer. Det er ikke akademiske knæbøjninger, fordi det dur ikke, og det er ikke det, som det handler om her. Når vi snakker om relationer, så er det ikke en videnskab, relationer det er noget, du gør med dig selv. Så derfor handler det om praksis, jeg vil ikke kalde det kurser, for kurser er mere når det går hen og bliver opslugt af, at denne viden bliver opslugt af fx CPH Business, hvor de lægger det ind som fag, så begynder de at gøre det mere til teoretiske modeller og binder det op på 'appreciation and acquirement' eller noget andet, så kører de det på den måde, og så får man et fundament for, at det er det NICE er, når man sidder på skolebænken. Men dem der er ude i virksomhederne, uanset om det er studerende eller nogen, der har været der i lang tid og er faglærte i det, der fokuserer vi på hands on situationen, og på at få den til at virke, og på den måde have fat i, ja hvad skal man kalde det, det gode i mennesket. Den der med, at man i virkeligheden som regel gerne vil hinanden, og faktisk gerne vil være vedkommende. Og hermed give en bedre oplevelse. Det giver noget begge veje, og den drift, lyst og motivation har vi i os, og det er den, som vi prøver at give mulighed for at få aktiveret.

I: Her ren af personlig interesse, hvordan får I det frem i dem?

E: Jeg har ikke været med til eksperimenterne, så selve procesdelen, det kan jeg ikke svare dig på. Jeg kunne have nogle gæt på det, for jeg har selv arbejdet med organisatoriske udviklingsprocesser, så jeg tror godt, at jeg ved, hvad de gør. Jeg har set nogle programmer, men det er sådan nogle traditionelle metoder, hvor de skal reflektere over deres egen praksis, hvornår har du selv haft en super god oplevelse som gæst eller kunde et sted, og hvad var det, der gjorde den oplevelse anderledes. Så de skal prøve at kigge på deres egen måde at gøre det på og tænke over, hvad kunderne har sagt og så sættes de i nogle grupper, så sidder de og arbejder på, hvad de ligesom kunne gøre anderledes her, og så idegenererer de på den baggrund. Så det handler meget om at reflektere over egen praksis, og så handler det om at gå ud og teste det af. Så vælger man ud, fordi du kan jo have en stor brainstorming, så vælger de ud, hvad de vil gå ud og prøve live i forhold til gæsterne, og så evaluerer du på det ud fra, hvad der virker, hvad der skal tilrettes, og hvad kan vi faktisk implementere i fuld målestok. Det er meget det, som er arbejdsopgaverne, og det er også det, der ligger i version 2,0, her kan vi mærke at flere af de virksomheder, der har været med i bølge 1,0 og arbejdet med eksperimenter, de har det sådan, at nu vil de egentlig også gerne have hele den her NICE tænkning i deres virksomhedskultur mere bredt. Det vil sige, at de går væk fra et lokalt eksperiment til, at det nu skal være i alt det, som vi gør. Og det er jo super, at de ser så meget ræson i det, det er jo endnu en stor bevægelse at gøre.

I: Du siger selv, at du lige er startet for 2 måneder siden. Hvor var du før HORESTA?

E: Uh, jeg har været mange forskellige steder. Lige før det her, der var jeg i Vallensbæk kommune,

hvor jeg har været chef for kultur og fritidsområdet, og også borgerservice. Og før det, der var jeg leder for studenterservice på Københavns universitet på Amager. Så før det var jeg leder i HR for organisation og arbejdsmiljø i Høje Taastrup kommune, som meget handlede om organisatoriske processer, hvilket det også gjorde i Vallensbæk, hvor jeg prøvede at arbejde med de her enheder og borgere på en anden måde. Og før Høje Taastrup, der sad jeg i Post Danmark, hvor jeg har arbejdet med leder- og medarbejder udvikling i forhold til nye produkter til erhvervslivet, fordi de gik fra at være et traditionelt statslig postenhed, til at finde ud af, at de lige pludselig kunne lave specialservices til erhvervskunder, og tjene særlige penge for det, men det betød faktisk også, at medarbejderne skulle til at gear sig selv til at forstå service, og til at arbejde med services på den ene eller anden måde. Så det er den lange tur, jeg har taget inden her, og så var grunden til, at jeg hørte om det her projekt, at jeg har taget en master sideløbende i oplevelsesledelse og hørt om NICE, men meget periferet, og så var der nogen, der kom og sagde: "Ved du godt, at NICE har brug for en projektleder". Og så er det jo sjovt, nu hvor man har fået alt det teoretiske, at komme ud og prøve det i praksis.

19.19 – 25.24

I: I taler jo om innovation og leg, som grundlaget for ny viden om serviceoplevelser, hvordan mener du, at man kan bruge innovation og leg i forhold til at yde en bedre service og/eller oplevelse? Hvordan er det I har brugt den tankegang?

E: Jamen det er jo, som jeg sagde før, det der med at prøve at løfte sig op over sin egen praksis og kigge på den. Og det kan man gøre ved at lege forskellige ting i processen, så du kan bygge det i LEGO, og du kan gøre forskellige ting med det. Og jeg tænker, at det der er vigtigt, og det det vi prøver at gøre ud af det med de konsulenter, som vi hyrer ind, at de skaber en god energi omkring det. Det er jo normal vigtigt, når du skal være innovativ, at du kommer ud over en fejlfinder kultur, hvad der kan være mange steder, ikke bare den her branche, det er der alle steder. Der er en tendens til, at man fejlfinder, og det gør at så tør folk ikke at være innovative, fordi i innovationen vil du også lave fejl, og du bliver derfor nødt til at have mod, og det er klart, at gæsten ikke skal have en dårlig oplevelse, men så skal du have et beredskab til at samle op eller til at kunne gå ind og tune på det i situationen. Så jeg synes egentlig, at det i virkeligheden handler om at skabe en ramme om det, hvor folk de får troen på, at det her det kaster vi os ind i, og at de er på.

I: Og det virker?

E: Ja det gør det. Og det er jo klart, at de virksomheder vi får med, der har ledelsen også committed sig til det, og de synes, at det er en god ide. Vi aftaler det jo med direktørerne og dernæst de daglige ledere, og tit er det dem sammen, der kommer, og som vi har møder med omkring de her eksperimenter. Så der er commitment bag, og på den måde så sikre vi os, at det bliver meldt ud, at nu slår vi hårdere ud, og nu er vi lidt modige. Og det er jo også med til at gøre, at man ikke er bleg for at blive skældt ud for at have taget et initiativ af en eller anden art, og som måske virker, men som kom bag på ledelsen. Så det handler også om de her interne processor i organisationen er på plads.

I: Og hvad er HORESTAs interesse? Hvor kommer de ind henne? Jeg tænker også, at det må være en kæmpe investering for dem?

E: Altså HORESTAs interesse ligger jo som arbejdsgiver i forhold til den del, der handler om den videnopsamling, som jo er sindssygt vigtigt i den her projekt i forhold til uddannelsesinstitutionerne. Det er også derfor 3F er gået med ind, fordi de ser det som vigtigt i forhold til medarbejdernes kompetenceudvikling. Og man kan sige, at det er den samme dagsorden HORESTA har, de ser det bare

fra en arbejdsgivers vinkel, men der er det jo bare sindssygt vigtigt, at medarbejderne er dygtige for eller fungerer min virksomhed ikke. Min virksomhed er mine medarbejdere, og specielt når du arbejder med service. Så det er sådan set det, der er vinklen ind, at få skabt bedre produkter gennem dygtigere medarbejdere.

I: I har også arbejdet meget med digitale løsninger? Noget app udvikling?

E: Nej det har vi ikke gjort som overordnet projekt. Det har nogen andre gjort lokalt. Hvad er det her, som du har kigget på?

I: Der er bl.a. blevet udviklet en app så jeg, hvor man kunne dømmes servicen på bl.a. restauranter, hvor man kunne gå ind og give en karakter. Jeg ved ikke, om det er noget, der er kommet ud endnu?

E: Det tror jeg ikke, jeg tror det har været noget, de har haft talt om. Fordi jeg har ikke set dem, for det er bl.a. noget af det, som jeg har spurgt til her på kontoret, nemlig hvad er der kommet af de der konkrete ting. For det er noget af det, man ønsker. Men jeg ved, at der er en diskussion om, at de former for evaluering, vi har, de er for langsomme og omstændig, og det vil sige, at det virker ikke. Jeg havde møde forleden med MC Donalds som eksempel på et sted, nu kan man sige, at det er ret generel problematik, men der bliver det bare så ekstra tydeligt, fordi at det går så hurtigt derinde. De har en ung målgruppe og en forventning deres gæster kommer ind med, at det her skal gå hurtigt. Dvs. at du skal ikke stoppes i døren af en medarbejder med en ipad, der gerne vil have dig til at svare på en række spørgsmål: "Nix, for jeg skal ud og spise den her burger, så længe den stadig er frisk, og jeg skal sidde ude i solen med mine venner, der venter på mig". Så der er selvfølgelig noget tænkning på, for at få lavet noget, som jeg kan forstå ikke findes på europæiske plan, MC Donalds har jo ret mange filialer i hele verden, så når de ikke kender et system for det, som vi kalder instant feedback, så er det fordi, at det ikke findes endnu. Så det er sådan nogle ting, som vi går ind og kigger på i forhold til det.

I: MC Donald har lavet en service, hvor man nu kan købe sine varer fra en maskine. Hvad tænker du om det, nu hvor du har så stort fokus på relationen og menneskerne?

E: Jeg tænker hver ting til sin tid. Nogen gange har jeg brug for, at det bare går stærkt, og der kan det være sådan en mulighed, der kunne være det perfekte for mig. Og det kan snildt være i en presset situation mellem to møder, eller hvor jeg bare skal hjem, og unger er sultne, eller hvad årsagen nu kan være, så kunne det være en service, hvor man bare kunne taste det ind på vejen ud fra kontoret, hvor man kunne sige jeg henter den (knips) der, og så kører det bare. Altså det kan jeg sagtens se ræson i, i den slags situationer, så nogen gange ville jeg vælge det til, og andre gange ville jeg vælge at sidde på MC Donald og lave det hyggeligt, for så er det dét, jeg prioriterer tiden. Så jeg tænker, at det er hver ting til sin tid, og at der skal være plads til forskellige løsninger, de giver ræson på forskellige tidspunkter.

25.24 – 31.58

I: Så tænker I ikke online med ind og som en god vej at gå, når I går ud og præsenterer NICE?

E: Vi snakker med dem om, hvis de har brug for, og hvor end de tænker digitale løsninger og modeller, og det snakker de også med hinanden om. Men det som bliver en diskussion omkring NICE, der ligger digitale løsninger i et andet regi, NICE er ikke svaret på alt service. NICE arbejder med relations baseret service, så det jo klart at det er virksomheder, der skal købe ind på NICE, fordi de mener, at

det jo er vigtigt, og eller så skal de finde på noget andet (så som digital service). Men en af hovedudfordringer, som mange virksomheder ser, og som vi selvfølgelig tager med ind i NICE, og som vi diskuterer og arbejder med i den her nye bølge, det er, at mange af dem er i et skisma mellem service i relationen, det hyggeligt og så effektivitet. Fordi man vil rigtig gerne være effektiv, men samtidig forventer kunden også noget hygge, og hvordan balancerer du det? Og vi kan jo se, at der er virksomheder, der er super skarpe på det hyggeligt, men knap så skarpe på det effektive, og omvendt. Og dem prøver vi også at sætte sammen, for de søger ligesom at se, hvad de kan lære af hinanden for at blive bedre til at balancere mellem de to poler, fordi det er et modsat artet krav, men det er der. Og der kan du ind imellem godt have behov for en digital løsning på en eller anden måde, eller også så taler vi om det digitale i forhold til instant feedback og noget andet.

I: Ja for jeg tænker, at det er jo muligt i dag at skabe oplevelse via teknologi så som spil til børnene, lave en skattejagt i zoologiskhave, her tænkte jeg bare, at det var noget, som I havde i tankerne, nå I implementerede NICE.

E: Nej det arbejder vi ikke med. Det må de selv gøre, hvis de mener, at det er vigtigt ude i deres organisationer. Altså man kan sige, at i zoologiskhave der har de helt sikkert en afdeling, der arbejder med spil, men den del de arbejder med i forhold til os, det er den direkte gæsteoplevelse, altså gæste kontakten mellem personalet og gæsterne. Så hele den virtuelle del, når du snakker om det på den måde, den ligger et andet sted, for den har ikke noget med den relationelle service at gøre. Den er meget lukket, og det er det, den kan.

I: Kan du ikke give mig dit yndlings eksempel(er) på, hvor du synes NICE har været en succes og gjort det rigtig godt?

E: Nu har jeg jo ikke været med i eksperimenterne. Så nu bliver det sådan på anden hånd, men jeg har jo hørt meget om eksperimenterne efterhånden. Altså jeg synes det er rigtig interessant det, som zoologiskhave har gjort. Fordi de har fået vendt også nogle tanker, som de ikke vidste kunne være interessante for gæsterne overhovedet. Det har de nu opdaget, at det kunne være en helt fantastisk del af gæsteoplevelsen, og hvor gæsterne oplever sig som medskabere af oplevelsen. Og de to eksempler, var den ene, at de fandt ud af, at i stedet for, at gæsterne bare stod og så op elefanten blive fodret af dyrepasserer, så fandt de ud af, at når de havde elefanterne inde i huset, så går dyrepassererne tit og graver fugt og grønt ned i sandet, så elefanterne skal bruge lidt tid på at rode efter det for at underholde og stimulere dem. Så fandt man ud af, at det kan man jo sagtens invitere børnene med ind og gøre. Så børnene blev inviteret med ind, det lejlighedsvist, jeg ved ikke helt hvor ofte, de gør det, da elefanterne trods alt ikke skal være der, men i hvert fald, så bliver børnene inviteret ind og er med til at grave de her ting ned, og så genner man børnene ud og så får elefanterne lov til at komme og så kan de stå der og kigge på og sige: "nej nej, jaa nu fandt den det". Og det er en enormt stor ting, og det havde man jo aldrig skænket en tanke, at det kunne være en kæmpe scoop for dem, og det er det. Den anden ting, som jeg også synes er enorm sjov ting, som de har gjort, er at de har åbnet op ind til deres egen serviceenhed, så man kan komme ind og kigge på, hvad man kalder materielgården i en kommune, altså så man går ind og kigger på deres maskiner, og hvordan det bag dyrene hele den her tekniske og praktiske del fungerer, hvor de jo har en hel masse specielmaskiner. Så de har nogen gange åbnet ind til det, og haft en medarbejder til at forklare om de maskiner, der står derinde. Det har også været et kæmpe hit. Og det er jo begge sådan nogle ting, hvor man tænker: "Det var jo det sidste, jeg tænker kunne være interessant". Jeg ved at hotel Alexandra har været super skarpe på den her individuelle kundeoplevelse. Nu arbejder det jo med design rum, det er jo danske og nordiske design, men hovedsagelig dansk design, så kunderne kommer jo mange gange for det, og det vil sige, at personalet skal i en eller anden omfang været klædt på til det og have en passion for det. Men ud

over det, så har de en aftale om, at de hver især skal holde sig orienteret om, hvad der foregår i det område, de bor i eller inden for et specielt felt så som cafeer og restauranter, eller andre former for oplevelser. Og så lægger de disse informationer ind i en app, hvor de kan dele det med hinanden, sådan at når gæsten kommer hjem, og efter man har spurgt ind til deres dag, så kan man tilbyde dem lignende aktiviteter at opleve, som kunne lægge lige nede om hjørnet eller i nærheden. Det er et specialdesign til den gæst, så gæsten føler sig mødt som sig selv. Og det tænker jeg, er to meget gode eksempler. To gode eksempler især på at gå i interaktion med gæsten, så gæsten egentlig er med til at forme det, der foregår, og hermed føler sig set, hørt og imødekommet på den måde.

31.59 – 36.14

I: Og det tænker jeg også er en meget autentisk ting, hvor man virkelig får det danske implementeret.

E: Ja præcis!

I: Har du nogle eksempler på, hvor det er gået lidt galt, eller hvor den ikke rigtig er gået igennem?

E: Jeg har ikke hørt om nogle dårlige cases, det har jeg ikke. Jeg har hørt om nogle, hvor de ikke har fået brugt det så meget bagefter, fordi så blev de lige overhalet af driften bagefter og den almindelige hverdag. Og dem ved jeg kommer og siger: "Ej men vi vil gerne på igen", mens nogle andre siger: "Vi er faldet lidt af på den, for vi er ved at skifte IT system, men så snart, at vi er er færdige om nogle måneder, så kommer vi igen". Så det er mere sådan nogle udfordringer, der har været. Jeg har ikke hørt om nogle eksperimenter, der ikke har virket efter hensigten. Selv dem, der er kommet lidt kaotisk i gang, da de har været lidt sent ude, de har fungeret rigtig godt. Og jeg ved til gran prix, der var der jo 400 frivillige til at tage sig af de gæster, der kom inden for det her område. Og der lavede de en peptalk på 1 time max eller to gange ½ time. Det var hvad, de havde arbejdet på af NICE der, og det havde virket helt forrygende, gæsternes feedback var giga god.

I: Ja og I det sidste eksempel her, der kommer der også en del kultur ind over. Har det været jer, der har håndteret den del? For den frivillige skulle jo ind og følge en person fra et andet land, hvortil der var krav om sprog og kulturforståelse?

E: Det var en del af rekrutteringen, det ordner de selv, det har vi ikke noget med at gøre. Vi har noget med NICE tænkningen, kan man sige. Så det er mere, at der kom en ekstern konsulent ud, der spurgte til: "Når I nu møder gæsten... hvilken approach har I så" "... Hvad har været det fedeste for jer?", "Hvad synes I gør en dag dejlig?", "Hvad er det nu, den gode oplevelse er?". Det handler om at fedte og gå ud og gøre. Og så bliver man sendt ud, og så tænker man: "nu skal jeg fandme give den". Så vi har med den del at gøre, som er når de er blevet ansat, og det er lige inden, at de går på.

I: Men så tænker jeg her, om der ikke er en forskellig måde på, hvordan man approach den tyske kunstner vs. at møde den russiske kunstner?

E: Jo, og det er lige præcis det NICE er. Det er ikke en standardiseret service, det er jo lige præcis at møde vedkommende der, hvor man er. Og så kræver det en evne til at lave tuning. Og som de så vælger derude at rekruttere ud fra, at man skal have læst russisk, det blander vi os ikke i, det må den organisation selv styre, for det er jo dem. Vi er jo "bare" NICE, vi er nogle der kommer og forklarer om en måde, man kan gøre ting på i den daglige praksis i mødet med gæsten eller kunden. Så de interne processor, det står virksomheden selv for. Vi ligger ikke inde med nogle standarder for, at I en relations opbygning, der skal man kunne russisk eller forstå russiske samfundsforhold. For hvis jeg skal være helt ærlig, nu er jeg halv gammel, og jeg synes, at livet efterhånden har lært mig, at det

der står på CV'et, det er ikke lig med, at du er i stand til at praktisere det. Så når jeg selv rekrutterer medarbejdere, så kigger jeg altså efter noget andet end de der hardcore kompetencer, og så tester jeg de kompetencer af på en anden måde, fordi det der med, hvordan du omsætter din viden, det er noget, som du bærer med dig på en helt anden måde. Og det er jo det, som det hele handler om i virkeligheden, så det vil sige, at du kan sagtens have en, som ikke forstår russiske samfundsforhold, men som er normal god til at tune på andre mennesker, og derved vil være super oplagt i forhold til en, der måske forstår russisk og har forståelse for russiske samfundsforhold, men som kan være mere blokeret af det. Så jeg synes ikke, at der umildbart er en løsning på det, og det er ikke det NICE står for. NICE står for en måde at gøre på, og ikke de der former for facitlister over kompetencer. Fordi hvordan laver man en facitliste på, at du er dygtig til relationer?

36:15 – 41:34

I: Her imens, at I har været i gang med at udvikle NICE, har der så været nogle lande, som I har kunne lære noget af? Hvor der har været en super god service, som I kan drage tilbage på selve landet?

E: Jeg synes, når du siger lande, så er det ikke det, jeg hører om. Men det er klart, at alle har historier med hjem fra et eller andet land, hvor de har haft en unik historie. Og hvis vi vender den rundt, så kan man også sige, at det er derfor, at vi tænker, at vi har hele turistisk værdikæde med i det her projekt, fordi vi tænker destination. Fordi turistens oplevelse, hvis vi nu tager den eksterne turist, men det kan også være dem fra Varde, fra at de ankommer på Hovedbanegården fra KBHs lufthavn, her er det måden, de har oplevet personalet i toget eller taxien i det her tilfælde eller på hotellet eller restauranten, videre hen til et musiksted eller what ever. Alt det personale, og her taler jeg ikke om balletdanserne på scenen, men om billetsælgerne og dem, der står i baren og ham, der kører taxien, hvis bare en af dem giver turisten en dårlig oplevelse, så kan det influere på hele destinationsoplevelsen. Så derfor, når du spørger, om der er nogle lande at sammenligne os med, så har jeg ikke hørt, at der er nogle lande, man sammenligner sig med så som: "Vi skal være ligesom Schweiz eller vi skal være ligesom Danmark". Vi skal bare være vedkommende på den danske måde, og faktisk så hører jeg, at det er danskere ret gode til. Danskere, når de først giver slip, så er de ret gode på den der nærværende måde at kunne kommunikere med andre mennesker på.

I: Så det er ikke decideret noget, som man kan trække erfaringer andre steder fra?

E: Nej vi trækker på cases. Så sent som i mandags, der havde vi alle de her Københavnske virksomheder samlet ovre på Christiansborg. Der var nogle workshops, nogle forskellige oplæg, hvor de workshops blev bedt om at tænke over en god serviceoplevelse, som de havde haft et eller andet sted i verden – frit valg. Og der er jo ikke nogen, der siger land, men så er der en, der har været på et hotel nede i Italien, hvor der var nogen, der havde gjort noget specielt. Så var der nogen, der havde været i USA, hvor nogen havde gjort noget specielt, altså det er igen fra eksperiment til eksperiment, så det er de små ting i servicen. Og så kan man sige, hvad er det, man kan lære af det, som vi kan tage med ind i vores praksis.

I: Nu nævner du selv, at Danmark er imødekommende. Hvad tænker du, at andre kunne lære af Danmark?

E: Det ved jeg ikke lige, hvad jeg skal svare på. Så bliver det i hvert fald ikke NICE relateret, så bliver det mere abstrakt i forhold til den danske samfundsmodel, måden vi arbejder med tillid på, fordi vi har den struktur vi har. Det også det, der giver vores nærvær og imødekommenhed, og så er vi ovre i den her 'Verdens lykkeligste folk'. Så jeg tænker, at det er lidt en anden diskussion.

I: Men er der ikke noget af det her I bruger, når I går ind og relations opbygger og kommunikerer?

E: Det ved jeg simpelthen ikke, for der har jeg ikke været med, for der kan man sige, at du er nede i det enkelte eksperiment, og jeg har ikke været med til at starte eksperimenter op endnu. Jeg er ikke sikker på, at de taler om det på den måde, og det er ikke sådan, jeg oplever det, for jeg har jo set de forskellige oplæg fra de konsulenter, der skal aflevere et oplæg inden, at de bliver købt ind, så vi kan se, at de har fanget, hvad NICE handler om. Og her, der oplever jeg meget mere, at det det i virkeligheden er at tage udgangspunkt i dine egne oplevelser, der er gode, og hvornår virker det, og hvornår virker det ikke, og at det er vigtigere end at diskutere Danmark som destination. Det må ligge igen, på det enkelte sted, vi har også mange svenskere ansat inde for servicebranchen. Så vi har ikke en diskussion, og det er ikke en belæring om, at de skal ud og sælge Danmark på den her måde, det er en invitation til at bruge dig selv, som menneske i situationen. Og via det sælger du så i øvrigt Danmark på relationen.

41.36 – 46.04

I: Hvis du skulle komme med nogle USP'er, som du synes Danmark har? Nogle helt unikke ting, der gør, at vi adskille os?

E: Altså nu skal du tænke på, at jeg kommer helt ude fra, så jeg har ikke en hotel- og restaurants branche kasket på, og som jeg kan læne mig op af. Så det vil være mit helt personlige svar i det. Så tænker jeg, at vi har nogle forskellige ting. Jeg synes, vi har, hvilket jeg er blevet opmærksom på, når jeg selv rejser ud, at vi bor virkelig pænt. Der er forfærdelig meget skrald her, hvilket virkelig er pinligt, men vores byer er generelt pæne. Det er et meget hyggeligt og lidt puttenuttet land på en eller anden måde, vi har en vanvittig flot natur, når den vil noget om sommeren, og så synes jeg ikke, at der findes noget andet sted, der er pænere end her. Vi har det der Fairy tale over os med en dronning og slotte, igen det der miniput samfund, som på en eller anden måde er lidt Hobit-agtig, men på den fede måde. Og at vi render rundt her i samfundet og passer på hinanden, og har den der tillid og lykke i et velfærdssamfund, hvor vi samler os og er en del af hele den her model over, hvordan vi gør ting på, som i virkeligheden handler om vedkommenhed. Og så er vi efterhånden stærke på flagskibe, vi kan noget på digital kunst og så er der flere andre områder, hvor jeg synes, at vi kan noget. Jeg bliver mere og mere glad for at bo her, hvor da jeg var yngre, der var jeg mere klar på at immigrere og flytte lige så snart, jeg havde været et andet sted. Sådan har jeg det ikke mere. Og så er der jo det her begreb, som alle snakker om 'Hygge', at det er et meget godt begreb om Danmark, der favner det hele, og at det er derfor, vi har det, for her er i virkeligheden meget hyggeligt. Det har da også sine ulemper, hvor vi kan falde af på den og gå hen og blive magelig, hvor andre lande, der er fokus på konkurrenceevnen, da de er presset, så de konkurrerer på en anden måde, men det er en anden diskussion. Men det er i hvert fald nogle ting, som vi kan.

I: Har I nogle erfaringer med kinesisk turisme? Har I gjort jer nogen som helst tanker i det?

E: Ikke i NICE regi what so ever. Der er ikke noget, der hedder noget med Kina specifikt. Men der er heller ikke noget, der hedder amerikanere og heller ikke noget, der hedder russere eller italienerne. Altså hedder det NICE, uanset hvor turisterne er fra. Så der er ikke nogen satsning på det. Og jeg kan ikke se, at der på noget tidspunkt er blevet arbejdet med det i en specifikt case, fordi de tænker gæster som en større enhed. Men der er ikke nogen af dem, der er destinationer målrettet kinesere. Jeg ved at Wonderful Copenhagen har et fokus på det, men i NICE, der er det den brede vifte, og vi er World-wide-agtige og engagerede på det.

46.05 – 51.13

I: Nu tænker jeg lidt mere i kultur, og der er jo stor forskel på, hvordan jeg skal approaches vs. hvordan en russer skal. Og nu har jeg jo sat mig ret meget ind i den kinesiske kultur, som forventer en anden service, end jeg ville, så som fx at få slippers på værelset, eller at forvente kinesisk. Er det noget, som I fremadrettet vil beskæftige jer med?

E: Nej det gør vi ikke, for så er du nede i sådan en differentiering, som i virkeligheden hører under den funktionelle service, hvilket den enkelte virksomhed tager sig af, som netop er, at hvis fx det er den kinesiske kultur, så skal de have slippers eller hvad, det det nu ku være. Amerikanere kan godt lide det, det og det, og det samme gælder dermed med, når du approacher: "Hvordan gør du det?". Så jeg tænker at det hører under den der basic funktionelle service, som selvfølgelig er den, du lægger NICE i forhold til.

I: Philip Kyhl, som sidder med Kinasetningen i Wonderful Copenhagen, kendte godt til NICE projektet, og han mente, at det var ret relevant at få den kinesiske forståelse ind over. Og der nævnte han blandt andet også, at Kina var begyndt at opkøbe danske servicevirksomheder fordi, de ikke fik den service, som de forventer. Derfor er de begyndt at opkøbe hoteller og restauranter rundt om i verden fordi de ikke får den kvalitetsservice, som de forventer...

E: Ja og så laver de en kinesisk model. Men jeg synes, at det ligger uden for NICE. Det her det lægger inden for de enkelte brancheorganisationer at diskutere den slags. Jeg kan sagtens se, hvad det handler om, men jeg tænker, at det ikke handler om at NICE skal målrette på, at så har vi et kinesisk projekt. Men hvis nu virksomheder gerne vil have en workshop, som kun handler om den kinesiske udfordringer og opgaver, så vil vi da gerne være facilitatorer på det, men det har jeg slet ikke hørt noget som helst om. Og nu har jeg trods alt været rundt og interview et sted mellem 8-10 virksomheder i forbindelse med, at jeg startede på HORESTA, og ingen af dem nævner sådan noget der. Det er også derfor, jeg er ret sikker på, at det ikke spiller ind, fordi her tænker man ikke kinesere som en særskilt gruppe, der er anderledes. Jeg er sikker på, at de er opmærksomme på, at kinesere skal håndteres på deres måde, men det er de på samme måde, som de tænker over det med amerikanere, russere, eller japanere. Det tror jeg, fordi jeg hører det i hvert fald ikke fra nogen steder. Det er ikke der, de er.

I: Jeg tænker bare, at nu er der kommet Chinavia+ om, hvordan man implementerer Kina i servicen, og nu kommer NICE om, hvordan man håndterer service. Jeg tænkte, at der måske ville komme en kobling mellem de to projekter.

E: Jeg tror, at det er fordi, at du begynder at tænke i den funktionelle service lige så snart, du næver Kina spørgsmålet. Og det er derfor, jeg bliver ved med at sige, at det er ikke der, vi ligger. Det ligger ude hos de enkelte i forhold til deres funktionelle faglighed, om hvordan de håndterer de kinesiske gæster. For os, der handler det om relationen, du kan bygge ovenpå i forhold til det, at du som medarbejder også får et frirum til at agere, at din ledelse giver dig den plads, og at det er i orden, og at vi er enige om, at det er i orden. Det er den der måde at arbejde på, og så er det uanset, om det er kineserne, amerikanerne eller en dansker, der står der. Så jeg ser det ikke som, at vi ikke kan tage det ind som en delaspekt, hvis nogen virksomheder virkelig har brug for at sætte sig sammen og arbejde på det, så kan man jo godt lave en særlig workshop på det, men det er ikke der, de er. For så havde jeg hørt det nu her. Og så skal du også tænke på, at vi har hele kæden. Og det er ikke det samme, som at man ikke kan sige, for det kan jeg sagtens være med på, at hvis Kina de bliver ved med at tordne, og hvis ikke deres økonomi slapper lidt af, hvad den måske kunne se ud til at ville nu, og at de forsat kommer hertil i horder, så kan det godt være at selve detailhandlen også gerne vil vide noget

om, hvordan håndterer de kinesiske gæster, fordi de ikke ved det. Men altså, jeg tænker at det ligger i Wonderful Copenhagen, hvor de vil lave et eller andet, hvor de samler lige præcis de virksomheder, fordi NICE er en anden type tænkning, som går ud over, at der er en særlig nationalgruppe. For NICE, der handler det om det enkelte eksperiment, og derfor kan man godt sige, at der var en virksomhed, der meldte sig ind og sagde: "Vi vil gerne ind og arbejde med kinesere, så det er her, vi vil lave vores eksperiment." Men så handler det ikke om NICE, som den store helhed, men så er det dét, som den enkelte virksomhed fokuserer på, og det skal de være velkommen til, hvis det er det, der giver mening for dem.

51.14 – 55.24

I: Jeg tror også, at jeg så en kobling i og med, at Erhvervs og vækst ministeriet udgav deres rapport om 2020 planen, hvor NICE netop var nævnt samtidig med deres forventning om stigning af kinesisk turisme. Så jeg så koblingen ved, at de har en forventning og hertil oprettes det her initiativ.

E: Men det er fordi, at tingene kommer nedefra. Du spørger mig, som at jeg skal lave initiativet oppefra, og det er ikke det, der er grundtænkningen ved NICE. Det andet det kommer lige præcis ude fra virksomhederne, og når de lige pludselig står med en kinesisk udfordring, som de gerne vil lave et eksperiment på, så gør vi det derfra. For så er det igen den der hands-on i forhold til, hvad der skal til for deres medarbejdere, hvordan vil de arbejde med det, hvad er det for en viden de har og mangler m.m. Og det kan være på linje med en digital udfordring eller noget helt tredje, fjerde eller femte. Så skal komme nedefra, og være nå virksomheden synes, at den er der. Så derfor tænker jeg, at hvis det er noget større, så er det Wonderful Copenhagen, der går ud og tegner og inviterer til en konference eller et eller andet, og hvor de arbejder og fortæller noget viden om det. Men vi arbejder på en anden måde, hvor vi kører nedefra.

I: Hvis I fik sådan en opgave fra fx et hotel, der synes, at de har en udfordring, fordi de har rigtig mange kinesere, og de forstår ikke at imødekomme dem, og I bliver hyret ind til at øge deres service. Med de konsulenter, som I så sender ud, hvem er det I kobler på projektet?

E: Det vil vi se på til den tid.

I: Man kunne det være noget Wonderful Copenhagen, som I ville trække på og så kombinere det med nogle af jer?

E: Dem vi hyrer til at lave eksperimenterne er proceskonsulenter fordi det er medarbejder, der skal trænes. Det er folk, der er stærke i at lave fx AI processer, fordi det er medarbejdernes egen refleksion, der arbejdes med. Hvis virksomheden skønner, at det er vigtigt, at der er en, der kommer og siger noget omkring kinesisk kultur inden, så tager vi det med. Men igen, det kommer an på, hvad er behovet. Men det, der er for vores del, det er ikke at præsentere et akademisk oplæg først, for os handler det om at få sat nogle processer i gang, hvor man faktisk får forløst et potentiale, der ligger der. Vores grundtænkning er, at potentialet ligger der, og det er kompetenceudvikling på arbejdsp-ladsen med det potentiale, der er der i forvejen, og derfor er det den type processer, der er fokus på herfra. Og det er klart, hvis en kom og sagde, at her er noget, hvor vi har behov for at høre noget om kinesiske samfundsforhold eller andet, så tager vi lige 45 min. på den først, og så tager de det med ind i, for så ville de stadig skulle snakke om: "Hvornår har vi haft en kinesisk turist, hvor det er gået godt?", og så ville man kunne koble det. Men vi har slet ikke haft den udfordring. Men det skal give mening for virksomhederne, så det nytter ikke, at vi skal ind og snakke om, hvornår vi har haft en kineser, hvor det er gået godt. Ligesom hvis vi skal ind og snakke om et digitalt felt, så har man jo

fat i nogen, der har forstand på det. Så har vi specialister ind over, der hvor det er nødvendigt. Men jeg vil sige, NICE handler ikke om specialviden, i stedet handler NICE om den viden, der er til stede på arbejdspladsen, og om at få forløst den, og om at få lavet en form for systematisering af en måde at arbejde hele tiden dynamisk med sin egen udvikling i forhold til den viden, der genereres fordi udfordring er tit, at der er ekstreme mængder viden i organisationen, men den kommer ikke rundt fordi fx Ulla, der sidder nede i receptionen får ikke snakket med Svend, der står ovre i baren, der ikke får snakket med ham, der har nattevagten ovre i receptionen. Så de får ikke altid delt den del, hvor de hver ved noget, hvor der sammen er en ekstrem kompetence til stede. Så det er dét der med at få den forløst på en eller anden måde og kigget på det og arbejdet med det sammen på en ny måde.

55.25 – 57.36

I: Man kan mærke det meget ude i lufthavnen, det har virkelig været positivt.

E: Jeg ved også, at de har arbejdet meget med det inde i folketinget. De har også en kæmpe security derinde. Vi var derinde i mandags, hvor jeg blev opdateret, og de stod jo over for den samme udfordring, som lufthavnen gjorde. Folketinget er endda en historisk bygning, hvor gæsterne ikke skal bevæge sig rundt i en bygning, hvor man bliver hæmmet af security. Så det er det der med at få det til at glide ind og være en naturlig del, så det ikke føles snærende. Men lufthavnen har også været gode i forvejen, de har været meget bevidste, de har også vundet priser. Og det gør også, at de var i gang før NICE, for jeg tror at det var 1 eller 2 år siden, at de vandt prisen som bedste security i lufthavnen med det mest smilende personale – de vandt en europæiske pris for det i hvert fald. Så de har været i gang i lang tid, og har blandt andet også været nogen af dem, der har været inspirerende for de andre.

I: Jeg er færdig, jeg ved ikke, om der er noget, som du gerne vil tilføje?

E: Hvis ikke, det er den, du har printet ud, så vil jeg bare lige vise dig den her model, som viser grundtænkningen af NICE. Nemlig fra den funktionelle service over til den relationelle service.

2.0

INTERVIEW WITH PHILIP KYHL

Transcribing of interview with Philip Kyhl, who works with the strategic China focus in Wonderful Copenhagen.

P = Philip Kyhl

I = Interviewer

Language: Danish

Duration: 55.31 minutes

INTERVIEW GUIDE:

0.37 – 2.34

I: Vil du ikke kort lige fortælle, hvad det er, du sidder med?

P: Jeg sidder med det ret overordnede med projektet, men så er det jo også mig, som har med destinations udviklingen at gøre. Vi har nogle andre til fx PR og medier og sådan nogle ting, det er nogle med kinesisk oprindelse, der er født i Kina. Folk der har sproglig kapacitet til at kunne klare sådan noget, også online selvfølgelig, som også i høj grad er sproglig, også med sociale medier og den slags.

I: Så alt det (PR, medier, online og sociale medier) ligger i en anden afdeling?

P: Nej, det ligger alt sammen i én. Vi har en Kina afdeling, hvor vi sidder. Vi er 5 i alt, hvor jeg så er fuld tid der, og så har vi de øvrige i projektet, som så er mere eller mindre også tilknyttet til andre. Også er en del fra sekretariatet, men så også tilknyttet nogle andre ting. Når der fx er lufthavnens flyrute under udviklingskampagner og under nogle andre ting, hvor der er en eller anden form for synergi med nogle andre projekter, der er i huset.

I: Og er det så fordi, at I har en afdeling, som ligger ovre i Kina?

P: Vi har ikke en afdeling, der ligger i Kina

I: Det har I ikke?

P: Nej, vi er alle sammen her. Man kan sige, vi har valgt kun at være her, fordi det ligesom er København, som det er, vi skal fortælle om. Så hvis vi sidder i Kina, så giver det ikke meget mening at gøre sig til ekspert, så derfor er vi alle sammen her, og vi forstår København og lever altså ikke bare af at oversætte. Man kan sige, der bliver udviklet indhold specifikt og målrettet det kinesiske marked.

I: Ja for jeg har snakket med VisitDenmark, og de har en afdeling liggende i Kina. Har I så noget samarbejde med dem?

P: Ja det har vi.

I: Okay, så der er en connection til det kinesiske marked på den måde?

P: Ja ja absolut.

2.35 – 5.24

I: Jeg har set på din LinkedIn profil, at du har arbejdet med det kinesiske marked i mange år. Er der en bestemt årsag til, at det har interesseret dig, at du bliver ved med, at være inden for dette marked?

P: Jamen man kan sige. Nej, det er mere eller mindre et tilfælde, at jeg kom ind i det. Jeg læste i Kina, og arbejdede deltid for Kovi, som studenterjob, og så fik jeg et andet studenterjob, der var lidt mere pakket, som turistguide derude, og det gjorde så, at jeg fik en hel masse kontakter i den branche. Så startede jeg et nyt rejsebureau op med en dansk partner, hvor vi så fik tilbuddet om at starte Albatros datterselskab op i Kina, hvor vi selvfølgelig skulle tage imod turisme fra Skandinavien, men også sende Kinesere ud i verden. Det var sådan hovedmålet med aktionen.

I: Og hvornår var det, du sadovre i Kina?

P: Fra 2005 til slutningen af 2013.

I: Så du har set meget til den udvikling, der er sket inden for rejsebranchen?

P: Ja det må man. Det er jo ikke engang mange år siden, at man kunne se sådan nogle gruppiture, hvor der var flere lande end dage på programmet. Det er jo en lidt anden måde at rejse på, end de fleste foretrækker i dag. I dag kan man se i Skandinavien, der er typisk fire lande på en 10 dage – en uges tid eller sådan noget – der tager man en fire dage, så man har et par dage i hvert land.

I: Og det ser du stadig en tendens til?

P: Ja det er det typiske produkt i dag, men nu er der der også begyndt at komme flere og flere mere fokuseret, Deep travel produkter, hvor man måske kun er i 2 lande; så i 10 dage Danmark - Sverige. Hvor noget også bare er en rolig cykel tur på Ven, og sådan nogle ting, så bare bruge flere dage på at cykle rundt ude ved kysten og sådan noget. Det er en helt anden tilgang til at rejse, det er altså ikke den der, Tick-the-box tur, hvor man bare har 4 A4 sider, hvor alle stederne bare lige skal fotograferes, og så er det under bæltet. De er gået fra at ville se destinationerne til at ville opleve destinationerne. Hvor de før i tiden, bare ville tage et billede foran det, og så har de bevist det: Ha ha, se hvor jeg har været. Men nu er der mange, der mener, at de ikke rigtig oplever noget. Også nu, hvor deres tørst efter at forstå de steder, de rejser lidt bedre, end hvad der var tilfældet før i tiden, der er der nu også efterspørgsel efter lidt andre produkter.

5.25 - 8.48

I: Og hvad tror du er årsagen til, at de har forandret sig så meget?

P: De har været ude og rejse, de har fået nogle erfaring. Og de har fundet ud af – de bruger mange tusinde kroner på at komme dertil (til destinationen) – og så når de kommer hjem, så kan de ikke huske, at de har været nogle af stederne, også selvom, at de jo har billede materiale, der beviser, at de har været der.

I: Fordi de oplevede ikke rigtig noget?

P: Ja. Men det har også noget at gøre med, at der er det, som man kalder den første bølge af kinesiske rejsende, der tog ud. Der var der jo mange, der mente, at det jo nok ville være en engangsforestilling. De har jo altid levet i rimelig, altså i sidste par 100 år i hvert fald, i mere eller mindre isolation fra resten af verden, så det har jo været sådan en; wow, nu har vi muligheden. Nu tager man ud, og det er en stor udgift, men altså indkomsten og velstanden i samfundet er blevet ved med at stige, så nu er det begyndt at blive en standart at tage ud og rejse. Og det gør også, at man så har lidt mere overskud til at tage bare en destination af gangen i stedet for at part-tour opleve halvdelen af Europa på en uge – det er lidt ambitiøst, vil jeg da også mene. Altså i det hele taget bare Skandinavien på en uge, der ville jeg synes, at der var meget rejsen rundt og transport i det.

I: Ja man ville bliver stresset, det ville jeg da personlig selv. Nu nævnte du selv, at der var gruppe turisterne, og så er der dem, der er lidt mere erfarne. Hvordan er den hovedsagelige forskel på, at du har en gruppeturist, hvad er det de sørger, og hvad er det, som jeg har læst mig til, at det hedder, den individuelle turist søger? Hvordan kan man skelne mellem dem?

P: Altså for vores projekt synspunkt, der er i hvert fald den store forskel, at gruppeturisterne ikke i så høj grad har brug for information, men vi kan se, at de frie, altså de individuelle rejsende, at de er i kraftig stigning, og de har faktisk, hvis vi kigger på visumudskillelserne, så har de langt overstøjet grupperejsende nu til Danmark i hvert fald på kapacitet. Det får vi også indikationer på. Man kan jo sige, der er jo schengen visum center, så det er jo ikke noget fuldstændig bevis på, hvor mange, der er her, det har vi ikke rigtig nogle tal på, fordi de kan jo som sagt ansøge (om visum) i Spanien og så rejse til København bagefter, det kan man jo ikke se. De kan få et Spansk schengen visum, og så kan

de rejse til Danmark bagefter, det kan vi jo ikke se.

I: Så I kan se, om de kommer ind i Europa, og så kan de derefter rejse rundt?

P: Ja, men stadigvæk, så vil jeg mene, at det er nogenlunde retvisende. At vi i hvert fald er på nogenlunde samme niveau, hvad angår grupper og de individuelle rejsende. Og de har brug for mere information, og det er også derfor, du har sikkert set inde på vores hjemmeside, hvor vi har udviklet kinesiske hjemmesider, ikke bare for København, men også for hele det fælles Skandinaviske hjemmeside, som fungerer om en inspirations paraply, som samler hele Skandinavien, fordi lige netop de kinesiske rejsende opfatter Skandinavien, som ét produkt. Og Danmark i sig selv er ikke et produkt endnu, og København er i hvert fald heller ikke. Fordi, hvis vi lå i nærheden af Korea eller sådan et sted, så ville vi absolut være en destination i os selv, fordi det ville være et nærmarked. Men på grund af den store afstand, der er, og jetlag og alle sådan nogle ting, det kræver, at man tager ikke bare en weekendtur til København.

8.49 – 12.20

I: Og så slår de det sammen, så det hedder Sverige og Danmark?

P: Ja også fordi, det giver jo ret god mening at tage til Skandinavien. Det er der også mange andre nationaliteter, der gør, da vi netop har noget kulturelt og sprogligt fællesskab i Skandinavien, som gør, at der er en masse ligheder og selvfølgelig også forskelle, men i hvert fald ligheder, som gør, at man opfatter os mere eller mindre som en enhed, med nogle subkategorier eller lande nedeunder.

I: Nu snakker du også selv om, at vi adskiller os meget fra det kinesiske marked. Hvad er det, som du hovedsageligt vil sige, der gør, at vi differentierer os? Så hvis vi siger det kinesiske marked vs. det danske? For mens jeg har læst om de individuelle turister, så har jeg jo læst, at de jo så småt er begyndt at ligne os, ligesom Deep travel, de søger jo lidt den samme oplevelse, som vi gør, når vi tager ud og rejser. Hvordan er det så, man skal fokusere på dem?

P: I forhold til det (Deep Travel), så vil jeg mene, at der i hvert fald er to former; minimum to former for Deep travel. (1) Der er en af dem, det kan sådan set godt være grupperejser, eller i hvert fald mere eller mindre semi-organiseret rejser, hvor man udnytter, at man er på en gruppetur, altså, at der er en arrangør af det til at opnå noget, som man ellers ikke ville have adgang til som privatperson, altså afsides destination, det kan være, Ikke lige så meget i Danmark, men i hvert fald i mange af vores Skandinaviske lande, altså at tage op til Nordkapp og sådan noget. Hvordan kommer man lige derop sådan rent praktisk. Ja du ved ikke, hvad du skulle gøre, og jeg har lige været ude for det samme, jeg var deroppe til en konference. Så forestil dig, hvordan kinesere har det med at køre rundt der: Er det bare is, er det en isbjørn, og hvad foregår der deroppe. Så at udnytte de ressourcer, der ligger i et rejsebureau til at opnå noget endnu mere exceptionelt. (2) Og så er der de individuelle, som er ret interessante, specielt for storbyerne i Skandinavien. Det er også det, som vi kan se. Vi har i høj grad et by samarbejde, hvor vi har fået VisitSweden med ind nu, så nu er vi også et nationalt niveau et samarbejde, men ellers har vi mange byer med i vores projekt, og det er også fordi vi har et stærkt fokus på B2C, altså direkte kontakt til forbrugeren med vores sociale medier, hjemmesider og den slags, som kommunikerer direkte til forbrugeren og leverer den information, som de skal bruge, for at kunne rejse rundt i Skandinavien på egen hånd. Og gøre dem i stand

til, og gøre byerne tilgængelige for, at de kan rejse selv, det er ligesom en forudsætning for, at de kommer. Og hvis man har besluttet sig for, nogle afsides destinationer oppe i Finland, der ville man sjældent tage hen på egen hånd. Så der ville en grupperejse være en mulighed, men hvis man har besluttet, at man vil rejse på egen hånd: Nu gider vi ikke. Så søger man jo også de destinationer, hvor det er en mulighed, og hvis det ikke er en mulighed, så tager de måske til Berlin eller et andet sted.

12.21 – 15.55

I: Og vi skal selvfølgelig have lavet noget materiale, så de bliver i Danmark eller Skandinavien.

P: Ja altså tilgængeliggøre destinationen for det kinesiske marked.

I: Og når I er ude og snakke med service virksomheder og andre aktører inden for service branchen, hvad er det så I spiller på, som gør det kinesiske marked interessant for dem?

P: Først og fremmest bare potentialet. Det er vigtigt at være hurtigt ude. Man kan se, at nogle af de steder, hvor man ikke har været hurtigt ude i udlandet, der er der også en del kinesiske aktører, der er begyndt at opkøbe hoteller og sådan noget, og også giver dem et lille tvist. Det har jeg også hørt lidt rygter om, også er ved at ske i København, fordi de netop ikke får, hvad de efterspørger. Selv på nogle af de hoteller, hvor der er rigtig mange kinesere, der søger til, af forskellige årsager, der leverer de ikke rigtigt på det, som de efterspørger.

I: Nu når jeg har læst om markedet, så har de en tendens til at søge inden for brands, fordi det gør dem trygge. Har de store brands så som SAS hotel det, der skal til? Nu ved jeg, at I har lavet China-via projektet, forstår de (Hotel brands) hvad der skal til for at ramme kineserne? Hvad er din erfaring med det?

P: Nej det tror jeg ikke, ikke rigtig. Det er noget vi arbejder på, og vi laver jo også – nu sidder jeg jo bestemt med destinationsudvikling, bekræftet af, at jeg har været i Kina, og både taler og forstår deres kultur vs. Dansk kultur, så jeg kan være en mediator på det. Så prøver vi også på, at få dem til at få øjnene op for det potentiale, der er der (det kinesiske marked). De fleste forstår det ikke rigtigt. Vi har nogle gode eksempler, Tivoli Hotel for eksempel, som tidligt har set potentialet for det kinesiske marked, hvor de har lavet oversættelse af materialet, de har nogle små cup noodles i deres barer og sådan noget (griner). Ja det lyder lidt fjollet, men det er tit sådan nogle ting efter en laang dag, hvor man har rejst rundt, så gider de bare ikke det der med at skulle ud og spise og sådan noget. Så skal de bare have et eller andet og op og sove. De har jo ikke så meget ferie, de har jo ikke 5-6 uger, ligesom vi har. De har typisk 2 dage, så har de 10 dage om året, hvor man selv kan vælge sin ferie. Så er det jo ikke der, så selvom man rejser på egen hånd, så skal man stadig opleve rimelig mange ting, det er en form for max udnyttelse af byen. De har også ansat en kinesisk fuldtidsmedarbejder i receptionen til at modtage dem, så de har gjort en del også i forhold til kinesere, de har nogle sjove ting, de der almindelige teasers inde på værelset såsom slippers, elkedel, alle de der ting, som du sikkert har læst. Og allokering af værelser for eksempel på 8. Sal, det sådan uha, det ikke godt. 4 betyder jo død, så det går de rent faktisk op og spørger, om de ikke kan få et andet værelse, hvis de får det (griner). Det ligesom, at vi går under en stige, og vi kan vælge at gå under den, så ville du normalt gå udenom, hvis man kan. Altså bare lige, du ved, det sådan noget, der ligger i kulturen.

15.56 – 20.41

I: Lige præcis, der er jo noget med deres kultur og traditioner, som går ind og præger deres købsadfærd ik? Er der andre tidspunkter, hvor du ser det, for eksempel på aldersgrupper, hvor man kigger på den ældre generation og den yngre generation? Eller den ny-rejsende og den erfarende-rejsende? Hvad er den hovedsagelige forskel, hvis man kigger på deres købsadfærd?

P: Der er i hvert fald en tendens til, at de yngre er noget mere, hvad skal man sige, de nærmer sig noget mere (pause) os. De bliver mere internationale forbrugere, både i forhold til, nu vil jeg ikke kalde det risikovillighed, men i forhold til at komme ud og prøve noget lokalt, og smage noget lokalt mad og sådan nogle ting. Den første bølge var jo kendt for at være proppet ind i en bus, og så kom de ud for at tage billeder, og 5 min. senere, så kørte de videre og så hen på en kinesisk restaurant. Så det var den kinesiske boble, som bare var kinesiske kultur færdene, som bare flyttede sig rundt inde i byen (griner), som sådan en hellig ånd, hvor de aldrig rigtig kom ud af den der boble. De nye unge millions er lidt mere klar på det, og det er også det, som de kommer efter i vores research. De kommer efter stemningen og atmosfæren, og den specielle følelse, der er. Den stemning i Skandinavien, for at se vores livsførelse, og hvordan vi gør ting.

I: Ja og nu har I helt sikkert også være inde og kigge på, hvad det er Danmark har. Hvad er det for nogle USP'er I spiller på, at vi har? Som, nu kan vi godt tage Skandinavien, men nu tænker jeg mest Danmark. Hvad er det, som vi har, som vi kan spille på over for det kinesiske marked?

P: Jamen, der er jo meget mere, vi er jo København. Der er der de her attraktioner, den gamle by, en meget europæiske by egentlig, en kongenital europæisk by blandet lidt med Skandinavien, men stadig en solid del af Skandinavien. Men der er det for VisitDenmark's vedkommende, der brander de sig rimelig meget på de her fairytale HC Andersen, og sådan nogle nøgleord.

I: Så en form for Storytelling, hvorpå man fortæller HC Andersen's historier? Er det stadig det, som vi spiller på?

P: Ja, og det er i høj grad historie. Historie og HC Andersen også en del, men HC Andersen er også fin, for han er dækker en del af de byer, både Odense, som naturligvis er HC Andersens by, men der er jo også Kronborg, hvor vi har Holger Danske nedenunder, der er jo også et direkte link til HC Andersen. Der er jo HC Andersen oplevelsesmuseet.

I: Er det blevet oprettet?

P: Ja, der er et nede ved Nyhavn, mener jeg, det er. Og der har han også boet i lange perioder, så det er ligesom Nyhavn bom, der boede HC Andersen, *knips*, foran det. Så den (fortælling) kan strækkes meget langt, den HC Andersen fortælling.

I: Hvordan i forhold til at få dem uden for København? Hvordan er det gået, og hvordan går det?

P: Ja, det er jo det modsatte af, hvad vores rolle er. Vi satser jo på København, men tænker Køben-

havn i et ret stort kontekst. Der er, nu skal jeg ikke ind i en længere strategi diskussion, men der er her Greater Copenhagen, som også inkluderer Skåne, som i øvrigt også er en del af vores Chinavia international nordisk, så har vi også medfinansieret Regionen, og deri indgår Nordsjælland også, som er meget stort på Kina, hvor vi har ret stor glæde i at udnytte den spilover effekt, der er på dem. Også fordi, hvis vi kan overbevise, vi har en meget stor interesse, både os og VisitNordsjælland, om at få dem til at blive noget længere. Fordi, hvis de nu, lad os sige, nu tager de derop (Nordsjælland), så ser de Kronborg, og så kører de hjem igen. Der er vi ved at overveje, hvordan vi kan hjælpe dem med at få sådan nudget dem til også at opleve Søfartsmuseet, som er lidt mindre synligt, da det ligger under jorden (griner), og nogle af de andre ting. Generelt, hvordan man kan få dem til at opfatte, at Nordsjælland, som en stor destination. Fordi det vil også betyde, at i stedet for at tage en dag og så videre til Sverige, så vil det betyde en overnatning mere i København. Eller højt sandsynligt i København, fordi man ikke vil flytte alle sine ting, gæster typisk, for det.

20.42 – 24.04

I: Ja fordi når de har været ude en hel dag, så er hotellet meget deres standpunkt ik? Det er et sted, hvor de har opfattelsen af at her sover de, og så tager de ud og oplever en masse?

P: Ja. Og København er basen, hvis vi kan lokke dem til, og det samme gælder for Odense i nogen grad. Det er ikke alle, der kommer direkte til København, hvis det er nogen, som for eksempel er på en Skandinavien tur, så er Odense jo optimal også at brande i samarbejde med København, fordi, vi er jo på en eller anden måde konkurrenter, men på samme tider giver det ret stor værdi til København, hvis de vælger at blive. Lad os sige, at de tager en dag i København og en dag i Nordsjælland og en dag i Odense, der er jo ikke mere end en time eller halvanden til Odense, det er jo bare en dagstur. Jeg har brugt mere på at komme til og fra møder i Beijing, da jeg arbejdede der. Så der er jo ikke ret meget for en Kineser at tage en time og 45 min op til (Nordsjælland). Det er jo heller ikke så lang tid, hvis man kører halv otte om morgenen, så er man allerede deroppe kl. 9 eller halv 10 i Odense, så har man stadig hele dagen. Og der kunne man også stadigvæk bruge København som base, og så holde den base, så vi kan få bed-nights ud af det, og de jo også kan få overnatninger ud af det. Men forhåbentlig vil de også gerne bo de steder. Det her er jo første skridt, som jeg ser det, at de gør det, altså bruger det (Odense og Nordsjælland) som dagsture ud af byen. Men på længere sigt, så kan det jo godt være, at de vil have 2 dage i Odense, der sker jo mange ting. Der er jo også det fynske øhav og sydfynske øhav og Egeskov slot, og alt muligt, der ligger jo masser af ting derovre, som jo også er del af de der Deep Travel produkter, der er fokus på. Nogle lidt mere specialiseret og skræddersyet ture, som tager dem med dernede, og hvor vi har fået rigtig god feedback fra dem. Det var det, de havde forventet ved at komme. Det er eventyr for dem. Men det er jo lidt mere utilgængeligt end at rejse til en storby, det er jo nemt at lave sådan en by-hop. Og det er også her, jeg ser, at turoperatøren stadig har sin berettigelse.

I: Og har I et tæt samarbejde med nogle turoperatører, som du selv lige nævnte?

P: Ikke rigtigt. Vi har fokuseret meget på markedskommunikation til forbrugeren. Så vi har ikke så mange, men vi vil meget gerne vide noget mere om dem. Fordi det er absolut på tegnebrættet at få kontakt til de mere store operatører.

I: Og hvem er de store operatører? Sidder de i Kina eller er det nogle danske?

P: Nej dem som har destinationsmanagement firmaer, dem som opererer turen her, der er nogen af dem Kinesiske og nogen er Skandinaviske.

24.05 – 27.27

I: Nu nævnte du selv de her bednights. Hvad er det vi tjener, hvad er det, der gør, at de er så attraktive Kineserne? Er det stadig en god indtjening vi gør pr. nat, når de er her?

P: Altså prisen på en overnatning?

I: Ja ligger de højere end andre turister?

P: De er i top 10 i hele Skandinavien. Nr. 9 i Danmark, på listen over de nationaliteter, der bruger flest penge på en overnatning, der ligger de nr. 9 i Danmark, nr. 5 i Norge, 3 i Finland og nr. 1 i Sverige. Det er nogenlunde det samme, de forbruger, men der er forskel på hotelovernatningerne. I Sverige, der bruger de mindre pr. overnatning, men der er hotellerne åbenbart billigere. Så der får de mere for pengene.

I: Nu sidder du jo med den her Kina satsning i Wonderful Copenhagen, som du selv skrev. Hvilke strategiske tiltag har I gjort jer indtil nu? Altså strategiske tiltag, der har været besluttet fokuseret på Kina og de kinesiske turister? Lad os tage Chinavia fx, hvad er det om i hovedtræk?

P: Chinavia startede i 2012, hvor vi gik sammen med Jütteborg, Stockholm og Helsinki, for at se, om vi kunne gøre noget på det kinesiske marked, fordi vi kunne se, at vi mistede markedsandelen i forhold til de andre europæiske destinationer. De udmundede så i nogle rapporter, som så igen mundede ud i nogle anbefalinger til opfølgende aktiviteter. Det blev så til et EU projekt, Chinavia II, som du skrev, hvor vi fik en masse penge til at udvikle forskellige platforme, det gav os: En Copenhagen.cn hjemmeside, det gav os en tilstedeværelse på sociale medier, den fælles Skandinaviske hjemmeside, hvor vi har alle partnerne ind over, vi fik en medietour ud af det, hvor vi fik bl.a. et helt særnummer på 80 sider ud af det som det, der ville svare til et eller andet dameblad, som er rimelig funky (griner), men i hvert fald, et meget populært blad, hvor der var et særnummer, der var blandet ind med København og Københavns del, og så var det blandet ind med nogle varemærker og også nogle andre ting. Så der er kommet en del ud af det (pengene), og så 16-17 destinationsudviklingskurser til branchen.

27.28 – 31.20

I: Okay. Og er det stadig noget I bruger og arbejder med?

P: Ja, det var toeren, men nu er vi så i Chinavia+, hvor vi nu har en anden financial. Nu er det partner finansieret, så nu er det, hvor alle betaler ind, man shipper ind i puljen, og så kan man være med i samarbejdet. Og så bidrage mere eller mindre, hvis man for eksempel har 7 partnere og 3 af dem, virkelig gerne vil lave en online kampagne. Så har en million til det, og så siger vi, at det vil vi også gerne, og så smide vi også en million til det (projektet), så er der andre, der også smide en million til det, og så går vi sammen om det, og så kan dem, som ikke vurderer at lige præcis denne aktivitet har værdi for dem, eller som ikke har budget til det, de kan så bare springe over, og i stedet hoppe

på noget andet og nogle andre af de aktiviteter, som vi laver. Der sidder vi med en styregruppe, hvor vi koordinerer alle vores aktiviteter fremover. Det er en styregruppe, hvor alle medlemmer er turismeorganisationsmedlemmer, som er repræsenteret, og som alle har en lige stemme. Hvor vi så er lead partner, man kan sige, vi påvirker projektet rigtig meget fordi sekretariatet i Chinavia er forankret i Wonderful Copenhagen, og det er så os, der sidder ovenpå.

I: Og hvorfor er det vigtigt, synes du, at I er så mange hoveder indover, så det ikke kun er jer, der sidder og fortæller, hvad der skal gøres?

P: Jamen man kan sige, vi kan ikke bestemme, hvad der er relevant for dem, for vi kender ikke deres, eller det gør vi til dels, men vi er ikke så godt inde i deres lokale strategi. Og vi kan heller ikke trække noget ned over hovedet på dem, så der må vi i fællesskab finde ud af, hvad der giver bedst mening for de turistorganisationer i Skandinavien, og så lave en køreplan. Det gør vi hvert år.

I: Som du også selv nævner, så har jeg set et Interview med Signe Jungersted, hvor hun snakker om, at de kinesiske turister er blevet vildt engageret på internettet. Kan du fortælle om den tendens, som I ser der? For det ved jeg, er en kæmpe strategi, som I har været i gang med.

P: Om de er aktive på de sociale medier, ja det er de absolut. Det er en stor beslutningsfaktor, da man lægger meget vægt på det input, man får fra sine venner, når de er ude og rejse, så noterer man det. Og også det man får, det er jo førstehåndsindtryk fra nogen som selv har været der. Så de gode anbefalinger, dem lægger man meget vægt på, det anbefaler vi også i vores kurser og vores materialer, at man aktiverer det potentiale, at de er så aktive på de sociale medier. Specielt fordi det er et marked, som er meget utilgængeligt for rigtig mange. Og det er også vores eksistensberettigelse, nemlig at vi har midlerne i samarbejde med de andre. Vi puler alle midler sammen for at få et budget, som kan løfte den opgave at være til stede i Kina. Der er noget med servere, der gør, at man ikke bare kan lave en sprogversion af de hjemmesider, vi har i forvejen, man er nødt til at have nogen, som har kulturel kendskab, så man kan kommunikere med folk, og sproglig og teknisk indsigt i både hjemmesider og kommunikationsformer, samt indsigt i hvad det er, de efterspørger. Og det er derfor, at det er så specifikt, at der ikke er nogen af os, der ville kunne løfte den opgave, hvis vi ikke havde hinanden. Og det giver rigtig god mening fordi vi netop er en fælles destination

31.21 – 35.55:

I: Der er meget lukket ik? Er der stadig den erklæring, som de skal skrive under på inden, at de må rejse ud af landet, og i forhold til opførsel? Og rigtig mange hjemmesider, der slet ikke er til stedet på det kinesiske marked. Er det stadig en tendens i dag? Er det noget, som du ser kommer til at ændre sig?

P: Ja absolut, de udgør jo 1/5 del af verdens befolkning, så før eller siden, skal der jo nok komme en del. Vi er allerede på deres sociale medier, da de jo har lukket det (til vores kanaler). Så de er utilgængelige alle de der platforme, som vi normalt arbejder på.

I: Kunne du se en tendens til, at de lige pludselig begyndte at bevæge sig over mod vores og at det blev et mere åbent marked? Eller forbliver det mere lukket? Her tænker jeg vores online sociale kanaler, så som Facebook.

P: Nej, man kan se, hvis man slår op og kigger inden for det sidste halve års tid, så kan man se, at de har lukket kraftigt ned for kontakten med omverdenen på nettet, så der er faktisk den modsatte tendens.

I: Og hvad er årsagen?

P: Jamen det er jo politisk halløj. Og det gør jo for eksempel, at den app, som du kan se, der blinker på min mobil er et kinesisk social medie app, som man også bruger, jeg bruger det til at kontakte vores stakeholders eller kontakter i Kina. Og folk, der sidder i regeringsembeder bruger også de sociale medier, Messenger og sådan nogle ting i stedet for e-mails.

I: Så det er virkelig vigtigt (at være på de sociale medier)?

P: Ja det er virkelig vigtigt. Og man kan sige, den (app), der lige bippede her har 650 millioner månedlige brugere, altså svarende til folk, der er aktive og bruger den hele tiden, og der er nok 900 millioner. Det er næsten en milliard mennesker, der har downloadet den, så det synes jeg siger meget godt om, hvor bredt det er, og hvor vigtigt. Næsten $\frac{3}{4}$ siger, at de er på de sociale medier, af de turister, som vi har herhjemme, så er der selvfølgelig børn og ældre. Og langt størstedelen af dem, de deler deres oplevelser på nettet.

I: I forhold til de individuelle rejsende, er det kun de unge, eller kan man også putte de ældre, der har rejst før, i denne gruppe, eller bliver de i de trygge rammer hos gruppe turisterne?

P: Sprogbarrieren er meget heftig. Se bare, hvis du går ned i en butik på strøget, og ser i Ecco, Gucci og LV butikkerne, alle de der mærker, der fænger kinesernes øjne ret meget, så kan man se, at der er kinesiske personale. Og der er en sprogbarriere, også selvom mange af dem, som vi får besøg af er meget veluddannede. De kan godt forstå engelsk, men der er et eller andet, det er ligesom Amerikanerne, de er heller ikke gode til at have andre sprog end deres eget, trods det spanske fra Mexico nede sydpå. Men det skyldes nok, at når man er fra sådan et stort land, som Kina, så er det begrænset, hvor meget interaktion, man har ikke den der daglige brug af sproget. Så de er mere trygge ved at bruge deres eget. Plus, så føler de også, at det henvendes til dem, for i deres opfattelse, så betyder Engelsk 'hvide mennesker', og det er udlændinge, så det (engelsk) er henvendt til Europæere og Amerikanere, hvor Kinesisk, det er henvendt til dem.

35.56 – 42.14

I: Men er de ikke ved at blive bedre til Engelsk?

P: Jo jo bestemt. Jeg har haft nogle møder med detailhandlerne, hvor der er flere, som siger, at de (kineserne) holder sig tilbage. Man mister salg, hvis man ikke forbereder sig, og hvis der ikke er nogen, der kan tale med dem. Jeg havde et møde med nogen fra Lego butikken, som også sagde, at de (kinesiske forbrugere) står nervøse ovre i hjørnet, men hvis de endelig køber noget, så køber de jo for 5-6000 kr. Der er jo en stærk gavekultur, så hvis man får en god service, og man føler sig tryk i den, og hvis man (salgs-personet) forstår at formidle de tilbud, man har, så er der rigtig meget at

hente.

I: Gavekulturen, er den stadig lige så stor på markedet?

P: Man kan sige, de der vanvittige gaver, før at man slog ned på korrupktion, så før i tiden, der var det helt åndsvagt, der var det nogen gange over en million, de brugte inde i en butik. Men det har ændret sig, men til gengæld så taber vi lidt der, men så kommer der jo bare flere og flere kinesere hvert år, og de bruger alle ret mange penge. Og vi står også ret stærkt, da vi i København har NETS kreditkort, og den terminaludbyder har skrevet en aftale med China union, hvilket betyder at næsten alle butikker, i hvert fald alle der har haft 10 kinesere inde, de har en NETS aftale, så de kan tage imod kinesiske kreditkort.

I: Ja, og nu ville jeg også høre dig, hvad der i din optik er god kinesisk service, og det er jo fx sådan noget banalt, som at de kan bruge deres eget kort, eller at vi kan sproget. Er der andet, som du mener, der er væsentligt at tænke på, hvis vi taler service overfor kinesiske turister?

P: Ja nævnte er i hvert fald en forudsætning, vil jeg mene. Man kan vel altid tilbyde dem noget mere, men det er vel også nogen gange også blive hypotetisk, hvis man skal tilbyde nogle ting. Man kan fx se House-of-amber, de har et lille te hjørne, hvor der tilbydes grøn te, da kineserne er hamrende vilde med rav. Så de har rent faktisk lavet et loungeområde inde på Rådhuspladsen, hvor de sidder og drikker grøn te og kigger ud over Rådhuspladsen, så rejser de sig op, og så køber de lige for 100.000 kr. rav og kæder. Så der er nogen, som kan gøre en del ud af det, og de har naturligvis også kinesisktalende personale. Og man kan også, hvis vi kigger på detailhandlen specifikt, så kunne de godt notere sig, at kineserne har nogle andre shopping vaner. Det er ret vigtigt at gøre opmærksom på det (anderledes shopping vaner), da de tænker shopping på en hel anden måde. Vi (danskere) køber også engang imellem T-shirts med hjem, hvor der står "my brother went to spain, and bought this T-shirt" eller et eller andet fjollet, hvor de (kineserne) kan godt finde på at købe mange ting med hjem, ja selv have en ekstra kuffert med til shopping. Vi kan se i København, netop fordi vi tager deres Dankort, det er i hvert fald en af mine teorier, og fordi vi har forbindelserne mellem Beijing og Shanghai, at det er oplagt at købe en masse ting her i København. Også fordi vi er den bedste shopping destination, vi har de største mærker og det bedste udvalg i Skandinavien.

I: Ja jeg ville også, da jeg startede denne opgave, tænke, at kineserne køber meget mærkevare som fx Gucci og LV. Men er der ikke også en tendens til, nu har du selv nævnt LEGO og rav, at de individuelle kinesere køber mere autentiske gaver?

P: Jo jo helt sikkert. Det er der, hvis man rejser rundt i Kina, rejser rundt i landsbyerne eller rejser ved den kinesiske mur, så vil man se to tegn 品, som betyder lokalt eller specielt produkt. Og det går kineserne bare efter, hvis det er et lokalt produkt, så opfattes det som en god gave. Men hvis vi lige går tilbage til de der tilbud, så tænker kineserne tilbud på en lidt andet måde, fordi de har deres gavekultur, som er ret stærk. Og der kan man godt forære, hvilket ville være latterligt for en dansker at give, så fx en jakke, der kan man, hvis man køber 3 stk., så kan man få den ene gratis. Der ville en dansker tænke "hva fanden, er du idiot", det ville jo være virkelig underligt, for hvad skulle man bruge 3 jakker til?. Men det kan man sagtens gøre over for kinesere, det kan man også høre i detailhandlen, der kan de finde på at bede om 10 stk. af den samme vare, og så hurtigt videre og ud af døren igen. Det kan være 10 jakker, skjorter eller noget andet, og det er typisk de der designer

mærker, som giver noget ansigt, når man kommer hjem. Så hvis man kan få detailhandlerne til også at indordne sig efter det, så er kineserne sucker for sådan nogle små gulerødder så som "køb 3 så får du 1 gratis" så tænker de: "nåh ja Tante hun kunne nok godt bruge en jakke". Jeg så lige nogle nye undersøgelser, hvor en kæmpe stor andel af de kinesiske forbrugere sagde, at loyalitetsprogrammer det får dem til at købe mere, samt at købe mere loyalt. De er på den måde ret taknemmelige at arbejde med.

42.15 – 50.33

I: Og er det noget, som man kan bruge? Nu kan man sige, de er som sagt i Danmark i 2-3 dage, er det noget, som ville være en god ide at tilbyde dem, trods de kun er her så kort tid? Kunne det få dem til at komme igen?

P: Nej ikke lige loyalitetsprogrammer, det var mere i forhold til, at man godt kan flytte deres salg ved at give dem et incitament, som ikke behøver være mere. Loyalitetsprogrammer, hvor mange kort har man ikke efterhånden fra flyselskabet m.m.? Men det virker (over for de kinesiske forbrugere), og man kan godt få flyttet salget.

I: Men har I tænkt det ind i forhold til destination – så som flyrejser og det lidt større? Så ikke med fokus på detailhandlen.

P: Her er boldenovre hos flyselskaberne. Vi hjælper og arbejder på at få faciliteter, og at der kan blive åbnet nogle flere flyruter rundt omkring. Ikke bare fra Kina, men også fra alle mulige andre steder, fra det der hedder connected-projektet, som er et flyrute udviklingsprojekt til at tiltrække nye ruter fra hele verden til Danmark. Og der er selvfølgelig også en stærk synergi til vores projekt Chinavia, da vi gerne vil have flere ind fra Kina. Også fordi, der er så vanvittig mange mennesker i Kina, så bare en rute der, hvis den endelig bliver åbnet, så vil det jo betyde rigtig mange flere. Specielt fordi vi kun har adgang til Østkysten, der er masser områder i Kina, som man kunne åbne, og hvor der ville være rigtig stort potentiale.

I: Og er det bedre med direkte destinationer?

P: Absolut. Det kan man se i alle mulige statistikker. Tilgængelighed det er nemt og det første. Direkte rute og alt mulig information på kinesiske, det vil alt andet lige være en tilskyndelse til at komme hertil fremfor at skulle til Frankfurt først eller et andet sted.

I: Og det kan man jo egentlig godt forstå. Har du et eksempel på et land, som er et forbillede for god service over for kinesisk turisme. Et land, som du synes gør det specifikt godt?

P: De har gjort det rigtig godt i Australien. Det er propfyldt med asiater. Man skulle tro, at det lå tættere på, men fra Beijing til Australien er jo næsten hertil. Der er ikke den store forskel. Men jeg tror psykisk, at det ligger lidt tættere på.

I: Og hvad kan vi lære af Australien – har I gjort jer nogen erfaring?

P: Ja vi har udviklet en del. De har jo for det første brandet sig rigtig godt, det er lidt sværere for os, da vi på den måde ikke rigtig er et nærmarked og tallene er ikke store nok til, at vi kan få så voldsom en finansiering til at markedsføre os på det kinesiske marked. Men det ville heller ikke være i regi af Wonderful Copenhagen, det ville være en opgave for VisitDenmark eller Scandinavian Visit-board, som er en sammenslutning mellem Danmark og Norge på turismeområdet.

I: Og hvordan er vores branding. Hvordan brander vi os over for kineserne? Nu nævnte du selv Greater Copenhagen, er det også den fokus vi har på det kinesiske marked?

P: Vi og VisitDenmark er meget opmærksomme på Odense selvfølgelig fordi HC Andersen er et nøgleelement i vores kommunikation til de kinesiske forbrugere. Der er Odense optimal.

I: Så her fokuserer I på Storytelling omkring historie og eventyr? Er det måde, som vi brander os på? Er det også noget, som I har implementeret i jeres social media?

P: De sociale medier er udelukkende for København. Der er en del lag i Chinavia efterhånden, hvor alle har taget sit ud af hvad der er. Vi arbejder jo både for Københavns kommune på København niveau eller nærmere på kommune niveau, og på region niveau, og på Greater Copenhagen niveau, og så på Danmarks niveau med Odense og VisitDenmark, og så på Chinavia i norden niveau. Så der er pænt mange forskellige lag i samarbejdet.

I: Og i alle de her forskellige samarbejde, er det så den samme vision og tankegang I har i forhold til kinesisk turisme?

P: Vi koordinere selvfølgelig, hvad der er, men vi markedsfører os særskilt fra VisitDenmark. De står for tiltrækningen til hele Danmark, hvor vi er byen. Så når vi er nede på by niveau, så kommer der lidt mere attitude i det i forhold til hvilken by er København, og hvad er København for en størrelse. Det er lidt mere overordnet end på landeniveau, fordi der skal vi nemlig have flere destinationer og landområder med, hvor København "bare" er en by.

I: Og hvad er København?

P: Hvad København er, jamen vi har faktisk gjort det samme på de sociale medier. Vi talte om på et tidspunkt at få alle nordiske Weebo kontoer, de kinesiske sociale medier, at få dem samlet i Skandinavien til en Chinavia konto, det skulle den nok ikke hedde, men noget i den retning. Og det gik vi væk fra igen, fordi der simpelthen er et så anderledes udtryk i de forskellige byer. København er en ting, Stockholm er en helt anden fornemmelse, selvom der selvfølgelig er nogle overordnede temaer, der binder os sammen. Men så fordi, der er noget personlighed i en by, altså en by har jo en personlighed, så ville det ikke fungere at lægge en paraply hen over den kommunikation, da det netop ville blive rodet. Så på front, der har vi i stedet for valgt, at vi alle har forskellige konti, og så arbejde sammen både på land- og by niveau. Det har vi valgt at gøre, da vi har erfaret at interaktion imellem vores kontoer, mobning og drillerier hist og pist imellem turistorganisationerne, det virker rigtig godt og det gør, at vores posts bliver delt rigtig meget mere, og at vi så sammen laver en spil-

over effekt, hvor alle sammen faktisk får flere følgere, views og delinger.

50.34 - 55.31

I: Og når du nu siger mobning?

P: Ja det var faktisk et uheld, at vi fandt ud af det. Det var fordi Stockholm, de kalder sig Capital of Scandinavia, ja den er god med dem, og det var så umildbart Helsinki i Finland kom ind over og kommenterede "hvad er nu det", så Danmark og Norge og andre byer også kom ind over for at kommentere: "ja hvad er nu det". Og hele denne episode blev delt helt vildt på de sociale medier, det var kineserne helt vilde med. Hele den her diskussion imellem broderfolkeslagene i Skandinavien, som på en måde bandt os alle sammen sammen uden Skandinavien-paraplyen og gjorde det synligt, at vi var én enhed. Og samtidig illustrere ret godt de forskelle, der var imellem landene. Og det er faktisk blevet til en strategi nu, som vi bruger, med forskellige hashtags, hvor vi samler og blogger i perioder omkring nogle bestemte emner, hvor vi sætter fokus på dit og dat, hvor man så blogger hver for sig, men lader det ryge ind under et hashtag.

I: Afslutningsvis vil jeg lige høre, i forhold til NICE projektet, som er i gang med at blive udviklet, her kan jeg se, at Wonderful Copenhagen er en del af det. Er det noget, som du er en del af?

P: Ja, Wonderful Copenhagen er en del af projektet, men det er ikke noget, som jeg sidder med.

I: Så det er ikke noget, hvor Kinasatsningen overhovedet er blevet tænkt ind?

P: Jo, der har været tale om det, men der må du hellere finde nogle andre til at give dig status på dette. Det er ikke noget, som jeg er tovholder på, da det er mere overordnet. Så hvis der skulle indgå et kinesisk sport, så er vi meget åbne over for det. Vi har haft talt om at få Kinasatsning ind over det, men det er ikke noget, som jeg har fået en opdatering på.

I: Er der noget her afslutningsvis, som du vil tilføje i forhold til Individuelle kinesiske turister og øget serviceniveau?

P: Ud over det, som vi er kommet ind på, så er mobil rigtig vigtig.

I: Mobil apps?

P: Ja det vil jeg sige, både på bookinger og lignende, det er i kraftig stigning. Allerede over 50% af bookingerne bliver foretaget over mobil nu. Man kalder det leap-frog markedet, fordi de er sprunget over onlinedelen og er sprunget direkte fra traditionelle kanaler og direkte hen til mobilen. Det er ligesom med dvd'er, vi nåede ikke engang at få VCD, man kører lidt parallel med nogle ting, og så er andre lidt bagud, og så er der nogen, der springer direkte over, da de har været senere til at være i gang med online, og så er det kommet så langt nu, at teknologien tillader, at de kan. Så på den måde så er de ret godt fremme med teknologien.

3.0

INTERVIEW WITH SARAH HOLST

Transcribing of interview with Sarah Holst, who was a part of the Chinavia II project. Sarah was hired to investigate the opportunities for Southern Norway, Sørlandet, to attract the Chinese market in order to become China-ready. In this context Sarah published the report: "Becoming China-ready...", which was the basis for this interview.

S = Sarah Holst Kjær

I = Interviewer

Language: Danish

Duration: 57.27 minutes

INTERVIEW GUIDE:

1.08 – 6.17:

I: Opgaven er meget explorative, hvor jeg går ud og undersøger fænomenet i dybden, så det er altså ikke en opgave, hvor jeg har valgt at teste en teori af i forhold til, om det passer på turismen og kinesisk turisme, og for at se, om vi har matchet det ordentligt. Opgaven er altså ren explorative i forhold til at Erhvervs og vækst ministeriet har sat det her mål til 2020, og hvilke tiltag har vi (Danmark) egentlig gjort os. Fordi det står flere steder, men det står ikke noget decideret tiltag, som vi har gjort os for at nå målet. Så det har været meget flyvsk at undersøge. Det må du også have haft bemærket?

S: Ja, men det var lidt en bundopgave for mig, for jeg sad jo ude i regionerne, eller hvad vi valgte at kalde 'the country side of Copenhagen', for sådan som jeg har valgt at forstå det, så er København vist nu på en top 10 over, hvor kineserne rejser hen, når de tager på storbysferie. Dette hørte jeg fra en af mine studerende, som også kommer med et bidrag (til kinesisk turisme). Hun sagde til mig, at København var på en top 10 over kinesiske rejsemål.

I: Har hun måske været lidt mere inde og undersøge den enkelte kineser og deres forespørgsler og adfærd, hvor jeg måske er lidt mere over på den strategiske plan?

S: Ja det er hun.

I: Min fokus har været meget at se det helt oppefra, hvorfor jeg har været i dialog med bl.a. Wonderful Copenhagen og VisitDenmark, nok fordi at consumer behaviourdelen kræver rigtig meget undersøgelse.

S: Ja det gør det. Og hende min elev er egentlig på et company-level i den forstand, at hun arbejder for en virksomhed, der skal finde ud af, da de i forvejen er på det japanske marked, og så skal de finde ud af, om de kan genbruge det, som de har, til et kinesisk marked, eller om de skal ind og lave justeringer. Og tanken er jo egentlig meget god eftersom, at kineserne ser op til japanerne, så hvis du kan være first-mover på det japanske marked, så kan du måske herefter tage det kinesiske marked efterfølgende. Så tanken er egentlig udmærket. Jeg har ikke fået læst hele hendes opgave igennem endnu, så jeg ved ikke helt, hvordan og hvorledes, hun har valgt at håndtere den, men opgaven er selvfølgelig også på et helt andet niveau.

6.18 – 11.14

I: Først vil jeg gerne have at du fortælle mig, hvad det er, du sidder med, og hvorfor du fik et kinesisk fokus. Hernæst vil jeg også gerne ind og se på udviklingen af kinesisk turisme, for at få dit syn på udviklingen, da jeg også taget et kulturperspektiv i min opgave. Så vil jeg også gerne ind og kigge på service, da jeg har fokus på erhverv- og vækstministeriets strategi for 2020, og derfor har været inde og kigge på NICE projektet, der er i gang med at blive udviklet. Så jeg kigger på deres fokus sammen med det kinesiske fokus, og så har jeg været inde og kigge på, hvordan man kan koble de to strategier sammen, og om – nu ved jeg efter 2 interviews, at der ikke er et samarbejde – men, måske nogle råd til, om det burde overvejes. Og sidst vil jeg gerne ind og snakke om den rapport (Becoming china-ready...), som du har skrevet.

S: Det er alletiders, og bare for lige at sikre mig, så er vi her på et strategisk niveau primært?

I: Ja det er vi. Men selvfølgelig også dit syn på udviklingen, din holdning og dine erfaringer i feltet. Så lad os starte med at tale om, hvad det er, du sidder med nu, og hvor dit link til det kinesiske marked er.

S: Ja, hvordan var det nu det var. Det var jo noget med, at det var pga. mit arbejde i Norge, i det regionale Norge, som man kalder det, og nærmere bestemt på Sørlandet, og altså Visit-Sørlandet, som er et destinationsselskab, som tager sig af den sydlige del af Norge, de var meget interesseret i, om Sørlandet rettere bestemt Sydnorge, var i stand til at facilitere det kinesiske marked, og dybest set være first-movers på det marked. Og hvis de ligesom var de første, der kunne komme ind og blive markedsført på det kinesiske marked, kunne vi så være heldige at blive fremstillet, som det kineserne kender som, The North. Så derfor sendte de mig ud til møde med Wonderful Copenhagen, da jeg er senior forsker på et kommercielt forskningsinstitut på et appendix på et lokalt universitet, for at se om vi kunne optræde på Sørlandet, som the countryside of Copenhagen. Så når kineserne er færdige med deres ikonografiske storbyer i Europa, og har set alt marmoren i Venedig

osv., så kommer de jo til Norden, og så vil de gerne se Storbyerne i Norden, og måske vil de også se regionerne eller landet. Og så skulle vi altså have den rolle. Og vi er på Sørlandet, Kristianstand, som er lufthavnen, der er Kastrup vores internationale port. Så det vil sige, at det ville være naturligt, da det drejer sig om 1 stop med fly der. Så det var egentlig sådan helt top down: "Kan vi se, om vi kan få sugerøret ned i den her kasse her?"

I: Og havde du arbejdet med kinesisk turisme før siden, at de valgte at inddrage dig i projektet?

S: Nej, jeg er jo etnolog. Og jeg er turismeforsker, men jeg er også kulturanalytiker, og jeg har også arbejdet med B2B-relations, undervist på handelshøjskolen i Norge, og også på CBS i tidernes morgen, men mit eneste faglige relation til Kina er, hvordan Skandinaviske virksomheder kan lave butik i Kina, og kende de kinesiske forretningskikker og forretningsformer, samt hvordan man skal forholde sig, når man driver butik, som en skandinavisk virksomhed. Så det har jeg undervist i. Så det var egentlig et helt andet fokus det her projekt, jeg blev sat på. Så det var mere eller mindre min indgang.

11.15 – 16.00

I: Men mens du har forsket, så har du jo skrevet den her rapport 'Becoming China-ready', der kunne jeg også se, at du havde skrevet, at det var et andet marked, som I gik ind og undersøgte. Der er jo den typiske gruppeturist, men I opdagede jo lige præcis et helt andet marked og fokus, man skulle lægge?

S: Ja den individuelle turist, eller små enheder af familieturisme. Og grunden til, at det egentlig blev mere og mere tydeligt var dels først og fremmest, at vi opdagede via interviews i regionen, at nogle af virksomhederne og turistvirksomhederne allerede havde erfaring med store grupperejser. Og de kunne se, at de blev booket ind af forskellige turoperatører, og de havde slet ikke kapacitet til at håndtere grupper fra Kina, og til dels havde de slet ikke lyst til det, fordi de ikke kunne levere, og deres faciliteter blev nedslidt, og generelt så fungerede det bare ikke. Så i forbindelse med, at vi lavede det her explorative feltarbejde, hvor vi til dels fokuserede på turistindustrien med fokus på de kinesiske turister, så fik jeg også engageret nogle kulturanalytikere fra Lunds universitet, hvor jeg også underviser på Master of applied culture and analysis på etnologi derovre eller, som de så fint kalder det 'Department of Arts and Culture science'. Men de var vældig stærke på alle de der esoteriske lag af kinesisk forbrugerskik, og den der forståelse af, hvordan den kinesiske turist tænker. Og det havde jeg ikke stødt på nogen andre steder, og heller ikke inde for forskningen, og jeg vidste det jo ikke selv, så de var en uvurderlig kilde til at forstå, hvordan kinesere tænker, og det bragte os jo vidt omkring, som du også kan se i rapporten. Men det, som det bl.a. ledte til var jo, at de var klar over, at det teknisk set var muligt, og at det også var attraktivt for de kinesiske turister at rejse mere individuelt. De var ved at være færdige med gruppeturismen, og det var derfor, at vi begyndte at forfølge, at det var dem, som vi skulle satse på, fordi vi havde bedre kapacitet til dem, og vi kunne prise helt anderledes, hvis det var, at vi lavede nogle mere eksklusive produkter til at få turister, i stedet for nogle billige produkter til flere turister.

I: Hvordan vil du beskrive den udvikling, der har været, siden at de er gået fra gruppeturisme til at være mere individuelle i dag?

S: Vi nåede frem til, at fordi vi var nødt til at henvende os til et meget købestærkt marked, et urbant

marked i Kina, og meget veluddannet marked og i virkeligheden også, at vi måtte begynde at bygge markedet fra technical visitors, altså for folk, som går på universitetet eller arbejder eller nogen, der i forvejen har en kontakt til Norden, så var det en krævende kunde, som vi havde med at gøre, som primært var interesseret i at rejse i the outskirts, altså i udkanterne, og for dannelsesmæssige formål. Og derfor var det mere vigtigt at fokusere på dem, også for kulturelle formål, som for eksempel litteratur, HC Andersen er jo et bud om hvordan vi kunne koble os på HC Andersen turisme osv. Så altså dannelseselementet blev stærkt i forhold til denne her målgruppe, og det gjorde så også, at vi kunne begynde at purche noget indhold ind, som var høj kvalitet, og som var, nu det ikke nogen michilin restauranter, men vi har nogle andre typer af priser, som vores restauranter har fået, det er nogle franske nogle, som jeg ikke lige kan udtale, men som har mere fokus på din-er-niveauet på michilin stjernen. Så vi kunne se, at det var det, som vi ville levere på, og så ville det matche et urbant, kræsent, upper-class og veluddannet marked.

16.01 – 20.26:

I: Du nævner også flere gange, at der skal være tilgængelighed, renlighed, sundhed, health etc. Det er noget, som du nævner, at de fokuserer meget på.

S: Ja meget. Og de tekniske værdier. Vi kan jo sælge os på den friske luft, de sunde råvarer, og tangen, man kan hente i havet, som man kan brygge øl på, som vi jo også gør i Sørlandet. Så alle de elementer var vigtige at fokusere på, og få ind i produktet. Og så omvendt, så var der også flere tekniske muligheder, der var bl.a. tilgængelighed i forhold til at få lagt alle koordinaterne ud på nogle kort, så man kunne bruge sin iPhone, roaming afgifterne skal jo aflyses på et tidspunkt, tror de har haft talt om 2020 i Europa, så man kan have mere tilgængelighed på nettet i forhold til koordinater og i forhold til at køre. Plus vi fandt ud af i det her explorative studie, at med self-drive tourism er begyndt at blive super hot blandt kinesere, alt det her med: "Uh, man kan køre en bil, og uh man kan leje en bil, og det kan ovenikøbet være en elbil", og alle de her ting, der kan være med til at skabe værdi i produktet. Så der var flere faktorer, der så ud som om at både de tekniske muligheder, som omhandler, hvad der kan lade sig gøre i forhold til, hvad turisten ønsker at få af tilgængelighed og mulighed, og så også indhold, der skulle være på et højt niveau. At der så stadig er et langt stykke vej endnu før, at alle de her ting blive sat i søen og kan lade sig gøre plus markedsføringen af det, er jo kæmpe stor, men det her var ligesom det allerførste, nemlig kortlægningsarbejde.

I: Og det var fordi, at den var på et explorativt niveau?

S: Ja, så det var ren kortlægning. Nogle af vores virksomheder i VisitSørlandet, som nu i parentes hedder USSOS, for at gøre det ekstra besværligt, de ville jo gerne begynde at arbejde mod det her marked. Og vi havde jo også Wonderful Copenhagen oppe og give det her crash-course, som de har tilbudt alle virksomheder, som har deltaget i Chinavia projektet, så kommer de og giver et crash-course i 'the dos and dont's' i forhold til kinesiske turister.

I: Og hvad erfarede du med dette kursus? Er det noget, som du tænker, at det virker?

S: Altså, det er fint nok at have en bevidsthed på kundemødet, for det er jo the service encounters, som Wonderful Copenhagen er meget fokuseret på med det her crash-course, hvor det bl.a. omhandlede, at man aldrig skulle give en kineser rum nr. 888, fordi det betyder død og ulykke, eller noget lig det. Altså det blev meget folkløse orienteret, og det er der jo meget i vores industri, der er

dybest set, altså lidt folkelig forestillinger og lidt normer og værdi, og det er fint nok, men vi snakker jo også om, at hvis man er dødsens rad for, at man møder en bjørn, når man går rundt i en nordisk skov, hvad vi jo opdagede, at man er dødsens rad for at blive bidt af en myg, og man tror at alle myg er dødbringende, så har vi jo et langt stykke vej i forhold til at møde med den her kundegruppe her, i forhold til vores turistindustri i Norge, som er meget hyttebaseret og meget primitiv. Og det vil de overhovedet ikke have noget med at gøre, de vil jo heller ikke have dødsangst, når de møder en myg. Så der er mange kulturelle forestillinger, som ikke bare handler om at gøre det rigtigt på et hotel, så som have justeret en morgenmadsbuffet, til at have justeret forståelse for, hvor farlig en myg er, og om at få justeret det her primitive niveau, som vi har i Norge, hytte Norge, som stadig slet ikke er godt nok. Så for at opnå de rette justeringer, da er investeringerne gigantiske.

20.27 – 25.11:

I: Nu taler du selvfølgelig meget om Norge, men er det også noget, som man kunne trække over på Danmark, nu har du selv nævnt Fyn. Så jeg tænker her, er det perspektiv, som du kan redegøre for her, er det noget, som man kunne bruge på Danmark?

S: Jo. I udgangspunktet, så er der nogle, som siger, at kineserne er, som Amerikanerne var for 25 år siden, altså at man kan gøre Europa på en uge, og så har man ligesom 'been there, done that', så de er jo meget effektive især tidseffektive, og de ønsker jo at få klappet det hele af på en gang. Så på den måde, der giver det mening at snakke om, at de skulle kunne gøre Danmark, for det er slet ikke stort nok, men at de skal gøre Norden sammen, for at de vil føle, at de har fået Value-for-money. Så ja det er rigtigt, at hvis man kigger mod det danske marked, så ville vi jo her kunne levere et andet produkt, som måske er hele den her eventyr verden, som er vores styrke i Danmark. Nu ved jeg hele den her HC Andersens historie og hans fodspor, som var i Odense, og nu skal de bygge et visitor center derovre, og jeg ved, at Can Seng Ooi har faktisk rådgivet dem om hvorvidt, der er et marked for et visitor center, og det mener han bestemt, at der er. Og nu produktudvikler de, og har et nyt produkt, der hedder 'I hjulsporet på HC Andersen', hvor det er, at man kan rejse rundt til de forskellige slotte og herregårde, hvor HC Andersen kom og underholdte, fik mad og sov. Så sådan et produkt ville jo være fuldstændig fantastisk for kineserne, bare at få lov at sove og bo på et slot. Og der er det jo klart, at de ville opleve, når de rejser forskellige steder i Norden, hvad de helst bør gøre i en eller anden samlet pakke, at der bliver vi nødt til for hver nationalitet at håndplukke et eller andet, som fungerer.

I: Og hvorfor er det, at Storytelling bliver så vigtigt, når det kommer til kinesisk kultur?

S: Først og fremmest fordi, for eksempel i Danmark er det HC Andersen og i Norge er det Ibsen og et dukkehjem, og det er jo allerede markedsført gennem deres curriculum (pensum), det er jo på deres skoleskema allerede. Jeg tror såmænd også at mumi-historien er på deres skema allerede for Finland, så det er jo rigtig vigtigt, hvis man vil sammensætte og håndplukke det her Nordiske produkt, som jeg jo mener, at vi godt kan, at man håndplukker ud fra den kundskab, som markedet allerede har. Så HC Andersen går jo bare spot on ind. Vi er jo HC Andersen. Hele The North er jo HC Andersen, de ved jo ikke meget andet om os endnu.

I: Ved vi selv det?

S: Nej det ved vi ikke selv. Det var bl.a. også en af de sjove ting, der kom frem, da jeg interviewede

ovre i Odense. For det kom jo helt bag på Odense, at de var store i udlandet, og hvor mange penge, de har måtte sige nej til, fordi de slet ikke er klar eller gearet til det marked. Og når jeg prøvede at finde ud af bl.a. HC Andersens barndomshjem, så var det jo aldrig åbent til besøg. Ej men altså: "Jøsses. Jesus Christ man", de havde ikke fundet ud af at komme med endnu. Men nu er de så begyndt at investere, og så håber jeg, at de forstå også at gøre det med et kvalitetsperspektiv.

I: Har du set eller set noget omkring udviklingen af det?

S: Nej jeg ved ingenting om det endnu. Jeg ved i den rapport, jeg skrev, at der er nogle kontaktpersoner, som jeg interviewede, og de stiller rigtig gerne op til Interview og vil rigtig gerne snakke og interviews. Og de ved også godt, at selvom HC Andersen er stor, så når man endelig er her, så bør man have tænkt et nordisk produkt ind, og have tænkt ham ind som et nordisk produkt. Så vi vil rigtig gerne arbejde sammen med de andre nordiske lande omkring at koble sig på et eller andet produkt, såsom en rundrejse, som er baseret på self-drive, fordi det er det eneste, der er muligt, vil jeg sige.

25.12 – 28.36:

I: Men som Philip Kyhl fra Wonderful Copenhagen nævnte, var bare det at få dem afsted til Fyn, det ville give en ekstra overnatning i Danmark, ligesom at få dem op til Nordsjælland ville skabe en ekstra overnatning i Danmark. Så det er vigtigt, at vi får brugt Danmark.

S: Vældig vigtigt. Og det er vigtigt, at når vi har fundet de steder, hvor de synes, at det er godt at være, så bliver vi nødt til at udvikle destinationerne omkring det også. Det kan ikke nytte noget, at det (København) er dét eneste. Der skal også kunne lægges en middag, en overnatning, noget souvenir, og der må ikke stå 'made in China' på vores souvenirs. Så det er klart, at det er op til hver enkelt destination at sørge for at følge med omkring den driver, der kommer til at trække turisterne, men så er der også et stykke marketingsvej at gå i den anden ende, fordi du skal jo have nogle kinesiske tour-operatører til at se værdien af det her og muligheden, og der er vi jo også ude i, at infrastrukturen skal fungere helt ned på GPS koordinater og på digital format, samt at der skal være internet og det skal være billigt.

I: Ja for kinesernes adfærd, som du også skriver i rapporten, den har udviklet sig meget til, at deres køb i dag foregår over internettet og på app. Så det er også blevet en vigtig faktor. Hvor vigtig vil du egentlig mene det er, at komme ind på app niveau og på internettet?

S: Altså der er jo en generel problematik omkring apps, der handler om, hvornår får man egentlig øje på dem, og får man øje på dem, når man egentlig allerede har fundet ud af det på anden vis. Og hvordan skal man markedsføre dem og alle de her ting. Så i virkeligheden, så er der jo en milliard forskellige apps, og ingen bliver nogensinde brugt sådan dybest set. Så et iPhone format på en hjemmeside kan være ligeså godt som at udvikle en app. Men jeg vil sige, at hvis du ikke er i stand til at markedsføre både i det fysiske, ikke virtuelle, landskab på kinesisk, og hvis du ikke er i stand til at markedsføre os på kinesisk gennem en eller anden elektronisk eller digital markedsføring, som er fuldstændig tilgængelig, så kan det simpelthen ikke lykkes, og det er 90%. Det skal simpelthen fungere. Jeg ved, at Wonderful Copenhagen har lavet et kort over København på kinesisk.

I: Ja det rigtigt, plus det har jo lavet en hel Skandinavisk hjemmeside på kinesisk, som de gjorde i forbindelse med Chinavia II.

S; Ja og der ved jeg, at alle aktører, der var med i projektet, de spillede nogle elementer ind. Og det var faktisk det, som min forskning, hjalp med til. Det var bl.a. at udplukke de steder, som de så skulle oversætte til Mandarin, så det kunne komme ind på denne her hjemmeside. Og det var ikke, hvad de selv troede, der var interessant. Da vi var i gang med hele det her explorative studie, fandt vi ud af, at det var nogle andre ting, der viste sig at være interessante for kineserne.

28.37 – 33.13:

I: Så som?

S: Jamen så som, Wonderful Copenhagen troede måske, at det lokale kulturhus, som var arkitekt-tegnet og ny opført og i lækre materialer osv., at det var lige så interessant for kinesere, som det var for dem selv. Og plus, at det blev måske også støttet i forhold til, at mange på et markedsføringsniveau siger, at kinesere er interesseret i arkitektur. Det er de også, men det er jo ikke hvad som helst arkitektur, det er for eksempel ikke, at man kommer ind på et kommunalt teaterhus, hvor der ikke er lagt noget til rette for at købe eller for at opnå information, så bliver det lige pludselig bare en tom skal af ingenting, og det bliver man jo selvfølgelig skuffet over. Og i modsætning, der havde de måske ikke regnet med, at en kulturarvsfabrik, altså et væveri, som arbejder med håndværk og med at spinne garn, at de var helt nede i håndværket, hvor det var rigtig lækkert og i høj kvalitet, og man kunne se, hvordan maskinerne opererede, og hvordan menneskerne var inde over at håndtere det, og at hver enkelt lille sjal eller tæppe eller hvad, der nu blev lavet, og hvor et enkelt tæppe kostede en formue, der var alt tømt på en time. De kunne slet ikke følge med i at sælge fra den her souvenirbutik. Og at kineserne var fuldstændig fascineret over, at der fandtes sådan et håndværk, og at det var i så høj kvalitet i forhold til deres fuldstændige vanvittige forbruger- og fabriksamfund, hvor alt ting bare bliver spyttet ud og går i stykker, så snart det er kommet hjem hos forbrugeren: 'Made in China'.

I: Men hvad var din erfaring med stakeholders her i dit studie? Forstår de, hvor vigtigt et marked, det er, eller er der stadig en del kommunikation, der skal ud, før at de forstår, hvor vigtigt det er?

S: Ja, der kunne man godt skelne lidt. Interessant nok, så syntes rejsebranchen, som branche eller sektor, eller hvad man skal sige, ikke, at det var så interessant med de her kinesere. Fordi det betød jo ekstremt mange investeringer for dem. Og hvem vidste, om de overhovedet ville komme alligevel, hvis nu markedsføringsdelen ikke var med, og at hele designet omkring oplevelsespakkerne heller ikke fungerede ordentligt, hvornår skulle de gå i gang med at investere? Så de var faktisk meget skeptiske omkring det her med at penetrere et nyt marked. Men alle de B2B relationer, altså alle de her chambers of commerce, nærings- og handelsforeninger, som fandtes, vidste jo, tag for eksempel olieindustrien i Norge vidste jo, hvor meget kineserne ejer af forskellige ting, og hvor mange kinesere, der faktisk er på arbejde der, og ansat i universitetsverdenen. Nu er det jo olie, det handler om her, og vedvarende energi handler det faktisk også om, men der vidste de jo, hvor vigtigt det var, at turistindustrien kunne facilitere de her kinesere, som var på et technical visitor niveau, så de kom, og så de havde noget for deres kone og deres børn, så når de alligevel var her, at de så kunne få alt det med i købet. Så B2B industrien var meget interesseret i at markedsføre turistindustriens anstrengelser for det her technical visitor marked, og så siden hen kunne leisure turisterne komme i slipstrømmen på det. Så jeg ved ikke helt, om jeg har besvaret dit spørgsmål, men ja og nej, nogle

syntes, at det interessant og andre ikke, men de havde jo heller ikke investeringen, men de kom med kunderne, kan man sige. Så hvis det var, at man fandt en eller anden form for samarbejdsmodel, som vi aldrig nåede til, men man kunne jo sige, at man kunne finde en form for samarbejdsmodel, der så handlede om, at den traditionelle olie- og energiindustri, som der var tale om her, at de måske havde lyst til at investere lidt i turistindustrien, for at få turisterne til.

33.14 – 38:11

I: Det kom sig faktisk af, at Philip Kyhl nævnte, da jeg spurgte ind til Service branchen, og om han mente, at de var i stand til at håndtere de kinesiske turister, og det var også her, som du nævner, at der var ikke den store interesse for det. Og her nævnte Philip bl.a., at hvad han så derude var, at kineserne selv begyndte at opkøbe hoteller i Danmark, og det jo selvfølgelig var et kæmpe tab. Så jeg tænkte bare, om det var den samme erfaring, som du havde gjort dig i din forskning?

S: Jamen det undrer mig ikke. Jeg ved at lige præcis i Sverige, der er der en store kinesisk industrimagnet, som har opkøbt et hotel, en af mine kollegaer har skrevet om det. Men han ville i hvert fald omforme hele det her hotel, fordi det lå på, ja det er en meget skør historie, men det var fordi, at kineserne er meget Feng Shui inspireret, og dette hotel lå på de vildeste Feng Shui koordinater i verden, så placeringen skulle være lykke, lykke, lykke lige præcis på denne udeplacering i Sverige, og det havde han så fundet ud af, og så opkøbte han det hotel. Og så ville han selv omforme det til det her 'Dragon gate', et kinesiske tempel.

I: Og ved vi hvordan det er gået?

S: Nej vi ved ikke, hvordan det er gået, men vi ved, at han købte det, hvad hans visioner var, da han købte det, og han har vist også ombygget det, for der er før- og efterbilleder, som min kollega har taget. Så han har ombygget det, men jeg ved desværre ikke mere om, hvordan det er gået med det.

I: Men det går lidt tilbage til det her storytelling, som vi kom ind på før. Det handler jo om at fortælle en historie fx at fortælle, at det er i kvalitet, og at det er autentisk. Fordi det er det, som de individuelle rejsende, har en stor interesse for.

S: Ja, ja. Lige præcis. Og der lavede vi faktisk også i samme momang en undersøgelse af China-town i Tivoli. Og jeg tror ikke engang, at jeg har skrevet det ind i rapporten, men her lavede vi en præsentation, der faktisk ligger på nettet, hvor det viste sig at være en katastrofe den storytelling. Og der har man det lige sådan, at hvis man skal gøre noget, så start dog liiiiige med at få alle tegn og symboler ret og rigtigt, så de ikke vender på hovedet og står forkert. Det er en total kulisser af Vestlige forestiller af, hvordan Kina er. Og jeg siger ikke noget om, at vi ikke må have vestlige forestiller af, hvordan Kina er, men China-town blev lavet i 1986, og det er en lang 'made in China' og en lang række symboler, der vender forkert, så det er så pinligt. Og de har stadig ikke lavet det om, og jeg har faktisk overvejet, om jeg skulle rådgive dem eller kontakt dem, for jeg synes virkelig, at det er pinligt, dybt dybt pinligt. Men jeg er ikke kommet så langt endnu, og det er så 2 år siden.

I: Og det er egentlig et sjovt perspektiv, for da jeg spurgte Philip Kyhl, om hvilke servicevirksomheder, jeg mente, havde gjort et godt stykke arbejde over for kinesere, der nævnte han Tivoli Hotel.

S: Ja det kan godt være, at Tivoli Hotel har gjort et godt stykke arbejde, men når han siger det, så mener han sikkert, at de har lavet et kinesisk hjørne i morgenmads buffeten, som handler om, at man kan få sig noget suppe til morgenmad og noget varmt vand, og hele den her (funktionelle) servicemøde, som jo er Chinavia+, men på et mere symbolsk og meningsgenererende niveau, der er vi jo slet ikke med. Og det er faktisk også derfor, nu hvor vi snakker om det, så burde jeg nok sende den her analyse til tivoli, så de er bevidste om, at det er meget pinligt, at man ikke gør noget ekstra ud, af sådan et område. For man kan være helt bevidst om, at kineserne går igennem, og man kan være helt sikker på, at enten bliver de fornærmet eller også bliver de fremmegjort. Og uanset hvad, så er det ikke et godt indtryk at give fra vores side. Det er at misforstå deres kultur fuldstændigt, og ikke bruge det som en anledning til at sige, at her kan vi faktisk kommunikere noget, som vi gerne vil med kineserne, her har vi mulighed for at skifte symbolerne ud med noget, der giver mening, og have en spændende kommunikation målrettet markedet. Så det kunne være ret fedt, da det jo er en lille kommunikationsplatform, som man faktisk ville kunne skabe der, som findes i forvejen og med meget få greb, kunne blive en rigtig stærk symbolsk forbindelse.

38:12 - 43:26:

I: Og hvor er det, du ser, at vi misforstår. Nu kommer du meget ind på kulturen, hvor er det du ser, at vi misforstår dem?

S: At vi stadig er på et meget eksotiserende plan (at fremstille noget velkendt som fremmedartet), altså at det er de andre. Can Seng Ooi skriver jo også om verdensudstillingen, og det her med begrebet om os og de andre. Hvor vi tror, at der ikke er nogen, der opdager, at vi egentlig ikke, har sat os ind i tingene. Men her med tivoli, der bliver det opdaget, det er 'caught-in-the-act', det her, at vi laver et eksempel i tivoli, hvor der er nogle tavler, som egentlig hører til på deres offentlige kontorerovre i Kina, og de tavler, der hører til på offentlige kontorer i Kina, det er sådan noget, der virkelig vækker afsky over for en kinesisk turist, og som man slet ikke forbinder med ferie. At man lige pludselig skal stå på et offentligt kontor, hvor der sker nogle helt andre ting. Og vi bliver bare opdaget i, at vi tager fejl, og vi bliver opdaget i, at vi ikke imødekommer deres behov for mening. Og det, der kan være risikoen er, at vi frastøder dem. Og så har vi ikke gjort nogen butik vel, eller lavet nogen butik med dem. Og hele den her forestilling om, at vores souvenirs skal være fra 'made-in-China', er jo en katastrofe. Og for eksempel den kinesiske by inde i Tivoli er fyldt med over-priced 'made-in-China' blikting, som ingen kineser nogensinde ville købe, og så kan de selvfølgelig gå i en anden butik og købe noget andet, men hvorfor ikke lige gå en ekstra runde og tænke, hvad er det egentlig, vi vil sælge til dem? Og at fange dem der og sige, vi har nogle ting i Danmark, i Skandinavien og i Norden, hvor vi har nogle kulturmøder. Vi har jo hele vores Danish design, hele den der slanke og elegante, hele den her møbelstil af dansk design er jo inspireret fra Kina. Vores danske Wegner har til og med en Kina stol, der faktisk hedder Kinastolen, og de tog jo til Kina for at blive inspireret af det her meget lette design, som man har. Og den connection og kontakt mellem design og kinesiske forbrugere er slet ikke etableret, og den historie er slet ikke fortalt. Det er da dybt interessant. Meget af vores porcelæn, mange mønstre og sådan er jo også fra Kina. Og generelt er porcelæn jo fra Kina og det, at vi ikke engang vidste, at kinesere meget gerne vil have noget på papir, og noget til at samle sammen og have den her taktilitet (noget der kan opfattes og mærkes ved berøring) af ordentlig kvalitetspapir, det ved vi jo heller ikke, men hvorfor ikke tilrette at kommunikere igennem. Det var noget af det, som mine kinesiske partner fandt ud af, nemlig det her med, at man kunne have sådan et lille stempel for hver sted, man var, fx på et stykke papir, og så stemplingen og papiret i sig selv, hvor vigtigt det kunne være som souvenir, og hvor vigtigt det der med at dele en souvenir eller spise den, hele den her sanseoplevelse.

I: Men er det ikke igen, at komme ind over oplevelsen og skabe oplevelse generelt i butikkerne?

S: Jo bestemt, og det er jo et helt perspektiv, som jeg egentlig ikke har tænkt før, men nu du siger det, nemlig det med at vi taler meget om retailment, som er den her kombination af retail og entertainment. Og hvordan kan retailment faktisk vinkles ind mod et kinesisk marked. Vi opdagede, hvilket heller ikke er med i rapporten, men vi lavede jo også et studie af København, hvor jeg havde en hel masse kinesiske studenter springende rundt i København for at interviewe folk på gaden, og der mødte de flere rige kinesere, og som de siger, man kan jo ikke se, at folk er millionærer, fordi de går jo ikke op i deres udseende. Så kommer der en eller anden mand med hvide strømper i sutsko, eller måske rettere slippers/badtøfler fra hotellet, og så er han jo mange millinær. Og det eneste han har fundet at købe, som de også har taget et billede af, det var en nøglering med den lille havfrue i, som han skulle bruge til sin ene Mercedes derhjemme. Så sådan en lille nøglering med den lille havfrue på, som koster 25,-, og manden ville jo selvfølgelig hellere have den i rav og med diamanter etc. til hans Mercedes til 50.000,-.

43.27 – 47.49:

I: Hvad mener du så, det er, der mangler i København for at imødekomme kineserne?

S: Jamen der mangler måske i virkeligheden, men det er ikke noget, som jeg har studeret så indgående, at jeg kan sige det 100%, men der mangler jo i virkeligheden at lave den her forbindelse mellem de høj kvalitetsvirksomheder, som findes i København, så som Ravhuset eller House of amber, som jo er meget attraktivt for kineserne. Men det kunne jo også være Copenhagen Fur, pelindustrien, som er meget interessant for kineserne, egentlig at custormize eller skræddersy nogle souvenir produkter eller nogle relevante produkter, som har den balance, og det mix imellem det, de ønsker, og det som vi kan tilbyde dem. Så måske skal House of Amber vide, at man også kan lave en nøglering i rav med den lille havfrue, og at det så bliver den souvenir, som kineserne kan købe til deres Mercedes for 50.000,- what ever. Altså de mangler lige at forstå den der kobling der, tror jeg, de her mere traditionelle kultur eller retail-industrier. Altså Copenhagen Fur gør det jo selvfølgelig i stor stil, men måske nogle af de andre, hvor der er en naturlig koblingspunkt. Så gå lige den ekstra runde på så også at raffinere produktet, så det er hos dem, de køber nøgleringen, og ikke nede i den her souvenirbutik.

I: Nu nævner du også selv service, men hvad er i din optik god service, når en kineser skal approaches i en retail butik eller på et hotel for eksempel?

S: Jamen det er jo dybest set, hvad der ville være god service for alle. Altså, at man er fuldstændig på, og man står parat, klar og har øje på personen, at man går hen og tager aktivt kundemøde, og at man ikke er bange for at give noget ekstra service. Og et godt stykke hen af vejen, at man også ved, hvad de er interesseret i, at man et lang stykke hen af vejen også kender til nogle høflighedsgloser, men selvfølgelig vil det allerbedste være, at man kan tale kinesisk.

I: Ja for de er ikke meget for at tale engelsk?

S: Nej, og hvorfor skulle de, hvis de er millionærer? Og hvorfor skulle de, hvis de er vant til, at alle bukker og skraber omkring dem? Det er jo også det, der er vanskeligt ved alle de her nye markeder.

Og det er jo nok også derfor, at man kan sige, at der er bare nogle markeder, som mine aktører, jeg arbejder jo med 4-stjernet historiske hoteller i Norge, og de vil slet ikke have for eksempel de arabiske markeder, de kan slet ikke omstille sig. De der millionærer og sheiker, der kommer i minivans og guldbelagte det ene med det andet, de kan slet ikke det der. Og det har de erkendt, at de ikke kan. Men det handler igen om det her høflighed. Og russerne kan også være et marked, der kan være meget svært at faciliteter til. Og jeg havde et eksempel fra en af mine hoteldirektører i Norge, solstrand hotel, hvor hun sagde, at de havde en arabisk familie, en forenet-emirater familie, der kommer ned af trappen, og minibussen er parat, og guiden, der var bestilt, han er parat, og champagnen er på køl, for nu er det hele organiseret til, at de skal have en tur rundt. Så den her familie, kommer som sagt ned af trappen, og så finder deres lille barn på 4 år ud af, at han hellere vil ud og lege på legepladsen, og så forlanger de, at hele arrangementet skal om bookes, og nej, det kan det faktisk ikke, for det har vi ikke fleksibilitet til. Det er vores sektor ikke gearret på. Og der er årsagen, at vi ikke har nok servicepersonale til den rigtig pris til at kunne omstille sig hele tiden, og til hele tiden at kunne levere det bedste. Så bare for at sige, der skal man finde ud af, om vi kan det, eller om vi ikke kan.

47.50 – 50.30:

I: Har du et eksempel på en virksomhed, hvor du syntes, at de virkelig har gjort en god service ud over det sædvanlige i forhold til det kinesiske marked, og som har forstået det, som du mener, der mangler?

S: Svært svært spørgsmål. Jeg var lige ved at sige, om det kunne være sådan en fiskerestaurant. I Kristianstand havde vi faktisk en sushibar eller mere restaurant, som lå i den virkelig høje skala med to japanske kokke, som leverede det her fiskeprodukt, og her var kineserne helt solgt, og så kom de japanske kokke ud, og selvom de ikke taler mandarin, så kan de alligevel forklare menuen, sige goddag og de vigtigste gloser til de folk, som vi havde med ud og prøve. Og det er måske det nærmest, hvor vi kommer på noget, hvor kineserne var virkelig begejstret for servicen.

I: Og det var fordi I skabte den her autentiske følelse i oplevelsen, netop det med at komme ud og imødekomme gæsterne og især høfligheden?

S: Ja høfligheden i det, og det autentiske i oplevelsen, at det her var faktisk to rigtige japanske kokke, som så håndterede nogle Norske råvarer, fordi det var selvfølgelig Norsk høj kvalitets fisk. Og det er jo det, som man kan der. Så det vil jeg nok sige, er mit bedste eksempel på, hvor det virkelig er gået godt. Og i Danmark, er vi nok mere på B2B niveau, hvor vi for eksempel kan nævne Copenhagen Fur, som egentlig er nogle af dem, der er stærkest på at kunne

I: Og hvad er det, som de gør?

S: Jamen det, som de gør, er jo at de har kinesiske kunder, som kommer til deres virksomheder, og så har de et helt oplæg for de kinesiske kunder omkring det at købe pelse og om at få dem designet på de måder, som kineserne ønsker. Og der har de lige taget det skridt, hvor de har øvet sig først dels på det japanske marked, og dels det sydkoreanske marked, hvor man jo også skal vide, at der er et ekstremt stærkt link imellem, hvad kineserne ser op til, og de ser jo op til det sydkoreanske og japanske marked. Så alt hvad de har haft før, det vil kineserne også have. Og det er jo det, som er Copenhagen Fur's strategi, nemlig at gå ind gennem det kinesiske marked gennem det Sydkorean-

ske marked og Japan.

50:31 – 53.09

I: er det ikke også lidt det, du snakker om i forhold til opionen leaders, som du også nævner meget i din rapport, nemlig det at bruge nogle rollemodeller, som de ser op til?

S: Jo og sørger for at finde first-mover, dem som de ser op til, og så markedsføre der, for så skal massemarkedet, eller ikke nødvendigvis massemarkedet, men i hvert fald et større marked, så skal det i hvert fald nok komme bagefter.

I: Så det handler om lige præcis at finde de her first-movers? Du havde også nævnt eksempler i forhold til skuespillere og film? Hertil har jeg også læst, at man kan bruge kendte kinesiske bloggere, så det er personer, som de selv ser op til fordi, så gør de det samme og vil det samme.

S: Ja, ja præcis. Og nu kommer Zentropa ud med en film baseret på et eventyr af HC Andersen, og de er de eneste nærmest, jeg tror det er 3 eller 5 udenlandske film, der må bliver produceret i Kina pr. året. Det bliver jo giga stort. Og det, som jeg har skrevet i mit projekt var før at aftalen med Kina gik igennem, nu har Zentropa fået en aftale om at filme det her HC Andersen eventyr med en stor kinesisk skuespillerinde og på kinesisk, og med en kinesisk wrapping, som formentlig for os bliver total mærkelig, men de ved godt, håber og tror jeg, at det er det, der ligesom skal til for, at det virker. Og hvis nu, den danske og nordiske turistindustri forstår, at Zentropa er i gang med at lave denne film, og at den kommer til at trække hele markedsføringen af norden, så har den nordiske turistindustri virkelig forstået noget. Men det er jo selvfølgelig, og jeg håber, at der er nogen, som sidder og er fuldstændig klar, 'China-ready'.

I: Ja for det skulle jeg også til at sige, det kan jo godt være, at Zentropa laver en historie og får en hel masse turister til, men spørgsmålet er, om vi er China-ready?

S: Præcis, og det håber jeg, at vi er. Fordi taget i betragtning af, at det kun er 3 eller 5 internationale film, der kommer ind på det kinesiske marked pr. år, så har man jo virkelig sparket kamelen igennem nøglehullet.

I: Så må vi jo håbe, at vi kan håndtere det. I forhold til land, der nævner du jo også selv Australien, som jo selvfølgelig også har virkelig mange asiater boende, men hvad er det, som de gør, der gør dem bedre til at servicere og markedsføre sig til kinesere end Danmark?

53:10 – 56.51

S: Altså de har jo arbejdet i rigtig mange år på deres natur- og campingturisme, og alt det, som de er store på såsom BBQ og alt det trailerturisme, som de har. Og det havde de i forvejen et rigtig rigtig stærkt produkt indenfor. Og så det koblet imod, at de har noget landskab, som er meget spektakulært i Kinesisk målestok, det kan vi egentlig også siges at have i Norden, men vi har for eksempel ikke en naturturisme, der er ligeså stærk, som den Australisk og New Zealandske. Koblet mod at de også har markedsført sig selv via. filmturisme, at du kan komme og se Ringenes Herre og alle deres scenerier der, det gør, at de tilsammen har et virkelig stærkt produkt. Og så er det jo

nærmarkedet, dvs. at de har samtidig fået oparbejdet en masse rutine omkring at håndtere det her marked. Så de har erfaringen, kvaliteten, det som kineserne gerne vil have, og så har de tætheden, så det er heller ikke en stor investering for kineserne at rejse hertil, så det kan blive mere hyppigt, og det gør så tilsammen, at de kan tage det her marked meget bedre. Så vi skal arbejde endnu hårdere, og vi skal have endnu flere UNESCO, National Science og Kultur Science, altså noget af det, der ligger på den skala her. De rejser jo efter at få prestige, så hvis du kan sige, at du har et natur 'Heritage side', som er på UNESCO's fredningsliste eller byggerier eller arkitektur, så er det jo også et ligeså stort attraktionspunkt.

I: Jeg skulle også til at sige, at de ting, som du netop nævnte såsom camping, out-live, etc., det er jo alt sammen en kobling til, hvad vi har, som også kan adskille os?

S: Ja, men niveauet er jo helt nede under gulvbrædderne herhjemme. Og der ved jeg jo, at alle industrier i Norden og Skandinavien arbejder på at få løftet det her produkt nemlig campingproduktet, men det er nok ikke sikkert, at det er campingproduktet, som det er, vi skal sælge til kineserne. Men i Australien og New Zealand, der har det højkvaliteten nok til at blive solgt til kineserne.

I: Og er det også det, som du nævner, som det Grand-Tour? Altså du bruger begrebet 'The Grand-tour', og så har jeg hørt udtrykket deeptravel, er der et link mellem de to? Hvordan vil de beskrive dem, og er der stadig en udvikling, der går denne vej?

S: Ja dannelsesrejsen. Altså som jeg forstår deep travel, så er det jo det her med at rejse med mening, altså at få noget af det, der ligger ud over de farvestrålende brochurer, og at man finde kobling-spunkterne også historisk, hvor man finder mødepunkterne mellem forskellige nationer mellem Kina og verden for eksempel. Så ja, det er egentlig at arbejde mere i dybden på at skabe indhold i dannelsesrejsen, eller i rundrejsen i 'The Grand-tour'. Og der er stadig en lang vej.

