

# The Road to Successful Green Destination Branding

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*– Elisabeth Støle*

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## Executive summary

One of the largest and most lucrative industries within tourism, the meetings industry, is experiencing an increasing trend towards clients demanding green practices. There are a few destinations world-wide which are trying to capitalize on this trend and brand their destination as green to differentiate and achieve a competitive advantage.

Despite its increasing importance, the research conducted on green destination branding is limited. There is an evident gap in literature not covering the actual process, drivers, challenges, stakeholders, and the key success factors in a business tourism context. For these reasons this research study has provided in-depth information and therefore contributed to filling these gaps in literature.

This research conducted a multiple case study where a conceptual model was tested empirically on five best practice destinations in green destination branding, targeting business tourism. These were: Cape Town, Copenhagen, Portland, Vancouver and Melbourne. Green destination branding was found to be a highly complex procedure which relies on the collaboration of multiple stakeholders in order to succeed.

The main drivers found to why destinations wanted to rebrand as green was a way to differentiate, take social responsibility and be role models. The study found that both the government and destination marketing organizations (DMO) could take leadership of the branding process. When dealing with green branding it must be credible. This has great implications on the process as there is a necessity to ensure a green destination identity before communication of the brand, if not the destination could be accused of greenwash. As neither the DMO nor the government has enough power to control individual participants, this is a challenging task to secure. Despite this, the formation of partnerships, were found important as to secure consensus and commitment from powerful players. Involving the wider community was absolutely necessary as broad collaboration was needed and the provision of incentives and education was found to be a challenge and commitment. Another factor for success was found to get stakeholders engagement, and that they lived by example.

## CHAPTER 1 – INTRODUCTION & PROBLEM STATEMENT

### 1.1 The growth of the Meetings Industry

In 2010, international tourist arrivals grew 6.7 percent, to 935 million (UNWTO World Tourism Barometer, 2011) and by 2020, tourism is expected to reach 1.6 billion in international arrivals.

One of the **fastest growing and very lucrative industries** within tourism - globally, is the Meeting, Incentive, Conventions and Exhibition (MICE) Industry, but referred to as the **meetings industry** (UNWTO glossary) in recent years. This industry represents meetings where large groups get together to discuss i.e. a professional or educational topic. These meetings are complex and are therefore often planned years in advance (Fortin & Ritchie, 1977; Park & Boo, 2010, Mair & Jago, 2010). These business visitors tend to spend more money than tourists and in addition bring influence and connections, which can lead directly or indirectly to academic, financial, commercial, sporting, cultural and political investment for the destination.

A new report, stating **the economic impact of the meetings industry** in the US, identified that it was **bigger than both the auto industry and the motion picture industry**, supported 1.7 million jobs, and generated 263 billion dollars in spending 2009 (The economic significance of meetings to the US Economy, 2011).

The EIBTM 2010 Industry trend and market share report, found that Australia received 168.000 conventions and conference arrivals. This was an increase of 15 percent which was much larger than the growth of other arrivals. In 2003, Australia made a study of the economic impact of business events, and its yearly economic contribution was calculated to be \$17.3 billion (EIBTM, 2010).

This impact applies to Europe as well. In the UK, an economic study of business events from 2010 found that it was worth £18.8 billion to the UK Economy (UK Events Market Trends Survey, 2010).

In Denmark the revenue from “meeting tourism” was calculated to be DKK7.8 billion in revenue, on accommodation and daily expenditure (VisitDenmark, 2007).

This industry can thus be argued to be a high yield and lucrative growing segment worldwide.

## 1.2 Greening of the Meetings Industry

The meetings industry is at the moment experiencing a growing concern towards green practices (Japan Tourism Marketing, 2008; HSMIA, 2002, Mair and Jago, 2010). Green meetings and corporate social responsibility were earlier only requested by a few selected socially conscious meetings planners, but today it is becoming standard practice (Meetingsnet Green Meetings, 2011).

A new survey by Accenture and UN Global Compact leaders revealed that 93% of world CEOs finds sustainability important for their business and 72% see brand, trust and reputation as the top three driving factors to take action (UN Global Compact- Accenture CEO study, 2010).

Incorporating CSR in meeting and events has become a given in recent years for certain types of clients, such as governmental and education businesses. For these clients and corporate group meetings planners, it is a requirement to have a green programmes in place (The Benchmark Hospitality International meeting trends report, 2010).

For businesses green programmes can provide a competitive advantage, as long as green activities are still optional in the market. Eventually, green practices will become a baseline requirement, because the cost of non-renewable energy continues to increase. Therefore, proactive companies with sustainable green business models will have the strongest opportunity of achieving a competitive advantage. (Ernst & Young Report: Hospitality Going Green (2008).

The IMEX survey of meeting planners in the US (2008) found that 73 percent **would reject a destination with a poor environmental record** (IMEX, 2008). Green meetings are therefore predicted to be a top ten trend that will affect the meetings industry in the future (MPI, 2008). 27 percent of event marketers are planning a move towards green (Event View Report, 2010).

Incorporating sustainability is also applicable for large events and corporations. Oracle, a huge corporation, has started to make greening their annual event OPENWORLD (Oracle, 2011). The Olympic Games which will be held in London 2012 will attempt to get the new ISO standard 20121 and won their bid because of the focus of hosting the event sustainably (ISO, 2010; London 2012, 2011).

To meet this increased demand towards greening, a few destinations worldwide have started to brand their destinations as sustainable. In this way they manage to differentiate from competitors and attract more meeting visitors.

One of these destinations is Copenhagen, which is positioning itself as the sustainable meeting capital, after hosting the UN Climate meeting COP15. This event was the first UN meeting being BS8901 certified, and led to a worldwide recognition for Copenhagen as a green destination (Meetincopenhagen, 2011; MCI, 2011).

Other destinations that can be mentioned are Portland in Oregon, which is thought of having one of the most sustainable CVB's in the world with its own green team (Meetingsnet, 2010). There are even web pages such as "Best places to meet green", which assist meeting planners selecting their next greenest meeting venues (Bestplacestomeetgreen, 2011).

Despite the growing importance of greening, only a few authors are addressing sustainable destination branding. Hence, there are few articles in place branding literature that mention the need for research on environmental sustainable branding, as it seems that this important phenomenon is ignored.

Walker and Hanson (1998) identifies the differences of marketing green products and services and green places, Inch (2011) tries to conceptualize green destination brands for ecotourism, while Chang(2009) evaluates green destination branding of golf resorts. Kim et al (2010) investigates CSR and city branding design towards business-to-consumers and Konijnendijk (2010) stresses the branding of green spaces. None of these articles seems to address green or sustainable destination branding towards the business-to-business market (B2B), nor describe the actual process of green destination branding and its factors for success. Hankinson (2005) confirms that there is a need for researchers to address business events and destination branding. The literature review, of areas such as environmental marketing, emphasizes that research is needed to find key strategic factors contributing to the success of environmental marketing, which extracts from other paradigms are needed (Leonidou and Leonidou, 2011, Chamorro et al, 2007). Inch (2011) calls for more research on green destination branding, to gain a deeper understanding. The benefits of getting more in-depth knowledge about the process will provide destination marketers (DMOs) with more tools.

It will also give enhanced understanding on the topic and help DMOs to see the difference between merely branding a destination as e.g. the friendliest destination and rebranding it as green.

This research project aims to learn more about the successful process of sustainable destination branding necessary in a B2B context, by investigating best practice. Given that there is not yet a formula and that research has not previously been conducted on how to brand a destination as green successfully, this research might even lead to more destination marketers delving into this new practice.

The goal of the research project is to understand the challenges of sustainable branding of destinations and finds ways to overcome them. The research will analyze best practices of sustainable destination branding, for the sake of identifying key conditions for success. The guiding research question for this investigation is:

*What factors influence the success of sustainable destination branding?*

### 1.3 Research Question

**What factors influence the success of Sustainable Destination Branding?**

The gap in literature outlined above will be answered through the following sub-questions:

- What are the drivers and challenges for sustainable destination branding?
- How is the process of sustainable destination branding done successfully?
- What are the success factors for sustainable destination branding?

The focus of this research will be on the meeting and event industry and sustainable destination branding. The main benefit of this research will be to provide destinations with more knowledge about the differences in the process of rebranding a destination as sustainable, compared to a general rebranding process. The research will try to identify the key success factors and main challenges in the process, to learn how to overcome them.

## 1.4 Scope and limitations

A destination can refer to a place, city, region or country. This study will focus on cities due to the benefit of comparing the same unit in analysis, and that there is a difference on branding a nation and a city. Branding a destination as sustainable and designed for the meetings industry is still an uncommon phenomenon, and the best practices identified in this research were cities. A place can have several target groups such as expats, inward investors, leisure tourists and business tourists. Due to the gap in literature, identified above on the BTB level, it was preferable to focus on B2B tourism with the focal point of the meetings industry.

This research will only be focusing on environmental sustainability due to the scope of study. The perspective of this research will be looked at from a destination management organization (DMO) point of view, as the DMO sometimes referred to as a Convention and Visitors Bureau (CVB) is normally the responsible body for branding tourism destinations.

## **CHAPTER 2 – METHODOLOGY**

This study will take point of departure in the social science branch, which is about arriving at knowledge about social reality, the focal point of research is green destination branding and what factors determine its success. A characteristic for the social science is that it uses practical application i.e. models of strategy, proposals for new laws etc. to understand society to arrive at the truth (Rasmussen et al, 2006).

Sustainable destination branding is a fairly new contemporary research area. This study has been done from a realism point of view with the aim of helping the reader to gain an understanding of the logic. The knowledge created will be from a subjective perspective that has been formed on experience, surroundings, and interaction with other people through social science theory.

Realism is the preferred paradigm for case study research (Perry, 1998 p.768). Case study research fits within the critical realism paradigm and recognizes that both inductive and deductive methods can be of value due to the fact that case study is often contemporary. Realism provides a world view that an actual social phenomenon can be discovered even though it is flawed.

For these reasons, realism will be used to arrive at logic on green destination branding empirical and practical knowledge is needed to answer the research gaps and enhance the theoretical gaps.

### **2.1 Qualitative methodology**

This research will take point of departure in the qualitative case study methodology as it will investigate a relatively new research area- green destination branding and what factors determine its success. Taken that it is a new area of study, this approach is particularly advantageous when investigating a new phenomenon as it provides in-depth and rich understanding of the phenomenon under study, compared to the quantitative methodology (Yin, 2009).

The case study approach is a common methodology used by researchers within the place branding paradigm and has been found to be the most popular method in a review of place branding publications (Pike, 2009,p.858). It is an extensively used methodology in tourism research, which is an additional argument for selecting this method (Hudson and Ritchie, 2009).

A frequent critique of case studies is that one cannot generalize and provide reliability in the same way as quantitative methodology (Yin, 2009). Case study methodology is often criticized for having the limitation of being biased, and providing research where one is not able to generalize. Critiques in the social scientist paradigm state that case study is only appropriate for the explanatory phase of the investigation (Yin, 2009). Yin (2009) counteracts this and argues that case study can be used in all phases and that there are strategies to avoid bias. Flyvbjerg (2006) argues against this proposition and counter misconceptions such as i.e. that it is possible to generalize from single cases and practical knowledge is useful, as well as other misconceptions (Flyvbjerg, pp. 1, 2006).

Qualitative studies have also been criticized by Miles (1979 as cited in Stake, 1995 p.45) where the author claim that qualitative studies are subjective, and that new problems often occur as a result instead of solving old problems, the discipline is slow and costly.

Recognizing the possible weaknesses and risks of using a qualitative case study approach, this study will still use this method, as it is the most advantageous method for understanding a new phenomenon in an in-depth manner.

### 2.1.1 Case study research design

The case study research design is, according to Yin (2009), especially important and can be explained as a logical path that connects the empirical data to the studies' preliminary research and to its conclusions. The following section provides an overview of the main methodological choices made during this research.

A researcher can choose to adopt a single or multiple case designs (Yin, 2009). Single case study is particularly good if there is a rare or unique case. Multiple case studies are preferable in postgraduate research (Perry, 1998) and are looked upon as more robust (Yin, 2009). It was therefore beneficial to adopt a **multiple case study design** as to provide case data about sustainable destination branding and to give more robust information about the research topic.

The next task is to determine the number of cases for this study and the unit of analysis and design. Multiple cases should be looked upon as multiple experiments and not as multiple respondents in a survey (Yin, 2009). This means that the representativeness is not the goal for case selection such as in quantitative research, but the careful selection of each case should be made so it fulfills one of the criteria below (Stake, 1994):

- Predicts similar results for predictable reasons (literal replication)

- Produces contrary results for predictable reasons (theoretical replication)

This is supported by Eisenhardt (1989, p.537) and Yin (2009), which finds random sampling unsuitable. Selecting two or three cases are considered a literal replication, though four to six can be designed to investigate two different parts of theoretical replication (Yin, 2009).

Eisenhardt (1989) recommends between four and ten cases and Miles and Huberman (1994) set 15 as a maximum limit.

The goal of the research will be to investigate five multiple case studies to find similar results literal replication and the cross-cases analysis will indicate the replication logic.

Another criterion to justify the selection of the individual cases, is to explain why they are chosen (Yin, 2009), and for this reason some requirements were set up. There are only a few destinations worldwide that are currently branding their destinations as sustainable or green, designed for the meetings and event segment.

Therefore one of the main criteria was to identify destinations that:

- a) Were experienced with green destination branding, one year as a minimum requirement.
- b) Were seen as best practice destinations within sustainability or greening
- c) Represents more than one part of the world
- d) Targets the meeting and event tourism segment

To identify the most “mature” destinations, three industry expert practitioners were contacted; a meeting with Guy Bigwood, Sustainability Director at MCI/ President Green Meeting Council was held getting valuable input (Appendix 1), an e-mail from Michael Luehrs, Sustainability Manager at MCI (Appendix 2) and a conversation with Steen Jakobsen, Congress Director at Wonderful Copenhagen. The most mature and best practice destinations within sustainability were then selected and the input from the industry experts as well as research on websites. The following cases were identified as best practices in sustainable or green destination branding:

- 1. Cape Town, South Africa**
- 2. Copenhagen, Denmark**

### **3. Melbourne, Australia**

### **4. Portland, Oregon, USA**

### **5. Vancouver, British Columbia, Canada**

## **2.2 Data collection**

Every researcher has the choice of selecting between qualitative and quantitative research collection methods. However, due to the choice of investigating a new phenomenon of sustainable destination branding, quantitative data would not give the in-depth knowledge needed, and thus, qualitative data collection, such as, interviews, was preferable.

In qualitative research there are several options of data collection methods, such as: Focus groups, observations, group interviews and interviews. When studying a new phenomenon, in-depth knowledge is needed from practitioners, and it was therefore beneficial to conduct qualitative interviews.

Qualitative interviews provide the opportunity to collect and examine narrative accounts of social worlds (Silverman, 2009). The strengths of interviews have the advantage of focused targeting of case study topic. Interviews can provide rich information into people's experiences, opinions, values, feelings and attitudes (May, 2001). There are four types of interviews available for social researchers. These are the structured interview, the semi-structured interview, the unstructured interview and the group interview (May, 2001).

This research will use semi-structured interviews because it is a good method enabling comparison of answers at the same time as being flexible and allowing room for probing. Interview questions are normally specified but the interviewer has the freedom to explore beyond the answers. These interviews are held to be more flexible and give opportunity for the respondent to answer on their own terms, but still give room for comparability, although more information about research context is needed by the interviewer.

One of the main weaknesses, with the the interviewers poorly framed questions which might lead to biased answers, where the interviewee answers in the way she/he thinks the interviewer wants, and the inaccuracy due to poor interview recall (Yin, 2009). One of the ways to overcome this is to use a tape recorder and transcribe the interview. The length of the interview should be a minimum of 30 minutes and a maximum

of 2 hours (Rasmussen et al, 2006). The interviews in this research will therefore, be conducted for a minimum 30 minutes.

In a new and unexplored area of practice this study used semi-structured interviews as a method for data collection. A desired result was to get in-depth knowledge of the phenomenon and its successes.

This study interviewed DMOs professionals to get in-depth knowledge about the practice of sustainable destination branding and factors for success and additionally interviewed two external partners to verify the interviews and create triangulation of evidence from three different perspectives.

### 2.2.1 Primary data collection

A total of 17 interviews were conducted, with people holding senior management positions, and 2 of these were key informants and industry experts. The interviews were conducted by telephone through Skype and recorded with a MP3 Skype recorder. This method was chosen considering the great geographical distance, even though face-to-face would have been preferable. All interviews were transcribed when completed (See Appendix 4). One interview, with Steen Congress Director, WoCo CVB, 2011, Congress Director at WoCo, was made face-to-face due to convenience and nearby location. Three interviews were conducted on nearly all destinations to get insights on the phenomenon from different perspectives and the purpose of triangulation of evidence from each case destination. In Vancouver only two interviews were carried out, even though several e-mails to possible interview persons were sent, without response. In two of the case destinations, Portland and Cape Town, a total of four interviews were made. In most of the case destinations an interview was made with the DMO first and used a **snowball effect** by getting DMO's to recommend other relevant local stakeholders that could provide insights into to the research topic.

### 2.2.2 Secondary sources

The secondary sources were found very helpful in order to gain deeper knowledge on the research topic. Primarily, secondary sources were academic journals within place branding, destination branding, city branding, green marketing, tourism development, network, collaboration and stakeholder theory to support the theory chapter. As well as, books, articles, reports and web pages to get information about the research topic and case destination. Using secondary information such as documents has the advantage of being stable, enabling the researcher to review it repeatedly, having exact references (Yin, 2009).

The disadvantages could be difficulties of locating the documents, reporting bias, and unknown bias of author (Yin, 2009).

### **2.3 Analysis and interpretation of data**

Researchers have several options on analyzing case study data such as: Pattern matching, explanation building, time series, logic models and cross-case syntheses analysis (Yin, 2009). A very advantageous method for analyzing the data of multiple case studies has been, cross-case syntheses pattern matching (Yin, 2009). The beneficiary of this analyzing method is that it provides valuable in-depth information to each case and identifies cross-case similarities, by using tables. As this is a beneficial method for multiple case study, the analysis will start to present each of the case findings individually and then look for similarities and patterns and cross-cases to answer research questions and sub-questions (Yin, 2009). The use of word tables to display the data findings can ease the researcher in finding cross-case analysis, but will rely on argumentative interpretations (Yin, 2009 p. 160). In the analysis, word tables will be used to ease the analysis of data, and to find patterns.

### **2.4 Quality of data and validity of study**

There are four quality tests that are commonly used by social researchers to test the quality of the empirical research. These are: construct validity, internal validity, external validity and reliability (Yin, 2009).

To achieve construct validity one can use multiple sources of evidence. This study used primary and secondary sources of evidence. The internal validity is relevant for explanatory or causal research (Yin, 2009), as this study is not any of these therefore this test is not relevant. The third test is external validity, which decides if one can generalize from the study or not. This study uses multiple cases and will use replication logic where theory is tested and if the same results are found in more than two cases, a replication may be claimed. The evidence is stronger and analytical generalization is possible (Yin, 2009 p.38). There are many critics to whether or not one can generalize, from findings of case studies (Peräkylä, 2004 p.285)

As this study uses multiple cases it will use replication logic where theory is tested, and if the same results are found in more than two cases, a replication may be claimed. This illustrates that the evidence is stronger and that analytical generalization is possible (Perry, 1998).

Reliability is whether or not the study can produce the same results. The goal of reliability is to minimize the bias and the errors in the study (Yin, 2009 p.45). Transcription of interviews can make this audit of data easier and recordings can provide detailed representation of social interaction (Peräkylä, 2009, p.285). As transcriptions of interviews are found to minimize bias and increase reliability it will be used after interviews are made.

## **2.5 Methodological limitations**

This research study used a multiple case study design and qualitative method by conducting semi-structured interviews. The interviews would have been preferably conducted face-to-face due to the researcher's ability to see non-verbal responses such as expressions and emotions that would have allowed an indication of the importance of particular questions to the respondent's and this might have influenced to probe more in-depth. Nevertheless, due to the geographical distance this was not feasible, and the interviews were conducted and via phone and recorded. The limitations of conducting interviews by phone might have led to some subjectivity and perhaps have reduced the opportunity of following up with probing questions due to not being able to see the respondent's expressions and feelings.

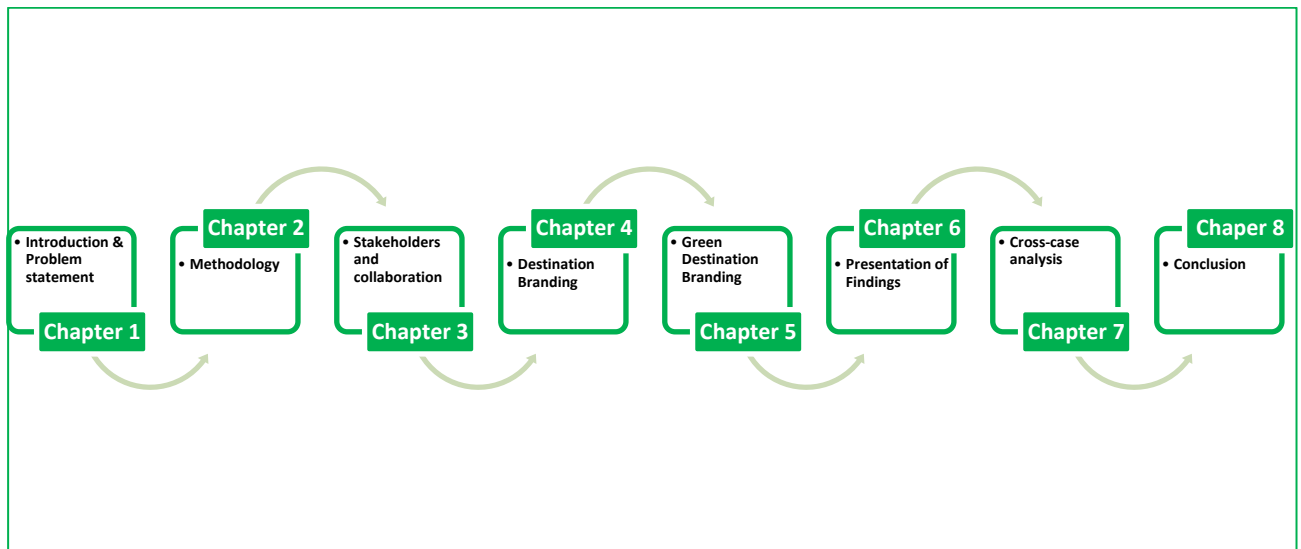
In Cape Town, they could not provide enough information on the branding efforts and more interviews with stakeholders such as: Cape Town Tourism and the South African Association of the Conference Industry could have been interesting stakeholders to interview and could have provided more in-depth information on branding efforts.

Secondly, to avoid bias, a questionnaire case study guide was made in advance of interviews (Appendix 3) with unbiased questions to guide the interview. In some cases, though, some questions might have been poorly framed that might have led to bias.

## 2.6 Structure of research project

This picture illustrates the structure of the projects and functions as a reader's guide of the research project:

**Figure 1: Readers guide**



The research project starts in **Chapter 1** by explaining the background for why research on the area of green destination branding is necessary. It is followed by **Chapter 2** which provides an explanation of the main methodological choices. **Chapter 3** introduces the main business tourism stakeholders involved and how they collaborate. **Chapter 4** gives the reader an understanding of general destination branding. **Chapter 5** shows how branding differs when adding sustainability and green aspects, and suggests the process and factors for success. **Chapter 6** presents findings by introducing each of the individual case destinations. **Chapter 7** analyses the data cross-cases and **Chapter 8** answers the research question by giving the main conclusions as well as possible future research areas.

## **CHAPTER 3 - STAKEHOLDERS & COLLABORATION**

This chapter will link the tourism and the meetings industry, and gives an explanation of the main stakeholders, as well as the responsible bodies for destination branding. It will explain how the stakeholders interact, collaborate and explain how power can influence the relationship. This section has the goal of providing knowledge of factors beneath that can influence success or failure for destination branding drawn from stakeholder, network and collaboration theory.

### **3.1 Tourism & the Meetings Industry**

The tourism sector has according to UNWTO (2011) become one of the fastest growing economic sectors in the world. The tourism industry can be separated into two broad categories; leisure tourism and business tourism, referred to as the meetings industry. Leisure tourism is a business to consumer activity (B2C); business tourism is a business to business (B2B) activity.

The meetings industry, is one area within business tourism, formerly known under the abbreviation MICE, includes meetings, incentives, conventions and exhibitions travel (Mair & Jago, 2010, see Appendix 5 for definitions of terminology and abbreviations).

The meetings sector has been defined by several authors as one of the fastest growing and most important tourism industries (Fortin & Ritchie, 1977; Boo and Park, 2010).

Business travelers visiting a destination, tends to stay longer and spend more money than leisure travelers and is therefore considered a very lucrative segment. Convention tourists are likely to revisit destination and influence others through word of mouth (Opperman & Chong, 1997).

There are also two fundamental differences between leisure tourism and business tourism. In the process of how the destination is selected, and the buying decision as to travel on holiday is taken in a different context by varying persons, than for a business event. Normally, a business event choice of destination is made by a group of people, and is done a long time in advance (BECA, 2011) through a bidding process where destinations compete on attracting these events.

### **3.2 The Concept of the Meeting Tourism Destination Product**

The concept of a tourism destination product is important to understand to understand the uniqueness of the process of destination branding.

A tourism destination product is defined by Buhalis (2003) as the products, facilities and services that comprise the travel experience. One of the challenges of managing and marketing destinations is the diversity of stakeholders involved, both in the development and production of the meetings tourism product (Buhalis, 2000)

Therefore, in this research a meeting tourism destination product comprises the total service experience the meeting delegate experiences when visiting such as the convention center; the hotel, transportation, and other service facilities. These meeting delegates or meeting organizers, develop an image and a set of expectations of the destination before visiting formed on prior beliefs, word of mouth and advertising (Buhalis, 2000 p.99). When they visit the destination, they are co-producers of the tourism product, and all their encounters comprise their total service experience (Buhalis, 2000; Hankinson, 2004). Often many of these encounters are in the hands of small individual players (Buhalis, 2000; Hankinson, 2004). Thus, the destination relies on the individual stakeholders and thus the competitiveness of each supplier is often interrelated.

### **3.3 Stakeholders & collaboration**

The primary stakeholders that perform destination branding are the destination marketing organization (DMO), sometimes referred to a convention and visitors bureau (CVB) (Blain, Levy & Ritchie, 2005).

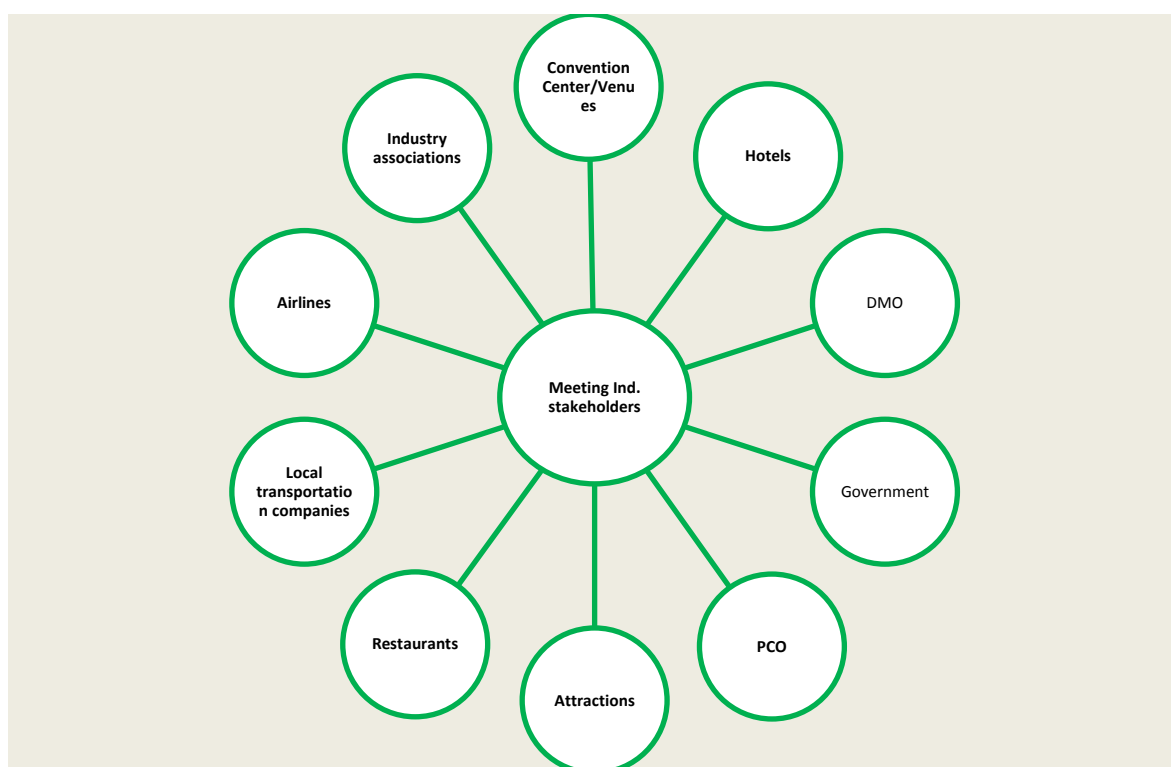
The DMO has been found to be the key player responsible for the leadership, management, marketing and the branding of the destination towards the leisure and meetings industry segment, and the strategic, operational, coordination of destination stakeholders (Tang, Jones & Webb, 2007). The DMO is normally employed as well as, financed by the government and often partially funded by membership from private suppliers. The DMO usually work non - profit and in close collaboration with the destination tourism suppliers to promote the destination (Tang, Jones & Webb, 2007). DMOs can also have a role as a steward, working in partnerships to manage the future of the destination (Hankinson, 2001). A DMO is often partly funded by its private and public member organizations which means that these organizations all have a “stake” in how the destination is branded. In branding a destination stakeholder involvement and commitment is an important step to succeed.

Stakeholders can be determined as a group or as individuals that can influence the achievement of a destination or destination brand.

The actual stakeholders responsible for the service experience are identified as private sector organizations e.g.: hotels, attractions, transportation local and airlines, shopping centers and restaurants (Hankinson, 2001, 2004).

In the context of the meetings industry, the additional stakeholder consist of convention and meeting venues such as i.e. a convention center, hotel with conference capacity, professional congress organizers (PCOs) that help organizers plan and organize meetings and industry associations. In destination branding, another important stakeholder is the body responsible for the destination development facilities, such as infrastructure and polices i.e.: the government (Hankinson, 2004).

**Figure 2: Illustration of main stakeholders in the meeting industry**



To understand the connections and links between the different stakeholders in the meetings industry, network theory can be beneficiary to explain it. Links in networks are the relationships between the actors, and these links can have different values and content such as i.e.: communication, information sharing, financial transactions etc. These links can be either directly or indirectly linked (Timur & Getz, 2009). Networks are the actual pattern of the actors, whether they have many or few linkages, and which actors have the power (Timur & Getz, 2009).

There can be different structures of the network clusters; one of them is central position, which indicates that many stakeholders links to one central entity or that there are many network groups, but none central. **DMOs were found to hold central power** of the destination management because they have links to many of the different tourism stakeholders, share information and resources, and have both legitimacy and power (Timur and Getz, 2008)

The development and implementation of strategic goals is highly dependent on relationships between stakeholders (Buhalis, 2000). Tourism research has been criticized of having romanticized relationships of stakeholders (Marzano & Scott 2009). Stakeholders are driven by own objectives and self-interest and often stakeholders have colliding interests. In a destination the actors can be direct rivals and this might contribute to difficulties in collaboration.

Power has been found as a very important influencing factor in the success or unsuccessful collaboration of stakeholders, as stakeholders often tend to have different interests. Collaboration and power has been found to be interrelated. Stakeholders can use their power to advance their particular interest at hand (Marzano & Scott, 2009). The use of persuasion and authority was found in Marzano and Scott (2009) case study influencing the process of branding on the Goal Coast in Australia. It was proved that only five out of 420 members of the tourism stakeholders were considered powerful, thus a few elite of players that were related to financial capacity.

“Collaboration” theory emphasizes it as a tool used to solve conflict, and to get stakeholders to view benefits of working together. Collaboration for community based tourism planning can be understood as a process of joint decision making among core stakeholders of the problem or domain about the future, and resolve planning problems to manage issues of the domain (Jamal & Getz, 1995 p.188)

There are several characteristics of the collaboration process: stakeholders are independent, joint ownership on decision, collectively taking responsibility of the development of the destination.

Jamal & Getz (1995) propose that legitimacy and power are critical to consider when selecting stakeholders for collaboration. A legitimate stakeholder has an authority and some degree of power over the area of collaboration.

Stakeholders in tourism are highly dependent on each other and, Jamal & Getz (1995) argue that this dependency should work as a motivational factor as they need each other to get desired outcomes. Ahuja(2000) found empirical evidence that supported that incentives that influence the linkages and collaboration of firms. Those in possessions of technical, commercial and social capital influenced formation of linkages. It is also important to be aware of the potential problems that might arise. Some actors might view collaboration as a way of losing control and fear freeloading participants. However, Jamal and Getz (1995) argue that perceived benefits in the outcome is one of the strongest conditions, for successful collaboration as self-interest comes first.

Therefore, many challenges can be present for a DMO in multiple stakeholder collaboration efforts on branding a destination, when managing a destination and the tourism product. This is due to differences in power relationship and stakeholder's willingness to cooperate.

## CHAPTER 4 - DESTINATION BRANDING

### 4.1 Destination branding

The general branding literature emerged in the United States in the late 18<sup>th</sup> century start of 19<sup>th</sup> century and was not considered something new (Hankinson, 2009; Low & Fullerton, 1994).

The actual marketing of destinations, later to be defined as “places”, did not surface until the 1970s, and was first apparent in tourism and urban policy, but was held separate from marketing literature (Hankinson, 2010). Though, the struggle between destinations for a competitive advantage can be traced back to the nineteenth century, due to increased competition and globalization of markets (Hankinson 2010; Baker et al, 2007). The first visible recognition of destination branding became evident in 1998 (Blain, Levy & Ritchie, 2005; Pike, 2009).

One of the factors that some academics agree on is that places can be branded in the same way as products and services (Kotler & Gertner, 2002; Anholt, 2002; Hankinson, 2001, 2003). Though, researchers emphasize that branding of destinations requires “**a special type of branding**” because there is differences and characteristics of destinations compared to products, and will be explained in more depth in section 4.2(Hankinson, 2004; Balakrishnan, 2009).

In recent literature the umbrella term “place branding” has been formed to cover: nation, city and regional branding. Most research within place branding has been done within the travel and tourism domain, and **in a tourism perspective, places become visitor destinations** (Hankinson, 2005). As this research will investigate green destination branding in the context of targeting the meetings tourism industry, it will use the term destinations branding. This will be viewed from a destination marketing organizations perspective (DMO).

### 4.2 Definition Destination Brand

The primary role of a brand is to **iden**’aker, 1996). A destination brand should make a company choice of bringing their meeting to the destination easier. A brand should create value for the actors or stakeholders that have a “stake” in the brand, i.e. its reputation, products and services (Allan, 2006).

The definitions of branding of products **cannot be directly used to define a destination brand**. First of all, **destinations have unique characteristics** implicating that they

differentiate from branding a corporation, product or service, due to facts such as (Balakrishnan, 2009 p.612):

- Tourism is affected by **macro environmental factors** such as; politics, terrorism, diseases, weather/natural conditions, and currency fluctuations.
- **Geographical constraints** affect accessibility, weather; access to resources defines infrastructure requirements and people characteristics.
- **Inherited names and past history** such as culture and heritage which develops over time and cannot be easily changed.
- **Stakeholders are diverse and influential.** Destinations are run by government that are politically motivated, have funding constraints and answer to their stakeholders. Media is also an increasingly powerful influence.
- **The diversity of target customers**, complex decision making processes and **multiple destination choice** makes destination branding harder.
- **Destinations are service dependent** and destination success also depends on infrastructure, technology and communications.
- **Feedback and control issues.** DMOs do not have top-down implementation control and perceptions of destinations are influenced by publicity and promotion.

Sarraniemi (2007,p. 20.) defines destination branding as:

*“Destination branding is holistic, dynamic, co-created and committed identity management, based on core values of the destination and its stakeholders both on the demand and supply side, in order to build a promise uniquely associated with the place”.*

In this research, Sarraniemis’ definition and understanding of destination branding will be used as it highlights a collaborative stakeholder decision making process to identify and differentiate the destination uniquely.

### 4.3 Process

The need for destinations to differentiate is getting increasingly higher as too many destinations have great history, the friendliest people, best hotels etc. thus, creating a unique identity that is hard to copy for competitors has become critical.

Morgan, Pritchard & Pride (2002) p.11 state that: *“Branding is perhaps the most powerful marketing weapon available to contemporary destination marketing confronted by increasing product parity, substitutability and competition”*.

There are a few authors who have attempted to describe the process of branding/rebranding a destination. Morgan, Pritchard & Pride (2002) proposed a five phase process of building a destination brand. Hudson and Ritchie (2009) describe a simplified rebranding process using Canada as case study. The third model is proposed by Balakrishnan (2009) by difference propose a more complex strategic model for a successful destination branding process.

To explain the process of destination branding, Morgan and Pritchard’s (2002), five phase model will be used and discussed briefly below and will draw on findings from the authors contributing to understanding the process.

### **Explanation of the model:**

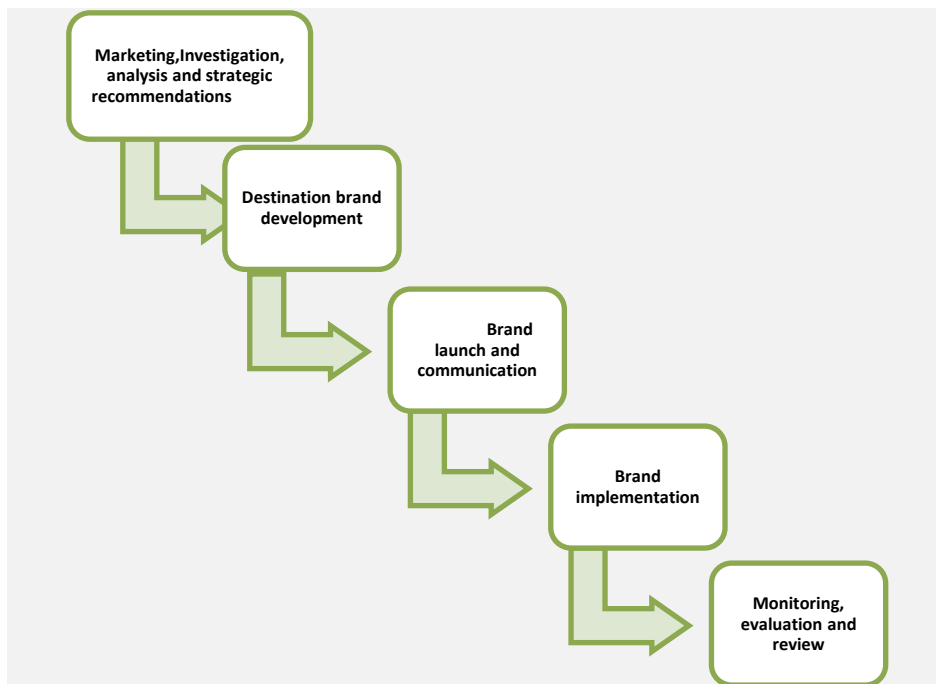
**1) Marketing investigation, analysis and strategic recommendations:** Most of the authors agree on that the first step in the process starts by developing a strategy for the destination brand. This involves market analysis, creating a vision and setting clear goals for the destination branding (Balakrihsnan, 2009; Rainisto, 2003; Morgan & Pritchard 2002).

### **2. Destination brand development:**

The next step in the process is the development of the brand identity and positioning. The positioning can be made on tangible, intangible, functional and symbolic attributes.

Hankinson (2005) found that for the meetings industry B2B, the functional attributes was most important such as the meeting venue, capacity and prices. For the sake of adding an emotional attachment to the brand it must be: credible, deliverable, differentiating, conveying powerful ideas, engaging stakeholders, and attract consumers (Morgan, Pritchard and Pride, 2002; Blain et al, 2008).

**Figure 3: Simplified model of the process of creation of destination brand (Morgan, Pritchard and Pride, 2002)**



**3. Destination brand launch and communication:** In this stage the brand is communicated and promoted through marketing campaigns and tactics to the target group.

**4. Implementation, 5. Monitoring and review:** This stage emphasize the importance of closing the gap between communicated, conceived ideal, and desired identity by conducting marketing research. This is often the stage where many branding strategies fail, and the strategy should include this step as important (Baker & Cameron, 2008).

The model demonstrates a general and simplistic process of the destination branding process that gives an explanation of the process. The next section will discuss the factors enabling success to more detail.

#### **4.4 Success Factors**

The academic literature for research on successful destination branding is limited (Balakrishnan, 2009). Success factors explains why the destination branding is a success or not, and the actual capability of the DMO to take these factors into consideration in the strategic destination branding process (Rainisto, 2003, Minghu, 2010)

The key success factors are understood as the factors that enable the successful branding strategy implementation and process of a destination.

#### i. Stakeholder engagement

One factor that has been explained in the previous chapter and that is being increasingly expanded on in recent literature is the management, collaboration and engagement with stakeholders. Stakeholder engagement is argued as crucial to the success of destination branding (Baker & Cameron, 2008; Hankinson, 2004) in two ways; firstly, evidence support the fact that the most effective branding strategies are the ones that involve and engage stakeholders and the stakeholders will in return communicate and deliver the new message about the destination. Secondly, the cases that does not involve and separate from stakeholders *“are almost destined to fail”* (Houghton & Stevens, p.46, 2011). Benefits of stakeholder engagement are increased buy-in and greater ownership of the destination brand.

#### ii. Stakeholder Partnerships

A second critical success factor argued in literature is the forming of partnerships with core stakeholders of the destination tourism product, which can influence the future of the destination (Van Gelder, 2011).

To form a planning group which constitutes of representatives of the place management i.e. DMO and the business community stakeholders has been found critical in the creation of vision and setting the strategic agenda (Rainisto, 2003). The inclusion of stakeholders in partnerships has been discovered as important to get commitment and a **collaborative approach** (Van Gelder, 2011).

Hankinson (2009) found strong support from DMOs for the significance of **building strong stakeholder partnerships** with shareholders, community, private organizations and even competitors. The study found that partnerships often extended beyond key public sector organizations, and as many as 200 stakeholders could be linked to the branding of the destination. Nonetheless, only 20 of t e partners that had strong influence. The partnerships functioned in clusters of the same interests i.e. hotels and restaurants. In the interest of getting the stakeholders involved and to agree on the future branding and marketing plan, it was important to get involvement from senior management stakeholders. Thereafter, it was demonstrated that the stakeholders would get increased business activity, which was found to increase commitment.

Involving stakeholders brings benefits such as: better quality of the branding discussion, new opinions, ideas and perspectives and effective relationships.

### iii. Brand Leadership

An important factor drawn from corporate branding literature is **brand leadership** which Hankinson (2009) emphasizes. Brand leadership is important to the development of brand commitment and gives guidance to the stakeholders (Baker & Cameron, 2008). The need for leadership is an important aspect of brand management, to set clear goals, secure implementation, and a common understanding among stakeholders and own employees. This factor is essential in most strategy literature (Hankinson, 2009). Leadership is central to the success of partnerships, and especially those involved such as public, private and community sectors (Allan, 2006)

### iv. Destination Identity

The fourth factor argued in literature, that success of destination branding can be determined by the creation of a clear destination brand identity. The destination identity can explain how the DMO wants the brand to be perceived by the target group.

Buhalis (2000) emphasize that the destination identity can be a key source of competitive advantage for destinations. The brand identity is an image that creates an advantage by differentiating the brand from competitors through a positioning statement (Balakrishnan, 2009).

### v. Destination Image

The fifth is the destination image, which is how the visitors actually perceive the destination. Image is defined as the sum of beliefs, ideas and experiences that a person has of the destination (Crompton, 1979). The closer the brand image and identity, the more successful is the brand (Hankinson, 2009). If a consumer links strong, favorable and unique associations to a brand, they are more likely to favor the brand and that can create brand equity that can become a big asset of value as visitors (Blain, 1996). DMOs believe that a **“recognized, well-differentiated, and consistent destination image is central to the success of destination branding”** and that destination logos exist to represent the destination image and characteristic in a truthful way (Blain, Levy & Ritchie, 2005, p.335).

### vi. Brand reality

The main goal of any positioning should be to strengthen one or two of the credentials where the destination already is viewed positively by visitors (Pike, 2009). To position a brand and values, it **must be rooted in the fundamental truths** about the destination and its culture. This is confirmed by Hankinson (2004, 2009) who puts forth the importance of brand reality. Hankinson (2010) found evidence of the challenge and importance of delivering the brand experience or brand reality in his study of DMOs. To be successful, destination brands must go beyond communication of brand identity and deliver brand promise reality.

## vii. Summary

Some of these factors presented above could be argued as more important than others. Stakeholder partnerships and engagement can be determined key as the DMO does not have control over the tourism product, and there is a need to involve these players. In these collaborative partnerships power, legitimacy and perceived incentives could influence collaboration. Secondly, the brand identity and image cannot be determined as a KSF more as conditions, and a key success factor is whether or not the wished identity and image conforms to brand reality. It is therefore important for the identity to be based on fundamental truths and this to be mirrored in the tourism product. Thirdly, leadership is important to influence stakeholders and gain commitment from stakeholders.

## 4.5 Drivers

This section will explain why DMOs brand destinations i.e. the motivating drivers.

The main drivers for DMOs branding a destination has been found to be a need to **differentiate from competitors** (Dumbraveanu, 2010), gaining a **competitive advantage** (Hankinson, 2010), to **create economic growth** by economic, political or socio-psychological objectives and by the need to **build a unique identity** (Morgan, Pritchard and Pride, 2002). Pike (2009) recognize branding advantages for the CVB such as increased loyalty to the place, and yield for stakeholders. Benefits for the visitors include ease of decision making through reduced search costs, and brag value. Other drivers found were the need for destination to expand local economies, i.e. and to attract tourism, inward investment, events and conventions, and win economic prizes (Parkeson and Saunders, 2004).

## 4.6 Challenges

As explained in section 4.2., DMOs face many challenges when branding destinations and this section will explain more of the challenges.

The DMOs does not have **any direct control** over the actual service/product delivery, compared to a tangible product (Morgan, Pritchard and Pride, 2002). “Destination brands” incorporates **no clear “ownership”**, which limits the possibility for brand management. Products and services normally belong to an organization that manages the brand, and are protected by legal laws that give them exclusive ownership. A destination, however, consists of many privately owned businesses that pursue their own objectives and local, regional and national agencies that have concrete objectives. Getting partners working on common goals has been found to be a big challenge in destination branding (Van Gelder, 2011)

DMOs often have **small budgets** to “market global brands” (Morgan, Pritchard and Pride, 2002), in comparisons to corporations branding products. DMOs often rely on public-private partnership to survive, and as DMOs have no direct financial stake in visitor expenditure and therefore have to “lobby” for financial funding from public and private stakeholders (Pike, 2005).

A destination is for these reasons a very **complex** brand, as it is accountable for a large share of stakeholders that all have opinions on branding. Destinations are multidimensional brands that have multiple stakeholders, and are consumed for different purposes. Therefore, it gives the destinations several identities, which are one of the large differences between destination brands and product brands (Morgan, Pritchard and Pride, 2002). The destination product consist of a bundle of different mechanisms which the DMO have little control over, such as private and public sectors, which makes it complex (Buhalis, 2000).

## CHAPTER 5 - GREEN DESTINATION BRANDING

This chapter will define a green destination brand, and discuss the key success factors of green destination branding. This chapter will draw on green branding theory of products and corporations and green marketing, as the literature in this area is limited.

### 5.1 Definition Green Destination Brand

Few studies have focused on green branding even though green marketing has been researched for three decades (Hartman et al, 2005). Green marketing theory defines a green brand as one that has an environmental commitment and provides an eco-advantage to the consumer (Grant, 2008, Hartman et al, 2005, Chen, 2010)

The research in the context of green destination brands is very limited (Inch, 2011). Walker and Hanson (1998, p. 635) researched green branding to places and the actual difference between branding products and services. They found that all stakeholders must share a fundamental regard for the value of the natural environment which everyone are dependent on.

The role of sustainability has become important consideration in destination branding management in recent years, due to factors such as increased awareness of pollution caused by travel and consumers' awareness of their environmental footprint. And thus, there is a need to incorporate sustainability into the strategic considerations of destination management (Chang, 2009)

Sustainability is about adopting practical and viable strategies for businesses' financial success, which drive social prosperity and reduce environmental impact, often recognized as the triple bottom line balance. One of the most recognized definition of sustainable development was provided by the Brundtland report in 1987:

***“Development that meets the needs of the present without compromising the ability of future generations to meet their own needs”*** World Commission on Environment and Development, 1987

For a holistic sustainable development, in tourism to happen it requires local involvement, wide cooperation, transparency, and consensus (Soteriou and Coccossis, p. 192, 2010)

A sustainable destination brand can thus be defined as: differentiates from other destinations, by being a tourism destination that take into consideration the social, economic and

environmental responsibility and contribute to sustainable development of the tourism destinations. In this research this definition and concept of sustainability will be used.

In spite of the importance of the broad sustainability concept, this research will focus on environmental sustainability due to scope of research. The destination branding will be referred to as environmental destination branding or green destination branding from hereinafter.

## 5.2 Factors influencing green destination branding

### i. Credibility

An important factor for a destination to be able to brand it as green is the need to be credible and communicate brand identity transparently. Green must in the same way as other associations' environmental or green issues are authentic and offer a point of difference from competing destinations (Cai, 2002)

An ethical brand can improve a company reputation and any unethical behavior can damage the brand reputation (Fan, 2005). If they brand the destination as green, and any of the tourism stakeholders proclaim that they have environmental practices and they do not conform to this, it could eventually damage the destination brand. Insch (2011) stresses that due to the complexity of the destination brand it is almost impossible for DMOs to control the brand, and is even more difficult for green destination brands.

When branding a product as green or sustainable to gain credibility of the brand it is important to be transparent by reporting facts and not mislead (Ottman, 2011). To gain credibility, destinations can in the same way as corporations or products try to influence stakeholders e.g. to be eco certified, have CSR policies, and have sustainability reporting in place. In the case of New Zealand (NZ) brand "100% pure", Insch (2011) state that NZ had the largest number of Green Globe 21 accredited businesses in the world and adds that eco labels could add credibility to the branding. Green marketing theory also emphasizes the importance of enlisting the support of

11).

Negative word of mouth (WOM) travels fast due to the increased access to knowledge that visitors hold. This implicates that if the tourism destination state that they are green, they need to back this up by facts and figures. It is not enough to follow best practice and to be credible, one must have **consistent proof** (Maio, 2003). It is also found important of being

proactive and going beyond what stakeholders expect as a way of increasing the credibility of the brand (Ottman, 2011).

A way for a destination to increase trust and credibility of the green brand could be to report on sustainability efforts consistently, to show stakeholders and potential clients that they have researched the destination and have consistent and valid evidence. Monitoring and measurement is an important issue in both the BS8901 and GRI sustainable reporting guidelines which highlight that reports should cover the social, economic and environmental impact on society (BS8901, 2011, GRI, 2011).

## **ii. Transparent destination brand behavior**

One of the dangers with ethical and green branding (Grant, 2008, Insch, 2011) is the danger of overemphasizing brand credentials and being accused of greenwashing.

New Zealand is an example of a country brand that has succeeded with promoting the destination as a green brand towards eco tourists, through the brand positioning “100 % pure” ,but now faces many challenges living up to the brand promise(Insch, 2011)

To avoid accusations of greenwash one of the essentials is to be credible and **“it is not what you say you believe in - it is what you show that you do which counts”** and setting an example by being a role model (Grant, 2008, p.76-77; Maio, 2003). Thus, brand behavior must reflect the ethos of the brand.

The strategy against distrust is to be accountable and taking social responsibility (Maio, 2003). This means for a DMO to communicate and brand the destination as green, a first criterion, must be to look inward, and ensure that the different stakeholders e.g. the tourism product actually delivers environmentally sustainable practices.

Consequently, one can argue that transparent brand behavior by being proactive, and role models to maintain brand reputation. As well as, matching the image with reality can be considered key success factors for green brands to avoid being accused of greenwash.

## **iii. Stakeholder Commitment**

To be green the destination must accommodate multiple stakeholder interests and all stakeholders must share a fundamental intrinsic value of the natural environment (Walker and

Hanson, 1998). Sustainable destination branding requires stakeholders to take a shared responsibility of the destination. Another argument is that, apart from the general destination branding process when branding a destination as green, it is critical to get stakeholders to **incorporate sustainable practices**. One of the repeated key performance indicators in sustainable event frameworks reviewed was as well stakeholder engagement (BSI, 2011 GRI, 2011, CSMP, 2011)

#### **i. Incentives**

Insch (2011) argue in the case of New Zealand that several suppliers have taken steps to become more green, but questions whether this is of free will, or if they have been forced to go green to reinforce the brand positioning. Inch (2011) put forth one of the challenges of DMOs is to get stakeholder to consistently have environmental practices in place - and that can be done by providing the right incentives.

#### **ii. Stakeholder education**

Stakeholder education is emphasized by the BS8901 (BSI, 2011) and the Copenhagen Sustainable Meeting Protocol framework (CSMP, 2010) as important for incorporating sustainability for events. This can also be argued as relevant for a DMO that refers to multiple stakeholders, for the reason that the DMO has no control over their stakeholders to integrate sustainable practices they should train and educate them. The CSMP (2010) stress gathering information and knowledge about sustainability, and share it, across the organization. Thus, **stakeholder education** is proposed as a way to get stakeholders committed.

### **5.3 Stakeholders**

When branding a destination as green, the city government and public authorities are core stakeholders as they are the ones responsible for the future development and have the power to impose regulation and plan for sustainable development.

The city government and public authorities can set “*the holistic ambitions of sustainable demand and coordinate efforts in sustainable tourism policy*” (Soteriou and Coccossis, 2010, p.201). In their study of National Tourist Organizations (NTO) the authors found that, due to its legislative role, government was the primary stakeholder responsible for taking steps towards sustainable development (SD). They were expected to have the role of leading, supporting and guiding the other stakeholders. One can argue the

role of the i.e. that city government is especially important in sustainable destination development and to defining SD strategy to get stakeholders to embrace sustainable practices. This is confirmed by Timur & Getz (2009), who pointed out that **involvement of government is crucial for sustainable tourism development (STD)**, as they are responsible for implementing policies, and enforcing and monitoring the development.

To succeed with sustainability, Timur and Getz (2009), highlights three significant partners critical to success which are: 1) **the tourism industry stakeholders** such as; attractions, transportation, hotels, museums, and travel trade, and the DMO. 2) **The host community**, that represents residents, local business organizers, associations and educational institutions and 3) **local authorities**.

Some actors i.e. a large hotel can hold greater power in the relationship and branding process if the DMO relies on its capacity and service delivery to brand and promote the destination (Timur & Getz, 2009). For a meeting destination this could be a hotel or convention center which is critical to whether or not a meeting planner chooses the destination due to its capacity as a functional attribute.

Henceforth, when branding a destination as green, the involvement from city government becomes especially important as they act as the enforcing body of policies and largest influencer on impact to the future development of the destination. The DMO, the tourism industry and government should collaborate to enable a sustainable development of the tourism destination.

## 5.4 Process

The process of green destination branding is not yet explored in literature. Thus, it is necessary to draw on network theory to highlight the phenomenon and process.

Fedeeva (2004) describes the change process towards sustainability in tourism networks as three stages:

**Stage1: Idea selection stage:** In the initial stage, dual actors found a need to collaborate with several stakeholders, and formation of collaborative private- public partnership. This partnership need to reach consensus on joint targets and actions with the aim of sustainable development. The idea is then brought to a wider network through “idea bearers”. The idea bearers have roles as expert providing knowledge in their area of expertise, on how to do it as well as giving assurance to the network.

**Stage 2: Idea implementation stage:** The next task by the network is to agree on which ideas and actions to follow, these decisions will be affected by power relationship in the network, promotion and control of ideas and types of network structures and memberships. Awards or competitions can act as incentives to get stakeholders to change. Financial support to projects by government programmes can be of good help.

**Stage 3: Dissemination of ideas:** At this stage ideas, from the network gain legitimacy and can make outside networks use the ideas as role models. Published case studies, awards and PR of the outcomes of the networks were found important influencer to get new networks to disseminate.

Gutter & Knupp (2011) describes the process of implementing a green district for a school district. They propose three core stages; 1) engage stakeholders; by building consensus with decision makers, identifying and communicating the triple bottom line advantage. It is important to secure long term commitment and vision to sustainability among stakeholders. They suggest building capacity and educate stakeholders by integrated team effort and multiple engagements.

It is then necessary to do an assessment of landscape – evaluation of current level of environmental sustainability and identify opportunities and improvement areas, as well as plan for improvements. 2) Celebration of success and communicate 3) Consideration of what is next.

These two processes, and general destination branding process will be used as inspiration in the conceptual model proposed later in this chapter.

## 5.5 Drivers

The global society is faced with limited resources, high costs, and several environmental challenges. Kotler (2011) argues that beyond functional and emotional brand criteria consumers are now **adding sustainability as a third criteria**- people will in the future buy from companies that care about sustain n increased customer demand for companies to integrate environmental sustainable practices and companies experiencing pressure from their stakeholders about sustainability.

This also applies for the tourism industry which is renowned for being a “resource-intensive industry”, and is held accountable for its impacts on society (Lu & Nepal, 2009). This is also apparent in the meetings industry, where the focus on the growth of the industry is criticized

as a result of the conflict with the current concern about the environmental impacts on the destination and community (Park & Boo, 2009).

The corporate sustainability and responsible movements has therefore significant implications for brand management (Maio, 2003). There is an increased **pressure from stakeholders on businesses to take a social responsibility** to their impacts on society and this pressure also applies for places and i.e. cities (Kim et al, 2010).

Konijnendijk (2010) emphasize a tendency of cities trying to establish a green identity as a differentiator. Both Chen (2010) and Mair and Jago (2010) recognize the fact that obtaining a **competitive advantage** can be a driver. Chen (2010) highlights four additional reasons why businesses adopt green marketing: Compliance with environmental pressure, improving corporate image, seeking new markets or enhancing product value.

Mair and Jago (2010) conducted an exploratory research of green **drivers for suppliers** in the meeting and event industries. The internal drivers for businesses in the meetings industry were presence of an internal CSR policy and externally getting a competitive advantage, image enhancement, customer CSR policies and as a future baseline requirement.

## 5.6 Challenges

In the context of a green destination brand as discussed earlier **stakeholder engagement and involvement of multiple stakeholders is especially important.**

The main challenges of a green destination brand is to **address various stakeholders** (Kim et al, 2010) and for the DMO to get all stakeholders on board to get them **to act as ambassadors of the assets of the brand** (Insch, 2011)

These stakeholder groups; citizens, venues, promoters, government, all have their own motives for supporting a green destination brand. A key challenge to overcome this is to get them involved and engaged in the brand (Insch, 2011).

A DMO might fall into the trap of overclaiming “green” and that can result in an accusation of greenwash i.e.: communicating something that is not backed up by facts. This implies that the DMO needs to make sure that the destination can be determined as a green brand before the actual branding takes place.

Secondly, another challenge for a green destination brand is for the DMO to choose the right incentives to encourage consistent environmental messages and practices from stakeholders

due to lack of control (image vs. reality) (Insch, 2011). This implies that the DMO needs to give incentives to get the stakeholders engagement in green practices to secure brand reality.

Mair and Jago (2010) found evidence of the largest challenges for stakeholders in the meeting industry towards greening, these were: Lack of; resources, knowledge/awareness/skills, and operational time were seen as the greatest challenges.

## **5.7 Successful green destination branding**

Destinations all over the world are trying to brand themselves as the best, being the place with the most desirable location, friendliest people, the greatest history or simply the best place to live. These destinations are all faced with increasing competition due to forces of globalisation. At the same time, there is a growing concern from the society about the environmental degradation of the earth caused by mankind. This concern is, as in most industries, also reflected in the meeting and event industry. A few destinations worldwide are trying to differentiate, taking advantage of this concern or actually taking a social responsibility, by rebranding their destination as green. This process of rebranding is predicted to be a complex process.

First of all, the DMO faces challenges, such as little control over stakeholders, whether or not they want to incorporate green practices. Additionally, how to ensure that the destination tourism product actually is green to prevent greenwash accusations and image mismatch.

It is expected that there is an underlying process that occurs before the actual green branding can take place. To reach a successful result, this process is likely to involve various local tourism stakeholders, and it is possible that they will go through different stages to reach the end target. To explain this process an emerging model is proposed based on previous works of Feedevea (2004) and Gutter & Knupp (2011), as well as general branding theory.

Initially, someone should take leadership of the process. Destination branding literature suggests the DMO as the key actor with responsibility for branding of the place. Therefore, the DMO is the most probable player in the first stage in the process.

The tourism product consists of several actors holding power and the DMO must consider whether to involve these stakeholders, to gain their commitment for the green rebranding of the destination. Branding strategies that do not involve stakeholders have been shown to fail (Houghton & Stevens, 2011). It is therefore, expected that the DMO will involve them. A

way of involving stakeholders can be done through the formation of partnerships with core tourism actors.

In this partnership, it is important to gain commitment to the green rebranding, which is a prerequisite for the process to move forward. A second condition is that this group must reach consensus on how to reach the end goal of becoming a green destination.

There is also a need to define the aimed level of environmental sustainability and what the requirement are in order to be regarded as an environmentally sustainable business. For this to be a success, the partnership members may benefit from creating engagement beyond merely commitment from the community, and the group acting as idea bearers and ambassadors for the greening process. Involving core stakeholders is thus argued as a second stage in the process. Challenges anticipated to stop the process could be factors such as lack of commitment, or consensus and the DMO would then need to reassess how to make it work. Furthermore, powerful actors can potentially act as barriers for the process if not completely agreeing on the end goals

If the core partnership group manages to reach consensus and commitment on green branding of the destination, it is expected that the group needs to assess the actual environmental sustainability of the destination product to reveal areas of improvement.

The members of the core partnership are then expected to identify which actors already having environmentally sustainable practices and operations in place (Gutter & Knupp, 2011). For example, identifying, a number of certified hotels and eco- friendly restaurants. The group subsequently is anticipated to make a plan on getting stakeholders involved. The goal should be to get them to commit to green performances (Gutter & Knupp, 2011; Fadeeva, 2004). Conditions for this to work, is to find a way to measure, and have the right measure methodology. A key success factor could be to make a joint plan on the needed initiatives and action plan on how to reach the target and involve the wider business community. Assessing the tourism product level of environmental sustainability is therefore argued as a possible third stage in the process.

As a fourth probable stage, the core group is now likely to involve the wider-destination tourism community. Implying, that they act as ambassadors, for the green branding efforts, targeting, individual actors which are not operating sustainably. A necessary condition is to convince the wider group of why they need to commit to implement green practices. To reach

success many different initiatives are necessary from the core partnerships. These could be providing incentives such as awards or financial support as well as education for actors to commit and implement environmentally sustainable practices.

Therefore, the next stage is involvement of the wider tourism community that is not part of the partnership. This stage is expected to be long term and a continuous process, as it will take time involving individual stakeholders to change to environmental sustainable operations and e.g. achieve environmental accreditations.

An important factor is that in order to brand the destination as green, they need to ensure in some way that the brand reflects reality. When the group is certain that they have secured broad commitment, also among the wider tourism product, and, the majority commit to environmental sustainability. A parallel stage for the DMO and core group could be to create the green brand identity concept together with their marketing and branding teams.

Creating identity relates to the brand image and the individual businesses level of environmental sustainability. It will be very important that the community feel the brand represents them and that the core partnership have consensus. This is often where most destination brands fail.

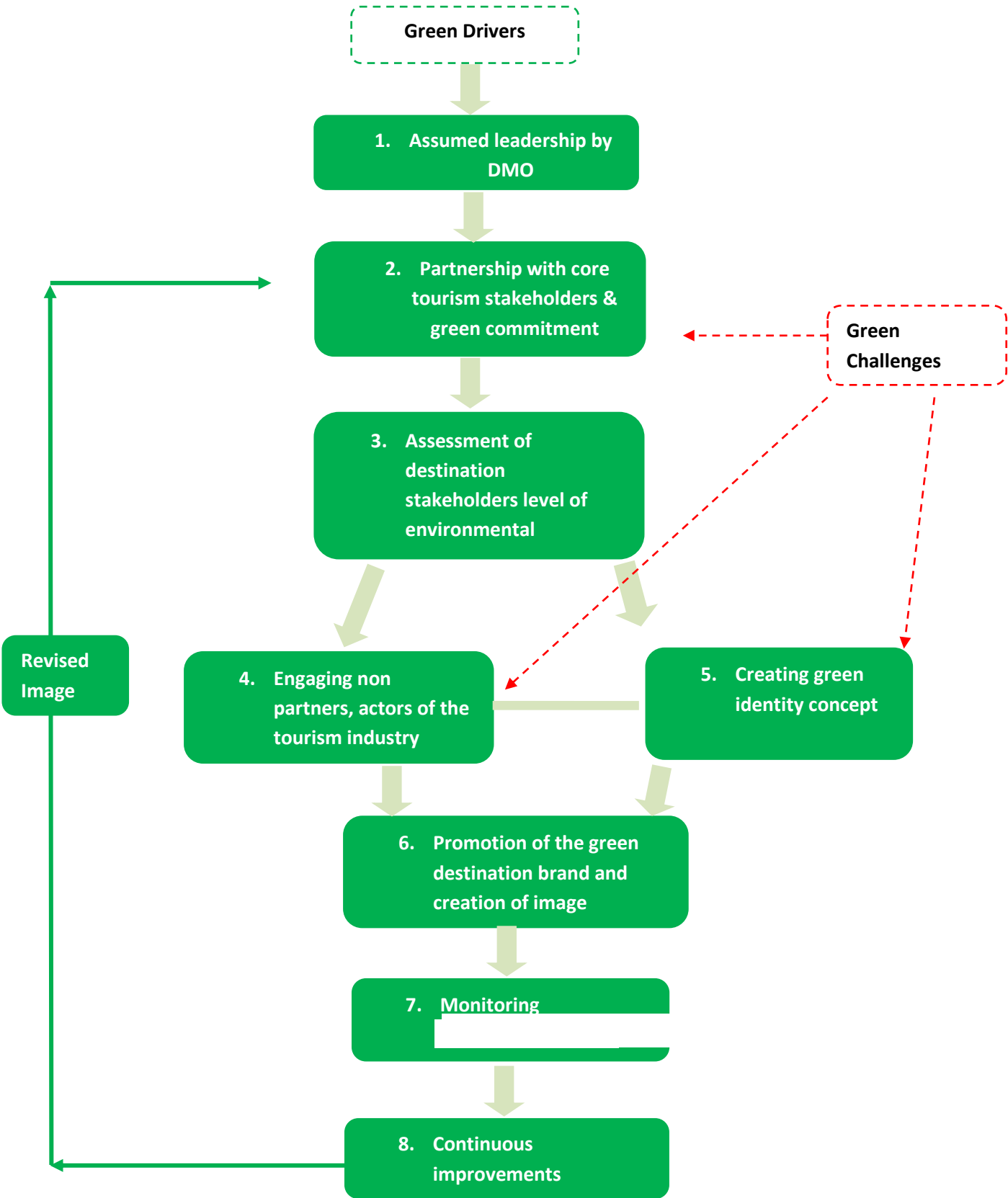
When the group feel that the majority is committed and have green practices in place, it is expected that the next stage involves communication of the green identity through promotional campaigns targeting the target group. The campaigns are likely to create images in potential visitors' minds which will be based on prior beliefs and experiences.

The next necessary action for the group is likely to be monitoring of the penetration of environmentally sustainable practices in the wider tourist community. This level will be compared to the initial targets if there is a need for revision. Furthermore, that the group conduct research on visitors' opinion of the brand, and whether or not the brand lives up to the visitors' expectations. The group information about the successes and failures and will probably look at how they can improve image and goals based on findings. The final task will be to make improvements and revise image and continuously advance according to trends, visitor demands and goals.

Figure 4 below illustrate the process of successful green destination branding and its possible stages. In this model there are different factors influencing the process. These are conditions which need to be in place for the process to work. If not present the process is likely to stop or revert itself. The key success factors contribute to success if they are present. There are also challenges and barriers affecting the process.

The challenges are factors which are attainable to overcome, and barriers are factors which hold the ability to stop the process.

Figure 4: Model of Successful Green Destination Branding Process



Finally, the drivers are the ones driving, pushing and motivating the process, and which drives the individual actors to be green. Table 1 below illustrates the different factors.

**Table 1: Overview factors influencing stages in the process of green destination branding**

Steps in process	Conditions	Key Success Factors	Challenges	Barriers
1)Assumed Leadership	DMO starts branding process	<b>Leadership:</b> is argued as important in order for the DMO to successfully get commitment from stakeholders.		
2)Core Partnership	<b>Commitment to green:</b> A core condition in both stage 2 and stage 4 and 5 is commitment from stakeholders to green effort.  <b>Consensus:</b> There is a need for core partners to agree on joint targets and actions to get the destination tourism product to become green.	<b>Engagement:</b> Is necessary to reach success as this engagement goes beyond just being committed.  <b>Role models/Ambassadors of the greening:</b> That the members of the core stakeholders are ambassadors and idea bearers and become role models for the greening.	Lack of commitment  Lack of engagement  No Control	Power
3)Assessment	Measurement methodology and knowledge of who and how to measure	Action plan and how use the result and how to get engagement from wider stakeholder community		
4)Non-partners	<b>Green performances:</b> The stakeholders need to implement sustainability in their performances.	<b>Power:</b> The power relationship between the actors collaborating will also be a strong influence in whether or not the stakeholders will work together towards green and reach consensus. <b>Incentives:</b> Is suggested as a way to create motivation towards become green (Insch, 2011). These incentives can be monetary or non monetary. For example providing awards for best member of the network implementing green practices and promotional advantages. <b>Stakeholder education:</b> is an important tool to prevent challenges such as lack of knowledge of sustainability and greening operations. <b>Engagement:</b> Is necessary to reach success as this engagement goes beyond just being committed.	Lack of knowledge,  Lack of resource.  Time  Lack of commitment  Lack of engagement	
5) Creation of green identity	<b>Financial investments:</b> Is necessary as green operations often need new investments in systems, and cost of accreditations.  <b>Creation of brand identity with brand experts</b>	<b>Measurement: of how many are green</b>  <b>Securing identity mirrors brand reality</b>	Stakeholder engagement No control	
7)Promotion of green identity	Promotion	Credible and transparent		
8)Monitoring	Monitoring	Monitoring by following up		
10)Continuous improvement and Revision of image	Revision of image.			

The successful green destination process model in Figure 4 will be used to guide the data collection and test the models validity to the practical knowledge of the five best practice cases. The verification will be done through interviews with DMOs and stakeholders that have been involved in the branding process, by testing if the practical social reality reflects the stages and connection as depicted in the model Figure 4.

Interviews will be made with experienced managers and directors. The interviewees will be asked questions regarding the drivers and challenges towards creating a green brand and the process they went through and most importantly factors which enabled the success, outcome and the future outlook.

## CHAPTER 6 - PRESENTATION OF FINDINGS

This chapter will describe the findings on each of the destination cases. The chapter will each discuss the stakeholders, process, key success factors, drivers and challenges for each case.

### 6.1 Case Cape Town

In the case of Cape Town, four interviews were made with the city government, the CVB, the convention center and green meetings industry expert consultant, all in senior management positions (Appendix 4.1).

#### 6.1.1 Introduction



Responsible Tourism  
Cape Town

Cape Town brands its destination towards tourism segment as “Responsible Tourism Cape Town”. It uses the term responsible tourism because it requires people to take action and it refers to sustainable development: economic growth, environmental integrity, and social justice. The city of Cape Town has worked with responsible tourism since 1996 (Cape Town Government, 2011). In order to achieve Responsible tourism the city government has used a destination-wide approach creating partnerships with four of the core tourism stakeholders, and created a charter that the stakeholders have signed to prove their commitment. The city government has also created a webpage and action plan, guideline and logo to support it (Cape Town Responsible Tourism, 2011).

#### 6.1.2 Stakeholders

The city government has taken the leadership of the destination branding in Cape Town involving four of the core tourism actors which are the hospitality associations such as Cape Town Tourism, Federated hospitality association South Africa, South African tourism services association and South Africa

rence industry.

Cape Town has two official bodies marketing tourism; these are Cape Town Tourism and Cape Town Unlimited (CTRU). Cape Town Tourism (CTT) is as a voluntary industry association with more than 2500 members. The Cape Town & Western Cape Convention Visitors Bureau is the strategic business unit of CTRU, the official tourism destination

marketing organization (DMO) for Cape Town and the Western Cape started in 2004. Only the CTT seem to be involved in the branding efforts.

### 6.1.3 Process

The city government has taken leadership of the branding process and describes it as a stakeholder involvement process that involved the core tourism industry, governmental players, South Africa tourism and other key organizations and it was a collaborative, back and forth process. The government first made a responsible tourism (RT) policy and action plan and got the major players of the tourism industry signing a charter, then a RT action team was formed and a communication strategy, logo and website was created.

### 6.1.4 Drivers

One of the factors that the city government mention as a driver to brand the destination as responsible, was taking a **social responsibility** towards stakeholders, and the importance to take responsibility towards the natural resources (Cape Town City Government, 2011)

*“Sustainability is an important factor here because of our natural beauty as a natural destination...because of the fact that we rely heavily on tourism and we have to look after the environment “.Sustainability strategist, Green Meeting Council South Africa, 2011.*

The city government sees it as crucial in the planning and management of the city supply chain including transport, travel and meetings and events in a responsible way. The second driver for suppliers incorporating sustainability relates to taking responsibility, because Cape Town relies on its natural resources and tourism and therefore needs to take responsibility.

The convention center and city government also put forth that sustainability as a competitive advantage and a defining brand attitude and due the fact that Cape Town is a long haul destination is important to take serious.

The convention center in addition mentions costs as a driver to implement sustainability to save energy because it is expensive in Cape Town (CEO. CICC, 2011).

### 6.1.5 Challenges

One of the key challenges stressed was the **lack of knowledge** from stakeholders. The CVB emphasized that Cape Town is also a city with a large third world component and poorer communities with little knowledge on sustainability. Another aspect that both the government and the environmental consultant mention was **the lack of practical knowledge.**

The city government describes how they try to create awareness, and the need to educate and engage stakeholders to get them to understand how to incorporate sustainable practices and the need for discussion. The city government put forth that they need to have facts and figures to convince stakeholders. The CVB stress that there is a need for more education in the poorer communities of Cape Town (CEO, Cape Town CVB 2011). Another challenge was the perception from stakeholders that it costs to incorporate environmental friendly practices. The Convention center, CEO (2011) sees this as very short sighted view, and stress the need to view it as long term investment. The convention center tries to work with all their suppliers and clients to push them to be more sustainable by educating them on the impacts and benefits. To overcome challenges the city government uses the charter and the brand as an incentive (Policy responsible, Cape Town government, 2011)

#### **6.1.6 Key success factor (KSF)**

Leadership is mentioned as a KSF for Cape Town. The meeting industry greening expert (2011) mentions the fact that Cape Town has been a leader in Africa, and has been the first city that has promoted sustainability and smart event guide in Africa. The city governments emphasize the importance that the government needs to take leadership due to their role as an authority body. Hence, it is important that they coordinate and not tell stakeholders what to do to succeed.

*So what we have seen and learned so far is that somebody needs to take responsibility. It needs to be such an authority. We mustn't dictate we must coordinate" (Policy responsible, Cape Town government, 2011).*

Stakeholder engagement is not mentioned directly as a KSF by all interviewees, but is stressed by the convention center and city government, that to be able to succeed you need the stakeholders to be engaged, as neither, the government nor the CVB has direct control. The city government claims that they are important because the stakeholders are the ones that implement strategies.

#### **6.1.7 Case summary findings Cape Town**

It is clear that in the case of Cape Town, the city government has been the driving force and the body taking leadership of the Responsible Tourism brand, the brand targets the broad tourism segment, both meetings and leisure. They adapted a tourism wide approach involving core tourism stakeholders. These players have implemented own policies and are requiring their members to adhere to RT policies. Cape Town is branding their destination using a

broader holistic definition of sustainability and not just green, by focusing on social equity, environmental integrity, and economic growth. The key drivers for Cape Town have been the knowledge of being a destination which relies on its natural environment and tourism, secondly being a long haul destination it is crucial for them to take responsibility. The greatest challenges identified were a lack of knowledge by their stakeholders and that Africa has a third world component with a lot of poorer communities with low knowledge on sustainability. The City government recognizes that education and tools are needed to get commitment from stakeholders. The KSF for Cape Town was leadership from government.

## 6.2 Case Copenhagen

### 6.2.1 Introduction



Copenhagen has since 2009 tried to differentiate from their competitive cities by positioning and branding Copenhagen as “the Sustainable Meeting Capital” to the meetings industry. The branding process started in 2008 as parallel efforts connected to a big political event the UN Political Summit COP15. The Copenhagen Sustainable Meeting Protocol (CSMP) was produced as an event greening white paper after COP15 which introduced a practical framework for greening of events and used COP15 as a case study- the first political summit receiving a BS8901 accreditation. Copenhagen is promoting the brand positioning through bids, brochures, website and advertisements in MICE industry specific magazine as the Sustainable Meeting Capital and “OPEN for Green meetings” to position Copenhagen as the greenest capital city in Europe (Wonderful Copenhagen Grøn Turisme, 2011; Green Meeting Copenhagen, 2011) Copenhagen city has the aim of becoming the worlds’ first CO2 neutral capital by 2025 (City of Copenhagen , ,

### 6.2.2 Stakeholders

The branding of Copenhagen involved core players such as the National Tourist Organization Visit Denmark (VDK) and Wonderful Copenhagen Convention Bureau (WoCo), which is the

official visitors bureau (CBV) promoting the city towards meeting and event segment. The branding efforts were made in conjunction with COP15 and a protocol was made as a collaboration project involving core stakeholders in Copenhagen where they formed a consortium such as WoCo (CVB), Visit Denmark (NTO), MCI (PCO and expert), Copenhagen City (GOV.) ministry of foreign affairs (GOV.) and Novo Nordisk (private business) (CSMP, 2010)

### 6.2.3 Process

The process started by lobbying from the CVB and the NTO to get the government i.e. the ministry of foreign affairs to take leadership of the political summit as a sustainable event. The ministry of foreign affairs thereafter took leadership and gathered a green committee which was named the Copenhagen Sustainable meeting consortium consisting of seven of the core actors within the meeting industry. Furthermore, the CVB and the NTO could see that this was an opportunity where Copenhagen could take a leading edge and the timing was perfect as the international attention was on Copenhagen. The consortium decided to make the COP15 conference the most sustainable conference, and to make a white paper of their efforts. An assessment was made on how to reach the target and engage stakeholders. They used incentives and requirements to get stakeholders to commit to sustainability.

### 6.2.4 Drivers

One of the key drivers behind Copenhagen green positioning was the hosting of the UN Climate Summit in December 2009. This was a chance to capitalize on the extra media attention the city would get in connection with the event.

*“It was not something that they decided on their own but there was someone who told them that this was a good idea. We were among that group of organizers that said to the ministry of foreign affairs that this would be the right thing to do”* Congress Director, WoCo CVB, 2011

The second driver recognized was the **leadership** from the ministry of foreign affairs on hosting the event as sustainable. The third driver mentioned by the NTO; Visit Denmark (VDK), were to be viewed as leaders within the meetings industry. It was realized as an area where Copenhagen could excel and set apart from other destinations.

*“Denmark does not have the Taj-Mahal, we have to work cleverly on what we have, and Scandinavia is perceived by the rest of the world to be sustainable”* IMM Business Tourism, VDK NTO, 2011

The driver for the stakeholders and core suppliers incorporating sustainability was pressure from the ministry in relation to COP15, by giving preference to the hotels that had eco-certification and that they would get more business by being green. The CVB also mentions that having a reputation as green in the meeting industry was a hot topic.

### 6.2.5 Challenges

One of the challenges mentioned by the city government was the fact that it **took time to get stakeholders committed**.

*“It just takes time, you know, for the restaurants to get the idea and serve in a climate friendly way. We wanted to have green hotels, but it takes some time before the hotel say we want to be green and we want to use less energy, serve organic food..”* Green Business Cluster, City of Copenhagen, 2011

The second challenge recognized by the NTO and the CVB was **difficulties getting stakeholder commitment**. The CVB highlights that they did not get some of the key players on board such as the airline and the Hotel association HORESTA because these stakeholders did not see the necessity of being involved at the time (Congress Director, WoCo CVB, 2011).

*I think the key challenge that for something like this to be successful it needs to have a broad support from various stakeholders. There were a lot of stakeholders that were missing in that process that did not see the necessity in involving themselves in this”* Congress Director, WoCo CVB, 2011

The NTO mentions that different objectives and perspectives was one of the challenges in this process. One of the most critical stakeholders was getting the convention center the Bella Center to commit as it required them to **change their business model** in order to become more sustainable (IMM Business Tourism, VDK NTO, 2011).

Congress Director, WoCo CVB (2011) explained that the CVB now have launched a new project, the EU presidency 2012. The key stakeholders who were missing from the COP15

project are now involved, because they could see it was a success and that it makes a difference to work together as a destination.

#### **6.2.6 Key success factor (KSF)**

One of the key success factors was that the positioning happened at the same time as a very large event i.e. the COP15. This gave extra attention on the city from the international press, and Copenhagen managed to take advantage of this attention to position its green credentials by hosting the event as sustainable, gaining accreditation and producing a white paper.

Another factor that influenced the success was leadership from the ministry of foreign affairs (Kærsgaard, 2011; Congress Director, WoCo CVB, 2011).

Stakeholder commitment was found as a third KSF the fact that the ministry formed a consortium with key stakeholders and created a collaborated approach was a success factor for Copenhagen.

#### **6.2.7 Case Summary Findings:**

In the case of Copenhagen it is evident that they have succeeded on branding Copenhagen and getting an image as “the capital of sustainable meetings”. The KSF behind was that the efforts were connected with a very large event had strong leadership from the government and DMO. Furthermore, the creation of a consortium of key stakeholders and engagement of the hospitality industry to become green up to the event and keeping the stakeholders involved in the process. They managed to spin off on the international awareness the city got under COP15. The largest challenges in the process were getting stakeholders engaged, first of all getting the core stakeholders involved. The CVB put forth that they lacked two of the key stakeholders in this process, but still managed to make it a success. These stakeholders are now involved in future process as they could see that it made a difference to work together as a destination. The CVB used education and research to get hotels involved, and the requirement from the ministry of foreign affairs to weight hotels with green accreditations more, made extra incentive for the suppliers

### **6.3 Case Melbourne**

Interviews were made with the CVB, the convention center and the city government to get different perspectives on branding Melbourne, as a green destination, all interviewees held senior management positions.

### 6.3.1 Introduction




The CVB brands Melbourne as “Green Melbourne” towards the meeting industry and has created a special logo “Melbourne green credentials” which is used in promotional materials designed for meeting clients such as: event planning material, event planning guide and on MCVB website. MCVB publishes every year a green credentials reports for the whole destination. The report lists the environmentally friendly initiatives of business events differentiates suppliers, from hotel and transport providers, venues and caterers. It gives the suppliers that have eco-certifications a green logo in the Melbourne planners guide (MCVB, 2011). Moreover, the city government has the ambition to make Melbourne one of the top ten sustainable cities in the world by 2020 (Melbourne Government, 2011).

### 6.3.2 Stakeholders:

Melbourne Convention and Visitors Bureau (MCVB), is a non-profit organization responsible for marketing and branding of Melbourne nationally and internationally to business events customers and leisure customers. The State provides the core financial support, and the last part comes from private businesses through a membership base of more than 260 members (MCVB, 2011). The stakeholders that were involved in the branding process were the city government, the hospitality industry and the Melbourne Convention Center (MCEC).

### 6.3.3 Process

The process of branding Melbourne as a green destination was described by the CVB (CEO, MCVB, 2011) as a first crucial step to get commitment from board of directors and government and then conducting research. The stakeholders in the tourism industry were shown why they should go green by facts and figures, and given motivation and incentives to incorporate green practices. Simultaneously, the CVB worked with the members to assess the number of tourism suppliers holding green practices, and from this a green credentials booklet was made. One of the initiatives to get commitment was that the CVB gave members incentives by promoting them in the green credentials report and by giving the suppliers that

held environmentally sustainable practices a green leaf logo  in the meeting planners guide. They work on continuous measurement and improvements.

#### 6.3.4 Drivers

One of the drivers for the CVB behind the green destination branding initially was **to win business**, however this changed over time the CEO describes. The second driver was the reason that Melbourne is a **long haul destination** and due to consumers increased awareness of their carbon footprint they needed to take **social responsibility**

*“there was also responsibility on us to have an environment in Melbourne, that if we were asking people to take that long haul travel and to attend events that were held here- we ought to provide events in the most environmental friendly destination” Chief Executive, MCEC, 2011*

The MCVB has tried to counter arguments from clients by proving to clients with facts and figures and providing research information about how green Melbourne is as a meeting destination. Their argumentation has been considered very successful.

The convention center main driver was also **to take social responsibility** and setting an example as a community and governmental facility (CEO, MCEC, 2011). The city government main driving concerns were for Melbourne to be a livable city and a competitive city.

#### 6.3.5 Challenges:

One of the key challenges mentioned by city government was the fact that they had **no control** and that they needed to influence and engage. Obviously, this process **takes time** (Sustainability Manager, Melbourne City Government, 2011). The second challenge faced by the MCVB implementing sustainability to brand Melbourne as green, was recognized as **lack of knowledge and practical knowledge** on how to implement it.

*“Lack of practical information - Always it is how do you, do it and what is it going to cost. Those are the questions anybody starts off wants to know” CEO, MCVB, 2011*

**To overcome this challenge** the MCVB did a lot of **research** to help their members to get information on why they should implement sustainable practices. By researching what recognized certifications and climate offset programmes were available, to make it easier for

actors to implement. The MCVB emphasized the difficulties **getting people to understand the importance of this issue**, and that they struggled with the board of directors to get them on board as they could not see the advantages. Contrary, the directors saw challenges such as costs and not being a competitive advantage Melbourne could keep for very long. The third challenge mentioned by the convention center and the city government was the fact that people think it would **cost** more to be sustainable. The convention center provided financial support in the start, and the city government provides reduced risk to investments in green buildings to overcome the challenge of costs.

#### 6.3.6 Key success factor (KSF)

The reasons for MCVB success in positioning Melbourne as a leader within green destination branding for the meeting and event segment was identified as **the leadership** from the top. By, getting **support from government and the board of directors**. This was also supported by city government who recognized a very proactive industry with strong leadership and strong goals (Sustainability Manager, Melbourne City Government, 2011). The CVB highlighted that they really tried to think **what more they could do, by being proactive**. In their internal operations they have created a green team and worked continuously on being more sustainable. This also resulted in new innovations, such as the CSR gift programme, which is a programme for speakers that instead of getting a bottle of wine can donate money to a local charity. The CVB emphasizes **the need for commitment across a broad stakeholder group**. The city government highlights that they did not have control over stakeholders and therefore must engage and influence them. The CVB highlights the importance of having shared common goals from all stakeholders and continuous measurement (Travel- Review, 2010).

***“Number four you got to have a commitment for ongoing measurement of what you doing, to make sure that it is staying on track and that you can see the fruits of your labour the success of what you are achieving.” CEO, MCVB, 2011***

#### 6.3.7 Case summary findings

Melbourne has, due to governmental and CVB leadership, managed to position Melbourne as a leader as a green destination brand targeting the meetings industry. This has been due to strong leadership from the top, extensive research, providing of incentives to get stakeholders involved and measuring of results.

Melbourne has clear goals and visions on green sustainability issues, and the CVB is working to set an example, and being a role model by working with sustainability internally as well as encouraging the industry. The CVB has taken the leadership and commitment from the government and key stakeholders. The destination is reporting their green credentials as a meeting destination and has done so for three years and thus is able to measure their success.

The benefits of their success has been increased business, competitive advantage, PR advantages and innovation and the CVB highlights: *“Well I think the greatest benefits for us have been increased business, increased engagement from members they are much more involved with us, it has been good for staff morals, and I think it has certainly given us a complete advantage.” CEO, MCVB, 2011*

## 6.4 Case Portland

### 6.4.1 Introduction

Interviews were made with three different senior managers at Travel Portland and an external consultant and meeting industry expert, a total of four interviews were conducted.



Travel Portland, the DMO, brands the city as Green Portland towards the meeting industry, a process that started already in 2006 and has created a special logo for promoting Green meetings. On their website and in their business plan 2010-2012 they have as a strategy to work with green tactics and messaging in overall marketing efforts towards the meetings industry (Travel Portland, 2010). They have also created their own website greenmeetings with their own green logo “Green Meetings by Travel Portland”, and this provide tips, a toolkit and reasons why meeting planners should choose Portland. The DMO provides a section about why it has leadership in being a green destination. To help meeting planners and visitors to select offers a database of green-certified hospitality partners. The DMO works internally on green initiatives and promotes sustainability efforts to the tourism industry. In 2010 they received Portland Climate Champion award for their work on this (Travel Portland, 2011).

### 6.4.2 Stakeholders

Travel Portland is the official DMO and has more than 1000 partner businesses. The DMO has been the one taking leadership of the branding process, and it also involved Meet Green external consultants, the double tree hotel, the Oregon Convention Centre and the hospitality industry.

### 6.4.3 Process

In the case of Portland the process started by an idea that green was something where Portland could gain a competitive edge since this was something they knew they were good at, and the city government was already making a lot of efforts on greening. External consultants from Meet Green were contacted to give advice to the DMO. The DMO looked inward on how they could become greener, educate stakeholders and involve them to secure a green destination product before communicating it. Portland DMO provided incentives such as promotion in the meeting planner guide for all hotels that were certified green.

### 6.4.4 Drivers

In Portland, the drivers behind creating a green destination brand were that it was a part of their DNA, and that this was something that they were good at and something that the DMO saw that could act as a **differentiator**.

*“Number one it is who we are and what Portland is. We are at a fundamental DNA level are progressive and creative and sustainable. We like to say that we were green before it was cool to be green”* Executive VP Marketing & PR, Portland Travel, 2011

Before the branding process started there was a lack of mental image of Portland in the meeting industry, due to its status as a second tier city. Accordingly, Portland found that a green brand was something that could separate them from other destinations.

Secondly, a **demand from meeting and event clients** as a result of requests from their stakeholders for more environmental operations.

### 6.4.5 Challenges

The DMO looked inward on how they could become greener, educate stakeholders and involve them in order to secure a green destination product before communicating it.

The founder of MeetGreen (2011) stresses **a lack of knowledge** as a general problem in the meeting and event industry. At this point, the challenge faced for the DMO is too much

available information for stakeholders. This has provided more targeted educational seminars and introduced peer- to peer information sharing, where the partners that are really experienced teach other less experienced partners.

The next challenge of getting stakeholders to incorporate green practices was **the cost of initiating** such alternatives. The DMO highlighted different certifications and to get these certifications is often costly.

*“The biggest internal challenge within Portland was frankly with our hotel community in terms of getting them to go through the green seal process because it is not inexpensive. It is not necessarily an easy thing to do”* VP Convention Sales, Portland Travel, 2011.

Communicating the offerings transparently, to avoid greenwash accusations was another challenge highlighted.

*“as we worked with our stakeholders that we still be transparent and humble and to you know to let that we don’t be guilty of greenwashing”* Executive VP Marketing & PR, Portland Travel, 2011.

#### **6.4.6 Key success factor (KSF)**

A key success factor for Portland recognized by all interview persons was that the brand promise was **true to Portland’s destination brand identity**. As Portland already have environmental friendly infrastructure and a sustainable reputation (Founder, MeetGreen, 2011), VP Marketing and PR, Portland Travel (2011), highlights that DMOs needs to align with the reality of experience. Another KSF put forth causing Portland’s success was that **the community stood behind the initiatives and bought into it**.

The third factor stressed was **leadership**, from the political side, VP Community relations, Travel Portland DMO (2011) and Portland’s key players that championed greening efforts (Principle, MeetGreen, 2011).

#### **6.4.7 Case Summary Findings**

Portland has gained a lot of success getting more business; people now have a green image of Portland. The main drivers recognize \_\_\_\_\_ for green practices, and gaining a competitive advantage and that it aligns with the brand identity. Challenges were lack of knowledge, communicating transparently and high costs. Initiatives to overcome challenges, has been to educated stakeholders, create peer to peer education, and advise stakeholders to have certifications to avoid being accused of greenwash. The KSF was

leadership from the top, stakeholder commitment and aligning with brand reality. A benefit of the success has been increasingly meetings choose Portland.

The case of Portland illustrates a destination promoting sustainability before it was “cool to be green” and which has been considered a pioneer within the meetings industry.

This success has been as a result of strong governmental goals on sustainability, and leadership from a few dedicated players. Portland now strives to be a leader and role model and for the sake of helping meeting planners on sustainability even if they are not bringing their meeting to the destination.

## 6.4 Case Vancouver

In Vancouver, the city government councillor was interviewed and the DMO (Appendix 4.5).

### 6.5.1 Introduction



The mayor of Vancouver has the ambition to make it the greenest world city by 2020 and brands the city as the Vancouver Green Capital. The government has created a logo and a TalkGreen [vancouver.ca](http://vancouver.ca) forum and logo to involve local city stakeholders in reaching the target. Tourism Vancouver DMO has introduced a partnership with their local electricity provider BC Hydro to promote energy conservation (Sustainable Tourism Vancouver, 2011). The DMO has also created a Tourism Ambassador for the Conservation Program, which consist of recognized leaders in the Vancouver tourism business to take a pledge and use this as pressure to lower the bar on acceptable energy consumption. Tourism Vancouver provides a Uniglobe offsetting green flight, program and which is offered to meeting delegates and introduced an internal Green Team to implement changes to the daily operation (Sustainable Tourism Vancouver, 2011).

### 6.5.2 Stakeholders & process

Tourism Vancouver is the official DMO responsible for marketing Vancouver city as a tourism destination towards the leisure and meeting tourism, and the association has over 1000 members. The DMO is using the green city brand made by the government.

The process and decision of branding Vancouver as green was taken by the city government. And the process started by forming a city action team consisting of 16 experts in broad sustainability, they produced two reports, one quick report with actions and one long term plan and all actions had measurable targets. When this was completed they engaged stakeholders in how the target should be reached and a website was made to involve stakeholders in participation.

### 6.5.3 Drivers

The DMO recognizes political leadership by the city mayor as a key driver towards branding.

*“Well, a key driver is that we have a Mayor that wants Vancouver to be the greenest city in the world by 2020 and I think that is a big driver. I don’t think it can be any larger”* International Sales Manager Meetings, Vancouver CVB, 2011.

### 6.5.4 Challenges

The key challenges recognized were **the lack of power over stakeholders**, especially from the CVB perspective. The CVB highlights the role of **providing education** and tools for members to overcome this challenge. Both the CVB and government mentions time as a challenge, and recognize that it is time consuming to go green.

*“It is like turning a super tanker- you can’t turn it right away, it is a long slow process.”*  
International Sales Manager Meetings, Vancouver CVB, 2011 “

The government highlighted the challenge when **car lanes was removed to make bike lanes**, they received a lot of opposition from the local community.

### 6.5.5 Key success factor (KSF)

In the case of Vancouver it has been the city government has held the leadership branding the city as green. Hence, **leadership from government** especially from the mayor of Vancouver has been a critical success factor for the successful positioning as a green brand.

*“Leadership is absolutely critical! Having a mayor behind it makes all the difference in the world.”* Councillor, Vancouver City Council, 2011

The city government also mentions the importance of having a plan and time. The third success factor was **partnerships and stakeholder engagement**. On the other hand the CVB, elevates that one of KSF has been for the reason that the convention center was built as a green building right from the start.

#### **6.5.6 Case Summary Findings:**

It is evident that it is the government of the city of Vancouver that has been the main driver and has held core leadership of the branding of Vancouver as a green destination. The CVB are using this in their branding of Vancouver, by doing a lot of initiatives. Nevertheless, there seems to be an inconsistent approach compared to other cases such as Portland and Melbourne and Copenhagen designed for the tourism segment. The key success factors for Vancouver have clearly been leadership and stakeholder commitment.

## CHAPTER 7 CROSS-CASE ANALYSIS

Branding a destination as green is a new phenomenon and has not yet been studied thoroughly by researchers. The literature review reveals that there is a lack of knowledge on how the process is and the key success factor (KSF) for conducting prospering green destination branding. This part will analyze the findings cross-case to find patterns, and discuss the results compared to the model proposed in Figure 4.



### 7.1 Cross-Case Analysis

In order to ease the cross- case analysis, a summary of findings cross-cases is presented in Table 2. In three out of five destinations, they had worked on green branding efforts for nearly two years. The most experienced was found to be Portland, which started efforts already in 2006 (Appendix 6). The below table shows the drivers, challenges, key success factors, process, core stakeholders involved, outcomes & benefits found in the five cases.

**Table 2: Cross-case pattern table**

Questions/Cases	Cape Town	Copenhagen	Vancouver	Portland	Melbourne
<b>Drivers</b>	Social responsibility towards: - Natural environment - Long haul destination - Stakeholders - Cost savings	-Be perceived as a leader -Large event -Something they were good at - Differentiator	- Leadership by city mayor	- In their DNA - Differentiator - Demand from clients - Leaders & Role models	- Increased business - Differentiator - Social Responsibility as a long haul destination - Leaders
<b>Challenges</b>	- Lack of knowledge - Cost	- Time - Stakeholder commitment	- No control of destination product - Time	- Costs - Lack of knowledge - Transparency	- Research - Costs - Lack of knowledge - No control of destination product - Time
<b>Overcoming challenges</b>	-Education -Stakeholder Engagement -Incentive as a responsible brand	- Incentives - Research of opportunities	- Education and providing tools	- Education: seminars and peer to peer education - Incentives: promotion of certified suppliers	- Education - Research - Providing facts & figures - Make it easy for stakeholders to incorporate green practices
<b>Key Success Factors (KSF)</b>	-Leadership from the top -Stakeholder engagement	-Connected to a large event -Leadership -Stakeholder commitment -Stakeholder partnership	- Leadership - Action plan - Partnerships - Stakeholder engagement	- Brand identity true to actual product - Leadership - Stakeholder engagement	- Leadership - Ongoing stakeholder commitment - Green teams - Role model - Proactive - Ongoing measurement
<b>Process</b>	Leadership by GOV→Core stakeholder partnership commitment→Wider stakeholder engagement process→Creating the brand→Communication	Leadership by GOV→Creation of consortium with key players→Assessment and unified goal→Engaging community stakeholders to be green→Creation of protocol of result→communication	Leadership from city GOV→Group of experts→Assessment and action plan→ Wider stakeholder commitment→ Communication	Leadership by CVB→Ext consultants→Inward look how can the CVB could be more green→Assessment→Stakeholder engagement→making sure core meeting industry had green practices→Involving marketing department→promotion of brand	Leadership by CVB→Commitment from top (board and GOV)→Research→inward look on how to CVB could become more green→Stakeholder commitment→Providing incentives(GCR)→Measurement→Communication→ Continuous improvement/ Continuous commitment
<b>Stakeholders</b>	1 GOV 2 Core tourism actors 3 Tourism community	1 CVB/NTO 2 GOV 2 Hospitality org 4 Private industry: venues 4 Experts	1 GOV 2 Expert group 3 Public stakeholders	1 DMO 2 Experts 3 Hotel 4 Meeting and Hospitality	1 CVB 2 GOV state & local 3 Hospitality community
<b>Outcomes &amp; Benefits</b>	- Being a role model and the first	- Good response from meetings industry - A perception of CPH as a leader in sustainable meetings	- Competitive advantage - More business opportunities	- Media attention - Top of mind of visitors seeking green - Role model - PR	- Increased business - PR advantages - Member engagement - Good for staff morale - Competitive advantage

## 7.2 Discussion of the process and identification of key success factors

### Stage 1: Assumed Leadership

General destination branding theory suggests only the DMO to be the stakeholder responsible for leading the branding process. Therefore, the model in Figure 4 assumes that the DMO take leadership of the branding process and in addition propose leadership as a key success factor (KSF).

Despite this, in two out of five cases investigated this **was not found**. In Cape Town and Vancouver, **the government** was the body that took on the responsibility for green branding efforts. The government in Cape Town highlighted that it was necessary because of the “authority” role the government held. Government holding of this kind of power is supported by green tourism collaboration theory (Timur & Getz, 2009).

This finding could be related to the fact that most government wants their destinations to be attractive not only to tourists, but for all city stakeholders such as; citizens, investors and expats. According to Konijnendijk (2010) most government wants their cities to be green and livable, and express high commitment to green and sustainability.

The DMO is an important actor for the leadership of the process, however because they have been found to hold legitimacy and power in the tourism network, as they often hold valuable information, resources and connections to most partners in the network (Timur & Getz, 2009). In three out of five cases the DMO lead the branding process.

Consequently, the findings show that **both DMOs and the government can lead the green destination branding process**.

DMO relies on government setting infrastructure and policy, while DMOs has strong relationships with stakeholders and this is evidence that they both hold power. Whether or not the DMO or the local government take leadership, these bodies need to work together to succeed as they rely on each other. Five cases show strong collaboration between the government and tourism industry and therefore can be seen as an important condition.

The findings of the multiple cases also support **leadership** as a KSF in all of the five cases. The importance of leadership is supported by meeting industry expert Bigwood (2011 that

absence of leadership leads to inability to reach the desired strategic level. Destination branding literature also supports leadership as a KSF (Hankinson, 2009).

***“You have got to have the CVB and the DMO, they need to take leadership” Sustainability Director MCI, 2011***

The findings do not support the first step of the model in Figure 4, as the evidence showed that both the DMO and local government can lead the branding process. Consequently, the model must be revised to consider this finding. Secondly, a condition for green branding is **collaboration between government and the DMO in the process. Leadership was found to be a KSF in all of the cases.**

### **Stage 2 Partnerships with core stakeholder groups & green commitment**

Today's brands cannot be controlled completely, due to the knowledge access power consumers have, but a brand can be managed and one of the key tools to success is stakeholder management and inclusion in the branding strategy process (Dinnie, 2011).

The model in Figure 4 suggests that the DMO is likely to create partnership with core tourism stakeholders as the DMO does not have the power to impose or force individual actors to incorporate green practices.

**In three out of five cases the DMO or government created partnerships**, though involving different stakeholders. In two of the cases it involved core tourism stakeholder which committed to green practices. Rainisto (2003) and Van Gelder (2011) support planning groups with core stakeholders of the destination product to succeed with destination branding. In Melbourne and Portland they involved their hospitality and hotel community, but did not form any formal partnership.

This shows that the green destination branding process is more dynamic than Figure 4 depicted and stakeholder involvement occurs in different ways and at different stages. Nevertheless, a criterion shown in all five cases is the involvement of multiple stakeholders, and in four of the cases the wider tourism industry. A KSF which has worked for three out of five cases is formation of partnership with core stakeholders. Thus, **a recommendation for destinations rebranding themselves as green, will be to form partnerships with key tourism players.** This will secure consensus and a consistent approach, setting joint targets

by involving the actors which can influence the destinations. These actors then acts as **ambassadors for the brand in order to get commitment from the wider tourism community.**

Despite this importance, what occurs if the core suppliers do not want to participate in the process or in a partnership? This actually happened in Copenhagen at the start of the process as they missed two of their core players in the tourism industry, who decided not to take part. Despite this, Copenhagen managed to go through with the practice, involving a group of core stakeholders and had great success. This might be because they had on board a majority of partners, and also key members such as the convention center. Thanks to the success of Copenhagen, the missing players are now included in future projects because they realized that **collaboration as a destination made a difference**. This shows that sometimes it is necessary to show pilot projects or results before all partners see the actual benefits of participating in the rebranding project.

A finding in two of the case studies was that the DMO, before involving stakeholders, looked internally into their own organizations to assess how they could become more environmentally sustainable and created internal green teams. This engagement made it possible for them to be role models and ambassadors for the wider tourism community, and also showed leadership. Green marketing theory, support this finding and highlight the importance of setting an example, showing accountability and ethos of the brand (Grant, 2008; Maio, 2003; Ottman, 2011).

Therefore, new destinations taking on green branding should look inward and live by example in order to be role models. This will make it easier to show and excel their commitment to green and as a side-affect get stakeholders involved.

### Stage 3: Assessment of destination stakeholders' level of environmental sustainability

In order to brand the destination as green, the identity must mirror the reality (Hankinson, 2004; 2009), and this means as the model suggests that the partnership group must assess the actual environmental sustainability of the tourism product by identifying actors in the wider tourism industry and measure whether or not they have green practices in place. The group can then compare these results to level of greenness they have set as their goal.

**In four out of the five cases an assessment was made in one or the other way of stakeholders' level of sustainability.** In Melbourne, they conducted extensive research on

how to become green, which types of certifications existed and they introduced a green credentials survey to identify how many of their members held green practices. This was later put into a booklet.

**Consequently, the findings confirm the need to identify and assess the current level of sustainability in the tourism product.**

For a destination wanting to rebrand itself as green, this stage will be very important. As, they need to be identifying, number of certified hotels, transportation companies and eco-friendly restaurants, and set joint targets on how to get involvement and commitment from the wider tourism community on the green rebranding strategy.

#### **Stage 4: Engage non – partners in the destination and the tourism product to green practices and commitment**

The branding strategies that do not involve stakeholders and community are destined to fail (Houghton and Stevens, 2011). It is therefore suggested that to be able to succeed it is a necessary condition to involve and get commitment from the wider tourism community. Visitors will judge the brand versus brand reality, based on a series of different service encounters from different stakeholders.

**All of the five cases findings support involvement of the wider community, however not necessarily as the fourth stage in the process.** In the case of Melbourne and Portland instead of partnerships they involved their hospitality tourism members earlier in the process. In Cape Town and Copenhagen they formed partnership and then involved the wider community. While, in Vancouver it involved partnerships with experts and then involved wider community.

***“It seems chaotic. Sustainable cities are collaborative partnerships focused on delivering common interest.”*** Councillor, Vancouver City Government, 2011

In four out of five cases, provision of incentives was a way of overcoming the challenge of lack of knowledge in order to get stakeholders to incorporate green practices. In four out of five cases the DMO or government provided incentives such as giving promotional advantages for suppliers holding green practices. Theory supports that perceived benefits and incentives can help collaboration and commitment (Jamal & Getz, 1995). In all of the five cases stakeholder engagement was regarded as a KSF which is proposed in general

destination theory and sustainability as important (Van Gelder, 2011) In the case of Portland, they emphasized that the key reason for success was that the community lived by example and did not just see it as pure marketing.

*“I think that we bought into it that we facture and lived it. That we quickly got passed the fact that it was a marketing ploy, but everybody truly buys into it in terms of a lifestyle. In fact even if the meetings industry did not care we would still be green.”* VP Convention Sales, Portland Travel, 2011)

Involving wider community is a necessary stage in the process of creating a green destination brand. There were, however found, differences in when the body taking leadership involved them. Consequently, **incentives, education and getting stakeholders engaged were seen as key factors for success.**

### **Stage 5: Creation of green identity concept**

The model in Figure 4 suggests, as a parallel stage to involving the community, that to brand a destination as green, the partnership group needs to make sure that they have green practices in place, before communication and promotion is made. When the majority of stakeholders have committed to green it is likely to involve the marketing department, which creates the green identity concept.

In four out of five cases the DMO or government, worked on getting commitment to green practices and green branding with stakeholders, before creation of the brand identity concept.

*“They need to make sure that they know what they have. So don’t brand something you don’t deliver. Because I have seen cities that do that, be sure that you are very clear about what you offer and what the integrity behind what you offer is. Because the risk you take- if you brand your destination as sustainable and you don’t have the practices consistently in place, it won’t take very long before people figure that out- and that would be a really bad thing.”* Principal, MeetGreen, Portland 2011

The outcome of living in a transparent society is that negative word of mouth travels fast due to new communications channels such as social media (Kotler, 2011). If the destination does not have, in this case i.e. a meeting industry, that has green practices and facilities in place, it will not be a success.

To secure a green brand identity, there is a need for a long-term process involving time, resources and financial investments from individual stakeholders in the meeting tourism industry.

Another condition necessary for a destination to rebrand as green, argued by Congress Director, WoCo CVB, 2011(2011) and key informant (Meet Green, 2011), is the need to have a government that already supports a green agenda.

*“You can’t have a destination where you want to promote a sustainable meeting industry and where the government and the city does not care at all about sustainability, then the work being done in the meeting industry will not make a difference what so ever.” Congress Director, WoCo CVB, 2011*

One of the key informants (Principal, MeetGreen, 2011) stressed that if the destination does not have this in place, it can be a chance for the meetings industry to influence the government and i.e. regarding the necessity of creating a greener infrastructure. On the other hand, realistically it will take much longer time for a destination to get green practices in place if the government does not already have a green agenda and for the DMO to brand it as green.

**Hence, an important condition that needs to be in place is a government with green targets on the agenda.** In all cases investigated a strong leadership from the government on green targets was in place.

One can argue that an important condition for a new destination as suggested in the conceptual model; “creation of green identity concept” is to **secure a commitment and implementation of green practices of majority of tourism stakeholders before communication of the brand is made.** This is a key difference from the general process of branding, as often DMO goes out and brand the destination not relying on individual business implementing a certain type of practice. When it comes to branding a destination as green, the DMO or government is absolutely dependent on the collaboration and commitment from multiple stakeholders.

#### **Stage 6: Promotion of the green destination brand and creation of image**

The model suggests that this stage involves marketing and communication of the green brand to target groups. In all of the five cases, promotion of the green destination brand was made. The promotion of the brand was done in different ways depending on the destination. In two

KSFs suggested that the brand is communicated in a credible and transparent way. This was an issue which was highlighted only in two out of five cases, and were transparency and credibility were argued as important to succeed.

Stage 7 suggests that the DMO or partnership group monitor the tourism level of sustainability and measure current level compared to initial targets. More importantly evaluating brand performance e.g. if the visitors' expectations were met.

In Copenhagen, they will in the future collaborate with the capitals in Scandinavia to measure sustainability (Congress Director, Wo  
ase of Portland they will try to get a certificate as a tourism destination, and attempt to be the first who gets this accreditation, which is collaboration with the United Nations (Executive VP Marketing & PR, Portland Travel, 2011).

Another issue which is important to understand is how the destination can determine whether or not they are green. The founder of MeetGreen, highlighted that **measurement can help the credibility of the brand**, as they can prove that they have environmental sustainable practices, which can help the various stakeholders acquire environmental certifications. The principal was very skeptical on the current accreditations and recommends that the DMOs research on the available ones and give recommendations of the most recognized. She further highlights the importance of certificates that are revised by third party and that are not self-endorsed (Founder, MeetGreen, Portland, 2011).

Even though, only two of the destinations confirmed the monitoring stage, recommendations to new destination rebranding their destination as green need to measure and monitor in order to show credibility of the brand at the same time as assessing their success.

### **Stage 8: Continuous improvements and revised image**

Only one of the destinations recognized the importance of continuous improvement when working with green and sustainability. The founder of MeetGreen moreover stressed to retain the position as a leader in sustainability you need continuous improvement, the CSMP framework and BSI supports continuous improvements working with sustainability (CSMP, 2011; BSI, 2011). Thus, new destinations embracing green destination branding should try to see what more they can do after measurement and if there is a need to revise image.

### **7.3 Stakeholders and their roles**

The cross-case analysis in Table 2 showed that the stakeholders who were involved in the process of branding a destination as “green” were involving the DMO, in some cases the CVB, the government and core tourism stakeholder organizations as well as private businesses. **A broad range of stakeholders** were involved which is suggested by destination branding literature as an important factor to succeed.

According to Timur and Getz (2008), individual players in the tourism industry can hold great power in partnerships due to their capacity and resources. The same was apparent in two out of five cases i.e. Copenhagen and Portland, where the convention center was a key stakeholder for the success as it held a critical capacity and resources.

*“I would have to say the Oregon convention center, for Portland it is initially the key attractor for a meeting planner. The fact that the convention center jumped on board 110 % to become green*

*was essential. They got the LEED certified building, and had to get back and rebuild and spent a lot of money.”* VP Convention Sales, Travel Portland

In Vancouver, the convention center choice of constructing it as a green building and running it sustainably was found important for the image of Vancouver as green meeting destination.

One of the critical stakeholders for Copenhagen to implement green practices was the Bella Center (the convention center) which was the venue for the COP15 summit (IMM, VDK, 2011). In Portland, both the convention center and the Double three hotel, was found to be critical partner for the success. It was one of the first hotels that embraced sustainability and were a big influence on the rest of the hospitality industry and the process of branding Portland as green (Founder, MeetGreen, 2011).

Green tourism stakeholder theory literature put forward that for a tourism destination to incorporate green practices they are absolutely **dependent on collaboration** between multiple stakeholders. As each individual partner, sets its own decision of whether or not to implement green practices such as environmental eco-certifications, waste management and CSR policies (Parker, 1999). The theory suggests when wanting to “green” the destination tourism product, the DMO needs broad collaboration with stakeholders, as one partner is reliable on the others in the network to have success.

In Copenhagen it involved the government, hospitality organizations such as HORESTA hotel association, clean tech cluster, MCI the professional congress organizer and private organizations such as hotels, transportation companies and the convention center. In Portland, they also got help from meeting industry greening experts.

This shows that in green branding of destinations towards the meeting segment the **collaborative efforts of private and public parties is necessary to succeed such as: government, destination marketing organization, hospitality organizations and private organizations.** Especially for the meeting industry the convention center or a hotel can be an additional important player holding prominent role and ownership and control of great capacity and resources as a meeting venue.

## **7.4 Drivers**

In the future, brand managers will face many ethical challenges, and one of them will be to manage the destination in sustainable development (Dinnie, 2011). Consumers will in the

future add sustainability as a third demand in brand buying decisions and this can also be argued to impact on destinations (Kotler, 2011).

The model proposed in Figure 4, starts by proposing the drivers influencing the DMOs to brand their destination as green, was to differentiate, and taking social responsibility. The multiple case studies undertaken have shown that these destinations have chosen to brand their destinations as green with different motives and drivers, nevertheless some patterns were found.

In two out of five cases showed that the driver behind green branding efforts was to take **social responsibility**, and this could be connected to different purposes depending on the case in question.

In the case of Cape Town, it was found to be a destination that relied heavily on both their natural environment and tourism, and their need to take responsibility for the environment in order to have sustainable tourism in the future. Secondly, the fact that Cape Town was a long haul destination increased the need to operate sustainably due to visitors increased awareness of their carbon footprint; the same driver was identified in Melbourne.

The fact that rebranding a destination to differentiate and act as a competitive advantage is supported by general branding theory (Hankinson, 2004; Morgan et al, 2004). Secondly, that green can act as a differentiator and a competitive advantage has been suggested by several authors (Dinnie, 2011, Konijnendijk (2010), and Chen, 2010). In the case of three out of five destinations, i.e. Portland, Copenhagen and Melbourne, being **leaders** within green were a driver and **differentiate** the destination for the meeting client segment. In the Portland case, the DMO recognized that being green was in their DNA, and that this was something they could see that they could excel in, which also were the case for Copenhagen. In the case of Melbourne and Portland another driver found was as a commercial driver of **getting increased meeting business**.

One case separates from the other cases where branding management efforts were **connected with a mega event in connection** with COP15 and this was seen as a major driver.

The drivers proposed in Figure 4 by DMOs to brand the destinations as green can consequently be supported by the chain of evidence found in the multiple cases. One new driver was found in three of the destinations – a drive to be **leaders and role models**.

## 7.5 Challenges

The wish to brand a destination as green was found not to be a straightforward process. Reluctance, due to the high investments required when implementing sustainable practices, as for example costs of getting accreditation, lack of knowledge and time was found in the multiple cases as key challenges for stakeholders.

The literature and model in Figure 4 suggests that the DMOs largest challenges would be lack of control over stakeholders and fear of greenwash accusations due to exaggeration of green credentials. The model additionally suggests that stakeholders face challenges such as lack of knowledge and resources.

These challenges were only partly confirmed by the findings. Lack of control was only confirmed by two of the cases. In Vancouver, the CVB recognized that they had no control over the tourism stakeholders and that they could advise and recommend, but they had no power to enforce. In Melbourne the city government highlighted the lack of control as a challenge, even though stakeholder theory suggests government as the most powerful player.

One of the largest challenges found in three out of five cases, was stakeholders lack of knowledge on sustainability. The DMO is in the position to influence the stakeholders and can therefore tackle the lack of knowledge challenge by providing educational opportunities, as proposed as a KSF in the conceptual model.

Education as a KSF was confirmed by four of the cases as a solution, to overcome lack of knowledge challenge.

The second challenge was, in three out of five cases, the **costs of implementing** green practices, to acquire environmental certificates. To overcome this challenge many of the destinations used non-monetary incentives for suppliers that implemented green practices. In the case of Melbourne, the CVB had spent a lot of time on research, which enabled them to give their members informed knowledge regarding the best certification programmes.

In Portland, the DMO provided members with a list of the recognized accredited certifications, and gave priority to promote the suppliers that certifications this in place. In Melbourne, the city government provides funding or reduced risk to help stakeholders implement green practices. In Copenhagen, suppliers were given priority if they used environmental friendly practices. And before the process started, only 12% of hotel rooms were eco certified and today over 60% are certified (Congress Director, WoCO, 2011;visitcopenhagen.dk,2011).

Insch (2011) highlights that providing the right incentives can be difficult for a DMO. In most cases, providing information, facts and figures, education, and promotional advantages was found to influence whether or not the stakeholders committed to the green efforts. Time was found as a challenge in three out of five cases. The cases highlighted that it takes time from the stakeholders commit to they actually have green practices in place.

The challenges that the DMO faced to get their stakeholders involved were: costs, lack of knowledge, getting stakeholder commitment and time challenge.

## **7.6 Outcome**

The destinations investigated recognized many positive outcomes from their successful green branding. In Melbourne, the CVB got benefits such as: increased business from the meetings industry, more media attention, more innovation and staff with higher moral. In Cape Town, they saw an advantage of being the first and being a role model for other cities in Africa. In Portland they act as a role model for the whole meetings industry as an information resource. Portland has secured a top of mind when meeting clients search for green destinations, as well as PR advantages. In Copenhagen, they enjoy an image in the meetings industry as a leader when it comes to sustainable meetings.

## **7.7 Future outlook**

In the future there will be even more destinations implementing green destination brands which was confirmed by Copenhagen, Melbourne, Cape Town and Portland and which the key informant and meeting industry al Copenhagen, the CVB see that more and more destinations are starting to brand their destination as sustainable and that they need to do even more to retain their position as leaders in the future.

*“I think there will be- I think it is a must. You can’t afford not to do it. And I think we will see that destinations will invest in this heavily and our position will be threatened, so we really have to keep up our momentum if we want to keep our position.”* Congress Director, WoCo CVB, 2011

To stay a leader within sustainability, the founder of MeetGreen in Portland (2011) stresses the importance of leadership and foreseeing what is required to retain leadership, and continuous improvement. The NTO in Copenhagen even says that the term green meetings will disappear in the future because it will just be baseline: *“There are a lot of people in the green meeting industry that the name green meeting will become an unused word because all meetings will become more and more sustainable in the future.”* IMM Business Tourism, Visit Denmark, 2011.

In the future there will be a higher awareness and clients will demand green practices, and will become more mainstream (CEO of Cape Town CVB, 2011).

## **7.8 Discussion of implication of findings:**

The findings showed that if a DMO want their destination recognized as green, there are several conditions that need to be met and some KSFs to do it brilliantly.

The conceptual model in Figure 4 was tested empirically by five best cases, the findings which showed that the reality is a bit more dynamic. The stages were not as stable as predicted and can be done in different sequences. However, many of the suggested stages and content held true.

The main drivers for destinations branding themselves as green were found to be to take social responsibility, act as a differentiator and as being role models and leaders within sustainability.

**In stage 1, two actors were found of having the role of taking leadership: The DMO and government.** The role of **leadership** was found as a KSF in all five cases.

The local **government had sustainability high on the agenda, in all of the cases** implicating that these destinations wo development on a long term basis. This meant that the governments had worked on producing a green infrastructure, green buildings etc. The second factor was a need for **collaboration between the DMO and the government** as they both are powerful and rely on each other to influence tourism stakeholders and affect a change towards environmental sustainability.

The involvement of multiple stakeholders was confirmed in all of the cases. Although, the formation of partnership with core and powerful stakeholders was found important in three out of five cases to get necessary commitment, and setting joint goals and strategy.

This partnership was then found to assess how green the destination is, and make a plan on how to reach the target and which initiatives to be implemented.

Two of the cases showed destinations that acted as role models, by looking internally and assessing how green they could become and then involved stakeholders.

Another important condition was the fact that **destination brands needs to align with brand reality**. This is even more important when adding the environmental sustainability value to the brand, as this sets an expectation for the visitors that the destination has green practices, and if it is not found in reality the destination could face accusation of greenwash and bad reputation as well as negative image.

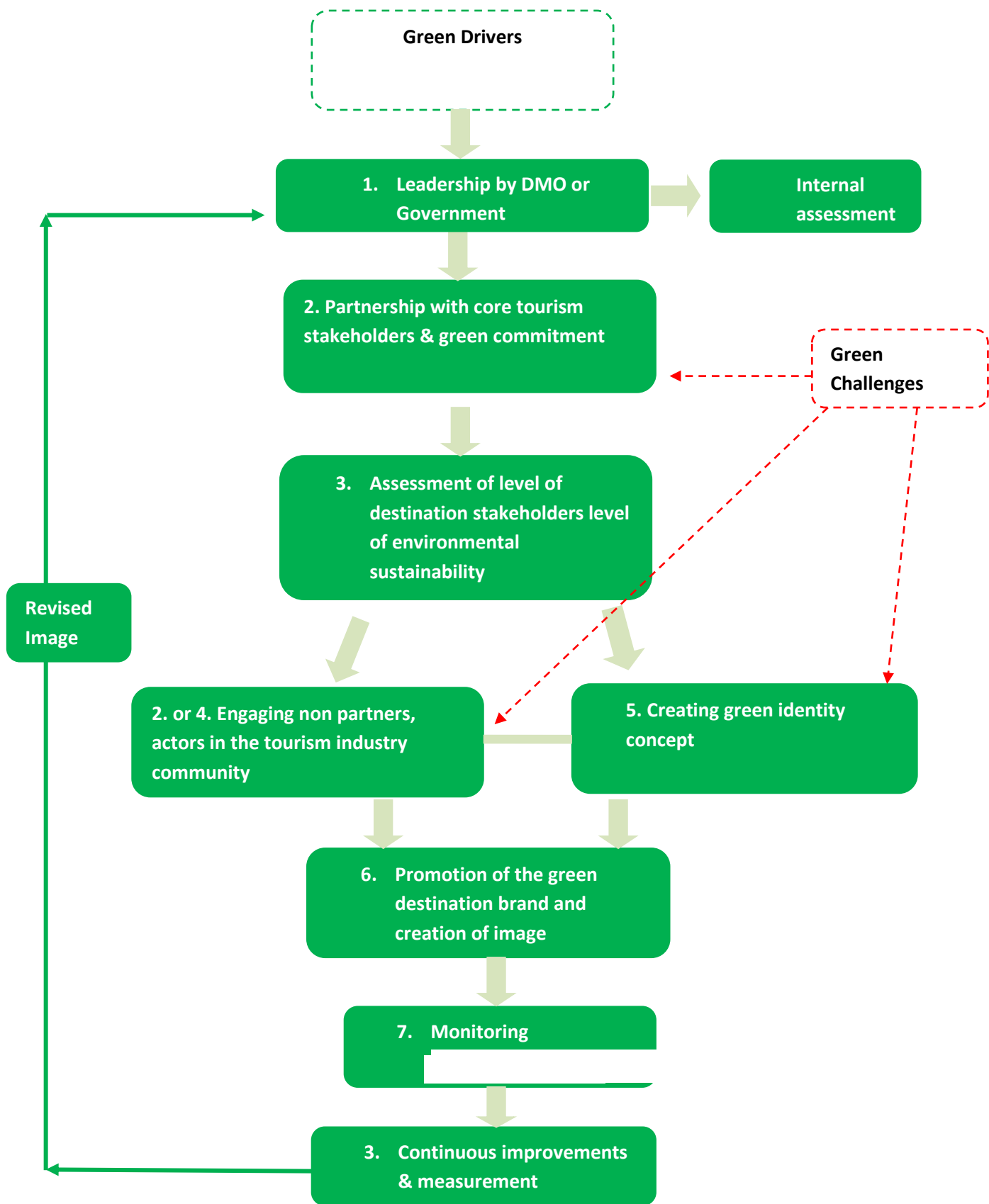
To convince stakeholders **Incentives** such as promotional advantages, information and research, education and financial support were found to influence the stakeholders to overcome challenges such as perceived costs, lack of knowledge and time.

**Credible communication** and measurement was found important in the promotion stage, here reporting as a meeting tourism destination to measure improvements in sustainability. Individual actors with power can influence success of collaboration and individual stakeholders such as a convention center can hold great power as they have critical capacity

Finally, the importance of monitoring stakeholders' level of sustainable practices and measure brand promise to secure continuous improvement.

The below picture illustrates the successful process revised by findings in the multiple case studies discussed above. These conditions can influence the success of an environmental destination brand.

Figure 5: Successful Green Destination Branding revised by findings



## CHAPTER 8 CONCLUSION

### 8.1 Conclusion & Future research

The meeting industry is experiencing a growing concern for green practices, and due to increased competition of attracting these lucrative business meetings, there is a few destinations world-wide trying to capitalize on this trend by branding their destination as sustainable to differentiate. Although, this importance, a gap in literature was found not covering the phenomenon of what factors influence the success of sustainable destination branding; the process, drivers and challenges in a business tourism context. This study therefore had the aim of highlighting these aspects.

This research empirically tested the applicability of an emerging conceptual model (Figure 4) presenting a successful process for green destination branding and identified key factors for success, on five best practice destinations within green branding. These were: Cape Town, Copenhagen, Melbourne, Portland and Vancouver. As evidence of multiple case studies are more robust, analytical generalization can be made from findings (Perry, 1998). The findings showed that the conceptual model suggested in Figure 4 is applicable to green destination branding, even though the stages were not as stable as proposed in the conceptual framework. Despite this, some patterns were found to hold true and a new stage emerged.

The findings have several implications for managers, DMOs and stakeholders in the tourism industry looking to rebrand their destination as green.

The reality shows a dynamic and complex process involving and relying on **broad collaboration with multiple stakeholders**, and a process demanding a long term perspective and financial investments of individual actors.

The core drivers for why destinations wanted to rebrand their destinations as green, was found to be to take a **social responsibility**; to customers; in some of the destinations as long haul destinations; and their natural resources. Secondly, it was seen as a **differentiator** and a way to get competitive advantage. A new **role models** of the destinations the main driver was to be **role models** and be seen as leaders within sustainability within the meeting industry.

One of these destinations were Portland which were working on sustainability internally as well as showing leadership for the whole meeting industry. By being a resource although, the meeting was not held in Portland.

**Leadership was found as KSF in all of the five cases**, and both the DMO and government could have the role of leading the green rebranding process, despite literature only suggest the DMO.

A prerequisite found for the process to work was to have collaboration between government and DMO as they relied on each other and both were found to hold power to influence stakeholders. Secondly, governments need to have sustainability targets on their agenda; if not the efforts from the meeting tourism industry will be pointless.

A way of showing leadership was that the stakeholders taking the lead of the process acted as role models by assessing own level of sustainability, and lived by example. In Melbourne, they created green teams and assessed how they could be more environmental sustainable.

In the context of rebranding a destination as green the process of branding is different from merely branding a destination as e.g. the friendliest destination, as a “green destination brand” must mirror the destination product. It demands broad collaboration, and this has great implication on the process as the brand needs to be credible and rely on individual stakeholders’ willingness to implement green or sustainable practices.

In relation to green destination brands this is absolutely critical to understand for DMOs and governments, because being able to brand destinations as green, there is a need to ensure that the brand holds true to the brand reality if not it could face greenwash accusations and image mismatch.

The DMO and/or government therefore need to work closely with powerful stakeholders that can influence the future of the tourism product i.e. in the brandscape. As stakeholder theory and network theory of sustainable development suggests getting environmental sustainability implemented in the tourism industry, broad collaboration is needed (Timur & Getz, 2009; Parker, 1999; Fadeeva, 2004).

This was not found to be a straightforward process as getting individual players to implement sustainable practices were found to be <sup>3</sup> task as nor the DMO or the Government has enough power to control them. It takes time and financial investments to get individual players to incorporate green practices.

The largest challenges were found to be stakeholders’; lack of knowledge, reluctance to financial investments and perception of high costs, time constraint and commitment.

Despite this, the findings showed as a KSF **the formation of partnership** with core stakeholders in majority of cases. Commitment from powerful stakeholders was essential for setting strategic goals. Therefore, recommendations can be made for new destinations to form partnerships with core stakeholders in the meeting tourism industry.

When the partnership had been formed, there was a need for this group to assess the current level of sustainability by e.g. measuring number of certified hotels, restaurants etc. and set joint targets and action plan. In Melbourne, they made a survey which was later put into a booklet portraying supplier green credentials.

When this has been conducted the partnership involved the wider tourism community. Most branding strategies that fail do not get commitment from the community. It is therefore crucial to involve them, as a small hotel or restaurant is part of the tourism product and the visitor experience. To gain involvement and green commitment from wider tourism community, incentives such as promotional advantages and education were found to overcome challenges such as lack of knowledge and commitment.

Most destinations did not promote or communicate before they had broad commitment and had ensured that core players had green practices in place. Reports and measurement of green credentials was found to be a way to communicate credibly and transparently.

Only two of the destinations monitored the destination stakeholders' level of environmental sustainability. Despite this, new destinations that set out to rebrand their destination as green, it is recommendable to secure continuous improvement and measurement.

The interviews also revealed that the DMOs expect that in the future even more destinations will look into green branding and to retain position as leader the destinations need continuous improvement. Therefore, an essential factor is moreover the need for continuous improvement, as there is always room for improvement when working with sustainability.

The DMOs and stakeholders also expect an increased trend towards a demand for green practices.

These multiple case studies of Cape Town, Copenhagen, Vancouver and Portland have shown in practice by using a replication logic of how branding a destination as green differentiates from the general destination branding process and proposed a conceptual model for successful green destination branding, and found KSFs and conditions that can influence success.

This research is applicable for researchers, as well as DMOs, NTOs and governments and other stakeholders in the meeting tourism industry as a guiding tool for how to achieve successful green destination branding.

Green destination branding is a fairly new research area and therefore there are several areas which can be investigated. This study focused on five broad cases and it could be interesting if the problem was seen more in-depth and looked at the deeper dynamics by focusing on one case study intensively. Other interesting new perspectives would be to test the conceptual model applicability to other places such as nations, regions and smaller cities. It could also be relevant to research places in Asia, as this research focused on western countries, and there could be cultural differences. Another relevant and interesting perspective would be to look at the broad sustainability concept as this research only focused on the environmental part, and thus dismisses important two important aspects of the triple bottom line balance such a societal and economical sustainability.

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## Appendix 1: Correspondence with Michael Luhers

Extracts from e-mail correspondence with Michael Luhers, Sustainability Manager at MCI:

Date: March 15<sup>th</sup>, 2011

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Good day, Elisabeth,

I offer a few points which might be of some interest:

### **Beyond Green**

I would encourage you to think in terms of 'sustainability' and not just 'green'.

Social responsibility, economic viability and environmental stewardship all must work in balance.

A focus on green alone dismisses important aspects of fair wages, diversity and gender equity.

### **A few top destinations for sustainable business in action:**

- Whistler, BC
- Copenhagen, DK
- Amsterdam, Netherlands
- Vancouver, BC
- Melbourne, Australia
- Gothenburg, Sweden
- Portland, Oregon, USA

Note that Asia has yet to activate to the same degree as those in the list above, but the following should be watched very closely for their strong investment and vigorous leadership support of sustainable business:

- Seoul, S. Korea
- Taipei, Taiwan

For more information, check out:

The Green Meeting Industry Council: <http://www.greenmeetings.info/>

The Natural Step: <http://www.naturalstep.org/en/our-story>

ASAE's Social Responsibility page:

<http://www.asaecenter.org/Resources/socialresponsibility.cfm?navItemNumber=14531&navItemNumber=51930>

The Copenhagen Sustainable Meetings Protocol: <http://www.visitdenmark.com/international/en-gb/menu/mice/news/csmp/csmp.htm>

Our blog: [www.lessconversationmoreaction.com](http://www.lessconversationmoreaction.com)

Hope that helps!

Keep us posted, We'd enjoy learning how your research is progressing,

Warm regards,  
Michael

MICHAEL LUEHRS

Sustainability Services Manager

Visit our blog: [www.lessconversationmoreaction.com](http://www.lessconversationmoreaction.com) | Twitter: <http://twitter.com/michaelluehrs>

## Appendix 2: Summary meeting with Guy Bigwood

Summary meeting notes regarding research topic and advice on green destination branding targeting the meeting industry, with key informant Guy Bigwood, Sustainability Director, MCI, /President of Green Meeting Council, March 23rd at 13:00- 15:00, Copenhagen

### **I. Identifying best cases of sustainable destination branding and “mature” ones with experience**

Bigwood stresses that most destinations are quite new to sustainability branding, and none are really experienced yet. However, he identified the following cities as best practice:

1. Vancouver, Canada
2. Melbourne, Australia
3. Portland, Oregon, US
4. Cape Town, South Africa
5. In Europe either of the following
  - a. London
  - b. Copenhagen
  - c. Switzerland
  - d. Amsterdam

In Europe he suggests Copenhagen, London, Switzerland, and Amsterdam. Gothenburg has also started, but is too new and has just started branding its destination as sustainable and putting action behind it. Amsterdam is not really that good, a lot of words but little action. So he recommends London, Switzerland or Copenhagen from Europe.

### **II. Meeting planners attitude towards sustainability**

Bigwood explains that most corporations and association don't really care about green or sustainability. And he classifies them in three categories, those who 1) really care, 2) kind of care and 3) Don't care.

He says that approx. 18% of all meeting planners actually care. However, he expects a large shift and he says that more and more RFP's have sustainability criteria.

Bigwood would also be helpful with c

He believes one of the key things with sustainability that might end up as one of my conclusions is that the CVBs that do the sustainability branding good are → creating engagement→ and a conversation/dialogue around sustainability→ and builds Trust→ and what builds trust is → being transparent→ and doing lots of small actions→ and again creating dialogue and asking of advice

He also believes that I will find a disconnect between meeting planners and destinations and sustainability

***Branding → What matters is what you do and the actual perception of the branding!***

He recommends me to download his presentation on his blogs and to read Simon Anholt which is the expert on destination branding. Moreover, he thinks that it is interesting to look at best practice now - but how will it look in the future. For example Asia will definitely be the next. And when there are a few, the rest will follow.

It is also interesting to look at who are the best at social responsibility and environmental responsibility. He also believes that DMO will have a changing role in the future and that DMOs will become guardians/stewards. They can lead and they can promote.

Bigwood recommends me to look at the DMAI destination framework.

He thinks it is good to choose the above mentioned cities because they are all part of the best cities framework and are doing a lot in terms of sustainability towards the meetings industry.

He also encourages me to start talking with some corporations and associations about the “challenges” of sustainability”.

## Appendix 3: Case Study - Interview Guide

### Case study Interview Guide

- **Role and position at CVB**
- **Who/which stakeholder made you successful**
- **Drivers/barriers, how to overcome them**
- **What are the key factors for success?**
- **How do you monitor/measure this?**

### Key Interview questions Green - Sustainable Destination Branding

#### Introduction questions

1. What is your role/position at XXXX? And how long have you worked with branding XXXX as a sustainable destination towards the meeting and event segment?
2. In what way are you at XXXX working with sustainability?
3. Are you experiencing a demand from meeting and event planners about green sustainable practices .i.e.?
  - a. What are they asking for?

#### Main questions

4. What were your key drivers for establishing a green brand for XXX?
5. What were your main challenges towards sustainable (green) branding of XXX destination?
6. How did you overcome them?
7. Who have been the most important participants/stakeholders in your success and why?
8. What have been the key factors for successful sustainable destination branding in XXX?
9. Do have any Key Performance Indicators on sustainability?
10. How do you view the future outlook?
11. How would you describe the process you went through when rebranding as green?

#### *Note:*

- 1) *Can you send me any background documents, statistics, electronically?*
- 2) *Is it OK to contact you again if I have any follow up questions?*
- 3) *Is there a stakeholder/participant that you can recommend me to talk to that has been involved in the process?*

## Appendix 4: Interview transcriptions

### Overview interview person, position, company and destination

<b>Amy Spatrisano</b>	<b>Principal</b>	<b>MeetGreen</b>	<b>Portland (Key Informant)</b>
<b>Andrea Reimer</b>	Councillor	Vancouver City Council	Vancouver
<b>David Frandsen</b>	Executive Director	Cape Town CVB	Cape Town
<b>Dorte Ottesen</b>	International Sales Manager Meetings and Conventions	Vancouver Convention Bureau	Vancouver
<b>Grace Stead</b>	Sustainability Strategist	Icologie, Green Meeting Council, Event Greening Forum in South Africa	Cape Town
<b>Greg Newland</b>	Executive Vice President of Marketing & P.R.	Travel Portland	Portland
<b>Guy Bigwood</b>	Director of Sustainability at MCI/President Green Meetings Council	Green Meeting Council, MCI	Expert Interview/ Key Informant
<b>Jonathan Cohan</b>	International Sales and Marketing Manager, Business Tourism	Visit Denmark, National Tourist Organization	Copenhagen
<b>Krista Milne</b>	Sustainability Manager	Melbourne City Government	Melbourne
<b>Leigh Harry</b>	Chief Executive	Melbourne Exhibition and Convention Center	Melbourne
<b>Lotte Kærsgaard</b>	Center for environment consultant	City Government	Copenhagen
<b>Mike C. Smith</b>	Vice President of Convention Sales	Convention Sales	Portland
<b>Rashid Toefy</b>	CEO	Cape Town International Convention Center	Cape Town
<b>Sandra Chipchase</b>	CEO	Melbourne Convention Bureau	Melbourne
<b>Sharon Pheiffer</b>	Policy Responsible Tourism	Cape Town Government	Cape Town
<b>Steen Jakobsen</b>	Congress Director	Wonderful Copenhagen Convention Bureau	Copenhagen
<b>Veronica Reinard</b>	Community Director	Travel Portland	Portland

## 4.1 CAPE TOWN

**David Frandsen**

**Executive Director**

**International Marketing and Cape Town Convention Bureau, Cape Town Routes Unlimited**

Date: June 2<sup>nd</sup>, 2011

Time: 10:00.

Interviewer: Støle, Elisabeth

Interviewee: Frandsen, David

Interview method: Skype interview, with MP3 Skype recorder

### **Interview transcription**

***Støle: Can you please explain your role at Cape Town Convention Bureau and how long you have worked with branding?***

*I am head of Cape Town Convention Bureau and I have worked with the bureau for four years. But in the organization Cape Town Retail Limited which is the destination marketing organization for Cape Town and Western Cape I have been here for six years.*

***Støle: In what way is Cape Town working with sustainability?***

*Frandsen: Probably I am not the right person to talk with on this, but I have quite a bit knowledge background on it. Certainly, Cape Town as a destination is gearing its entire city management around sustainability and particularly environmental sustainability. Literally when the department in the city government auction their plans for the year there is a strong sustainability element so they have to consider that in the way that they do their work. It is one of the very few city governments in the world that actually is structured in that way. Sustainability and environmental management is in fact integrated into every single department of the city government.*

***Støle: Are you using this in your marketing towards the business event market?***

*Frandsen: We are increasingly, yes. There is obviously the Convention Bureau doing it, and the Cape Town International Convention Center is doing it as well.*

***Støle: Is there a demand from meeting and event planners about green sustainable practices and what are they asking for?***

*Yes, definitely. Increasingly we are finding the RFP coming through to ask us to specify sustainable practices for the city in terms of the venue that they are potentially going to be use. So it is increasingly becoming an important consideration. It makes sense both from an environmental and business perspective. Because the world is very much moving in that direction due to the manner in which our scarce resources are being consumed and because of the Business and demand perspective it is becoming increasingly important.*

***Støle: What do you think are the drivers behind the greening in Cape Town as a destination?***

*Frandsen: Well I think it is the knowledge in the city that we have quite a long way to go in terms of reducing our carbon impact goal. We are quite a high carbon impact city. I don't have the exact figures with me, because that is not an area I work with. But certainly we draw our power primarily from coal power stations for example and nuclear as well. It's an area that we are increasingly focusing on because both solar and wind power are evenly harvested in our area, and obviously we have a lot of sunshine and wind. It is increasingly moving towards those sources of power generation. Also what we are finding with the development of the*

informal settlement areas is that the city is spearheading programmes to install solar heaters and solar power devices even into low income houses. It is first of all aimed at people not having to spend large amounts of money on the more conventional sources electricity for heating and so on, but of course it is good for the environment. These are very strong programmes of development that are going on in the city.

**Støle: What are the main barriers/ challenges to get the partners and participants to be more sustainable in Cape Town?**

Frandsen: Probably the initiation cost, always a problem if you want to install solar heating there is a cost to that. If you are looking to insulating a venue there is a cost to that. There are those initial barriers to doing it. There is also, particularly in poorer communities, an ignorance of global warming and the need to be more environmentally sustainable so there is also an educational process that needs to be rolled out to educate people about more sustainable practices. Of course in a city like Cape Town in Africa that has a very large third world component, that obviously remains a challenge. In the first world in Cape Town people are pretty tuned up on sustainability and the need to reduce carbon footprint. It takes a lot of education for that to happen. And then it is a problem of availability to implement these things, you know the country itself is not one of the super wealthy countries, everything has to be balanced. It is not always feasible to swing entirely in that direction it is a sort of balancing act, of generating electricity which has previously been done by coal power stations.

**Støle: Are you doing any initiative from the Convention Bureau to convince your stakeholders to be more sustainable?**

Frandsen: I must be quite honest we are probably not doing anything in particular, although we communicate the need for sustainability certainly in all the bid documents that we produce, and our green credentials, all of that type of thing. When we are doing any outward marketing that forms part of our communication to our customers and clients.

**Støle: So, do you produce a green credentials report?**

Frandsen: We don't, but we form part of the city and convention government and they do. So it is not a core function of the convention bureau as such, but is covered by the city government.

**Støle: Can you send me a link to this report?**

Frandsen: Yes of course, I will have my assistant send it to you.

**Støle: Who do you consider the most important partners in order to establish a green/sustainable destination brand?**

Frandsen: Well I think to narrow it down purely to the Convention Bureau, and then you are looking at venues in particular, because that obviously is where the greatest challenge would lie. And then try to integrate that philosophy into the operation of our DMC and PCOs and work in our environment. I think we are a very long way off as far as that is concerned. I don't think there are any of the major DMCs and PCOs that buy into proper sustainable operations and so on.

**Støle: Is it in your strategy to be viewed as more sustainable?**

Frandsen: Yes it is, and that aligns with the city and credentials strategy, as we are part of that. But, what I was saying is that the government is structured around sustainability. So if you are building a storm water drain or a railway line, whatever you are doing, there is always an environmental sustainability element to the practices they are doing.

**Støle: Do you have any Key Performance indicators on sustainability - do you measure sustainability?**

Frandsen: Currently, no. It will certainly be something that we will look into in the future.

**Støle:** *How do you view the future outlook? Do you think there will be a trend to more destinations going into this?*

*Frandsen:* Well I think as the environmental degradation of the earth continues it becomes more and more imperative to practice sustainable practices. I think it will become a core way of doing business rather than nice to have as an extra. And I think certainly from a demand perspective as we have discussed, buyers will look upon sustainable practices as key to their decision making and where they take their business. I think it definitely is going to become more mainstream. But I think Europe has lead the way as far as that is concerned in, many of the destinations, particularly in Northern Europe around sustainability. And because we are a less polluted environment we want to keep it that way, and we embrace the best practice proper environmental sustainability within the resources that we have.

**Støle:** *How long has Cape Town worked with sustainability?*

*Frandsen:* The last ten or fifteen years. The entire unit in the city has focused on that as their main function and then of course the philosophy of sustainability is incorporated in all departments.

*We just bided for COP17 and all of our green credentials were in there. And certainly in that bid, we laid down a very compelling case of Cape Town having sustainable credentials, but unfortunately we did not win the bid.*

**Støle:** *How would you define sustainability?*

*Frandsen:* Simply taking more out of the environment that you are able to preserve.

*Do you have any good contacts?*

*Yes, I will send you an email with the contacts.*

**Sharon Pheiffer**  
**Policy**  
**City Government, Cape Town**

Date: June 28, 2011

Time: at 9:30 (Danish local time)

Interviewer: Støle, Elisabeth

Interviewee: Pheiffer, Sharon

Interview method: Skype interview, MP3 Skype recorder

### **Interview Transcription**

**Støle:** *Can you please explain your role at Cape Town government and how long have you worked there?*

*Pheiffer:* I have worked here with Responsible Tourism since 2008 and when I joined basically what was under preparation was a very forward thinking policy on responsible tourism through a process by key stakeholders inside and outside the city, and it went through a community process and was approved in 2009.

**Støle:** *And what were the drivers behind this policy and action plan towards responsible tourism?*

*Pheiffer:* It all falls under the whole sustainable city response. That responsible tourism also involves the triple bottom line, has a very big social focus, provides an opportunity to try and avoid the exploitation of people as well. I can tell you what the driver for what we wanted out of the city is regarding responsible tourism and the responsible tourism policy.

*These were planning for economic development - we see it as a planning approach for the city. And getting the organization to adhere to responsible tourism contacts. Managing the city supply chain in a responsible manner including transport, travel, meetings, conferences and events, and so on. And also in terms of recruitment of tourism related activities and its functions, integrating responsible a tourism management framework. For example integration of a reporting process, we use this for sustainable development.*

***Støle: Are you measuring as a destination on sustainability as a tourism destination?***

*Pheiffer: Not yet, that is quite a process. What we have started doing is we have rolled out an action plan. The action plan encompasses a communication strategy, a monitoring strategy and so on. What we have done is to work with consultants to get help with our communication strategy and to take certain actions.*

*We have produced a draft strategy stating who we should partner with, and we have set up a responsible tourism website. We have produced a booklet explaining what responsible tourism is, what it isn't and what the cities role is regarding responsible tourism. We are in the process of producing how to guidelines and a manual that will look at the various subsets within tourism and our indicators across the policy. The seven indicators developed are basically the conservation of water resources, energy efficiency, integrated waste management, referential procurement, enterprise development, skills development, and social development.*

*What we did in 2009 was that we drew up the charter together with the major tourism partners that we signed.*

***Støle: Who were represented?***

*Pheiffer: They represented the tourism industry. For example Cape Town tourism, which is Cape Town's marketing agency. And what their role in the responsible tourism projects has been is to include the responsibility of tourism in all their marketing of the destinations. The annual book publications that they produce feature a chapter on responsible tourism and how it can be included in various practices. And the signing of members to Cape Town tourism also includes a responsible tourism commitment to achieve that in their businesses.*

*That is not efficient enough; there are a lot of organizations that are contributing to responsible tourism and sustainable development. It is an umbrella approach that includes a lot of different players to make it work*

***Støle: Why do you think it is important to involve the stakeholders?***

*Pheiffer: Because the stakeholders are basically and largely the implementers or the promoters. For instance, the city transport and infrastructure play a big role in how they develop their assets and in the way they accommodate tourists. And the environmental management plays a huge role in the sustainability of the resources that support and attract tourists.*

*The city has also put out a smart event policy. For 2010 we put out a green goal approach strategy that was rolled out of an event called the IOC. That has just won an award.*

*What we have also done is we have kind of linked up with them to take it further in responsible tourism. We took the responsible tourism topic to the tourism event in Durban, where we set up an international e-conference with various themes. The one being the role of city government in responsible tourism, business arguments, and the marketing strategy of responsible tourism. So those were the themes and we had a social theme for the event. We used the 2010 pavilion - took that to Durban, and created a forum and an exhibition of what Cape Town had done so far.*

***Støle: With all of your initiative what have been your key challenges?***

*Pheiffer: well, there are a lot of challenges. We are trying to get out as much awareness as we can and that also involves engagement and training and all of that sort of thing because people are not sure what it is. They like the idea but they are not sure about what they should do. And so we are going to put out this toolkit or guidelines manual but at the same time we need to engage with all of our players to discuss it. Some of them do know there is a lot of 'how to guidelines'. We also have a 'smart living' handbook that was produced by our environmental section department. And I think people expect that it will take a change in technology and that is sort of an obstacle. People need knowledge on how to start changing things, afford to change them and on how to change them. And moreover to motivate the argument through hard facts and figures and that involves everyone and it also needs to provide information on the expected behavior that we require with regard to our tourists. It is a very sensitive environment as we are very highly dependent on tourism and are a long haul destination, but at the same time we need to protect these resources. It is not just for tourism but also for the people that live here. We are predicted to be a water-short destination in the future and therefore a lot of our focus is on energy and water which we see as very much restricting our resources for the future and also our bio diversity.*

***Støle: So how do you see your role as a government influencing these stakeholders?***

*Pheiffer: What we have seen and learned so far is that somebody needs to take responsibility. And that it is very hard for the industry to take responsibility because other industries might not accept that it is a necessity. It needs to be broached by an authority but we mustn't dictate we must coordinate. And as we are also a huge part of the component in terms of the service we deliver we need to act responsibly together with the industry. And*

*we have other responsibilities; we have the civic and public responsibilities' for the people. The city government roles are as a facilitator and a coordinator.*

*We are basically funding the strategy itself. It needs to be approved by the authority to give it teeth and also means that we all got to adhere to it and ensure that everybody plays their role.*

*Within the tourism department part of our role we need to see that responsible tourism is included in related policies and also to see that we can implement the action plan that we have proposed. We have gone quite far down that road in terms of communication. We have also created an emblem. And we have an action team that is made out of stakeholders inside and outside the city. And all new proposals and decisions regarding what we are going to do are then put to this committee.*

*We have basically branded responsible tourism by giving it a logo. We have used this branding in Durban in May and I have heard that the city want to align all their efforts and sub brands and integrate them into one.*

***Støle: Do you think that sustainability and responsibility will be a part of the new brand?***

*Pheiffer: Yes, we have an ongoing debate.*

***Støle: How would you describe the process of creating the responsible tourism brand?***

*Pheiffer. We really involved our stakeholders, got comments, and it was really a back and forth process. We initially came up with something different, people commented on that, and we wanted to come up with something that represented Cape Town. We came up with an abstract emblem, a collaborative thing, and a sun from the inside; it is more like circle thing that represents the people holding hands in a circle.*

***Støle: what have been the key success factors?***

*Pheiffer: Well, the branding has been successful, and that we have got a policy action plan, in fact the first initiative that has had an electronic conference on the tourism market. And for those reasons we are continuing to implement this. The next thing is to include a management system.*

***Støle: Will there be requirements to use the brand?***

*Pheiffer: In a year's time they will have access to the charter and policy improvement plan and then we have been thinking to use the brand as an incentive.*

*We will redesign the charter to be more suitable for businesses. The charter has seven indicators, and they would then have to submit an action plan. After a while we would like to put together city performance indicators, and tell how far we are in terms of each goal.*

***Støle: What factor do you think has enabled your success?***

*We have taken a lead as a city for the charter, it was signed in 2002 and doing this.*

***Støle: What do you need to do in order for you to stay a leader?***

*Pheiffer: Start implementing our charter especially in the area of gender equality and women's empowerment which will be a greater challenge here than in other places.*

***Støle: How do you see the future outlook, will there be more destinations that dive into this?***

*Pheiffer: There are such a lot of problems with climate change around the globe, people are getting more concerned you don't want to take risks.*

***Støle: How do you think that process differs, when you add responsible tourism or sustainability into that from just branding a destination?***

*Pheiffer: I think it makes a big difference. Responsible tourism asks that people do something about it - that is the difference from sustainability. That you are conducting your business and responsible tourism, says that each person that commits is making a difference. The organizations that have signed the declaration have made a commitment. When starting to use that in marketing communications, you can be held accountable and it will become self-regulative. Tourists will say that I booked my holiday here because you were responsible and now find that you are not compliant.. Probably what will happen is that we will put together and issue a management system but will not be able to register everyone. . There will be a self-regulative mechanism but maybe we can get the industry to help regulate it. We are not sure yet we have not got that far.*

***Støle: So it is kind of a safeguarding system?***

*Pheiffer: Yes. When you have gone through the process and started communicating it, the consumers will watch you and will report people failing to comply.*

***Støle: What were your drivers behind this branding?***

*Pheiffer: I think it fits into the sustainable argument. Cape Town is based on Tourism uses a lot of resources and we do have issues regarding these resources. We have 'restraint environment' and 'responsible tourism' as a management tool for managing this and it was a requirement from our visitors.*

***Støle: Who have been the most important participants?***

*The other tourism industries. Other level of government players - for instance Cape Town partnerships, South Africa tourism, the political systems in the city and other key organizations.*

**Grace Stead**  
**Sustainability Strategist at Icologie**  
**Member of Green Meeting Council**  
**Director of Event Greening Forum in South Africa**  
**Cape Town**

Date June 16<sup>th</sup> 2011

Time: at 10:00 (Danish local time)

Interviewer: Støle, Elisabeth

Interviewee: Stead, Grace

Interview method: Skype interview through Skype MP3 recorder

### **Interview Transcription**

***Støle: Can you please explain your role and position and how long you have worked with sustainability?***

*Stead: We are an independent company that v have worked in the field of sustainability since 1999. I first worked at the municipality the local government, and left the municipality in 2007 to start my own company. I have been involved with event greening for the municipality. Specifically the event forum Itchie world congress, one of the first conferences that were held as a green event.*

***Støle: So in your experience is there a demand from meeting and event planners about green practices?***

*Stead: Yes, it is growing. It has grown since 2006, and there is definitely more demand for that. I think the level of demand comes from an international level. The local people are saying it is being requested from clients internationally, and the level of consciousness is higher because people are more aware of it.*

**Støle: What do you think has been the key drivers for Cape Town of incorporating sustainability?**

*Stead: Cape Town itself, sustainability is an important factor here because of its natural beauty as a natural destination. We have to look after our natural environment, and it is quite important that people are aware of that. Cape Town is a lot more focused on sustainability and the natural environment and the fact that we rely heavily on tourism so we have to look after the environment.*

**Støle: What has been the key challenges incorporating sustainability?**

*Stead: I think that there is still a lack of awareness of the practicality of what actually needs to happen. I think that people are starting to understand its importance. The practical knowledge of how to implement is a challenge. Then also having systems in place. You have limited venues that run on sustainable principles so that if systems are not in place it's a big challenge. So I think that is also a big element, the actual need to have the correct systems in place.*

**Støle: Is there a plan to get the better of that from the convention center or City government side, any initiative?**

*Stead: Yes. I do know that we have written a smart event guidebook which is available from the local government. Which is a guide on how to host an event in a responsible manner, how to go about it and that guides people that are going to host an event in Cape Town. It is available electronically and in hard copy. And in addition to that we have also commented on the cities policy for hosting events. We make recommendation on executing the greening elements in the policy, so that it is not just a service but throughout the policy. The policy change in that is if something has already been started they are committed to implement change.*

**Støle: But from the Convention Bureau side are you familiar with if they do any initiative to convince the stakeholder i.e. the venues, that you aware of?**

*Stead: They have not done that specifically, it is part of a process. I think they have worked at having information available and looking at the policies. On the venue side I know that they are working with different local associations such as FEDALFA. Which is an association that is working with different venues, and so our PU is the association for the conference industry and our exhibition industry. That's the way that they have been using it, to try to sort of strengthen the message of the sustainability with the event book and policy, and providing that to people that are actually hosting events*

**Støle: Are Cape Town measuring sustainability as a meeting destination?**

*I am aware that Cape Town prints an annual report on sustainability but not that it includes the meetings industry.*

**Støle: So what do you think are the key success factors for a sustainable destination brand such as Cape Town?**

*Stead: The key success factors for Cape Town. I think that Cape Town has always been a leader in the industry, and not only in the industry, but as a leader in South Africa regarding sustainability. It was the first city with an energy and climate change policy. The first city that has been actively promoting sustainability and the first city with a smart event guide and things like that. e a leader in Africa is one of driving forces and success factors, and the fact that we are in a unique environmental setting with a unique natural environment is very important. That is another reason why people are aware that we rely heavily on tourism and our natural resources, so we have to look after that. I think also from the Tourism side, the knowledge that if we are bringing events here, from a business and convention point of view, will build Cape Town's destination economically. I think that is another reason why people are striving to taking a lead, and building in a sustainable manner. So over the long term we can be one of the best long haul destinations in that respect.*

**Støle: What are the benefits of being a leader?**

*I think it is the responsibility role. And I think one of the benefits is the fact of being a leader in the industry. So a lot of the other cities are looking at us to see what is actually happening. And when we bid we know we have a competent crew that actually knows what is happening and why it is important. I still firmly believe we should have won COP17, but it was a political decision. It is about taking the lead. It is also important to look at the dynamics from a political point of view. The fact that most of the country is run by the AMC but Cape Town is run by the DA, (the party in major position). There is a definite political independence, in trying to prove to the rest of the country that we can take the lead and do things in the most proper manner.*

**Støle: Do you have any task force working sustainability across sector?**

*We have got the event green forum. The event green forum works within the event meetings industry, and is quite strong in Johannesburg and Cape Town, promoting working with government providing training and awareness.*

**Støle: How would you define sustainability?**

*My definition is probably based on the Brundtland report. Living in such a way that we can provide for the future generation. Having development that suits our needs now and also looks after the future generation and triple bottom line, social, environmental and economical aspects.*

**Rashid Toefy**

**CEO**

**Cape Town International Convention Center**

June 20th at 16:30

Interviewee: Toefy, Rashid

Interviewer: Støle, Elisabeth

Interview: through Skype and recorded with MP3 Skype recorder

### **Interview transcription**

**Støle: Can you please explain your role at Cape Town Convention Center and how long you have worked there?**

*Toefy: I am in my fourth year as the CEO (the Chief Executive Officer) and I happen to be the person who champions the sustainability stuff just because it is my passion. Even back when I was a student -it was always my passion. So those are my two roles. I am the CEO but I also literally drive all the sustainability stuff at the organization.*

**Støle: In what way are you working with sustainability at Cape Town Convention Center?**

*Toefy: Well, OK I see sustainability as absolutely a competitive advantage like a defining brand attribute. I think that as a long haul destination if you do going to be out of business. I believe, especially because we are a state owned business we are owned by the city and the provinces, we owe it to the shareholders who are the tax payers of Cape Town to take sustainability seriously, and for me sustainability is across the board, the social as well as the green.*

**Støle: So in what way are you working with your stakeholders to get commitment from them to embrace sustainability?**

*Toefy: We certainly challenge everyone who works with us to try to move along that path. We put pressure on our suppliers to comply and we have almost created a nurture of our world brand and that is something that you*

have to earn your stripes on. For example our IT computer provider has had to do certain things to its infrastructure to be leaner, reduce waste and energy etc in order to carry our nurture of our world brand. But we have also for example put pressure on everything. On all our suppliers and our waste providers, so that they recycle in the way that we want them to. Our PCO and conference organizers put pressure on them to think twice before they use bottled water or print too much material. We educate our suppliers as to whether they are the PCOs or whether they are the actual suppliers of material, food or transport to actually being aware of our wanting to be a sustainable or green organization.

We use education I don't think we have reached the point yet where we use incentives or we disqualify people but we are certainly starting to make a requirement - we look at that when they attend. Healthy organizations take sustainability seriously.

**Støle: Have you had any specific challenges, can you give an examples of where you had to do extra to gain support? From an organizer or participant?**

Toefy: Well, I will give you an example. One of our events did a carbon foot print exercise. It came out that they did a helicopter flip, they took their VIP guests on a helicopter and we showed them how much that impacted on their carbon footprint and encouraged them not to do that anymore - and now they would rather do a walk up the mountains. One of the pressures on us is that we have a slightly better transport system now, but we don't have a rail system that is low carbon. But, since the world cup we have introduced the new transportation system from the airport into the city which is public transport. And the challenge is now - how do you encourage delegates to use that instead of taxis or busses. Encouraging that is going to be an ongoing challenge. . But, slowly the city is coming onboard. So now you have inner city public transport and an airport public transport system. Previously we only had point to point transfer and you had to take a taxi to your hotel.

**Støle: Have you got any support from the city government or convention bureau in your sustainability work?**

Toefy: We collaborate with the convention bureau only when we bid for things. I don't recall that we have done anything jointly yet. They certainly haven't done any project that pushed us along. They are an organization that help us with bids and promote the destination. The city on the other hand – we have really pushed them along. I think we are really a model building business unit of the city that has done a lot more. They use us as a case study. They have actually invited me to come and speak to other municipalities because we are a municipality entity owned by the municipality. And they invited me to show the other municipalities what you can do to encourage that type of thing.

But, they are very willing to help, for example when we had the United Nation environmental programme in town, they invited me to go to all other municipalities, we called them Cape Town green week where we encouraged many sustainability events to take place.

**Støle: So if you were to, imagine in the future, gain more success as a sustainable city brand - which parties do you think have to collaborate?**

Toefy: I think where we need collaboration is with the cities, the broader cities tourism and investment branches of the city of the province, so the kind of business attracted should evolve around being a green economy.

It is tricky, because we are a long haul destination. We have though introduced a carbon offsetting tree planting campaign but not a lot of people have taken up. We have to do an expansion. We would like to build a six star green building like those in Vancouver and Melbourne. I think I have convinced them about paying a slight premium to build it, in return for the benefit of the enhanced green image the city will get.

**Støle: So, what have been your key drivers to incorporate sustainability?**

Toefy: One key driver is the cost of energy. In SA this was unusually low. It was underpriced, and in the last few years we have had an almost annual 40 % increase in the price of electricity. I have an electricity bill on

*almost 600.000 EUR per annum. So the simple driver is that if you don't save on energy you are going to pay 40% more and that has been a big pressure.*

*Secondly is my ethos, I simply believe in a Lean organization. That does not allow waste at any level. It is more a culture of lean than green.*

*Simply how do you cut waste at any level of the organization? I just want to run an organization that gives lean results and then there is the social side? The job creation opportunity is critical. I believe it is my number one key measurable objective as a CEO to ensure that I am creating jobs. I don't want to run the world's best convention center if I am doing it at the cost of jobs in South Africa. Showing the role of this business brings a lot of business into the economy but it only means something for the country if it benefits people. Empowering people from disadvantaged backgrounds i.e. black people has become imperative since apartheid. How do you make sure black people especially women benefit from these advantages? Strong focus is on enterprise creation, giving back to the community and I don't think we do enough. By focusing on sustainability we are getting there.*

***Støle: What has been the key challenge?***

*It has been the struggle to get my management team and staff to be as passionate about it as I am. It has been frustrating and hard work as people don't think about the Triple bottom line. I would organize events and nobody came if I didn't tell them to come. I have cascaded sustainability as a personal performance indicator for all staff members even down to the one that parks the cars. So you can't get away from it anymore. It is built into your performance measure. Even though it only accounts for a small percentage for some while much more for others, at least it is on the radar for all staff. One of the challenges has been convincing my staff. I think it is because I am the champion because it is my baby, staff are saying why do we have to do it? My challenge was how I embed that. I think I have managed to make it the fiber of the organization, to become part of the ethos of the company*

***Støle: Which challenges have you had with clients and customers?***

*Toefy: For them the recession has happened at the same time. Everyone seems to feel that being green or sustainable costs a premium and in some respect if you have a very short term view that does sometimes cost a little extra. People often tend to look at the short-term cost and not value the lifetime cost of it. They look at the single bottom line and it has been a case of convincing them of triple bottom line perspective.*

***Støle: Is there a demand for sustainable practices from meeting planners? And do you have a view of the future outlook of this?***

*Toefy: I think there is going to be a huge demand for it. You won't be able to run an event without having considered greening. I think it has reached that point and it is just a matter of how. And I think everyone who plans a meeting now is conscious of it as a meeting planner. The pressure will come from businesses and how far you push people. People still think it is OK if they just recycle - and I think that they still think it is cool not to use bottled water. So there are many just doing a minimum.*

*In the future I hope people start realizing that it does pay but I think the pressure will come from the corporate side and they will all start having a conscience*

*Still I am happy that we are one of the leading destinations because I think I am already seeing other people getting on the bandwagon. So my challenge is - how to keep ahead. People see us as a role model within sustainability, especially here in South Africa. So now I am thinking what big thing do I need to do next to keep ahead as a leader.*

***Støle: What do you think you need to do?***

**Toefy:** *I think I need to push past and keep putting pressure on my staff, my team, and suppliers. The focus is on innovation. I think the recession has put pressure on business to innovate in general and I am trying to associate innovation with sustainability. If you are going to innovate anyway you might as well do it in a sustainable way.*

**Støle:** *How do you think the process of branding is different when you add the sustainability factor?*

**Toefy:** *Well I think it gives you authenticity, again I will tell you my perspective on branding.*

*Maybe not so much branding but marketing. We are taking a kind of experienced economic approach. Instead of bringing you a normal good business service, we are giving kind of the full CTICC experience. In other words people want an authentic total experience, they don't just want a good service. And for me I want people to associate my brand with - wow I felt like I was part of the family, I thought it was very authentic It was real and it was like they thought of everything you know. So that is my perspective of branding of the organization in general. How do I get people to start thinking? How do you get people to think - I want to have my event here and not anywhere else? But we are far from that. We have a brand that is credible and gives back to society. Like i.e. Starbucks – they are commercial but at the same time organic, the fair trade feeling.*

**Støle:** *How long have you worked with sustainability?*

**Toefy:** *Three years ago we started to take it seriously.*

**Støle** *how did you start before you communicated it?*

**Toefy:** *We started by forming a green team. I formed a team with me as the chairperson and I got one person from every department. We just started by educating staff internally only - pure staff training. And then we put in the triple bottom line. That green team got their own identity – and now it is called a NOW team. Now it feels like it is not necessary which is good. The problem is – I need to think of what I should do next?*

**Støle:** *Do you measure on sustainability - do you have Key performance indicators?*

*We measure energy. That is the main thing. We are busy with the GRI. We want to be the first convention center doing the GRI.*

**Støle:** *Is Cape Town as a destination measuring?*

*I don't know. But I know businesses are individually.*

**Støle:** *What do you think has been your Key Success Factors?*

**Toefy:** *I think getting people onboard - trying to get all of your people to buy in. And then demonstrating that it does not cost more in fact it saves you money. The last thing is leadership – I think you need someone to champion it, actually now we have a new position as Sustainability Manager so that will help on championing it.*

## 4.2 COPENHAGEN

**Steen Jakobsen**  
**Congress Director**  
**Wonderful Copenhagen Convention Bureau**

Interviewer: Elisabeth Støle

Interviewee: Steen Jakobsen

Date: At 31<sup>st</sup> of May

Time: at 9.30 – 10.15, Copenhagen

Interview place: Face-to-face interview at Wonderful Copenhagen using a Sony recorder

### Interview Transcription

**Støle:** *Can you please explain your role/position at Wonderful Copenhagen CVB?*

**Jakobsen:** *I have been with Wonderful Copenhagen for 12 years. I am currently the convention director which means I am responsible for our convention bureau, the department where we are focusing on selling and marketing Copenhagen as a destination for international meetings and conferences and I have a team of fifteen people.*

**Støle:** *How long has Copenhagen worked with sustainability?*

**Jakobsen:** *I think we have worked on it in a sort of consistent way since around 2008. During the second part of 2008 we had a climate summit cop 15, where we began. And at that point it became clear that there should be a focus on sustainability when organizing cop15. So that work started a little more than a year before the climate summit in December 2009, and since then we have been actively involved in developing Copenhagen as a sustainable destination and also promoting Copenhagen for sustainable meetings.*

**Støle:** *How would you define sustainability?*

**Jakobsen:** *Sustainability is really in my view, equal to corporate social responsibility which means not only a focus on the environmental part, but on the three P's, People, Planet and Profit. And I think it is important that when we talk about sustainability in the meetings and conference industry that we keep and remind ourselves that it is not only about having green meetings, because green meetings can be done by anyone but whether we really want to make a difference. There needs to be a more holistic focus on social responsibility and on the three focal points mentioned people, planet and profit.*

**Støle:** *What are the drivers of green meetings?*

**Jakobsen:** *Hmm! I think a lot of things have driven sustainability in the meeting industry. It has partly been driven by the clients who are driven by their social responsibility and they are forced to be seen as acting in a caring and environment way and so on. So the clients as well as from the meeting planners because of their own stakeholder's expectations and from their directors to engage in a meeting or organize a meeting which is held in a sustainable way. But sustainability is also driven by the suppliers. Because the suppliers such as Convention centers also want to be seen as behaving in a responsible way and that also implies having a green and sustainable product. So both have been driven by the supplier and the buyer.*

**Støle:** *What are the clients asking for? Are they asking for evidence of specific reports or otherwise? Do you have any information about that?*

**Jakobsen:** What we have seen in Copenhagen is that clients are asking for hotels that have a third party environmental standard. That is one of the things that they are looking for and they are also increasingly looking for conference venues that are certified by some independent organization, it could be green key or something else. Many hotels in Copenhagen have a third party environmental standard but relatively few conference centers and facilities have this today. So that is an area that should be upgraded.

**Støle:** What were your key drivers for establishing a sustainable brand for Copenhagen?

**Jakobsen:** I think the key driver was the Climate summit and the ministry of Foreign affairs as the organizers of Cop15 as they decided to organize it in a sustainable way. It was not something that they decided on their own - they had been told that this was a good idea. We were among that group of organizations that said to the ministry of the foreign affairs that this would be the right thing to do. I remember sitting at a meeting with the ministry of foreign affairs when they appointed the head of the logistics Sven Olling and there were people from MPI and other meeting associations there. We were talking about sustainability and the ministry of foreign affairs had no idea what were talking about. But that was kind of the beginning of that process and where the ministry of foreign affairs realized that this was the right thing to do. Then from there they took over and were really the ones driving the agenda. So they really took it onboard, and part of their policy was that they would only use hotels that had this eco certification. So it was very much driven by the ministry of foreign affairs and the climate summit.

**Støle:** And what have been your key challenges towards sustainability in this process?

**Jakobsen:** Hmm! A good question. I think the key challenges for something like this to be successful are the need to have a broad support from various stakeholders. And I think they were quite a strong group of stakeholders that were behind all the sustainable efforts that were carried out at Cop15 but not all of those that were relevant. A lot of stakeholders were missing during that process because they did not see the necessity in involving themselves.

**Støle:** Who was this? Can you give an example?

**Jakobsen:** It could have been some of their public partners. HORESTA the hoteliers association and SAS the Airline were some of key players that did not take part..

But now we are starting the next big project on sustainability and we are looking at making the European Union presidency as sustainable as possible. And luckily enough all of those that were absent in the first part of this project around COP15 are now behind this second project including HORESTA and SAS. So that is very positive.

**Støle:** Why do you think they now want to be involved?

**Jakobsen:** I think they saw that what was done during the climate summit was a success and secondly it is high on their agenda. They can see that even though SAS have had a sustainability policy for many years it can still make a difference by being part of an entire destination project. You don't need an individual policy for your organization or a company; you can be part of a group of stakeholders and still make a difference for an entire destination.

**Støle:** How did you create commitment from

**Jakobsen:** Another good question. We did a lot of hard work with the ministry of foreign affairs and Visit Denmark to advocate the necessity of such an effort and also because we could see that this was an area where Copenhagen and Denmark could gain a leading edge compared to other cities around the world. Now all the destinations have the facilities they need, hotels and conference centers big airports etc. But now we need something that can set us apart. And having a reputation as a sustainable destination is something that is sort of a hot topic in the meetings industry at the moment. So I think that was part of the argument aimed at our reluctant partners.

**Støle: Who do you see as your key partners to enable this success?**

**Jakobsen:** I think there are key partners on several levels. These are the public partners, the Government in the case of the Cop15 and the EU presidency and the ministry of foreign affairs and we have the city of Copenhagen behind it and all of them are very important.

Secondly it is important to include the main hospitality organizations: Wonderful Copenhagen, Visit Denmark, HORESTA, the climate consortium, the clean teach cluster, and those organizations that either are involved in the tourism industry or the meeting industry or related areas.

And then the private industry is the third group of stakeholders. It comes down to venues, hotels, Bella center (convention center), SAS as being the airline and other suppliers.

**Støle: Have you done any initiative to get them to be more sustainable or convince them?**

**Jakobsen:** One thing that was done was to encourage hotels to become eco certified and there are a number of different ways that this can happen. There is the Nordic Swan, the Green Key, the EU flower, and all these schemes can be used to ensure that they have been certified accordingly. We worked in partnership with HORESTA to inform the Hotels that these options were available, and said it is now up to you based on the information you receive to decide which one is the right one for you. So that was one way that we helped and encouraged them.

**Støle: Did it work?**

**Jakobsen:** I think it did. Before the climate summit in 2008, 12 % of the hotel rooms in Copenhagen had an eco-certification. At the time of the climate summit 53% had achieved and acquired the same eco certification and that has now risen to more than 60 % in three years.

**Støle: Do you feel that you are experiencing success? Are you getting more clients?**

I think we definitely can say that this is a success. We are getting an extremely good response from the international meetings industry both from clients, meeting planners and other destinations. And there is at the moment an international meeting industry perception that when it comes to sustainable meetings, Copenhagen is the leader. And that is without a doubt a fact, something we have worked very hard to achieve and are very proud of. This is ongoing and we are developing it all the time both on our own and in partnership with the EU presidency. This is a perception at the moment but I know that there are areas where we can do better and I know there are areas where other destinations have managed to get ahead of us. I can live with the fact that perception is sometimes better than reality but we are definitely among the leaders.

**Støle: Can you give some examples of what you are not good at?**

I think that there could be more conference venues and facilities that could have this eco certification. And also think that improvements could be made at some of the hotels and conference facilities and in the city of Copenhagen's waste management.

**Støle: So, what are the key success factors for Copenhagen as a sustainable destination brand?**

**Jakobsen:** I think the key factor that really helped our efforts it was in relation to a very big event the COP15, that in itself created a great deal of awareness around the world. Cop 15 elevated and highlighted Copenhagen's efforts in regard to what we were doing in order to make it a sustainable meeting destination. So I think that was by far the most important success factor.

I think another thing is Copenhagen in general. I am not talking about the meeting industry, but Copenhagen as a city where sustainability is high on the agenda, and there is also a political ambition to be the first carbon neutral city by 2025. More than 20% of our energy comes from fossil free energy sources and most housing is connected to district heating, and now the water and harbor are being cleaned as well as all the city parks.

*There are a lot of things being done in the city that the government does not necessarily have anything to do with but it supports the efforts made by the meeting industry. We also have a very good public transportation system which is not something directly linked to the meeting industry but has an effect on it.*

***Støle: Do you measure sustainability – do you have any Key Performance Indicators?***

*Jakobsen: One is that we are using at the moment which is also easy to communicate is the number of hotel rooms that have eco certification. At COP15 there was a sustainability report produced with facts and figures on everything. The amount of waste and carbon foot prints of everything to do with sustainability. And a similar report will be produced around the EU presidency so there will be a lot of measurement of those two events. At the moment we are working with our colleagues, in Scandinavia actually, to develop a very easy set of indicators covering the capital cities in the five Nordic countries which we will be reporting on. I think we identified ten different indicators which will show how far advanced the Nordic countries are in terms of sustainability.*

***Støle: Is this a unified report or individual:***

*Jakobsen: It will be a unified report where we all supply input to the report. One area will be a number of hotel rooms with eco certification. It will not only be about the green meeting stuff but also as I said people, planet, profit and the entire sustainability thing. One thing we will measure on is i.e. how our organizations are in terms of equality of men and women. So we will find out how many men and women are in various different and managerial positions in the organizations as well as some other parameters.*

***Støle: How do you view the future outlook? Do you think more destinations will embrace sustainable approach?***

*Jakobsen: I think there will be - I think it is a must. You can't afford not to do it. And I think we will see that destinations will invest in this heavily and our position will be threatened, so we really have to keep up our momentum, if we want to keep our position. Because I can see other destinations that are coming up that are really doing some good stuff, destinations such as Melbourne, Portland are really pursuing this aggressively.*

***Støle: Are those destinations your biggest threat?***

*Jakobsen: They are a threat to our position as leaders in this area.*

*But when it comes to a destination for meetings and conventions then sustainability is only one thing so what they are doing will not affect our overall position. But they can affect our position as being recognized in sustainable meetings.*

***Støle: What factors does a destination have to have to be perceived as sustainable do you think?***

*Jakobsen: I think what I also mentioned before, you need a meetings industry with main stakeholders that have embraced it and are actively involved, like hotels in Copenhagen and Bella center and other venues. But I think what is equally important is the fact that it is a destination where sustainability is high on the agenda and those are the things that the meeting industry is building on. You can't have a destination where you want to promote a sustainable meeting industry and where the government and the city do not care about sustainability, then the work being done in the meeting industry will not make any difference what so ever.*

***Støle: In what way is Wonderful Copenhagen working with sustainability?***

*Jakobsen: We are the initiator of some of these big projects around COP15 and also the new project around the EU presidency in 2012 where we can see that these large projects and large events will drive the development and the innovation. So that is kind of our key role to be the initiator, and also the driver of these projects.*

***Støle: What about internally in your organizations – are there any initiatives on this?***

**Jakobsen:** *We do not have a sustainability policy for our internal operations. But we are as Danes very conscious about sustainability, recycling everything from the paper at the office to our food leftovers. And those are the things that we are brought up to do, we use our bicycle when we go to work or we go by public transportation. I think that is something that is unique to Danes. We are now in new office buildings where the lights turn off by themselves. We do not have water tanks installed; we have cool tap water directly from the water supply in the city.*

**Støle:** *Can you recommend a partner that could be interesting to talk to and that could give in-depth information about the process?*

**Jakobsen:** *Yes definitely, you need to speak to Anja Hartung or Jonathan Cohen at Visit Denmark, and others like Lotte Kjærsgaard at København Kommune.*

**Jonathan Cohen**

**International Marketing Manager Business Tourism**

**Visit Denmark**

**Date: June 28th 2011**

**Time: 11:00 Local Danish Time**

### **Interview transcription**

**Støle:** *Explain your role at Visit Denmark and how long have you worked there?*

**Cohen:** *My role is as International Marketing manager for business tourism and I have worked in VDK since 2000, for 11 years, and I have been working in the field of international meetings and incentives since 1987.*

**Støle:** *Are you experiencing a demand for meeting and event customers of green or sustainable practices?*

**Cohen:** *Well, hopefully the answer should be yes. There are two types of requirements. Those that are generally interested in sustainable solutions and believe Denmark and Copenhagen are the right location for that and then there is the other type, the type of company where the stakeholders in that company have a CSR policy and they want to be looked upon as sustainable, but they don't really care. If you take something like a big bluechip company, and their CSR department have spent months on writing a CSR document and then that is how we want to do things. But the meeting planners maybe just want to have fun, and don't really care but must be seen to be doing the right thing. So therefore they say let's go to Denmark because we know that is a good sustainable destination, but the newspaper won't do a paper of it. If they go to the right place no one will question their sustainability efforts.*

**Støle:** *Do you think this will change in the future?*

**Cohen:** *Well I just heard that the big UK Company Tesco, have restructured their management and whole business around their sustainability platform, when you hear that - you think this isn't going to go away. There are a lot of people in the green meeting industry but the name green meeting will become an unused name because all meetings will become more and more sustainable. This is an economic perspective that people are looking at the moment.*

**Støle:** *How would you define sustainability?*

**Cohen:** *for the meetings industry, you have the procedures of the three R's reduce, recycle and reuse, as an important consideration. But the important question is - do you need to travel for your meeting? To come to Denmark, and if not find another way of meeting.*

**Støle:** *What were the drivers behind establishing sustainable meeting destination brand for Copenhagen?*

*Cohen: The drivers were to be innovative leaders in the segment. Denmark does not have the Taj Mahal so we have to work cleverly with what we have. Scandinavia is perceived by the rest of the world as being sustainable and having green living and when that fashion became interesting for the meetings industry – it of course was a no brainer. So let's pick up on that.*

*So to be a leader where we actually had some real USPs, we set up a protocol known as the CSMP, that had a background in the United Nations Climate Meeting COP15, and we saw that it would be a good opportunity to release it when the focus of the press would be on Copenhagen. The project changed a lot but we ended up producing a whitepaper.*

***Støle: How would you describe/explain from the idea to the stage when you positioned Copenhagen as sustainable meeting destination? How would you describe the process?***

*Cohen: Well, challenging. I mean when it started off there were two different projects that were running concurrently, or actually there were three different things. One was the future of meetings, together with eight partners we came up with a future meetings concept which started in 2002, Meetovation concept. One of the legs in this concept is holding the meeting sustainably. The second leg was that when the COP15 was won by Denmark, there was a desire from the meeting industry in Denmark to up the ability to deliver a sustainable meeting, so there was a lot of work trying to develop a good concept for green meetings. Working with HORESTA to try to make sure that as many hotels as possible became green certified or had green key certification. The future meetings concept Meetovation was to make Copenhagen and Denmark greener in connection with COP15. And the third concept was something that I was working on - trying to involve the leadership of the global meetings industry, to get them engaged in discussions with the United Nations, and come up with a kind of a white paper on how the meetings industry can help with being sustainable. So the plan was that at the meeting, the meeting industry would present a white paper to the United Nations on how the meetings industry could help in being sustainable. So there were all these three concepts that were all happening prior to December 2009. And eventually all those things came together and we all sat down and said how can we make this process more streamlined. We developed a strategy for the protocol. And I guess you will be talking to Guy Bigwood. Guy Bigwood was the consultant that we brought in and he developed the content of the protocol.*

***Støle: What did you do to engage your stakeholders in this process?***

*Cohen: Well, again, in the protocol we were working mainly with the stakeholders relevant for COP15. That was the hotels in Copenhagen, the Bella Center convention center, and a couple of other organizations. So the way that it was done was to put a lot of pressure on the organizers of COP15 to work with hotels and suppliers who were able to meet sustainable criteria. For example when the ministry of foreign affairs contracted hotels they would favor hotels that had green key certification. And this was communicated to the hotels so that they would be encouraged to strive for green key certification. So there was a lot of pressure on the local suppliers to deliver on a sustainable level. And of course in the project we had number of those, particularly the Bella Center and it was obvious that they had to conform to a very high level of sustainability. You know the fact that they were involved in the project wasn't enough – they had to invest a lot of money to be more sustainable, and they actually saved a lot of money as a result.*

***Støle: So what was the greatest challenge for you in this process?***

*Cohen: Well I don't think we had huge challenges. But getting the Bella Center to commit was of huge importance. They had to put a really big investment in, which they did with great success.*

*But, getting people to commit in the beginning was somewhat difficult. There were a lot of different perspectives. HORESTA for example had less interest in marketing Copenhagen as a green meeting destination than making sure the hotels conformed to a green key standard. There was a lot of discussion on how much of the effort should be aimed at making Denmark and Copenhagen even greener and how much on trying to show the world how green Denmark is. So there were some challenges in that direction but yes they got solved.*

**Støle:** *What do you think has been the key success factors for establishing Copenhagen as a leader within sustainability brand?*

**Cohen:** *We are in the middle of an economic crisis. It is certainly not getting better in Spain or in Greece even in the UK. But we just got some figures out last week. That the number of leads generated to Copenhagen year on year between May 2010 and May 2011 has increased by about 50%.*

*Now that could be due to a lot of things, but it could also be down to the fact that people see it as a green meeting destination.*

**Støle:** *I think my question is more what factors enabled your success?*

**Cohen:** *Well, one of the things was that our marketing budget was tiny; we didn't have money for advertising of the protocol. The cornerstone was our presentation. We made presentations on meeting industry trade events. And we started one or two. In total we attended more than 20 meeting exhibitions where we were given speaking time and press coverage at those seminars. We spoke at all the main industry IMNEX, EIBTM seminars etc. Because if I had said that I would like to hold a seminar about Denmark they would have laughed at me. Why would anybody be interested in that? But we went there and we said we would like to talk about the Copenhagen Sustainable Meeting Protocol and all off a sudden we were invited. That was by far one of the strategic successes. But also in terms of marketing of the event and getting the message out there.*

**Støle:** *How do you think branding of a destination changes when adding sustainability?*

**Cohen:** *Well I think it does, if your destination can be perceived in the first place to be sustainable. I was at a trade show a couple of years ago, and we had a very simple stand, we had no big set ups etc. And next to me was the German stand and they were standing there with huge electrical lights and had a massive stand, and were talking about how green they were. I don't want to be disrespectful of Germany, but it did not sound right to people - it did not come across as being authentic. So providing that you make sure you have an authentic basis, I think sustainable destination is a very positive message to people. It was not a few years ago but ten years in the future it will be an important part of our marketing.*

**Støle:** *What factors do you think have to be in place in order to be perceived or claim that you are a sustainable destination?*

**Cohen:** *I am a firm believer of perception; people find it difficult to see some destinations as green. For example you would never think of Chicago as green but actually they are doing a fantastic job I think you have to have that overall perception in peoples mind in the first place. And on top of that you must be able to prove that you are credible and the hotels must be green key accredited hotels. When you ask a client are you sure this event is absolutely necessary? Do you need to travel? Then I think people have a better understanding of the systems you have in place.*

**Støle:** *Do Denmark or Copenhagen measure on sustainability for the tourism segment?*

**Cohen:** *Not really, we do not have a national. This is a very sore subject. We have not worked enough on that and are having ongoing discussions. There are not very good benchmarks, other than whether hotels are green key certified or not.*

**Støle:** *What do you think it takes to stay a leader?*

**Cohen:** *Well, I think there are a number of things. I am thinking along the lines of what can we do better. We have to make sure it as a Danish thing not just a Copenhagen thing even though Copenhagen is very important, it is not so important on a national level. We need a national benchmark. The third thing is to extend this on all of our marketing, and have a more stringent and more disciplined approach. For example should we be refusing business if it is not sustainable?*

**Støle:** *Do you work on sustainability internally?*

*Cohen: Yes, we have a green team and we have a protocol for our meetings internally. We have had new management in place - so it has taken the focus off a bit.*

**Lotte Kjærsgaard**

**Copenhagen Green Business Network  
City of Copenhagen**

**Date: June 23, 2011**

**Time: 14:00**

**Interviewee: Kjærsgaard, Lotte**

**Interviewer: Støle, Elisabteh**

**Interview Method: Skype interview using MP3 Skype recorder**

**Interview transcription**

***Støle: Can you please explain your role at the city of Copenhagen and how long you have worked there?***

*Kjærsgaard: I am working in the Copenhagen Green Business network and we are situated in the city of Copenhagen. In the city of Copenhagen we have got money to work with this network. We are 4 people working in the secretary and have 4 people working in our network.*

***Støle: In what way were you involved with the Copenhagen meeting protocol up to the cop 15?***

*Kjærsgaard: I was part of the little group who got the money to produce the report that it ended up with.*

***Støle: So working with sustainability how would you define sustainability?***

*Kjærsgaard: Well, actually sustainability for me is making companies and everyone else use less energy and use environmental friendly substances.*

***Støle: what factors do you think have to be in place in order to market or brand a destination as sustainable?***

*Kjærsgaard: I think you have to green alternatives to the different things that the tourists and other people that come here for meetings do. So if they travel around the city you have to have green alternatives for transportation, when they go out to eat you need to have green alternatives to suggest as to where they can eat, and where to live or stay such as green hotels. Whatever there is, if you want to see the city wherever you go - you should be able to call it a green destination.*

***Støle: Can you please explain the process you went through creating the CSMP and greening Copenhagen up to COP15? How did you make it happen?***

*Kjærsgaard: I think that it was the ministry who decided that we wanted to make cop15 the greenest event ever. So it started from the ministry of foreign affairs selecting a group of stakeholders. And in this group the idea was fostered that they wanted to make this report and try and make all the next meetings green.*

***Støle: In this process how did you manage to them to embrace sustainability and be more sustainable?***

*Kjærsgaard: Actually it was the ministry who had leadership and selected me as one of the stakeholders and I think if you keep your stakeholders near and you have meetings with them I think in this involvement he made it happen.*

***Støle: What were the greatest challenges in this process?***

*Kjærsgaard: I think it was time. Yes, everybody wanted to make it. I was involved in the greening of cop 15 as we have got this network of restaurants as part of this network and we wanted them to serve climate friendly*

food. And it just takes time you know for the restaurants to get the idea and serve in a climate friendly way. That was the problem everywhere - we wanted to have green hotels, that is good but it takes some time before the hotel says we want to be green and we want to use less energy, and serve organic food. From you say you will do it until you actually do it – just takes time.

**Støle: Was there any incentives or help from your part or the ministry of foreign affairs to help them?**

Kjærsgaard: The ministry of foreign affairs I think set up the requirements and some criteria for the hotels for instance, you have to, if you want to be part of this. The better you are environmentally the more we will recommend you to guess. So I think that made a lot of hotels want to be part of this list and want to be rated high on this list. Also for the restaurants we tried to tell people through newspapers and the press about the green restaurants, and then of course the rest wanted to be part of it this green wave. So that is a way of making them participate.

**Støle: so what was your greatest driver for being a part of this, the project or the greening?**

Kjærsgaard: Well, we the network where I work are trying to get the companies to sustain the goals that we have. The city of Copenhagen has got some goals for the environment and for the climate and if we want to reach those goals we need the companies to help us. If we can participate in this we can make more companies help the city reach their goal.

**Støle: What do you think was the key success factor on why you made it happen?**

Kjærsgaard: I think it was very much the leadership and set up of some goals and everyone said we want to do this and this is what we want to achieve. And by doing that and keeping their stakeholders involved. I think actually this leadership was what made it happen.

**Støle: How do you think the process of communicating and branding differs when adding sustainability in to it, from your experience working with sustainability?**

Kjærsgaard: Well, I have worked so many years with sustainability. I actually don't think it differs; it is just another part of it. Of course the companies want to participate because you are not only giving them a market advantage, but also involving them in environmental issues and there are also people who want to save the environment. So I think putting the environment and sustainability into it gives a little bit more of we want, it is not just competitive advantage but is also a good cause.

**Støle: How long has Copenhagen City had a target aimed at sustainability and worked with sustainability?**

Kjærsgaard: We have had them for a long time, at least ten years. You know in Copenhagen you can swim in harbor. To be able to swim in the harbour we had to close off sewerage and this is a process that has been going on for ages, at least 25 years. And now we are able to swim in the harbor – it has been one of our goals to be an environmental friendly city for many, many years.

**Støle: What has been the benefit of COP15?**

Kjærsgaard: It has given the environmental issues a lift. A lot of things were boosted because we had COP15, we wanted to do it before cop15, and a lot of things have happened because of COP15. We have a lot more climate friendly hotels and restaurants.

**Støle: Has Cop15 enhanced the image of Copenhagen as a green destination?**

Kjærsgaard: Yes I think so. There has been a lot more television programs about Copenhagen, just recently CNN made a documentary of Copenhagen as in influence on what people think of Copenhagen.

**Støle: Does Copenhagen city make any reports for sustainability or have KPI on sustainability?**

Kjærsgaard: Yes every year we make a green accounting report "Grønt regnskab" that is made every year.

### 4.3 MELBOURNE

**Sandra Chipchase**  
**CEO**  
**Melbourne Convention and Visitors Bureau**

Date: 22<sup>nd</sup> of May 2011

Time: 10am – 10.50

Interview: through Skype and recorded with MP3 Skype recorder

Interviewer: Støle, Elisabeth

Interviewee: Chipchase, Sandra

#### **Interview Transcription**

**Støle:** *What is your role at Melbourne Convention Bureau? And how long have you worked there?*

**Chipchase:** *I am the CEO, I am the boss and I have been here five years.*

**Støle:** *In what way is Melbourne Convention Bureau working with sustainability?*

**Chipchase:** *OK. We are on several levels. The first one is education and for ourselves and our 260 members. So before you can do anything about sustainable practices you need to understand what it is and how you do it.*

*What we have done is run educational seminars and run experts people for our members and bring expert people in, to give our hotel people, tour people, restaurants, transport operators etc. to give them an idea of what sustainable practice is and how do you do it. We have numerous speakers come in and run seminars.*

*The second thing is that we have also undertaken and tried to give the member's- incentives to motivate, and encourage them to do it. And we have undertaken research of clients, asking them you know, why should they do it? Apart from the fact that it is good for the planet, why else should they do it? We said - to make money.*

*Firstly by introducing sustainable practices - you can save money. We had to do some research on that and I will come to that in a minute.*

*The second thing we said to our members was that you will get more business because more and more clients are looking to work with companies and destinations that have sustainability practices.*

*Apart from that research we did two things. We introduced a survey of Melbourne Green Credentials – because we wanted to see how green we were as a city. And we asked what sort of practices our members had and then we put it into a booklet.*

*So we use this booklet to show clients examples on how we are green. We get free listing, so we tell our members that this is a free marketing opportunity so tell us anything you do on sustainability and we will put in the booklet for free. (That was the first year). When it came out the reaction was why are we not in the booklet.*

*The Green Credentials booklet is now in its third edition. We get 20% more listings every year because it is a free marketing opportunity. The other thing we did was put a little green leaf next to those products and services that have sustainable practices in our planners guide which we send out.*

**Støle:** *Is it a green logo?*

**Chipchase:** *Yes, correct, a little green logo that goes next to their name to show that they are doing it, in order to motivate them. We researched clients and we also went out to our members and asked them - are you getting increased inquiries from clients interested in doing low carbon events, or i.e. people that only want to stay in a sustainable hotel?. The reason for doing this was because some members will say this is nonsense – nobody really cares, and unless we had carried out some research we were in no position to argue.*

*We did the survey and found a 40 % increase in enquires - particularly international clients wanting some kind of low carbon or sustainable destination service.*

*We did another survey, because people got terribly confused about carbon credits and carbon offset, and about how it should be done and which company to use. There are so many companies to utilize and so on. Then I went to one of the universities in Melbourne. And said this will be a great research project. I would like you to do a survey of the top six carbon offset companies in Australia, and explain, randomly how they measure it, how they offset it, what standards do they introduce and what does it cost to get involved so that I can give this to the industry.*

*There are a lot of what you call carbon cowboys, people, who may say I am doing carbon offset in a wind farm in China - give me your money. Hang on how do I know that it is going to that wind farm and not to your European ski holiday? What are the credentials?*

*Each company used different methodology so I sent them to the companies before we published as I did not want any lawsuits. I have to say we were very fortunate none of the companies were doing anything suspect or illegal (which was encouraging to know). I made it available on our website and we also gave them to the BECA-Business events council of Australia. That was Melbourne's gift to Australia's industry, everyone was wondering how to do it, and what does it cost.*

*That was the other part of research that we did. So the next thing we did was ask ourselves what else can we do in our own office – we are not a huge organization. Like everyone else we put together a green team. We started to measure things like power bills, how much paper the photocopy machine used, our energy use, all of those sorts of things. We had a staff meeting every month and had a look at whether we were reducing our carbon footprint as an organization and whether we were encouraging staff to take public transport rather than taxis,- really small steps to something positive.*

***Støle: Who is on the green team?***

***Chipchase:*** *I asked the staff to self-nominate. They volunteered - they were all very keen to do it. We introduced additional rubbish bins in our kitchen. Now we have three bins for food scraps, paper and products. The Food scraps get made into mulch that goes into the flower beds. What are we doing in the way of carbon offsets? We are offsetting air travel. What are we doing about our general footprint? I said have a look at what schemes there are and two of the girls volunteered to do the research. We found six different things we could do. Sent it to the staff and so that people could choose which one they want to do. The bulk of people chose to do a land project to plant trees. We are going to plant trees together as a kind of a team building exercise.*

*As we are talking about the Green Credentials Report another thing we found was that it helps us in our PR and publicity activities.*

*We found that our five star Langham hotel, which is part of the British chain, have a lot of Asian travelers because of the short distances involved.. One of the things they found in their kitchen was that they did a lot of wok cooking and used a lot of water when they cooked vegetables so they bought two waterless woks,- an Australian innovation. They got the environmental award of the primary minister. They saved something like 4 million liters of waters every year – which is incredible.*

*That is a fantastic statistic for us to put into o* *when we are doing a presentation regarding our environmental efforts. This was a huge PR spin off for us.*

*And we found that a catering company was putting all of their extra food scraps into a separate container which they then recycled by putting them into the botanical gardens in Melbourne in the form of mulch to feed the plants and thereby provide a nurturing environment. So that was another lovely story to put into a press release or talk about.*

*Another thing when talking about sustainable destination practices. You have got to have research. You need to have commitment and give people reasons to commit. You must measure performance and can't just do it once. A lot of people were very nervous at start about what it was going to cost. They said it will cost us a fortune, and we will not be able to go back, because once you start there is no going back.*

*What we actually found was that it has made three main spin offs for us: Number one being increased business, we have sustainable policies, and practices and products and our competitors haven't. Number two, it has given us PR advantages that we never had before. Number three, it makes people feel good about working at the bureau and bringing their business to Melbourne. Number four, it has created a lot of innovation, because people are now thinking about what else they can do? More people are onboard, more people are thinking about doing it, and it is good for the planet. So they are the key reasons for doing it. But I have to say that when I first started along this track with my organization, my number one goal was to win business and make money and that the side-affect was that it was also good for the planet. I have now changed and know that I am really proud of what we have done. And that is how Innovation comes into it. So we brainstormed and had the idea that we could be the first bureau in Australia to introduce a CSR gift programme. We went out to 20 different charities and proposed a scheme which would reward a speaker by giving them a gift certificate to donate to a charity of their choice i.e. wildlife preservation, environmental water, children's charities, or make a contribution to an organization for aborigines, or make a contribution to health research projects, science and research organizations, or anything else you can think of. We send out the thank you letter to the guest speaker. A lot of people are really happy to do it because they don't want to receive something which just collects dust and which they never use- they would much rather give something back to society. So that has been a huge success for us. Again it is something that wins us business, a positive image when bidding for events and a positive influence on profile. So that is another way of getting involved in sustainable practices*

***Støle: What were your main challenges regarding establishing a green brand for Melbourne?***

***Chipchase:*** *The lack of practical information. They always ask how do you do it and what is it going to cost? Those are the two questions everybody wants answered in the beginning. So, just trying to find a simple way to give guidance really. We have published a how to guide and it is also on our website. A few other things I should add are that we do a road show every year to promote Melbourne carbon offset. We hire a company to do the carbon offset for us, so it is a carbon neutral event. And another thing is AIME- reed travel exhibition manage this for us in Melbourne. It is going to be 20 years old next year in 2012. That event is also run as a low carbon event and is a huge exhibition. We are trying to take leadership in that area, and we try to live by example.*

*Sorry, you asked about all of the challenges. Getting our research together on carbon offset and finding a way to make it easy not just for members but for clients. So we partnered with the Australian carbon reduction institute, and now have a piece of software, which is a carbon calculator that is made available and is free for event organizers so that they can log on, put in all their information about the event, how many people, the dinner etc. and calculate.*

*The other challenge was trying to get people to understand its importance. A couple of people on my board were not very enthusiastic about us going down this track. They said what is this going to cost and I could not give them an answer because I did not know. And secondly they said, everybody is going to be doing it in twelve month's time so why are we even bothering, when it will not be a competitive advantage for very long.*

*Now they can see that it has brought about a lot of innovation, driven business and given us a competitive edge. The sustainability brand of Melbourne is very strong and of course you need government support, so state government and local government. And the local council's city hall is very supportive of the sustainability practices so that helps. When you have got them working in partnership with the convention bureau everybody is on the same page, and they all want a good result.*

***Støle: So, would you determine these two partners as one of the most important for your success?***

*Chipchase: Well I think the city of Melbourne is - it is the closest for tourists that come. It is all about the rubbish, the information panels, the building codes, bicycles in the city all of those things that they can have an impact on. The state government is the legal aspect. It all works very well together in Melbourne.*

**Støle: When you decided to brand your destination as green - how did you do it? What was your approach?**

*Chipchase: I sort of sat down and said - what do we know and what do we not know? And then also- what's the plan and why are we doing this. What do I want to see and how long am I am going to give myself to do it. I think it is going to take a year at least to get the research together, to carry out research on what the other destinations are doing and find out what the good practices are. It became a list of what do we need to do. So the research part was the first to be tackled. And we needed to spend a lot of time on that, and then I started to get my team involved i.e. to get the marketing department started on some research, and gather information. Sort of everybody got involved.*

*We have had so much success. We just won a national award - meeting and event Australia is a national award, we did it for community and social programmes. Which was very nice, we won that in April. I also got an award for outstanding contribution to the industry which made me very happy. We have had a lot of support. You need support from the top level because, it can't just be one person pushing this. You need everybody to be committed to doing it and doing it well. And I might say - you do not need to be perfect. I mean we were not experts, but we wanted to learn. And doing something is better than doing nothing.*

**Støle: How did you get commitment from stakeholders?**

*Chipchase: OK, I showed them press clippings, and because we are a long haul destination which has the possibility of affecting us. People can say we are not going to travel to Australia because it is too far away. What worried me was the carbon footprint and air travel. We needed evidence to counter these. When you fly to Melbourne for a conference rather than flying somewhere in Europe, people need to realize that by flying with Qantas they will be flying with one of the newest fleets in the world which are the most fuel efficient, rather than some old airline fleet. And if they come to Melbourne they will be meeting in Melbourne's six star green convention centers. It has recycling plants, solar panels and really clever design. And energy recycling which is first in the world. Opposed to flying on an old airplane to Europe and then meeting in an incredibly fuel inefficient convention center that is 40-50 years old. I said to me it is a no brainer. It is not about the distance - it is about the quality of the meeting and event experience. And that is where we have had a lot of success. And measuring this and getting our figures together.*

**Støle: Do you have Key Performance Indicators on sustainability? And what are they?**

*Chipchase: Yes we do, for our events we look at the amount of energy we have used, electricity, gas, paper, we look at the food miles, we use local products and local wine, and we look at elements of the programme - such as can we do without using lots of packaging and paper. What things can be recycled, and be reused next year and how much we have spent on carbon credits.*

**Støle: Is that KPI for the whole destination or your organization?**

*Chipchase: That is for our organization. But in regard to the KPI for Melbourne, we are getting more people to embrace sustainability, do we have new products and services on sustainability, and are there more accreditation for products and services, implementing green*

**Støle: How do you see the future outlook?**

*Chipchase: I think it is very positive. Globally, people are so much more aware of their footprint and of what they are doing. I think there are a lot of very clever innovations being produced. Every year you hear of new ways of recycling products and reutilizing things. Some of them like the very smart stylish chairs in our convention center are made from recycled rubber. You see this all around the world. I still think Europe is leaders in this area. It is great to see more and more people embracing this. If a few destinations take*

*leadership, try new things and the word gets out everyone will become part of it. That can only be good for everybody.*

***Støle: Who do consider your biggest competitors in the sustainable area?***

*Chipchase: Well I think Denmark is a leader in this area, one or two city regions in the US like Oregon is a leader. Scandinavians are making big strikes in these areas. So we often look to them for new technology in this area. I think number one is the northern area and number two the US.*

***Støle: So is there a demand from meeting clients about green sustainable practices? And what are they asking for?***

*Chipchase: Yes, it is sort of growing although, not every client wants it. Some event organizers did not ask for it, but when they were shown what they could have and what they could do, were very interested to both learn and try them. But I think for sure that we have a number one major international convention because we have had a sustainability practice and sustainability credentials.*

***Støle: What have been the greatest benefits of your success?***

*Chipchase: Well I think the greatest benefits for us have been increased business, increased engagement from members; they are much more involved with us. It has been good for staff morals, and I think it has certainly given us a competitive advantage*

***Støle: What have been your key factors for successful sustainable destination branding in Melbourne?***

*Chipchase: Well, I think Leadership must come from the top - from government. And in each organization you need to have a green team - someone who is championing the green agenda. The second thing is that you have got to have long-term commitment. And you have got to be prepared to spend some time and money upfront doing your research your homework. Number four, you have got to have a commitment for ongoing measurement of what you doing, to make sure that it is staying on track and that you can see the fruits of your labor, (the success of what you are achieving).*

***Støle: What about stakeholders?***

*Chipchase: Stakeholder engagement is also important. I think, don't try to do too much too soon you know small steps and keep moving forward.*

***Støle: Could you recommend a partner or other stakeholder that could be interesting for me to talk to about the green branding of Melbourne?***

*Chipchase: Yes, you should talk to CEO of the Convention Center: Leigh Harry. I will send you his email and telephone number.*

**Leigh Harry  
Chief Executive  
Melbourne Exhibition and Convention Center**

Date: June 3<sup>rd</sup> 2011

Time: 07:00 Danish time.

Interview method: Skype interview, recorded with Skype MP3 recorder

Interviewer: Støle, Elisabeth

Interviewee: Harry, Leigh

## **Interview Transcription**

***Støle: Can you please explain your role at Melbourne Convention Center and how long you have been working with sustainable practices?***

*Harry: I am the chief executive of the Melbourne Convention and Exhibition Center and am responsible for the new convention center and a 30.000 square meter exhibition center that we have been operating here since 1996, so it is 19 years old. Clearly the design environmental requirements have changed significantly over those fifteen years. So the things that we have been able to achieve in particular in the new convention center, are in my opinion, in many cases, 'world's best practice'. In terms of our operations, in the ten years that we have been looking at a range of issues regarding improved energy management, the way we handle waste coming out of the exhibition industry, to the way that we provide our food and beverage - all fit within a broad, environmental or CSR responsibility.*

***Støle: So what have been your drivers to be more sustainable?***

*Harry: Well I think our drivers, first and foremost are effectively as a community and government facility sharing responsibility and I think, to be seen as setting an example for the community and the industry we are working with. The second part of the driver is that we are fully aware that being in Melbourne and in Australia means we are a long way from anywhere, particularly when we are working in the international convention business. You know there are clearly issues to do with long haul travel and environmental impact. So there was also a responsibility for us to have a suitable environment in Melbourne when we were asking people to take long haul travel and to attend events that were being held here. We acknowledged the fact that we needed to provide those events in the most environmental friendly destination once we had got the people to make the trip to come here. Those were the two major drivers.*

***Støle: And what were the key challenges when you started this?***

*Harry: I think the challenges are educating the various communities that you working with as to why you are pursuing these things. And to get them to commit to policies within their own organization or businesses and associations that are consistent with the CSR objectives that you are trying to achieve. So education and knowledge, particularly in the earlier days although not so much now. I think there is a much broader knowledge of these things now. And certainly in the earlier days, there was a perception that the pursuit of a number of environmental initiatives was going to be significantly more costly than perhaps the traditional ways that people had been operating, again I now think that this has changed substantially. So I think probably knowledge and cost are the two greatest barriers.*

***Støle: So how did you overcome these challenges? Did you do anything to try to persuade your board of directors or partners?***

*Harry: I did not have to persuade the board of the directors. It is and was more about persuading the customers and part of that is an ongoing education programme that provides knowledge to users about the facility. And perhaps in the earlier days financially supporting the number of initiatives. Because again I think it is one of those situations where people need to adjust some of their business practices to get the most effective environmental outcomes. So there is quite often a one off cost in doing that, but once you have achieved it, then the ongoing cost I think is no greater and probably less. So we did a little bit of that and have spent quite a lot of time being involved with others concerns, particularly in the exhibition industry, where waste has been a significant issue especially lighting and energy usage and those sort of thing.*

***Støle: Did you get any help from the Convention Bureau when you started off?***

*Harry: Not so much in the earlier days, but certainly in the last few years. The convention Bureau has done a lot of work with the hotel community in Melbourne in terms of the environmental practices. Trying to encourage the best environmental practices to be observed within the hotel industry and again and as you might be aware, there are some hotel chains around the world that are probably more environmentally responsible than others,*

*and I think they are all getting better. So again I think the bureau has had a significant educational role for the hospitality community. And they have also been important in assisting the center in designing packages for convention delegates coming to the city which are about the hotels they would use, the convention center, use of public transport rather than buses or taxis and those sorts of things. There is quite a range of things that delegates can choose from so that had a strong role.*

***Støle: Are you experiencing a demand from clients about green practices? And what are they asking for?***

*Harry: I think the right way of answering that is that there absolutely has been. And certainly over the last four or five years after we designed and opened our new convention center two years ago which has a six star green rating. But I think what we are seeing in many parts of the world now, is not that the environment is no longer important, in fact it is probably more important than ever but that the standards that the industry are delivering are of a much higher level of environmental achievement across many destinations around the world, (not all but many). So it has become much more a case of it being expected by association planners when they choose destinations. Because of the advanced level we provide, we certainly talk about it as a “value add”. But I think there is an expectation from international associations that whatever destination people go to they must have a high level of environmental performance otherwise they will not get considered.*

***Støle: So it is part of their requests?***

*Harry: Yes, absolutely.*

***Støle: Do they want to pay more for it?***

*Harry: Absolutely, there has always been some cost resistance. It varies from association to association. I think it is dangerous to make a general statement. There are some associations that see this as being a very important part of any meetings they hold. And there are others who are not quite as focused, but that are trying to get some clients that are attempting to get an environmental standard, but at a lower level. We have some clients that will talk about that and go as far as going into the detail of menu planning in their conference material and those sorts of things but there are others that are probably almost satisfied because they know they are coming to a six star convention center and therefore have already made the appropriate decision.*

***Støle: Is there any difference between corporate and association clients?***

*Harry: I think it is dangerous to generalize but there are some corporations that are leading the way. If you wanted me to make a general comment, I think international associations are probably more focused on this area than many corporations. I think corporations think about it in the terms of their own corporate activities and they don't necessarily think about it in the way they hold meetings. I think that's the distinction.*

***Støle: So what have been the benefits of being a leader?***

*Harry: I think they are probably two fold. It has made our destination and center more attractive for many clients – so there is a competitive advantage. And I think there is almost a community advantage here as when you have a center like this, and it is seen to be competitively successful, other centers and destinations will strive to achieve the same level, which means that the whole standard in the industry is being improved.*

***Støle: What would you determine as the key \_\_\_\_\_ as a sustainable destination?***

*Harry: Well I think from our point of view it is the whole package of things that we are able to deliver within the convention center. So it goes from the design, energy cost, the way we air condition the building, the way we heat the building, the fact that we are able to do that with a much lower energy cost than you could do in an older or traditional building. The fact that we use solar energy to provide the hot water in the building and then couple that with things like our approach to acquiring locally sourced liquid refreshments for the facility. Certainly the liquid refreshments that we provide come from within a 15 kilometer radius of the center. And it is all sourced from smaller seasonal growers rather than large national or international providers. There are*

significant environmental savings in terms of transport and storage costs. So these things have been important. And I think the things that the bureau have done in relation to planning of events, the way hotels are operating, and public transport are the combination of things that have really been the success factors for us.

**Støle: Do you have any Key Performance Indicators on sustainability?**

Harry: Well, we certainly measure the energy utilization aspect of our business. We track it on a quarterly basis, across both of our buildings. I guess the other things are more the surveys of our clients in relation to corporate social responsibility or environmental issues. So getting back to your previous question getting a feeling from our clients of how important they rate these things and how they rate us on performance delivery against those objectives.

**Støle: Do you do reporting as a destination?**

Harry: The convention bureau does most of them rather than the center. Some of our performance feeds back into the report of Melbourne as a whole. So we don't do that independently, but provide them to the bureau.

**Støle: Who do you view as your biggest competitor in the environmental area?**

Harry: Well I think you are starting to see as an increasing trend, newer convention centers are achieving higher levels as convention centers and there are many, centers being constructed at the moment. I think the new center in Vancouver which opened two years ago and the Melbourne center are the two main ones. They received a platinum rating - which is equivalent of a six center rating in the green building system here. I think Vancouver and Melbourne are the two that are held up as benchmarks around the world of the highest level or leading edge in terms of environmental performance.

**Krista Melne**  
**Sustainability Manager**  
**Melbourne City**

Date: June 21<sup>st</sup> 2011

Time: 08:00 (Danish local time)

Interview: through Skype and recorded with MP3 Skype recorder

Interviewer: Støle, Elisabeth

Interviewee: Melne, Krista

### **Interview transcription**

**Støle: Can you please explain your role at Melbourne City Government and how long you have worked there?**

Melne: I am the manager of sustainability and that encompasses ensuring and developing visionary strategies, delivering programmes to the community and engaging internally to embed sustainability in the ways the organization makes sustainability. I have been there for 10 years).

**Støle: How would you define sustainability?**

Melne: I would define it as a mindset. It is a core in your decision making and whatever you are designing and minimizing for environmental impact.

**Støle: So, what factors does a destination need in order to be sustainable?**

*Melne: You certainly need a strong vision, on what you are trying to do, and alignment on government, businesses and community.*

***Støle: In what way are you working with sustainability aimed at the tourism segment in the city of Melbourne?***

*Melne: Well, we are working towards two specific goals. One is to achieve a zero amount of emission across the municipality by 2020. And the second is to adapt to the changes of impact on the climate. As regard to zero emissions, we are at the moment focusing on transforming the buildings of the commercial building sector because that makes up over 50 % of emissions. That includes increasing energy efficiency and more low carbon energy supply. In terms of climate change, we are addressing the key urban areas, making sure we have a lot of green areas, water recycling through major storm water cast programmes, infrastructure, and then understanding the future of implications of sea level rise.*

***Støle: What have been your key drivers for incorporating sustainability?***

*Melne: The livability and the competitiveness of the city. Recognizing the critical part of our function to make sure that we have a strong city economically, socially and environmentally.*

***Støle: What have been your key challenges to sustainability?***

*Melne: Our key challenge is that we do not have a lot of the control. So we are generally in an environment of influencing and engagement. And it takes time to effect a change effectively because you can't make the decision itself. Someone else has to make an investment. Our key challenge is to get other levels of government and various responses to climate change that affect what sort of community response we get to sustainability.*

***Støle: So are you doing anything to secure commitment from stakeholders?***

*Melne: Yes, in terms of our 1200 building programme, that is a programme working to engage the commercial building sector. We have developed a tool to make them understand the challenges. We have investigated the barriers where we found that the key challenge was access to capital – and therefore we have created a unique finance product that uses our special charge ability, that we have as a city government to reduce the risk of finance to the bank and therefore they are more likely to invest.*

***Støle: And what about the tourism industry partners? Are you doing anything there?***

*Melne: Our tourism branch has done a number of things, for example, it has encouraged providers to sign up to an industry association programme which is about greening our business - it used to be called green globe. So we encouraged that. We have also influenced the impact on their own impact by ensuring that any tourism company that we promote through our tourism information bureaux has to be printed on certain sustainable papers, so that has an effect. In terms of some of the contracts that we commission, for example we commission a tourism bus, we have ensured that the bus has fuel efficiency and technology and those sorts of things. There is also an environmental management plan for the tourism branch.*

***Støle: Who do you view as your most important stakeholders in order to be a green city?***

*Melne: Well, the first thing we need is continuing to achieve that, to aim high in terms of sustainability. So that is probably the most important.*

***Støle: Do you do any reporting as a tourism destination on sustainability?***

*Melne: Well we report a lot as a destination, but I am not sure that it is specifically for tourism.*

*I could email you a contact that could give more information on that.*

***Støle: How do you see Melbourne developing in the future in terms of sustainability?***

*Melbourne: It will certainly grow. What we manage is the central business district plus a few suburbs. The greater metropolitan will grow 1 million the next 30-40 year that is quite significant in terms of the population that is only four million now. In terms of the city we will also grow in population with a couple of hundred thousand and the number of people obviously the number of people coming into the central business district will grow significantly. The future of Melbourne it will increase in terms of business, density in terms of people living here and working here, number of people travelling and use of transport that sort of things - which is a challenge. Our transportation system is only if not not anymore coping with the number of people using it, and that is a constant issue which we face with the state government. Because, we don't run the transport system sorry I guess investment in transport is a critical issue. Obviously, as a destinations Melbourne suffers from being a long way from a lot of places in the world. So the international transport tissue. Which we have recently done a lot of research on what we can do and what our airlines are doing on the issue.*

**Støle: How do you communicate on sustainability?**

*We communicate at the moment through individual programmes to the stakeholders. We are looking to grow that through the general communications this year.*

**Støle: Are you also working with sustainability internally at the city government and in what way?**

*Melne: Yes, quite significantly. Well, we have requirements in our inter-private agreements so the structure that governs the workplace agreement, so we achieve sustainability targets each years, point 5 percent so we get a pay rise if we reach that, and we have internally a engagement programme.*

**Støle: What has been the key success factors for Melbourne as a sustainable destination brand:**

*I think a very proactive industry. There is a high density of green building here in Australia. From an organizational perspective we were the first six star green building in Australia so that provided a strong reputational edge for us and the industry to realize our potential- so that's one. And having strong leadership and strong goals that are backed up with programmes is critical.*

**Støle: How do you think the process of branding Melbourne differs when adding sustainability?**

*Melne: I guess it is another dimension to attract people, and a deeper connection to what is important to people, it is a different people. Branding can sometimes be seen as gift wrapping.*

**Støle: What have you done specifically in Melbourne to work and communicate sustainability?**

*Melne: We started with the vision to be a bold and inspirational sustainable city with six goals and one of these was to be an eco city.*

**Støle: How long ago did you start?**

*Melne: 2009 I think. I am not aware of when we started before then. We certainly had zero emissions before that. Always promoting Melbourne profitability, its urban culture area, embed sustainability. Urban culture one of the key elements which attract people to Melbourne.*

## **4.4 PORTLAND**

**Greg Newland**  
**Executive Vice President, Marketing & Public Relations**  
**Travel Portland**

**Date:** June 16<sup>th</sup> 2011

**Time:** 20:00

Interview method:

Interviewer: Støle, Elisabeth

Interviewee: Newland, Greg

### **Interview transcription**

***Støle: Can you please explain your role and position and how long have you worked there?***

*Newland: I am the executive manager of marketing and PR at Travel Portland. I have been here for 14 years.*

***Støle: How long have you worked with branding Portland as sustainable?***

*Newland: Well I think that in Portland we have always been green and sustainable and that it is in our DNA. But we have made conscious effort within the last five years or so especially, in our marketing efforts for meeting planning and conference organizers and our green ethos is a really strong differentiator.*

*And in that sense - green was becoming a large trend and an important topic in the meeting and convention world. It really felt like an opportunity to trumpet Portland's green bonafides.*

***Støle: So is there a demand for green practices from meeting clients?***

*Newland: Yes. It has been our perspective that these meeting planners have their own green initiatives. With their own green teams or green policies, and these meeting planners are being pushed either from the top by their board of directors or from the grassroots -the attendees. So it has been our approach to try to be a resource for those planners. The meeting planners are still figuring out what it means, and what it means to their bottom line. So we have taken the approach of, how can we be a resource so regardless of where the planner takes the meeting they can always look to Portland for some advice on leadership or best practices or some resources that help planners navigate green but at the same time use that as an opportunity for us to trumpet our own green attributes. The other approach that we have taken is that there are some meeting planners for whom green is very important and this is paramount so we like to say that we can speak to them at that level. But if it is a planner that is just wrestling with green issues and trying to incorporate green practices in their meeting for the first time, we can help them in that area as well, and not scare them off with too much green all at once. So whatever level or interest green that planner has, we kind of meet them and help them have a great meeting.*

*We have also been able to talk regardless of how important green issues are as a selection criteria about the fact that you chose Portland*

***Støle: What were your key drivers for establishing a sustainable brand?***

*Newland: Well I think there are two really. Number one is who we are and what Portland is. We at a fundamental DNA level are progressive, creative and sustainable. So that's the progressive and creative part of Portland and it manifests itself in all kinds of interesting ways. We like to say that we were green before it was cool to be green. And so we are marketing Portland as a destination for meetings and conventions or leisure travel and need to be authentic regarding who we are and part of who we are is green and sustainable. So that was one driver and being honest regarding who we are and what we do is and the type of customers that seek our help.*

*The other driver is coming at it from the customer's point of view. We need to be responsive to our customers, and the meeting and conventions industry is very competitive. Meeting planners were getting pushed internally whether by their board of directors, bosses or by their attendees to adopt green practices, we needed to respond to that and we saw it as a great opportunity to tell the Portland story and become all that more relevant and interesting for those customers.*

**Støle: In this process what were your greatest challenges?**

*Newland: I think one of them is, as we worked with our stakeholders that we still needed to be transparent and humble and in order to avoid the accusation of greenwashing. Like we and everybody else, we need to acknowledge that sustainability is a process. We are doing well in some areas and we have some more work to do, just like everybody else.*

*And I think that was one of the challenges I don't know if you have seen that on our website. We have a mini site called the 'green meeting toolkit'. One of the challenges for us there was to kind of strike a double purpose on the green meeting toolkit. How do we as Portland and as champions for sustainable issues, how do we be kind of be a good partner and a good resource, so regardless of which destinations the meeting planners are looking at they know that they can come to us and we can help them present the latest trend or ways to green their meeting whether or not they come to Portland as a destination or not. A call for action or the green meeting toolkit are also sales tools. We also look at green and sustainability as a differentiator.*

**Støle: In what way are you working with sustainability towards meeting clients?**

*I can email you some of the sheets with an overview of what we offer. We have a list of businesses that are green and sustainably certified. We want to stay out of the certification businesses ourselves, but what we have done is identify what the key certificates are so we can show the hotels, attractions and venues and if a planner wants to search by these criteria, we have made it easy for them.*

*And then a lot of it is to tell the story of what we are able to do. Those basic things such as telling them that if they choose Portland, they are going to be greener than if they went somewhere else.*

**Støle: Are you measuring on sustainability as a destination and do you have key performance indicators on that?**

*Newland: Yes, we are actually working with an entity to go through a process as a destination so that we can be certified as a green destination and it is tied to some work that the UN is doing. They are coming up with some international standards so that the destinations themselves can be judged on sustainability.*

**Støle: What is the name of that? Is it a new standard?**

*Newland: I can't remember, I will send you that information. We are trying to work with some partners and we might be the first of the urban destinations. It is a more of a global initiative and feels like the right thing to do for us.*

**Støle: are you doing a measuring report now?**

*Newland: Some of the marketing materials we produce have some information but we do not yet provide a full report.*

**Støle: How did you manage to get commitment from stakeholders?**

*Newland: I think one of the things that we did was to create a little bit of an incentive for them by letting our partners know where we carve out an area where we will list our partners that have accreditation. There was a bit of a carrot there but we did not provide a financial incentive. We help hotels become green seal for example. They took that on themselves and acquired green seal accreditation. They were able to do that because a) At the DNA level Portland is green and sustainable and; b) customers were starting to ask so they had to respond to customer demand and they could see the ROI. There is a cost associated with achieving these accreditations but they were able to demonstrate that accreditation helps them maintain market share and growth.*

**Støle: what have been the benefits of being a leader?**

*Newland: I think it has certainly generated a lot of media attention for Portland and helped us stay front of mind with a lot of our customers as they were being pushed to think about green and therefore more inclined to think about Portland. I think our challenge is going forward. We have had a lot of focus groups with our meetings, clients that say – we get it we know that you are green – but what are my delegates going to do at night. So it is certainly a fact that we have been so strong on green and sustainable messaging and have that as part of our brand. In a way it has opened up further things to talk about that are not intrinsically green and sustainable. It has opened up possibilities to talk about other things, and it frees up some space to tell our story about Portland. So that has been interesting.*

***Støle: Who has been the most important participant or participants to be a sustainable brand?***

*There has been a real community effort and so much of it is who we are. One of the turning points for us was one hotel in particular, one of the first in the pool to embrace sustainability and carve out that niche 'the double three hotel', and that hotel has seen terrific success and made it more attractive for other hotels to follow that lead.*

***Støle: What are the key success factors of establishing a sustainable brand for Portland?***

*Newland: I think it has to be true that whatever a destination is going to talk about and however a destination markets itself, it needs to align with the reality of the experience. You know the sweet spot of branding and I like to think of the brand as a noun rather than a verb. The brand is a living breathing thing an intersection of what the product really is and how we talk about the product and how our customers perceive it. If you are going to do green marketing it has to be real, authentic and part of that is also in the area of being green, being open and transparent and acknowledging that these are the places where we are green, and these are the places where we are not ,and where we have work to do.*

***Støle: So what have been your key success factors?***

*Newland: It is the fact that the product lines up with who we are and what the customers are looking for, and the fact that the community rallied and that all these hotels are green seal certified now. They saw the opportunities, the demand, and the opportunity the ROI presented and used it to maintain or increase market share.*

***Støle: How do you see the future outlook? And demand from clients?***

*Newland: I think there will be an increased trend and more planners will understand that green meetings can keep costs down, and make a better business standpoint for the association. I expect that green and sustainability issues will climb up the lists of criteria which planners use when selecting a destination. But I think first and foremost they will still evaluate on where their delegates want to go and where their group can fit in, dates, rates and green is in the mix and that will continue.*

**Veronica Rinard  
Community Relations Director  
Travel Portland**

Date: 27 June 2011

Time: 18:35 (Danish local time)

Interview: through Skype and recorded with MP3 Skype recorder

Interviewer: Støle, Elisabeth

Interviewee: Rinard, Veronica

**Interview Transcription:**

**Støle:** *Can you please explain your role and how long have you worked there?*

*Rinard: I have been here for six years. And for at least five years I have been the community relations director. So the main part of my job is to work in the community and the political decision making arena. To make sure that Tourism has a voice in the decisions that are made regarding what will impact tourism and impact a visitor experience in tourism. And I also manage the internal green team, so that has put me in the leading position on a lot of the sustainability stuff.*

**Støle:** *So in what way are you at Travel Portland working with sustainability towards the tourism sector?*

*Rinard: Our green teams work on two different fronts. We originally started working on our internal operation in Travel Portland. We started the sustainable tourism thing in the early 2000s and it was actually about meetings and conventions, and we were bidding on a convention that was going to come in 2004 that had a lot of requirements about sustainability. So Portland worked on this before I was actually here and worked with the tourism industry locally to create a sustainable meeting package. And we did get that convention. But that started Travel Portland really thinking about sustainability and sustainable tourism and what our role was. And so this green team was created and they originally thought that was that when marketing Portland as sustainable destination. Then Travel Portland realized that they certainly needed to be walking the talk and making our best effort to operate sustainably as effectively as possible. So the team put together a number of recommendations a lot of which were instituted. And we are really fortunate that Portland itself is a leader in sustainability. There is a lot of governmental and city support. So the city has a programme that was called 'recycled at work' which won the 'blue works award'. And that was a programme that helped business be more sustainable. When you met certain criteria you were given a 'blue works award'. And so one of the first things we did was making sure that we were doing whatever we needed to do to get that award and we got it. They have since kind of upped the ante and there is a higher level award through the city called 'climate champion' which involves more than recycling, water and energy usage, and we got that award in 2010.*

**Støle:** *Is that a city award from the government?*

*Rinard: Yes, it is.*

**Støle:** *So when you say sustainability how would you define it?*

*Rinard: We really look at it as a three legged stool. People, profit and planet. I think the environmental part of that gets more attention. You also need to be able run your business and your industry in a way that it will continue to perform, provide jobs and provide economic stimulus and there is also the social responsibility part of that.*

*So the second thing our green team does is to work with our industry and business partners to encourage them to operate more sustainably and then to get information about them out to the consumers who are looking for it. So we have a green partner identification programme. We identify all certification that is either second or third party verified, especially those our partners have acquired, then list them in our green listings. So that is a way of showing consumers and meeting planners who the people really are that are going above and beyond and making the most effort at targeting sustainability.*

**Støle:** *So what has been your key challenges in getting stakeholder commitment on sustainability?*

*Rinard: Actually there is a lot of enthusiasm from the industry for it. Part of that is that it is part of the ethos of Portland, so there is a natural enthusiasm for it. But, a lot of early efforts were really just about education, what does sustainability mean? And where can you go for help and that sort of thing. But, now there is so much information about sustainability available from various sources in Portland that we don't need run those educational courses anymore, because our partners are able to get the information from a lot of places. So now when we kind of target it, we will highlight sustainable businesses. For instance when we have a green catering event, we will highlight all the caterers who are operating sustainably. We do peer to peer information sharing so that our partners with the most experience help teach other partners just coming onboard. The most recent*

session was highlighting some new programmes that are at the state level with 'Travel Oregon' our state wide tourism organization. They are starting the Oregon sustainability center and a travel programme. So now I think the challenge is to continue providing relevant information at that kind of high level for businesses that already know the basics, but still to provide information for those that are at the beginner's level. I think one of the other barriers is to determine who is doing enough to be labeled as green. So we look to these certifications to really find out how our business is operating and the barriers to entry for some types of certificate are the pretty high costs and requirements. So some of our partners kind of struggle with that. And again for those in the Portland accessing city programmes is very easy but going for a higher level certification like green seal and that sort of thing is a pretty big nut to crack.

**Støle: Is it up to each partner to choose certification or do you set requirements on this?**

Rinard: Yes, it's up to each partner. We have a list of certificates that we recognize and also if a partner has heard of certification that is not on our list, we can add that if it is second or third party verified. So it has been a growing list and I think there are fourteen or fifteen programmes that we recognize right now.

**Støle: So how many of your partners are certified at the moment?**

Rinard: I am not exactly sure I think it is around 70 or 80 but that is also listed on our website.

**Støle: How many partners do you have?**

Rinard: I think we have around 800 partners.

**Støle: How has the reaction been from your partners on this initiative?**

Rinard: Really positive. I think they really appreciated both getting direction and help on where to go or look to get certification and consultation. And what we really promote is the certification process. We can help and advice on the steps required to acquire it. And they really appreciate that we pay special attention to whether or not they operate sustainably.

**Støle: What have been the key success factors of Portland as a sustainable destination leader?**

Rinard: I think there is worldwide recognition of Portland as a sustainable destination. One of the things that we have heard from meeting planners when doing some focus group interviews was we know you are green. Now other information is required but the baseline was that they knew we were green. We have been very successful on recruiting meetings and conventions that are looking for sustainable destinations which are on the increase. You would have to talk to the convention sales department to get more information on this. I know a year or two ago the 'double tree hotel Lloyd center', was the first hotel to achieve green seal certification and kind of lead the way. And they were able to point to the several million dollars of meeting business they got in return. We feel very positive about the business that we have brought in as a result. We have been fit for the job because of Portland's political leadership and we have helped the city with our work with media as well. Travel Portland is also a leader and the US travel association has made a case study of what we have done here in Destination Association marketing, and they specifically asked us about what we have done to become a sustainable destination. I think the key success for us is being able to create this green destination and getting the word out there for the increasing number people who value its importance. And that is not all we are - we are really vibrant city a re really known for is our really fresh organic food movement, and that is also kind of wrapped into sustainability and made us what we are.

**Støle: What have been the benefits of being a leader?**

Rinard: I think it brings us business. It attracts the attention of writers on green issues who highlight Portland and as a result attract business and meeting clients who are looking for a sustainable destination. The bottom line is that it creates more business. We definitely can point to the meeting and event business as being a direct result of our sustainability reputation. We get hundreds, maybe thousands ( I am not sure) of people,

government leaders and civic planners, those sort of people who come to Portland from all over the country/world to study what we are doing here so they can take that information back to their city. To look at best practices on how we have moved people other than by vehicles, and it is almost a tourist attraction for government leaders. We have also created an office to help organize best practice trips.

**Støle: How would you describe the process that you have been through as a result of your decision to green Portland as a destination brand and to communicating it?**

Rinard: It is a very collaborate process. Again the base level of sustainability is driven by the ethos of the city and the political decision to make that a priority. We are able to be very authentic, and what we are selling is true and real. We work with the city, the regional government and the state, and they in return help us be more sustainable – it is a very collaborate process.

**Støle: Did you go through specific steps before branding?**

Rinard: Hmm! I don't know if I can answer that. But I think that it was in some way sort of organic, we really worked hard to get the meetings industry together at first but the reputation of Portland kind grew by itself. It was something we were able to add value to. For us it wasn't just a branding exercise because green is in, and lets go out and say that, but that our city really was a leader in this area and that we recognized that tourism consumers were getting more interested in that rather than creating a brand. We were not trying to say we were something we were not.

**Støle: Was this part of your drivers?**

Rinard: Yes, definitely. It certainly was an advantage not having to convince the government. I mean certainly there are different interests and political views - not everyone is on the same page. But in Portland it is much more **baseline and the ethos of the community than in some other areas**. I went to Kansas, and they do not have recycling programmes, do not have governmental leadership and it was really the tourism industry that was trying to drive it. In Portland we have been able to work and collaborate and we haven't had to convince a lot of people. Actually sometimes our work was to make sure the politician leadership understood sustainable tourism as part of the green economy, and we are an important part of that going forward.

**Støle: So which partners need to come together to be a green meeting destination? You mentioned you and the government are there others?**

Rinard: Well obviously the lodgings, restaurants, meeting places and our convention center are lead silver certified. Now we have 13 green lead certified hotels and a growing number looking at those certifications and transportation is a part of that. We are fortunate that we had already developed green transportation such as our light rail system and bike lanes.

**Støle: Is there a demand from meeting clients?**

Rinard: Yes. That was how it all started but you would need to speak to the convention sales director for more information.

**Støle: How do you think Portland needs to develop in order to stay a leader?**

Rinard: It is a journey working with sustainability and there are always places to improve. The challenge is now that we have picked all the long hanging fruit as people say, the easy and obvious. So now to have to raise the level you start to go into more expensive and harder things. That is the challenge for Travel Portland, the city and the region. And looking at what those next things are and how to achieve them given the constraints and revenue. Here at Travel Portland we just created a 12 to 18 month road map on the things we need to work on next. We are looking to use bikes for our meetings staff. We also are looking at things such as our gifts to give away policy, such as useful gifts which are recyclable.

**Støle: Why do you think it is important to work with the community and stakeholders?**

*Rinard: Well, because we don't own, manage and control the things that we are promoting and selling. You know what Portland becomes is up to the political leadership of Portland and we need to all work together to be successful. They need to know why it is the right thing to do and why it is important. We certainly need them to make Portland attractive, clean, vibrant, environmental and socially responsible.*

**Støle: Do you have competitors on this area?**

*Rinard: Yes. Chicago, Vancouver, and International places like Copenhagen and UK are doing a ton of stuff, and there is even sustainable tourism in Costa Rica.*

**Michael Smith**

**Vice president Convention sales**

**Travel Portland**

Date: June 30<sup>th</sup> 2011

Time: 18:00 (Local Danish time)

### **Interview Transcription**

**Støle: How long have you worked at Travel Portland and what is your role?**

*Smith: I only have only been with the convention bureau and I have been here 25 years. Prior to that I was in Hotel Industry and so I have been in the hospitality industry since 1978, 32 years. My role here is as Vice President for Convention sales, which the staff and I are responsible for selling. In the convention center our big role is primarily to get groups to meet in the convention center, and we also do a lot of single hotel sales. We are trying to get people on a national and international level to hold meetings in Portland.*

**Støle: Are you experiencing a demand from meeting and event clients about green practices?**

*Smith: Yes and No. To be honest with you it is a really mixed bag. There are a lot of organizations that are very concerned about sustainability. In some organizations it is the very reason they exist like the 'American wind energy association' green from the ground up. And then there are other normal organizations that are concerned about sustainability issues as well. One of the organizations that we have worked with in the past has just confirmed their intention to come back again the 'Unitarian universalists they are green, green, green, and we love this. They really challenge us of in terms of - how green can you make our meeting? And when I say that it is a mixed bag there are some organizations quite where quite frankly it just hasn't clicked, they have heard about it but it is not what they are concerned about. The sustainability issues are not in the forefront of their minds and they are not concerned about it. And we get frustrated because my concept of sustainability is that those issues should be on the request for proposal and they should be decision factors of whether or not an organization holds a meeting in a destination or not. And we are not seeing that as strongly as we would like. Many organizations don't have sustainability issues on their RFP.*

**Støle: Have you done any surveys or numbers on this?**

*Smith: No. To be honest we have not done an at every RFP that comes in. You know for Portland that is who we are if you come to Portland. Because, sustainability is who we are. If you come to Portland you are going to be greener than any place else, whether you want it or not just because it is in our DNA. And it does not cost you anything extra, you don't even have to ask for it - it is just how we do business. For example the Convention center is one of the greenest buildings in the world – it is just how they operate. So groups will be greener just by being in Portland. But if you would like to be greener yet like the utilizationists, we can help with that.*

**Støle: So how high is it on the list for the meeting clients?**

**Smith:** *It is getting better you know, we are seeing more groups that are at least interested in it. Again we are not seeing it as strongly as we would like, not as a key deciding factor. But we are getting groups that want to do green more and more. And it is an element that will not going to go away.*

**Støle:** *How do you think it will develop in the future?*

**Smith:** *I think the way it will develop in the future is that we will get more recognized industry certificates. And that is really the issue right now.. Portland as a city has always been very concerned about environmental issues. And that was kind of how we got into it., It had an element that could set us apart from other destinations and that element was sustainability, green, environmental and all of that stuff and that became our key marketing focus. At that time we were really leaders in the industry on this - nobody else was doing it, so we found that, that really set us apart from other destinations. But since that time it has become the flavor of the day, there are a lot of hotels, cities etc. that are proclaiming how green they are although they are not. So there is a lot of greenwashing going on out there, simply because people are starting to realize that organizations were interested in it. They say they are green but they are not so that is a frustration. That is why we need stronger more stable certifications and standards that are recognized by the industry.*

**Støle:** *So what in your view what factors need to be in place in order to state that you are green destination?*

**Smith:** *Well, again I think people will say can you measure it. And we certainly can, our convention center, has all kinds of standards, certifications and measurements. We have one of the greenest hotels in America, named the 'double tree hotel' which is really setting the standard. And they can tell you everything that they do, how much they save, and how much money they pass on to their clients because of their savings by doing local purchasing, recycling, and composting etc. They have really got the dollar savings in a format that a planner can look at and go oh! this is what green means to me We do all of the carbon offsetting and all that kind of thing - there is a lot of debate about carbon offsetting and they have a carbon calculator.*

**Støle:** *So what are you offering meeting planners?*

**Smith:** *When talking with planners you are told about the logistics of travel and how can you save money by being in Portland. Then there is transportation in the local area, we have a light rail system that is incredibly green and is also free. So an organization does not need to rent buses, they can use the light rail instead. More of our key convention hotels have been green seal certified. And they are all doing stuff so that was one of the major pushes we had a couple of years back. We did some research to find out what was the most recognized certificate that a hotel could get in terms of being recognized as a green hotel and the green seal certificate was a what we came up with. And we worked with our hotel community to get them all or as many as possible, to become green seal certified. It has been very successful, all of our major hotels are green seal certified now. We can offer a block of about 3000 rooms that are green seal certified hotel rooms through our organization. We found that food and beverage for meetings was one of the most wasteful areas in the industry - so much food goes to waste. The food now goes to shelters, a social shelter that can utilize the food, and the rest of the food gets composted. And we worked very hard to get all of our food locally sourced as much as was possible. We are very fortunate because we are located in one of the best agricultures in the world and because we can draw from local produce.*

**Støle:** *are you measuring sustainability as a meetings destination?*

**Smith:** *I am embarrassed to say that the answer in terms of the green seal picture, no but if someone wants to know about the convention center I can give that data. To be honest there are not many organizations that wants that kind of answers. They are interested in knowing if they book for instance the Hilton, what does the hotel do, do they certifications etc. and it really is element by element. They want to know in terms of a destination, are the catering functions at the convention center saving us money.*

**Støle:** *What were your drivers behind creating a green brand for Portland?*

**Smith:** To be honest, clients – commercialism. Our problem is again the marketing element that we are a second tier city, and we have the greatest conventions center in the north west of the USA. And we found that we would talk with meeting planners, and say Hi I am from Portland Oregon, and they would just look at us because they did not have a mental image of Portland. Because we don't really have those icons like you know if people say San Francisco there is an image of San Francisco that pops up, even if you have never been there, - they have the golden gate bridge. Seattle has the tower and we don't have any of that. When we say Portland people were like Oh! Portland Maine? Or Portland Oregon doesn't it rain a lot in Portland? So that was the big thing all that people knew about Portland was that it rains here. So anyway we were in one of our marketing sessions just trying to come up with ideas of how we could better brand ourselves and what would make people stand up and take notice of Portland. And as we were talking the one thing that became apparent was that what we were doing was the sustainability and green issues, and that nobody else was doing them to the level the city of Portland was. And it became quickly obvious that this might be something we could stand on, and say this is who we are at the market. We are the greenest place. And give ourselves credit this was years ago when green issues were not as big as they are now, and we just felt that it would get bigger and bigger and something that was not going to go away. That was really how we found out that we should brand ourselves as green.

**Støle:** So how would you describe the process from the idea stage of launching it and who was involved?

**Smith:** We were fortunate, we have an organization called 'MeetGreen', which is a meeting planning company and it is probably the leading green meeting planning organization in the world. They were leading the charge at that time and Amy Spatrisano is one of the principles there. Well, Amy and Nancy, we kind of brought them in as consultants and they really whipped us into shape. Frankly it is not always a pleasant experience trying to become green, and we were trying to make sure that we were walking the walk. So the first thing we had to do was to frankly turn our organization into a green organization as we were not. So we went through a lot of things such as creating a green team and asked how can we stop making all these copies? How can we get our staff to ride bikes to work and what are the elements in turning an organization green? And they really helped us with that. Then they worked very closely with us in terms of establishing what a green meeting was etc. So they worked with us and our partners to come up with a coherent plan regarding what we really had in the community that we could talk about. What is the city doing, the county, we had four different types of governmental agencies right here. What are the programmes that they have that we can talk about, and sell, that can help us promote that we have made Portland green.

So we then entered a Portland hospitality industry process and set targets for our marketing agency in terms of what we were trying to do and to help us create a green logo and advertisement, and asked how can we do this? It was a process and it took a couple of years before we really felt that we had reached that critical level before we could look the meeting planners in the eye and say we are green and that is why you should come to Portland.

**Støle:** So, what was your biggest challenge in this process?

**Smith:** Probably our biggest challenge was green sustainability. Of course it makes absolute sense but we had to get that past people - which it was just the right thing to do. We did not want to make people guilty and say if you are not green you can't hold your meeting in Portland but we wanted to make a business plan out of it. The biggest internal challenge within Portland was frankly with our hotel community in terms of getting them to go through the green seal process because it is quite expensive. It is not necessarily an easy thing to do. The general managers locally got it but they had 1 who probably were east coasters and who didn't get it, it's a process. One of our hotels that overlooks the river had big painted windows, and heat coming in. and for part of the green seal process they had to put heat shields on the windows, and that was a 100.000 dollar project before they could get their green seal certification. They had to get their owners to buy into that. That overall was probably the toughest thing. Everyone locally wanted to do it, but finding the resources, trying to justify the money, and especially getting them to see the long term perspective versus short term was part of the challenge.

**Støle:** Did you do anything from the CVB side to help or convince them in the process?

**Smith:** Yes. In our work with the hotels and hospitality community it was really anecdotal. We have eight sales managers that are talking to convention planners all the time, and talking with them about their decision factors to bring their meeting to a destination, and what they were looking for in a destination. And we were hearing more and more that they were interested in green meetings, which would not be the key decision factor but part of it. So we were able to talk with them about the hospitality industry and that it was important. And then MPI and other industry organizations talked about green as a hot topic, and that helped our cause because they could see that the CVB was not just rebranding them - but something that would impact them in the long term.

**Støle:** So in your view who has been the most important participant in this process?

**Smith:** I would have to say the Oregon convention center for Portland, it is initially the key attractor for a meeting planner. It is a beautiful building, so when companies are looking at the northwest they are looking at Seattle, and we are in this group. This helps set us apart from the rest, it is bigger and the fact that the convention center jumped onboard 110 % to become green was essential. They had to rebuild and spent a lot of money but got the LEED certified building certificate, And they are the ones setting the standards for local composting, locally sourced food, everything green that they can, Their recycling programme is just wonderful. So they have been the key partners.

If groups look at Portland and they don't like the building of the convention center they are not coming to Portland period.

**Støle:** What have been the benefits of your success so far?

**Smith:** The benefits are that there are groups that are green and if they are going to hold a meeting we are in the mix. Anybody that is green knows about us and if they care about green we are initially likely to be considered, and then have the opportunity to make our case. It is obviously not always going to be about green. The green gets us the foot in the door and Groups like the Unitarians that loved us, and intending to come back for 2014.

**Støle:** What factors in the process were the key success factors?

**Smith:** I think that we bought into it and in fact lived it. That we quickly got past the fact that it was a marketing ploy, everybody truly buys into it in terms of a lifestyle. In fact even if the meetings industry did not care we would still be green.

**Amy Spatrisano**

**Principle**

**MeetGreen**

Date: June 23<sup>rd</sup>

Time: 19:55 (Local Danish time)

Interview method: Skype interview with MP3 Skype recorder

Interviewer: Støle, Elisabeth

Interviewee: Spatrisano, Amy

### **Interview Transcription**

**Støle:** What is your role at Meet Green and how long have you worked there?

**Spatrisano:** I am one of the owners of 'Meet Green' this is our seventeenth year and my title is Principle.

**Støle:** *As someone experienced with working with sustainability how would you define it?*

*Spatrisano:* Just to give you a little background our company has always held conference management works meetings in a sustainable way. About ten years ago we built the business case on why you should do meetings sustainably and we wrote a book on why you should do sustainable meetings four years ago -the first book of its kind. We have an extensive background. We started the Green Meetings Industry Council, co-funded it back in 2003 and we were involved in it before it was cool and sexy.

**Støle:** *What have been the greatest challenges working with sustainability and to get the meeting industry to adapt sustainability?*

*Spatrisano:* I think that in the early years, people assumed that it would cost more money but in the last four years in particular we saw a tipping point in the industry wanting to engage in sustainability. Ironically that still remains, people still think that it costs money so it stops them from engaging in sustainable practices due their lack of knowledge. How do I create a sustainable process? If I had to pick one challenge it would be lack of knowledge on what it means to be sustainable and how to do it.

**Støle:** *So how would you suggest companies and destinations overcome these challenges?*

*Spatrisano:* I think now it is a little bit easier. Wal-Mart in particular is very open about what they have done on sustainability and people are seeing corporations embracing it such as the 1000 Fortune companies. If you are you are planning or providing meetings and you are not doing it sustainably you are not practicing smart business.

**Støle:** *For a meeting destination which participants need to work together?*

*Spatrisano:* If you are designing one, which we started to engage in, in Portland in 2003 ,you need your convention center, hotels, and your suppliers who provide services like transport, exhibition services in fact all of these providers to come to the table. Your Convention and Visitors Bureau are key players, and are able to provide information on what they are doing to be sustainable and are the focal point from the planner's perspective, as well as the suppliers. These key players get involved and sometimes involve the city government. If your city does not have the infrastructure for recycling and public transport it offers an opportunity for the meetings community to use influence politically to get the infrastructure modified to make it more sustainable.

**Støle:** *What have been the key success factors for Portland establishing it as a sustainable destination brand leader?*

*Spatrisano:* I think they had a couple of champions in the earlier days, the 'Hotel the double three Lloyd Center', Steve Falstick he is very respected because he managed one of the larger hotels in Portland, and he was a champion (and still is a champion) for sustainability as well as some champions within the Convention and Visitors Bureau who wanted to see this happen. It took a small group of people with the passion to have this happen for Portland to really take it forward. We have an infrastructure in this city that allows us to do it, because it has a reputation for being sustainable anyway, it is clean, there is little smog, it's a walkable city, and has a good transportation system, and that also helps.

**Støle:** *How many years ago did this process start?*

*Spatrisano:* For the meetings industry, I would say the first conversations happened in 2003 and it really got going in 2006-2007.

**Støle:** *Were you involved in this process?*

*Spatrisano:* Yes. We were the ones who presented the idea to the CVB and the community initially.

**Støle:** *Could you explain this process in a bit more detail?*

**Spatrisano:** Yes, in 2003 they all said it sounds really interesting we will get back to you, that was the initial conversation. One of our clients was the US Green Building Council which was a huge meeting for the city in 2004. And we have put a lot of things in place for our clients as far as sustainable attributes are concerned 'the double three' was one of these. A lot of our suppliers used what they learned and continued to build on it. You can't do this overnight and the 'double three' really took it in and was one of the smartest of the suppliers, they have really blown everybody else out of the water.

**Støle: what has been so special about the way of doing it?**

**Spatrisano:** Well, what they did is they integrated it into the culture of the organization. I have been at too many hotels that are green, built in a sustainable fashion and that have certification, but if you ask a sales person, a housekeeper or in reception they don't really know what their hotel is doing. The 'double three' has done it in such a way that it is an intrinsically part of working at the 'double three', and they know about what the practices of the hotel are especially in regard to sustainability, so it is about culture.

And that is what we have done in our own organization; we have built it into our culture which is very different from doing it like a check list. The organizations that realize that this is an intrinsically part of how you do business and build it into the DNA of their organization are applying a truly sustainable approach to business.

**Støle: Do you know if Portland as a tourism destination measures on sustainability?**

There is an annual report at the CVB, you can get it online. I don't know if an aggregated one exists. I think there are only individual reports from the venue etc. but I think that is the biggest challenge - getting all the information gathered in one place.

**Støle: What are your perspectives on certification for destinations?**

**Spatrisano:** I think that there are some that are better than others and would always recommend that people look to see what the certificates represent and don't just accept them because they look like a seal of approval. Ask them how did they get it, did they verify it or did they just rely on someone else's opinion. There are a lot of self verifications in North America. For me it has to have third party certifications to be an accepted seal but I would say that anything done regarding certification is good. There is a lot of confusion out there. Most planners don't really understand, and don't want to take the time because it is so confusing. That is one of the drawbacks and there are so many to choose from so it is difficult to find the best.

**Støle: Is there any initiative from the industry to make it easier?**

**Spatrisano:** No, not that I know of. The Apex Astm standards will help give a specific expectation of what you must do to call your meeting green, but it has not been launched yet and it will be a while before this will be 'third party verified'. And there are processes such as the BS8901 that will become ISO and they don't require you to perform it is a process.

**Støle: Are you in Portland experiencing a demand from the meeting industry about green practices and how do you see this developing in the future?**

**Spatrisano:** I think that the demand is increasing. There has been a slow increase for the last two years. We are hearing that a lot of suppliers are being asked to provide information about what they are doing in relation to sustainability. The questions are all over the map and they are not consistent, but at least they are asking. I am hearing that some clients have, when selecting hotels for instance, chosen the hotel that is the most sustainable option.

**Støle: Do you view this as a trend that you can see?**

**Partisan:** Yes, I think it will be a continued trend. In the USA particularly, and even in Canada, because both Canada and the USA and their government environmental agencies are driving it as well. They have an expectation that if it is a government meeting then a certain level of sustainable performance will be delivered to

win the business. That is just a beginning but that will evolve and grow. Influenced by the governmental sector as well as corporations who's own organizations taking on sustainability, making sure that their meetings, and their buying within meetings, support their sustainability claims.

**Støle: Will this be on the list as kind of a baseline requirement or will it be a key requirement do you think?**

Spatrisano: I think it depends, it is one of the requirements but is not one of the top two decision making ones - it is rates and dates, they are still the key drivers to decision making - rates and dates and location. Depending on the sustainability requirements, for most organizations, falls below the three most important criteria but people are taking it more seriously. It is the one thing that drives the decision and helps when making the decision.

The 'double three hotel' has tracked how much business they have got because they have a sustainable reputation. They are one of the few hotels I know that have been able to track that and quite a significant amount of money is involved. In fact last of October they had the busiest period in hotel history, and many of the clients that booked them was because of their sustainability practices.

**Støle: When branding a destination, how do you think that process differs when adding sustainability into that? Is there a difference?**

Spatrisano: Yes, I think it can add an advantage (another value add) to the brand. If your brand already provides quality service it is a good location to go to anyway, and the sustainability adds additional value. And in some cases for a city like Portland, we have a term, first tier cities, second tier cities, and third tier cities. These first tier cities really sell themselves they are popular cities like Chicago and San Francisco, and the second tier cities do not have as good name or air travel. Portland is one of them and in some cases it gives an advantage to win business because they have stronger sustainability policies and practices. And the same for a third tier city.

**Støle: If you were to give advice for a new destination, for example wanting to rebrand itself as sustainable towards the meeting industry, how would you describe or recommend this process?**

Spatrisano: Yes, we have worked with Portland and also worked with Seattle on this. The first step before they start branding themselves is that they need to make sure that they know what they have -, don't brand something you don't deliver. Be sure that you are very clear about what you offer and what the integrity behind what you offer is. Because if you brand your destination as sustainable and you don't have the practices consistently in place, it won't take very long before people figure that out so you want to avoid that risk. You need to find out exactly what you have as a city first. Are there enough elements to brand it and who are you branding it for. Branding is a very complex process - you kind of need to take those steps first before you decide how you want to brand.

Now, Portland has done it. Whether it is earned or not – they already have that advantage. We have lots of green areas and it rains a lot, there are so many beautiful natural things do - and people assumed that we practiced sustainable because of our setting. So in Portland, we had to make sure that there was an infrastructure of recycling, composting, and good public transport before we branded it as a sustainable destination towards meetings and conventions.

And they do brand it towards the meetings co sure that they had their partners onboard, at least the core meeting suppliers were onboard and had sustainable practices in place. All of those things, then how you brand it, and then the tone you give it (your marketing department can do that) but really before you do that you have to make sure that you have some substance behind the brand.

**Støle: What substance is this?**

*Spatrisano: The more that they can prove that they have certification the better off they are.. Again as in the conversation we had earlier about certificates the accreditation value also depends on their recognized authenticity for example 'LEED' have you heard about LEED?*

***Støle: Yes, I think so.***

*Spatrisano: Well, 'LEED', is more USA based but only covers the building structure but not necessarily how the building is operated. So there are other certificates that deal with how it is operated and not necessarily how it was built - like green seal. I am sure you have heard about 'green globe'. Canada has some as well so there is a variety of those but again I think If a city decides they want to promote particular certification, they need to know is it a 'third party certification' because that gives more weight than something that is self-endorsed. So certification is extremely important.*

*But again commitment within the meetings industry has to be there for a destination to do it! The destination has to have a really good transport system, because transport is one of the largest contributors to greenhouse gas emissions. So not having a sustainable transportation option even if they have the other components is going to cause difficulties for a city. Making sure that their facilities operate, and that they have a way to measure their performance. So they don't just say yes, we recycle and compost but cannot vouch for how much is diverted to landfill on a regular basis*

***Støle: Who do you view as leaders within sustainability in the meetings industry apart from Portland on a world basis?***

*Spatrisano: Hmm! difficult because there are different attributes. Copenhagen has done a lot. Nordic countries are good. The most south you are in to Europe, the less sustainability in general speaking. It does not mean that there are countries as a whole have a lot to do. Germany has done a lot and has good infrastructure. Pockets within UK - Scotland have some amazing. There are these areas. Africa and Asia completely different. And in Australia has done a lot.*

***Støle: What does it take for Portland to be able to maintain being a leader in this area?***

*Spatrisano: To see what is next, - because sustainability is a journey. If a city feels that they have arrived at sustainability and they do not need to do anything further - that is dangerous. There are always new products, and new information that we later learn about that we did not know about 6 or 12 months ago. Again the city staying on top of future developments is where we should address our attention next, that is something that has a leadership quality. For a city to have a checklist does not convey leadership for me.*

*Leadership requires looking into the future and looking at how we can improve.*

## **4.5 VANCOUVER**

**Dorte Ottesen**

**Manager, Meetings & Conventions, International  
Vancouver Convention and Visitors Bureau, British Columbia**

Date: June 2nd 2011

Time: 18:00 (Local Danish time)

Interviewee: Ottesen, Dorte

Interviewer: Støle, Elisabeth

**Interview transcription**

**Støle: What is your role/position at Vancouver CVB? And how long have you worked with branding Vancouver?**

*Ottesen: I am an International Sales Manager for Meetings and Conventions and I have been here for five years.*

**Støle: OK, for five years, and in what way is Vancouver convention bureau working with sustainability towards the meeting and event segment?**

*Ottesen: Well, we have partnered with BC Hydro; it is our kind of electricity provider. We have partnered with them to promote energy efficiency and energy conservation within all the tourism industry. And we have 1100 members in tourism Vancouver and we have sort of been persuading and pushing them to be part of the power smart programme in their hotels and whatever they do. So we have actually made a kind of conservation library which is a go to resource for our members full of interesting, tips, information and programmes to help their businesses to help their businesses on the environmental impact. That is an initiative. We also have some tourism ambassadors, actually to make sure that they do their effort to power down and conserve energy. They are kind of role models and share their expertise with everybody else i.e. other members by kind of setting an example. We also work with a company called UNI Globe, and we were actually one of the first tourism organizations to commit to greening and our corporate travel by purchasing carbon offset credit by their green flight programme. That means that anybody from Vancouver Convention Bureau that is travelling or anybody who is bringing businesses in - we offset the carbon footprint for that.*

**Støle: Do you have any Key Performance Indicators on sustainability?**

*Ottesen: No, not in this area - yet.*

**Støle: Do you experience a demand from meeting and event clients about green practices and what are they asking for?**

*Ottesen: They like green meetings but they want it all for free. It is not a large problem here, at least our convention center is a green already, and it has a leaf certification, in North America you can get for green buildings. And most of the hotels are doing a lot of greening stuff as it is, but some other initiatives require that they pay for them and they are not really ready to pay for them yet. So they have a corporate social responsibility that they don't really want. You know if they have to pay for it they will rather put their money in something else.*

**Støle: So do you view this is a baseline requirement, but the clients does not want to pay extra for it?**

*Ottesen: Yes. It is on top of my mind. We have a lot of people that want to leave a legacy that goes to the food bank, and pack food in boxes. And we recently had a conference where they went and helped, put new paint on the goal post in the community center and as it was really run down, they helped repair lines on the soccer field, so they could play soccer again. A lot of people are leaving legacies in other ways. If they can't green their meetings they could do other things, which is really nice.*

**Støle: What have been your key drivers for establishing a sustainable green destination brand in Vancouver?**

*Ottesen: Well, a key driver is that we have a Mayor that wants Vancouver to be the greenest city in the world by 2020 and I think that is a big driver. I don't*

*Anything, to do with transportation, especially taxis. Since 2007 any new taxi imported into Vancouver has had to be either electrical or hybrid. You can't have a taxi here that is not sustainable and the same goes for any new building built, it has to adhere to the new standards to be allowed to be built. We have used some of our car lanes to make more bike lines. Which the car drivers are not very happy about because North America is a very car heavy industry part of the world, and everybody is driving, nobody is biking, but some of the car lanes have been made into bike lanes.*

*So a lot of stuff is going on in this area. And I can't remember the numbers but Vancouver has reduced its carbon footprint a lot already.*

**Støle: So how long has Vancouver worked with sustainable branding?**

*Ottesen: The last couple of years as such. The city has had it as a goal.*

*But the building of the new convention center restarted in 2005. And a lot of the hotels have a green key but if you have certain sustainability issues you should get a green key nomination. A lot of the hotels have that as well. Vancouver Aquarium has an ocean wide programme going on. So a lot of restaurants this year have a little fish set which is the logo of the ocean wide programme, which ensures that the fish you eat at the restaurants has been sustainably fished. And that programme has been in place for at least five to seven years maybe. And other programmes across Canada are now, ensuring that their restaurants have it incorporated as well. And now business Australia is looking into similar programmes. So there is a lot of stuff going on within the last ten years on a smaller or larger scale.*

*So we try to use it and brand it in, or at least we makes sure that our clients in the meetings industry know what is going on.*

**Støle: What have been your greatest challenges?**

*Ottesen: One of the challenges is that we want to be a driver but we don't have the power. We can recommend stuff and we can urge our members to go greener but we can't really tell them, because it is a business decision. That is the challenge that we can't really tell them that you can't be a member of tourism Vancouver if you don't do this, because we don't have the mandate.*

**Støle: Are you doing any initiative to convince them?**

*The Conservation ambassador programme, and partnered with the BC Hydro for the power smart programme also make sure that our members at least have the tools that are available, so I think we are more in **the educational** end of that. Making sure that they know where to get the information and what they can do in an easy way. They might not have the resources to go out and find out for themselves so I think it is on the educational part. And, making sure that they know that they can do little things to make big changes. It is like turning a super tanker - you can't turn it right away, it is a long slow process.*

**Støle: Who has been your most important partners in order to be more sustainable brand?**

*Ottesen: It is probably the city of Vancouver because the way they are branding the city has to be very much in line with the way we brand the destination when we go abroad.*

**Støle: So the city of Vancouver, are there other stakeholders?**

*Ottesen: BC Hydro for sure.*

**Støle: What have been key factors for success in the case of branding Vancouver as sustainable?**

*Ottesen: Hmm! I think the fact that the new convention center that was opened a few years ago was meant to be a green building right from the beginning. **It** as so many of the sustainability factors in the building. That the clients can use the building really without adding anything on to their sustainability programme. I mean it has a huge green roof on the balcony, and they collect the rain water and use it in the wash room, and toilets, and use sea water for heating and cooling. They have bees which pollinate all the flowers and use the honey in the cooking at the convention center. And a lot of daylight comes in, so they don't need a lot of electricity on. They use wood from trees that could not be used for anything else, stuff like that, and have a scrap collection system in the kitchen. Also everything is made from scratch, and is from the province of British Columbia stuff like coffee and rice, and they do the hundred miles diet sort of food in there. They have done a lot of things that make it much easier to choose it, if you are looking for a green venue, than*

any other building here. It has really elevated Vancouver as a destination. And we have just been awarded the greenest city in Canada.

**Støle: Congratulations.**

Ottesen: Thank you, we are definitely on the right path.

**Støle: How would you view the future outlook? Do you see a trend for more clients asking for green practices?**

Ottesen: I think the demand will increase but it is still the scientific programme that is the most important for the meeting planner so it is a secondary. But it still will have an impact - no printing any proceedings. We see a trend towards using electronic posters instead of paper posters, stuff like that. But I think it is just a question of being part of more initiatives. GRI – Global Reporting Initiative we have had talks with the GRI people on how we can do some training on all our members and the industry, to be part of that project as well. And I know there is a new green ISO coming into place in Europe this summer. We are sort of looking into opportunities to be on the bandwagon and keep improving by staying in tune and by being the greenest city in the world by 2020.

There are a lot of political decisions if your company are not willing to do - you can't do it.

Coming from Denmark, taking the batteries out of the remote control in our boardroom I asked where to put them, and they asked me to put them in the bin and I said are you crazy? They did not collect batteries, but no we do. Because you have to drive two hours out of town to get them at a petrol station. You know it is a little thing.

**Støle: Are you also working internally on being more sustainable?**

Yes, we are, we do what we can. Like turning our screens on power saving mode when leaving the office at night. We have blinds, so whenever it gets very sunny you have to close the blinds before you leave in the afternoon. So we don't need to turn up the air conditioning, and we started to compost in January. The building that we are in is an office building. We now have three different bins for sorting our garbage, instead of just two, and we adapt anything that the building does.

**Støle: Who do you see as your biggest competitors in this area, like other destinations?**

Ottesen: I don't know. When we compete internationally for meetings and events it really depends on who we are up against and then the green stuff is not the highest priority on the list when people choose destinations, so it is difficult to tell but in Canada we mainly compete with Toronto and Montreal. On the North America basis it is very often Las Vegas, San Diego, and San Francisco. Internationally it is Buenos Aires, Sidney, Rome and Vienna for international meetings.

**Støle: What have been the benefits of being a leader within sustainability?**

Ottesen: I think that gives you a competitive edge at least on a small scale, because for a lot of people it is an emotional thing - we all want to be green. We don't always want to make the effort or I think that it is one of the emotional factors. As a destination you can get in touch with everybody that way. Apart from all the hard facts, every destination has a convention center, nice facilities, but the green aspect is on the emotional aspect - and I think that that gives us a bit of an edge. Even though, it won't be the deciding factor. For a few like eco conferences yes.

Do you get asked mostly for eco/green conferences? Yes they have all these guidelines for hosting a conference and you know a number of them can so it would be nice if you are green. But it is not top of people minds.

We are so lucky here, because we have a lot of hotels that are right down town with the convention center. So people do not have to be put on shuttle buses to get from a to b, they can walk in a maximum of 15 minutes. We

*have 6000 rooms within walking distance of the convention center and that saves them a lot of money and it is also very green, not having to use 20 shuttle buses.*

**Støle: Do you produce any reports on sustainability at the Convention Bureau?**

*Ottesen: No, we don't. We have just been through a project called rethink, because we hosted the winter Olympic last year. And our convention center, and we have a railway which was built to come in to the city - it all happened much faster due to the Olympics. Rethink Vancouver, involves a lot of different stakeholders, and tourism organizations. And the aim is to find out where does our destination want to go, how do we want to brand ourselves after all these decision. We got a lot of attention after the Olympics. In this I am sure that sustainability is going to be a part of it. We are waiting for the report - and we don't know yet.*

**Støle: How would you define sustainability?**

*Ottesen: Looking after Mother Nature.*

**Støle: It seems to be a tendency to call it green meetings instead of sustainable meetings? What do you use in Vancouver?**

*Ottesen: We do a mix. We use green more than sustainability because I think sustainability has other implications. When talking about Green meetings everyone will know it, and it is more of a perception when dealing with people from all over the world. Sustainability might not be a known word. Green is more of a buzz word - it is easier to pronounce and it is shorter.*

**Andrea Reimer  
Councillor  
Vancouver City Government**

Interviewer: Støle, Elisabeth

Interviewee: Reimer, Andrea

Interview method: Skype interview, MP3 Skype recorder.

Date: June 21<sup>st</sup>, 2011

Time: 19:30 (Local Danish Time)

### **Interview Transcription**

**Støle: So can you please explain your role at Vancouver city government and how long have you worked there?**

*Reimer: I am an elected official a politician, and was elected to city council in 2008. And I am the councillor who deals with work on the greenest city.*

**Støle: Working with sustainability how would you define it?**

*Reimer: Well, I tend to use the UNEP, the on... nd report. So the idea is that one generation can't steal from the future generation. So water, fossil fuels etc. whatever you are using have to be at the same rate so as the next generation has access to the same rates and the same level.*

**Støle: When did you establish the Green Vancouver brand?**

*Reimer: Well, it is not a formal date. But informally the mayor announced this informally when we running for public office in 2008. At the time one of his goals was to make Vancouver the greenest city in the world. So formally established I think in 2009.*

**Støle: Can you describe the process that you have gone through?**

*Reimer: In January in 2009 the city council established a greener city action team. It was comprised of 16 experts in sustainability. We looked for people who had broad expertise on sustainability. Because we don't want for instance water and a food expert to argue over the piece that they thought was most important. We instead wanted them to have broad expertise of sustainability and the pieces that need to work together. We are very lucky in Vancouver we have people like Doctor David Suzuki and we have a lot of people that are internationally renowned for sustainability. So our challenge was not finding people, it was keeping the number small enough so that they could work quickly together. They had two jobs; the second report was to find out what it takes for Vancouver to be the greenest city in the world by 2020. In ten different categories, food, water, transportation those sort of broad categories, and then they had to come up with one or two targets on each that we had to meet by 2020. So that was a big action plan and one we are working on now. But most importantly at that time we wanted them to produce a first report on what we could do right now, and of all of the things that we could be doing, before the big report were done. It was called the 'quick start report'.*

**Støle: What did the report say – and what was the main information in that report?**

*Reimer: Well, it listed 59 separate actions that the team felt that the city could get done before the winter Olympics in February 2010. It not only showed the world what we could do up to the Olympics but also that one of the challenges as a government was that we only have the goals that we set for ourselves. We knew there was a 100% chance we would have the Olympics, so by tying it to that timeline it was more of a real deadline for the people involved and the reason that it was so important. Normally what happens is that government establishes a task force, and people are excited about the work, but people don't see the results before many months later. And we needed to get people to see that we could get going on green right away but of course we also needed a long-term plan so that we could actually make a difference in the short-term as well. So there were 59 goals and 47 were done that year. Some of them were very small - like putting a community garden on the lawn on our city hall, and some of the big ones like bike lanes, food waste, composting, and bike sharing. The public bike share programme was really difficult. Some big things were easy and the small things were difficult, because we did not have a system like the public bike share scheme and we still don't.*

**Støle: was this a part of winning the bid for Olympics?**

*Reimer: Yes, we made a commitment back in 2003 in the bid that we would have the greenest Olympics and we were very sincere in our commitment on that, but to be honest, it is not any big deal for me - because any big event from all over the world to one place - is inherently unsustainable. So there is only so much you can do make an Olympics sustainable.*

**Støle: But were there initiatives?**

*Reimer: Yes lots. Many before we were elected and we added in some for sure – actually we added a lot of programmes. More importantly was to find out what we could do at the Olympics games and not for the games.*

**Støle: So what was your greatest challenge of establishing a green brand?**

*Reimer: The single largest project to start from zero and make it to 100 in no time. One of these was a brand for business called green capital. The last government had no plan on how they were going to draw in businesses to bring the businesses here, and show them our but also to make sure that we got the specific businesses that we wanted.*

*We did a whole program for green Vancouver and green capital, apparently it was the best business development program attached to an Olympics. So what we did was to invite 100 companies, they came in clusters of 20 companies, and they came together with businesses from each sector and partnered them with Vancouver businesses. We introduced them to Vancouver and how our tax system works etc, but it was also about this green tech cluster. It was hugely successfully and since then we have generated over 100million*

dollars in new business opportunities. You create many jobs and on top of that as destinations for these green clusters we are also drawing these conventions to town.

For example from PIXAR the film company and Figar congress to the International cycling conference came here. And this has made people bring their conventions to us because we have this.

**Støle: So what are the key benefits of being a leader?**

Reimer: If you are a local business you suddenly have a lot more power. Vancouver is not New York right, or London or Paris but it is the most livable city in the world so that means that it is not viewed as an economic powerhouse. But it allows all of our businesses (we have one of the most concentrated green businesses on the planet) to be seen. It is almost like putting a giant microscope on them so they can see them here and it gives them more business opportunities. Another thing that is very cool is that the businesses that are not as yet green, for instance tourism, construction the traditional industries etc. are suddenly saying we want to green our businesses. , So they might not be in the green industry yet but want the world to see them as part of this green branding. For instance, Tourism which is a very important and has a lot of impact on the environment. For them to say that we want to have less impact on the environment - is a huge shift.

**Støle: Are you doing anything to help the tourism sector?**

Reimer: Yes, we have a corporate climate leader's programme which is looking at greenhouse gases. In the case of hotels for example - about gases and their emissions, the laundry and the efficiency of the buildings. So they have to look at their own operations first. And we love to eat out here in Vancouver for lunch and breakfast so we try to make less waste.

**Støle: do you provide any incentives for the tourism industry or other stakeholders?**

Reimer: No we are not at that stage yet, we have a corporate climate programme. But we also support a program called Green Table that works at greening restaurants and food services that are a large part of the tourism industry. And we are also looking at what incentives could we give and how do they look at.

**Støle: so are your doing any reporting as a tourism destination on sustainability at this point?**

Reimer: No that is a process we are in now. It was really important to us to have the challenge, and to make sure that there are things that you can measure, so that people can hold you accountable.

**Støle: Who has been the most difficult to convince and how have you done it?**

Reimer: Political opposition of course. The usual political and broad public opposition. The biggest battles have been over adding bike lanes.

**Støle: Why?**

Reimer: Because we took away car lanes and gave them to bike users. A lot of threatening because of taking them away but the Majority supported it. Many threats have been really emotional and compared us to Nazis etc. And there have been some complaints from businesses.

**Støle: So how are you communicating the bi**

Reimer: It has been pretty massive the biggest thing the city has ever done. We started it with a group of experts. Normally you go out to the broad public and you get all this information and work backwards from there, but in our opinion the environment does not negotiate. There are very strict bottom lines to the environment as to how much carbon and how much impact you can put on it. So one can argue that, if that was the right process. But once they had the targets, we established stakeholder groups for all ten targets. About 300 people representing organizations that collectively represent 300,000, representing half the city. They can come with ideas on what they want us to do.

*Everything is negotiable on how we do it, as long as we reach the goal. On top of that we have internal advisory committees, so if we have a water goal we have one from each department etc. – and this was meant to engage staff. We took the targets out to the public, and we had 30,000 people involved with that. We had a website, and said that you as a regular citizen can give your opinion. That process took 6 months. The internal and external committee is ongoing. On top of that we engage internationally to promote our brand.*

**Støle: What have been the key success factors for creating a green destination brand for in Vancouver?**

*Reimer: Hmm! There are three. I have really seen them play out. Leadership is absolutely critical! We have had successes as a city on green but without a mayor to support it. But having a mayor behind it makes all the difference in the world. That is why we now have this huge programme involving a lot of people. You need a person, a lead from the top, committed to that.*

*The second is to have a plan. Having a plan and an appropriate amount of time. Governments do not generally want to commit. The important things are to have goals and measure in place. And how are you going to-do that? And are you willing to take the risk that you may fail.*

*The third thing is the partnerships either through engagement, or the advisory commitments. The list is so long it is hard to track it. There is not a single initiative that has not involved another partner. It seems chaotic. Sustainable cities are collaborative partnerships focused on delivering common interest.*

*You need to think of yourself as a community and neighbourhood. How are you or your business community going to work together?*

**Støle: So what do you think is the difference when branding a destination and adding sustainability?**

*Reimer: I think as social media and the Internet have made the world more savoir and we are not as vulnerable to branding and marketing. For example if Apple do anything wrong - the world will know it in seconds. So in order for your brand to work it has to be honest. It is impossible, in the time we are living in, to have a green brand and not be a green city.*

**Støle: do you think the process different from branding a destination and just a brand?**

*Reimer: I do, it makes people think. For us the brand was more about Vancouver's history and that we have amazing nature, mountains, and the ocean - so it is clearly a very visually green city, but the city has been opposed to use that as a brand because they think it is superficial. So it actually should always be our brand, because it is authentic and honest. But now we are taking it onboard and owning it. Making sure that we have everything in place on the ground, so they can use a bike or they can put recycling on the street and that is not as common in North America.*

**Støle: Do you measure brand image?**

*Reimer: Yes. The city does not do it but, but through Tourism Vancouver.*

#### **4.6 KEY INFORMANT**

**Guy Bigwood**  
**Sustainability Director**  
**MCI**  
**President Green Meeting Council**

Date: June17th, 2011

Time: 9.30

Interviewee: Guy Bigwood  
Interviewer: Elisabeth Støle

Interview method: Skype Interview, MP3 Skype recorder

### **Interview Transcription**

***Støle: How would you define sustainability? And how would you define a sustainable destination?***

*Bigwood: Good question. OK for me first of all sustainability is that combination of the 'three elements' of people, planet, profit. I guess that is pretty obvious but so many people think that it is only environmental but it has got to include the economic and social element. To give a bit more science to it I like to use the Natural Steps principles. Which are about reducing the use of fossil fuels and the elements we take out of the ground. It is about reducing the use of, and eliminating the use of chemicals that persist in the ground. Thirdly, it is about not destructing nature and its processes, and that people meet their basic human needs and those four principles really help me to really give a more scientific meaning to sustainability.*

***Støle: What factors do you think determine a destination as sustainable?***

*Bigwood: So a sustainable destination, it again comes back to those three ps. But in terms of a planner how can a destination help me be economically sound, you know - successful, and kind of help me boost my results in my meetings is the first and most important thing. Secondly, environmentally how can that destination help me organize a meeting with a minimum of its impact. And perhaps even, in leaving something positive, rather just leaving something negative. And thirdly, with the social stuff can I be contributing and creating value to society and not just taking away people that don't have what I am looking for.*

***Støle: So, how do you see green or sustainable destinations developing in the future? And in which way?***

*Bigwood: You see a massive amount going on at the moment. You see a lot of green issues, a lot of destinations pushing for green credentials. So that makes sense because there is a lot of money in sustainable technologies and environmentally sustainable technologies. Whether it is in green rooms or buildings or recycling you see cities changing their attitude to that, and that is really important and fantastic. That helps them on their carbon usage and creates various tools in a low carbon economy. Few cities understand the concept of social sustainability and how the meetings industry can help with that. So how can the meetings industry help improve everything from diversity, to social justice, to inclusivity, and to poverty, and through to health and that is a something which has a bigger impact.*

***Støle: Can you name a destination or give an example of that actually understands this?***

*Bigwood: I do not think there are any destinations that have really got it. I think there are some destinations that are working hard on it - Portland is a good example, in the states. I think even Gothenburg is getting it and is working towards it. A standard known to the convention center and the CVB. They are creating partnerships with NGOs. So they provide these partnerships automatically to the event organizers coming to town and any leftover product whether it is a pen, paper or a carpet, now automatically has a second distribution, is a tangible example. And Gothenburg is really pushing all aspects of that and rolling it out and looking to community solutions to a lot of issues. They are really targeted and a good example is well the gay community, they are bringing events about gay rights and gay pride festival to Gothenburg. Because and I think that event can help to change the community and build a more tolerant community. So there are a few cities that are good at that. San Francisco another good one and a few other ones. It is a journey no one is linking the event to industry. There are cities that understand, obviously the link between the event industry and the community. The link between the event industry and the community is poor and it is just starting to happen around the world.*

***Støle: So how do you think branding a destination differs when you add the sustainability factor?***

*Well, the brand is what people say about you, that's what a brand is. And a brand is intrinsically emotional. Sustainability, environmentally, socially or economically, it has a lot of emotion connected to it. And you know people that are very passionate regarding certain areas of green, people like me, the community aspects etc. So if you can align to people's passions then they are going to talk about you.*

*So you can show that not only are you out there leading, you are doing some pretty cool new stuff - you are a leader. So I think that is a really interesting element for city branding. As a first just the content. The second thing is that Sustainability is about stakeholder engagement. It is about getting people together, talking about the issues and then talking about what the solutions are or finding the solutions.*

*Happening as a community, as a team, that is nothing to do with being green it is just a tool that we use in sustainability. Any time you get people together from all walks of life to talk about a destination and what is happening you are going to get progress and that is very powerful within a brand. I think sustainability is a business strategy - you know the social and environmental impact. The economic impact is very powerful because of the techniques and tools you use in the sustainability process to business.*

***Støle: But, do you think there is a difference when creating a brand for a destination and a sustainable brand? Is there any difference in the process?***

*Bigwood: In the process. Brands are created in city at least in the west, we have rebranding differences. I think that in that process, integrating sustainability into a process to improve or rebrand. Include stakeholder engagement as a key aspect of that and you get a richer brand. You get a better brand.*

***Støle: So what are the largest drivers behind destinations creating sustainable brands?***

*Bigwood: There are a few different drivers. We have got and this is a lower priority, government. Governments around the world have a commitment to sustainability because, they have a commitment to lower carbon emissions and creating healthier cities. So it is natural that it affects the tourism and the business tourism area. So that is definitely one aspect. And secondly it's competitively now, other destinations are doing it so you have got to do it and it is not an option anymore. And that is very much connected to what your clients demand. Then I think you have got almost how would you say that, stakeholder pressure, pressure from your staff your talents, your community to do so, if I lived next to the Bella Center, in one of these houses, along here I would expect them to be doing something. If I worked for the Bella Center I would expect them to be doing something.*

***Støle: And, then what do you think are the largest challenges for these destinations?***

*Bigwood: Well I think lack of leadership. Leaders that don't have the skills and understanding are the KEY challenge out of that is a second challenge that is totally connected which is about communication. The ability to communicate properly is another key challenge. The actual science and you know in many aspects, they can be worked around as one of the solutions there if you have leadership.*

***Støle: So how can they overcome these challenges?***

*Bigwood: Well first of all you need a leadership and they need to train themselves up on how to identify the opportunities and the risks and how to do that strategically. Sustainability is part of a business strategy. So I think education of leadership is the first aspect. And then that leader needs to build a team that knows how to communicate and build capacity.*

***Støle: Which partners or participants are most important in order to create a sustainable destination brand?***

*Bigwood: A bit of everyone. You have got to \_\_\_\_\_ and they need to take leadership. I think they should take leadership. Underneath that leadership they need to bring in industry, government and the public services, the city councils and the transportation companies a whole raft of industrial participants I mean under strategically addressing that. The short version is getting a hold of the private and public participants and the local community.*

***Støle: And what do you see as the key success factors for a sustainable destination brand***

*Bigwood: Leadership. It is about leaders being out to include other leaders. If your leader is connecting with other leaders then you will have a strategic programme that will give the results. If you are just working lower*

*down the ranks and there is no you discussion on a leadership level about sustainability it will not deliver results.*

***Støle: And what do you see as the main benefits of a destination that do this successfully?***

*Bigwood: Value. In the case that you create value. You create value economically, you create value environmentally and reducing damage and restoring environmental issues. And socially in creating value in your society by improving all the aspects that we talked about. Inclusiveness, diversity, poverty health.*

***Støle: So, is there a demand from meeting planners of sustainable practices and how do you view the future outlook?***

*Bigwood: Definitely there is a demand. Is it a 100 percent? No, but you know, progressively on a daily basis it is increasing and only builds up. And it will never be the number one criteria for someone to choose a destination and it should not be. But it should be in your criteria you have five or six points. And we are definitely seeing that with the big brands and organizations asking.*

***Støle: In your experience, working with destinations, do they do any reporting and which way should they do that?***

*Bigwood: I don't know any destinations in the meetings and events industry that are doing sustainable reporting correctly yet. In tourism you have got some interesting projects that are pushing the boundaries. There are really enough things happening. So that is definitely what we are trying to push some destinations into - to step up, list and measure and report, and describe transparently what is going on. You have got a system called the Global Reporting Initiative - the GRI that is the format the destinations should be using and that is going to boom in the future.*

***Støle: So who do you see as destination leaders on the environmental part?***

*Bigwood: Copenhagen is clearly up there, a real world leader, Vancouver, Portland. Amsterdam are doing a great job. Environmentally they are doing a great job. On a sustainable basis, on a more holistic sustainability, the choice is lower, Vancouver stays up there. London is good coming a long way and understanding the community and the social aspects. Even the leading cities have a long way to go*



## Appendix 5: Abbreviations and Definitions

### List of Abbreviations:

CVB: Convention and Visitors Bureau  
CSR: Corporate Social Responsibility  
KSF: Key Success Factor  
DMO: Destination Marketing Organization  
NTO: National Tourist Organization  
MICE: Meetings, Incentives, Conventions and Events  
GOV: Government  
SD: Sustainable Development  
UNWTO: World Tourism Organization  
GDB: Green Destination Branding

### List of Definitions

APEX provides definition on a number of convention industry-related terms. This section will provide a short overview of the most important terms used in this research (ICCA FAQ 2011, APEX Convention Industry Glossary, 2011, UNWTO Glossary):

**Conference:** An event used by any organization to meet and exchange views, convey a message, open a debate or give publicity to some area of opinion on a specific issue. No tradition, continuity or timing is required to convene a conference. Conferences are usually of short duration with specific objectives, and are generally on a smaller scale than congresses or conventions.

**Congress:** 1) The regular coming together of large groups of individuals, generally to discuss a particular subject. A congress will often last several days and have several simultaneous sessions. The length of time between congresses is usually annual, although some are on a less frequent basis. Most international or world congresses are latter type; national congresses are more frequently held annually. 2) European term for convention.

**Delegates:** Individuals who attend an event to primarily visit the exhibits or attend meetings and/or conference sessions. This excludes exhibitors, media, speakers, and companions.

**Event:** An event that requires the use of a convention center or event complex and multiple hotels in the host city.

**Exhibition:** An event at which products, services or promotional materials are displayed to attendees visiting exhibits on the show floor. These events focus primarily on business-to-business (B2B) relationships.

**Incentive - meeting:** Event as part of a programme which is offered to its participants to reward a previous performance.

**Meeting planner:** A person that can be an employee of or hired by companies, associations and other organization to plan, organize, implement, and control meetings, conventions, and other events.

**Meeting:** An event where the primary activity of the attendees is to attend educational sessions, participate in meetings/discussions, socialize, or attend organized events. There is no exhibit component to this event.

**Marketing vs. branding:** The main distinction is that with a destination brand it creates a brand identity a name, logo, slogan and value attributes, and positioning that tells something about the identity of the destination, that differentiates from competitors, and what it promise to be to target group. The visitors then get a brand image of the destination for example 100% Pure New Zealand(NZ) which gives the visitor a brand promise of a pure, clean and green destination. However, the marketing is the advertising, and promotion done to sell the destination brand to the target segment. The marketing helps communicate the destination promise to the target group and the brand is how the destination keeps the promise made through delivery to the visitors.

## Appendix 6: Table of general information of cases

	<i>Cape Town</i>	<i>Copenhagen</i>	<i>Melbourne</i>	<i>Portland</i>	<i>Vancouver</i>
<i>Time of green of branding efforts</i>	2009	2009	2008	2006	2009
<i>Residents</i>	3 million <sup>1</sup>	6 million <sup>2</sup>	4 million <sup>3</sup>	566.000 <sup>4</sup>	578000
<i>Visitors</i>	1,9 million	7 million <sup>5</sup>	1,4 million	8,9 million <sup>6</sup>	8 million

<sup>1</sup> CapeTown Government, Planning For Future Cape Town, 2011

<sup>2</sup> Befolkning - Region Hovedstaden . Available: <http://www.regionh.dk/topmenu/omRegionH/faktaOgTal/Befolkning/Befolkning.htm> [Accessed 7/12/2011].

<sup>3</sup> Melbourne Government, 2011

<sup>4</sup> City-data.com/city/Portland-Oregon, 2009

<sup>5</sup> overnight stays 2010, Wonderful Copenhagen annual report, 2010

<sup>6</sup> Travel Portland Visitors statistics, 2010